

**INVESTIGATING THE IMPACT OF ORGANISATIONAL CULTURE ON  
EMPLOYEE PRODUCTIVITY AT THE NAMIBIAN PORTS AUTHORITY**

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## **ABSTRACT**

The primary objective of this study is to investigate the impact of organisational culture on employee productivity in Namport. The study was primarily anchored on the Denison Model. The hypothesised relationship between organisational culture and employee productivity was tested by adopting an explanatory survey design that employed a quantitative research method. Simple random sampling procedure was used to select a sample of 168 respondents from a target population that consisted of white-collar NamPort employees with access to work computers. The study collected primary data through an online survey that utilised a questionnaire with structured questions. Specifically, descriptive and inferential statistics analysed the quantitative data through SPSS. Following data analysis, the study revealed that organisational culture has a significant impact on employee productivity in NamPort. Furthermore, the results indicated a positive correlation between organisational culture dimensions and employee productivity. Moreover, the findings revealed that the consistency dimension exerts the strongest positive and significant influence on the dependent variable, as evidenced by the R-value of 0.978 for the regression coefficient. Based on the research conclusions, the study recommends that NamPort's executive team recognises the critical role of organisational culture in the organisation's growth and success. In addition, recommendations were also made to broaden the scope of the research to other segments of the maritime industry, to strengthen the findings.

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## **LIST OF ABBREVIATIONS**

<b>CEO</b>	Chief Executive Officer
<b>DOCS</b>	Denison Organisational Culture Survey
<b>NAMPORT</b>	Namibian Ports Authority
<b>SPSS</b>	Statistical Packages for Social Sciences

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## **DEDICATION**

This project is dedicated to the loving memory of my late father Petrus and late sister Peingeoshili Anghuwo.



## **CHAPTER ONE**

### **1. INTRODUCTION**

#### **1.1 Background of the study**

Organisational culture has been recognised as essential in achieving exceptional business performance and growth (Szymańska, 2016). However, Aryani and Widodo (2020) argue that the organisation's culture remains a source of contention among scholars, managers, and organisational professionals. Notably, experts and scholars interpret organisational culture in many ways. Some scholars view organisational culture as a set of widely shared and firmly held norms and values across the organisation (Guiso, Sapienza, & Zingales, 2015). Organisational culture is referred to as a collection of shared values, assumptions and beliefs within an organisation (McShane & von Glinow, 2018; Schein, 2017). Some scholars view an organisation's culture as a value that perseveres for its members to differentiate one organisation from another (Robbins & Judge, 2013).

An organisation's culture is the social bond that ties individuals together and incorporates them into the organisational experience. Organisational culture affects employee behaviour and how organisations manufacture products and deliver customer services (Kelepile, 2015). According to Ahmad (2012) organisations must develop a culture to retain their position in the marketplace. Organisational culture depicts the organisation's unique working methods and relationships and how they connect with others within and outside the organisation (Agboh & Okeoma, 2020). For example, it may be a typical work practice for deck crews to assist the ship during arrival, berthing and departure or work routine of the members of the synchro-lift team while handling and operating the docking

and undocking of vessels to and from the lift for all repair work. Salihu, Salihu and Musa (2016) cited Kandula (2006) who contends that a strong culture is crucial in achieving successful results. According to Awadh and Saad (2013), proper understanding and deep knowledge of organizational culture will improve employee productivity.

When assessing organisational culture, it is important to understand its elements and dimensions. Therefore, the importance of cultural dimensions in all aspects of organisational life cannot be overstated. As the driving force behind the company's growth and development, organisational culture pervades all activities and is an integral instrument for regulating the behaviour of its members (Gavric, Sormaz, & Ilic, 2016). Langat and Lagat (2017) state that numerous studies are inconsistent with these organisational culture traits (Cameron & Quinn, 1999; Denison, 1990; Hofstede *et al.*, 1990; Schein, 1992).

Organisational culture, according to Denison and Neale (2011), has four important dimensions. The first dimension is involvement, which focuses on empowering employees to ensure participation in decision-making (Achua & Lussier, 2013). The second dimension is consistency, which requires a strong culture that is highly consistent, well-coordinated, and well-integrated to maintain the status quo (Haimanot, 2018). The third dimension is adaptability, which depicts that customer-driven adaptable organisations are not risk-free but learn from mistakes (Amah, 2012). According to Nigussie (2018), the fourth dimension is the mission, which shows that the organisation's effectiveness is contingent upon developing a meaningful and well-defined long-term strategic direction and vision.

On the other hand, as employee productivity has progressively become the focal point of discussion at management and behavioural scientists' meetings (Hanaysha, 2016b). Mathis, Jackson, Valentine and Meglich (2017) define productivity as the quantity and quality of work accomplished while accounting for the cost of resources used. The performance of employees improves by establishing a strong culture in an organization (Awadh & Saad, 2013). Thus, organisations can gain a competitive advantage by increasing their productivity (Attaullah, Le, & Sahota, 2014).

An organisation's culture is closely linked to productivity (Agwu, 2014; Ahiabor, 2014), and all firms are committed to improving productivity. However, Agu (2020) posits that organizational culture would remain linked to superior performance and productivity if the culture is adaptable to changes in environmental conditions. The relationship between organisational culture and employee productivity has been extensively researched across various academic fields, including organisational behaviour and industrial organisations (Shahzad, Luqman, Khan, & Shabbir, 2012; Uddin, Luva & Hossain, 2013; Ahiabor, 2014; Paschal & Nizam, 2016; Inienger & Emem, 2018). Paschal and Nizam (2016) found out that organizational culture has a huge and significant impact on employee's performance. In the same vein, Shahzad *et al.* (2012) found that organizational culture has a deep impact on the performance of employees that can cause to improve in the productivity and enhance the performance of the organization.

Inienger and Emem (2018) on the other hand, are of the view that the relationship between cultural traits and employee productivity has not remained consistent over time. The culture of an organisation plays a critical role in determining whether employees perform well or poorly. Similarly, Uddin *et al.* (2013) contended that the relationship between

organisational culture and employee performance is an indirect trend mediated by organisational variables such as employee commitment and employee productivity. Nonetheless, Ahiabor (2014) argued that whether organisational culture improves or worsens employee productivity warrants further investigation.

While extensive research has been conducted over the years on organisational culture (Uddin *et al.*, 2013; Inienger & Emem, 2018; Agu (2020), the influence of organisational culture on employee productivity in various companies remains uncertain. Organisational culture and employee productivity are considered immersive subjects that must be addressed to achieve organisational success. However, few studies have been undertaken on the impact of organisational culture on employee productivity, particularly in developing countries such as Namibia. In light of the above, the survey used 168 respondents to ascertain the influence of organisational culture on *NamPort* employees' productivity.

## **1.2 Statement of the problem**

Several studies have been conducted to determine the influence that organisational culture has on employee productivity. Despite this, only a few studies have focused on developing countries such as Namibia (Zakari, Poku, & Owusu-Ansah, 2013). Hence, there is a need to review *NamPort*'s organisational culture, which could influence employee productivity. As business productivity becomes increasingly important, organisations invest significant resources in improving the skills and capabilities of employees. In this way, other working environment aspects that affect employee performance will suffer,

irrespective of the impact of these variables on the morale and effectiveness of the employee.

*NamPort* is dedicated to empowering its employees to execute their duties in a way that provides world-class port services to all local, regional, and global seaborne trade to become Africa's best performing world-class port (*NamPort*, 2018, p. 3). Be that as it may, the paucity of sustainable organisational culture and inadequate cultural integration within the corporate group can negatively influence authoritative responsibilities and lower returns for investors (Idris *et al.*, 2015). Management often focuses exclusively on financial indicators and ignores the role of non-financial factors such as organisational culture in shaping the beliefs and value system needed to achieve the expected performance. Furthermore, management often underestimates the impact of employee interaction, teamwork, and mutual communication. As a result, there seems to be little or no attempt to profoundly grasp these non-financial factors due to cultural disparities within the organisation.

On this note, organisations face the test of employee productivity scrutiny, as measures to improve productivity remain in the hands of human resource managers, who often perceive organisational culture as having little impact on employee productivity (Mohammed, 2019). Methods and procedures for obtaining reasonable services, lack of employee incentive strategies, poor management, or any other employee benefit program cannot intrinsically be the root cause of poor employee and organisational performance. Although organisational culture can profoundly affect performance and productivity, employees and corporate governance can obstruct employees and the organisation's work. Therefore, the company executives must recognise the significance of an influential

organisational culture within the corporate group to enhance performance and productivity (Viegas-Pires, 2013). Thus, this study was conducted with the broad aim of determining whether organisational culture has an impact on the productivity of *NamPort* employees.

### **1.3 Objectives of the study**

The primary objective of the study is to investigate the impact of organisational culture on the productivity of employees at *NamPort*.

The specific objectives of the study are:

- 1.3.1 To investigate the relationship between employee involvement in *NamPort's* organisational culture and employee productivity.
- 1.3.2 To determine the relationship between consistency in *Namport's* organisational culture and employee productivity.
- 1.3.3 To assess the impact of adaptability to *Namport's* organisational culture on employee productivity.
- 1.3.4 To examine the extent to which the organisation's mission as a dimension of organisational culture has an impact on the productivity of *NamPort* employees.

### **1.4 Hypotheses of the study**

In this study, the following hypotheses were developed and tested.

**H<sub>01</sub>:** There is no significant relationship between involvement as a measure of organisational culture and employee productivity.

**H02:** There is no significant relationship between consistency as a dimension of organisational culture and employee productivity

**H03:** There is no significant relationship between the adaptability dimension of organisational culture and employee productivity

**H04:** There is no significant relationship between the organisation's mission as a dimension of organisational culture and employee productivity

### **1.5 Significance of the study**

The findings of this research can be used to advance the body of knowledge and supplement future in-depth studies on organisational culture and employee productivity. Furthermore, the study may assist *NamPort* executives in gaining insight into and understanding the implications of culture on employee productivity. Management will be able to review which dimensions of organisational culture significantly impact employee productivity and how organisational culture contributes to general organisational performance. Similarly, the study can help *NamPort* employees develop a more nuanced understanding of their role in shaping the organisational culture and how this affects the organisational success and expands the overall performance.

This research may also benefit *NamPort* as the organisation under review, as it highlights areas that need to be addressed and resolved to increase employee productivity. The survey provides valuable information and feedback that enables the company to improve performance and maintain a competitive edge. Finally, future researchers and academics

may find the study useful as a source for identifying gaps that can be filled through future research.

### **1.6 Limitations of the study**

This study was limited by a slow and low response rate by respondents. However, results were improved by emailing follow-up requests to respondents to complete the survey. Also, due to the health protocols required for the Covid-19 pandemic, the study was limited to the target population of 290 *NamPort* employees with access to work computers. Data collection from the entire population would be physically impossible due to the restrictions referred to above. Respondents expressed concern with disclosing information, which is a common shortcoming of opinion-based surveys. These concerns were mitigated by assuring respondents that the research was conducted exclusively to gather academic information and that the privacy and confidentiality of the information disclosed was protected.

### **1.7 Delimitations of the study**

This survey was conducted exclusively among 290 *NamPort* white-collar employees at Walvis Bay. Although there are many dimensions to measure organisational culture, the study considers only the selected dimensions such as involvement, consistency, adaptability, and the mission adopted from Denison (1990), which the researcher thought was appropriate for the study. These dimensions will be investigated using an explanatory research design to assess the impact of organisational culture on employee productivity.

## 1.8 Thesis outline

The study is organised and presented into five chapters:

**Chapter One** summarises the background of the study, the problem statement, objectives, and hypotheses and the significance of the research. The study's limitations and delimitations were also highlighted.

**Chapter Two** presents a literature review, which serves as the foundation for this study. The chapter provides an overview of the model that guides the impact of organisational culture on employee productivity in *NamPort*. The chapter further reveals the importance of organisational culture and concludes with the conceptual framework.

**Chapter Three** presents the research methodology of the study. The chapter discusses the research design and provides information on the population and sample size. The chapter further elaborates on the procedures for data collection and data analysis and ethical guidelines.

**Chapter Four** presents the data analysis results as obtained from the questionnaire. The chapter further summarises the main findings of the study.

Lastly, **Chapter Five** presents the conclusions and puts forward research recommendations that should be implemented.

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Introduction

The preceding chapter discussed the background of the study, problem statement, and research objectives. This chapter presents an overview of current literature on the impact of organisational culture on employee productivity. The study explores how the independent and dependent variables developed into a conceptual framework. Consistent with the objectives of the study, it was essential for the researcher to emphasise the organisational culture dimensions that could influence employee productivity. The chapter also highlights the importance of organisational culture and productivity of employees and summarises the existing research gaps that this study needs to address.

#### 2.2 Definition of Key Terms

The study is underpinned by the concepts of organisational culture and employee productivity to establish a common understanding of the context of the study.

**Culture** is defined as a set of shared fundamental assumptions that a group develops as it addresses external adaptation and internal integration issues, and that have proven to be valid enough to be taught to new members as the correct way to perceive, think, and feel about to those issues (Schein, 2017).

**Employee productivity** refers to the aggregate output employees attain in a given period to achieve expected goals. It is evaluated based on their efficiency and effectiveness in achieving expected goals and job requirements (Syverson, 2011).

**Organisational culture** refers to the underlying values, beliefs, and principles that form the basis of an organisation's management system and the collection of management practices and behaviour that reinforce those fundamental principles (Denison & Neale, 2011).

**Productivity** is defined as the ability to fulfil stated objectives at a determined cost and acceptable standard within a definite timeframe (Sultana *et al.*, 2012).

### **2.3 The concept of organisational culture**

Organisational culture has been studied for many decades. Various definitions have been proposed over time, typically revolving around the notion that it relates to the machine of values, beliefs, and behaviour shared to the benefit of the employees of that organisation (Cui & Hu, 2012; Plakhotnik & Rocco, 2013). An organisation's culture is an abstract of shared beliefs and values that shape employee behaviour and customs (Kotter & Heskett, 2011; Salihu *et al.*, 2016).

According to Nongo and Ikyanyon (2012) understanding society or groups requires an understanding of culture. Individuals become attached as a result of the socialisation process. Groups can shape, influence, and measure the attitudes, outputs, and behaviours of group members. Organisations are formed to uphold individuals in solving issues entrusted to them. The diversity of behavioural patterns of members of the organisation contributes to forming behaviours, beliefs, and perceptions. These consciousnesses, behaviours, and beliefs can be differentiated and recognised as distinct organisational culture.

Employees are the fundamental foundations of an organisation, according to Kokila and Ramalingam (2015) as cited by Nigussie (2018). The organisation's success and growth are directly related to the effectiveness and efficiency of its employees. Employees may use culture to determine what is appropriate or unacceptable within the organisation, given the values and standards. Culture exists in businesses of any size. Thus, organisational culture establishes a framework under which employees can act individually and collectively in an open, closed, and autonomous communication context. Organisations can also act by acknowledging their achievements (Nigussie, 2018).

The impact of organisational culture on employee productivity has been studied extensively in the literature. After reviewing the work of various academics, Das and Mohapatra (2018) found that the concept of organisational culture originated in the seventies. However, the connection was established in the eighties by Allen and Kraft (1982), Peters and Waterman (1982), and Deal and Kennedy (1983), and it remained among the most popular and contentious theories in management research and practice throughout the nineties.

At its core, organisational culture is a set of shared values that significantly influences workplace behaviour (Amin, 2017). On the other hand, Kim (2016) defined organisational culture as a system shared jointly by its members, implying no distinction between employees in an organisation. Numerous scholars (Agwu, 2014; Nigussie, 2018; Salihu *et al.*, 2016) have described organisational culture in various studies using different measures. These measures span disciplines ranging from anthropology and sociology to applied disciplines such as organisational behaviour, management science, and organisational communication, indicating that there is no single definition. Organisational

culture refers to commonly accepted elements and guides actions within organisational units, such as values, beliefs, assumptions, and practices.

According to Nelson and Quick (2011), organisational culture performs four functions: it provides members with a sense of identity, enhances employees' commitment, elevates organisational values, and acts as a control mechanism for behaviour shaping. As a control mechanism, culture enables organisations to subject members to desired ideals while educating members about what is expected of them in performing their duties. Also, business managers establish culture through their focus, behaviour, rewards, and how they employ and dismiss people. In either situation, organisational culture is critical to achieving the goals of the organisation.

### **2.3.1 Characteristics of organisational culture**

As Robbins and Judge (2013) pointed out, certain aspects of organisational culture serve to differentiate one organisation from another. These features are classified into seven categories (Collins & Porras, 2000, as cited in Nigussie, 2018). First, innovation and risk-taking refer to how employees are encouraged to be creative and take calculated risks. Second, attention to detail, the degree to which employees are expected to demonstrate precision analysis and accuracy. Third, outcome orientation refers to the degree to which management is expected to prioritise results over the techniques and processes used to obtain those results. Fourth, people-orientation refers to how management decisions consider the impact of outcomes on people within the organisation. Fifth, orientation team refers to how group work activities are coordinated. Sixth, aggressiveness, which necessitates that people in the organisation be assertive and competitive. Finally, stability,

the degree of emphasis on organisational activity rather than growth, to maintain the status quo.

While these characteristics do not attempt to establish a connection between variables, there is widespread agreement that these traits are essential for understanding an organisation's culture. Given the characteristics of organisational culture listed above, it is clear that organisational members seek and establish a collection of fundamental assumptions, principles, norms, symbols, and ideologies. These ideas, thoughts, and behaviours provide guidance and direction for resolving issues by implementing change from outside the organisation and integrating it into the organisation.

### **2.3.2 Strong culture versus Weak culture**

Culture can have a strong or weak effect on the organisation and employee behaviour. The organisational strength can be measured in terms of employees' agreement on the critical nature of specific values and ways of doing things. Madu (2012) as cited in Thokozani (2017) alluded to a strong organisational culture as a collection of values and beliefs that are firmly adhered to and widely shared within organisational goals. However, such a culture necessitates additional investments in a culture that are unlikely to be reversed. A strong organisational culture can help achieve goals and improve the performance of employees, thereby improving the overall performance of the organisation (Shahzad *et al.*, 2012, as cited in Irbo, 2018).

A strong culture indicates that employees become more dedicated as shared values are accepted. Likewise, a strong culture of the organisation can help companies improve their competitiveness, take action, and integrate with competitors. Consequently, business

executives benefit from establishing and retaining a solid culture to enhance employees' overall performance and productivity (Woldeyes, 2019). Raza *et al.* (2014) presumed that a strong organisational culture is crucial for integrating an organisation's present and future directions.

In contrast, little consistency between business values and employee behaviour indicates a weak culture that usually does not align with the goals of the organisation. Culture is considered weak when norms and practices are vague or inconsistent or are not strengthened (Warrick, 2017). Ashipaoloye (2014) defines a weak organisational culture as one in which various values and principles are not firmly and commonly shared within the organisation, leading to the perception that only a few individuals or group of employees have allegiance to the organisation.

From this point, it is clear that employees of the organisation disregard the principles, norms, and personal values. Shahzad *et al.* (2012) found that a weak organisational culture can negatively affect profitability and productivity. A weak organisational culture can reduce performance, customer relations, and the ability of otherwise capable employees to perform. Thus, when values and beliefs conflict with management priorities, the survival of the organisation is threatened (Eaton & Kilby, 2015).

### **2.3.3 The importance of organisational culture**

Odor (2018) asserted that organisational culture is critical for instilling a code of conduct in employees, motivating them through recognition, promoting self-satisfaction, and guiding employees' thoughts and actions. Organisational culture influence show employees interact in the workplace and help foster positive relationships and

competitiveness. In the face of a fiercely competitive global market, organisational culture is a critical element affecting a business's long-term viability (Warrick, 2017). According to Atfraw (2019) organisations that are distinctive and have an intractable culture have a strategic and competitive advantage over other organisations. Culture enables one to appreciate how things are perceived differently in other cultures and has a tendency to magnify intricacy and confusion. It gives structure to views and provides guidelines for decision-making, coordination, and overall control in the organisation's environment (Mullins, 1999 as cited in Dwirantwi, 2012).

Several scholars (Kotter & Heskett, 2011; Mullins, 1999; Sorensen, 2002), as cited in Zhao *et al.* (2018), argued that a strong organisational culture benefits business, promoting positive work behaviour and exerting influence over employees and the company's excellent productivity. A strong organisational culture fulfils three significant functions: First, organisational culture is a pervasive social control mechanism that affects decision-making and employee behaviour. Second, organisational culture serves as the social glue that binds the organisation and its people together, and ultimately, organisational culture supports the sense-making process. Finally, specific events (Ojo, 2014),

#### **2.4 Dimensions of organisational culture**

Contrary to an entwined and contradictory dominant culture, Cacciattolo (2014) believes that organisations have multiple subcultures. Organisational culture is made up of beliefs, values, and behavioural norms that serve as primary foundations for employees to contextualize their experience, defining desired and recognised occurrences and potential threats (Golea & Balogh, 2015). Numerous scholars have designed models to characterise

various organisational culture metrics. Dolan and Lingham (2012) synthesised several prominent organisational culture models, such as the Handy Model, the Schein Model, and the Denison Model of organisational culture, which assert that employee values must conform to the mission and vision of the company.

### **2.4.1 Charles Handy Concept**

Handy's concept establishes a relationship between organisational structure and culture. Handy (2000) as cited in Dolan and Lingham (2012), identified four distinct types of organisational culture that take into account the organisational structure, namely, a power culture, role culture, task culture and people culture.

#### **2.4.1.1 Power Culture**

According to Misigo and Moronge (2017) certain organisations are dominated by a few individuals who wield power and control. Employees are not afforded the same privileges as these decision-makers with varying privileges and authority within the organisation. Power culture is characterised by a web-like pattern of dispersion and lack of regulations, limited guidelines, and minimal bureaucracy. Kummerow *et al.* (2014) note that as long as decisions are made at the top, the result may be rapid decision-making, even if those decisions are not in the best long-term interests of the organisation.

#### **2.4.1.2 Role Culture**

Soni (2019) states that the role culture focuses on defining the role at hand rather than focusing on individual personalities. In a role culture, power is determined by an individual's position within the hierarchical organisational structure, which is often

extensive and has a longline of authority. Within this culture, roles are viewed as more significant than personnel executing them, and authority is allocated within a highly defined structure. However, as cited in Kuronzwi (2019), Handy (2000) argues that organisations with role cultures are slow and sometimes resistant to recognizing the need for change. When they sense a need for change, they take time to accept and implement the necessary adjustments across the organisation.

#### **2.4.1.3 Task Culture**

As stated by Janićijević *et al.*(2018), task culture is a set of principles and behavioural standards in which success and achievement are the primary goals of the organisation. Teams are organised to address certain issues. Mancoba *et al.* (2015) claimed that power comes from the team that possesses the competence necessary to complete a task. Thus, task culture is based on small teams, with highly skilled and specialised individuals in their respective fields. These cultures usually feature many reporting lines linked with a matrix structure. The critical nature of teamwork in completing the task cannot be overstated; if that fails, so does the task.

#### **2.4.1.4 Person Culture**

Person culture can be problematic because the employee believes they are more valuable than the organisation (Cacciattolo, 2014). This culture is detrimental to the organisation since the employee is unconcerned with the organisation's needs and expectations. Mancoba *et al.* (2015) emphasise the importance of culture in terms of shared and common values, practices, and behaviours that ultimately influence results. Thus, its deficiency as a result of a person culture may jeopardise the organisation's success. Employees in

person culture are less receptive to managerial requirements and are less loyal because of available alternative employment (Chebet, 2017).

## **2.4.2 Schein's Theory of Organisational Culture**

According to Dolan and Lingham (2012), Schein (2004) examines organisational culture from the observer's perspective and explains it on three levels: artefacts, espoused beliefs and values, and underlying assumptions.

### **2.4.2.1 Artefacts**

Artefacts are visible, audible, and observable characteristics of an organisation. These include the organisation's infrastructure, visible awards, accolades, how employees dress, how they interact visibly with one another and external stakeholders, and its strategy expressed through the mission and vision (Chebet, 2017). According to Schein (2010) as cited in Agboh and Okeoma (2020) organisational culture is the consequence of group experiences, largely unconscious and considered culture as a three-layered phenomenon. However, this level is difficult to interpret because it encompasses the most superficial cultural occurrences. According to Pantiyasa (2016) culture can only be seen and felt at this point. However, an individual must delve deeper to comprehend the significance of the organisational culture that is felt.

### **2.4.2.2. Espoused Beliefs and Values**

This level is concerned with the employees' values and beliefs. According to Lien and Thuan (2018) espoused values are promoted by the leadership and management of a business. While the relevance of proclaimed values in organisational culture is apparent,

many experts contend that assigning values that exist solely in individuals to a business unit or collection of persons is inappropriate. Thus, the espoused values mainly influence leaders and subsequently influences company behaviour. Cotter-Lockard (2016), on the other hand, argued that espoused beliefs are the products of group learning, which includes the testing of values and beliefs through problem-solving and collective work. It is how an organisation describes and communicates its strategy, aims, and values.

### **2.4.2.3 Underlying Assumptions**

Underlying assumptions are concerned with unexplained events that occur when internal organisational culture principles are questioned. These are the unseen elements of culture that are not accurately quantifiable at the time of their occurrence and are not cognitively recognised in daily interactions between members that contribute to organisational success (Schein, 2004 as cited in Wambugu, 2014). Failure to understand the pattern of fundamental assumptions will make it complex to make sense of the more obvious manifestations of culture, such as how to appropriately interpret artefacts or how much credence to give the espoused values. However, Pantiyasa (2016) asserts that this phase is difficult to confront and modify. Values and norms established in the preceding phase will be ingrained and become an unwavering concept.

According to the proponent of this theory, the most visible sign should not be the key component of cultural interpretation due to their ease of misinterpretation. Prioritizing identifiable symbols may result in a failure to grasp the underlying fundamental assumption required for cultural comprehension.

### **2.4.3 Denison's Model of organisational culture**

This study is predominately anchored on Denison's model of organisational culture (2000). As cited in Ahmad (2012), Denison (2000) developed an organisational model based on four cultural dimensions: involvement, consistency, adaptability, and mission. Organisational culture dimensions are critical when creating and maintaining a thriving organisational culture (Kotarba *et al.*, 2012). Denison's model focuses on the impact of organisational culture, applies to all levels of an organisation, and has an extensive research base.

In addition, Denison's model can be used to describe the flexibility and sustainability of culture in a broad sense and is applicable to various industries. Furthermore, the model provides a description of organisational behaviour theory, which connects the strengths of organisational culture to financial performance while also emphasizing the importance of employees on the job interrelationships and overall optimization processes. Denison's model also provides specific opportunities to form an organisation's cultural profile. These underlying attributes are expressed and quantified through a series of management practices based on the model's twelve indices (Denison *et al.*, 2012).

#### **2.4.3.1 Involvement**

Involvement is a critical factor in the effectiveness of organisational culture and empowers every organisation member (Mousavi *et al.*, 2015). Employee involvement entails involving employees in the decision-making and problem-solving processes in the organisation at all levels. The involvement of employees in the organisation's processes ensures that employees can consciously identify themselves in the workplace and tightly

link their performance with organisational objectives. To build a solid organisational culture, managers should promote a high level of employee involvement and participation in major organisational activities (O'Reilly *et al.*, 2014). It is critical to recognise that employees have a greater sense of responsibility and are accountable for their actions, especially when they participate in organisational decision-making.

#### **2.4.3.2 Consistency**

Consistency is considered an effort to continue doing something until the desired outcome is achieved with the highest level of integration, coordination, and control (Denison & Neale, 2011). Consistency implies that an organisation is inclined to succeed if its cultures are robust, highly consistent, well-coordinated, and well-integrated (Gamanya, 2013). A consistent organisation maintains its mindset, creates an organisational structure based on consensual support, and establishes an internal governance system. The behaviour of employees is firmly established through a set of guiding principles. Business managers and subordinates, despite divergent opinions, are adept at reaching agreements (Wanjiku & Agusioma, 2014). As Salihu *et al.* (2016) pointed out, consistency is a stable attitude and a strong driving force for internal integration, which stems from a shared mentality and a more exceptional standard of conformity.

#### **2.4.3.3 Adaptability**

In promoting business success, adaptability is a vital organisational cultural dimension (O'Reilly *et al.*, 2014). This theory argues that organisations need to maintain a framework of norms and beliefs that supports the organisation's ability to obtain, perceive environmental signals, and convert them into internal behavioural changes. This

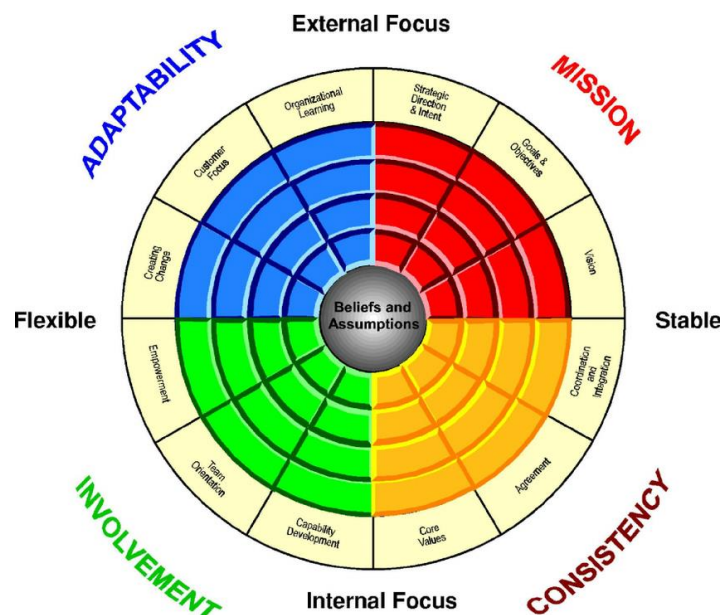
foundation significantly increases the organisations' chances of success, development, and growth. It is rather coincidental that well-integrated organisations are the hardest to imitate. Denison and Neale (2011) define adaptable organisations as those that move with their environment's needs, identify and act on potential change, take calculated risks and learn from mistakes. These organisations constantly improve their systems to achieve greater efficiency and provide value for their customers (Salihu *et al.*, 2016).

#### **2.4.3.4 Mission**

Denison *et al.* (2012) state that mission defines the organisation's long-term direction and examines the business's strategy, vision, and goals. An organisation that is into serious business and wishes to survive has a clear and well-defined mission statement that expresses the organisation's vision for the future (Wanjiku & Agusioma, 2014). Also, explicit goals are well-explained to allow employees to understand the relationship between day-to-day activities and the organisational vision. Vision is the reason for organisational existence and competition in a given market. As the organisation's underlying mission changes, other aspects of organisational culture will also change (Ahmad, 2012).

As mentioned above, the Denison model (2000) benefits users in assessing organisational culture and recognising its strengths and shortcomings. The model further allows for the interpretation of the content or scope of the coordination plan to be interpreted in organisational culture and aid businesses in identifying leadership direction and organisational culture development.

## The Denison Model of Organisational Culture



**Figure 2. 1 The Denison Organisational Culture Model**

*Source: Denison and Neale (2011).*

### Denison organisational survey facilitator guideline

The Hendy and Schein models incorporate psychological or personality characteristics of organisational culture. Their underlying assumptions are developed and validated in an academic setting, using non-business language. On the contrary, Denison's organisational culture model is oriented around behavioural aspects and is intended for use in business. As a result, the model is applicable to all organisational levels that utilise business language to analyse business results.

### 2.5 The concept of employee productivity

While employee productivity is a new concept in management literature, it is one of the most pressing issues confronting organisations today (Hanaysha, 2016a). Interest in this

concept is increasing day-by-day, which could be related to the organisation's success largely contingent upon employee productivity (Kawara, 2014). According to Arya *et al.* (2016), in a highly dynamic and competitive business environment, employee productivity determines a firm's effectiveness and success. As it turns out, productivity is of immense concern for all organisations and managers. The primary purpose of the work is to achieve the highest possible maximum output and accomplish outstanding performance at the lowest possible cost.

Modern management scholars have proposed various definitions of employee productivity. For example, productivity is the ability to fulfil stated objectives at a determined cost and acceptable standard within a definite timeframe (Sultana *et al.*, 2012). In other words, employee productivity can be measured by an employee's efficiency in performing their duties. Similarly, Srivastava and Barmola (2012) asserted that employee productivity could yield significant results when expectations are compared to overall outcomes.

Employee productivity is the aggregate output achieved by employees in a given period to achieve expected goals and evaluated based on their efficiency and effectiveness in achieving desired goals and job requirements (Syverson, 2011). Moreover, Kien (2012) attests that higher employee productivity can help organisations retain their competitive advantage, achieve strategic and financial goals and business objectives. As increased productivity is required in every business, employee performance is given higher priority than other areas of the organisation.

### **2.5.1 Measurement of employee productivity**

In general terms, employee productivity is calculated by dividing an organisation's revenue by the number of employees. However, this may not be the appropriate way for all organisations to achieve the desired outcomes. Employee productivity measurement varies by organisation, depending on the nature of the business because employees are assigned to various levels within an organisation. As a result, the productivity of a new employee is different from that of an established employee. Similarly, measuring employee output in factories may be more straightforward and less complicated than in knowledge-based organisations.

While measuring productivity, it is essential to consider efficiency for blue-collar and white-collar employees: likewise, it will differ on an individual and team basis. On that note, enhancing employee productivity is an important goal reflected throughout an organisation's management. Subsequently, an increase in employee output can improve organisational performance (Hanaysha, 2016b).

Although determining employee productivity can be challenging, it has a direct impact on the organisation's earnings. Employers should recognise and understand that employee productivity is the key to organisational success regardless of the type of business. In this sense, an employee's productivity is a factor that evaluates the performance of the organisation. Despite the adequate availability of resources such as physical facilities, funds, and raw materials, and others, these resources lose their meaning without employee productivity to achieve business goals. Good employee productivity leads to effective

employee behaviour, reflecting their ability to contribute to organisational goals through their actions.

## **2.6 Empirical Literature Review**

Numerous researchers around the world have conducted empirical studies on the relationship between organisational culture and employee productivity in various related studies. However, few studies have been conducted in Namibia on the impact of organisational culture on employee productivity. Be that as it may, different studies reviewed were found to have similar conclusions even though they were conducted in different countries.

Some research studies show a clear and positive relationship between organisational culture and productivity (Benter & Datche, 2016; Ehtisham *et al.*, 2011; Laike, 2017; Langat & Lagat, 2017; Salihu *et al.*, 2016; Ukachukwu & Iheriohamma, 2013) while others reject such a direct link, emphasizing the importance of variables such as employee productivity and performance (Boyce *et al.*, 2015; Inienger & Emem, 2018; Matthew, 2019; Nikpour, 2017; Uddin *et al.*, 2013).

Langat and Lagat (2017) examined the effects of organisational ownership and culture on employee performance among selected banks in Kenya. The results indicate that involvement and consistency positively impact employee performance. An explanatory research design was employed to achieve research objectives. The use of stratified and simple random sampling techniques helped determine the sample size. The use of questionnaires accomplished data collection. Cronbach's alpha was used to evaluate the reliability of the instrument. Data was analysed using descriptive and inferential statistics.

Correlation and multiple regression analyses revealed causal relationships between organisational culture and performance and other selected variables. The study concluded that consistency and involvement improve employee performance. The study recommended that organisations seeking to improve employee performance should solicit employee input on work-related and organisational issues.

Similarly, Ehtisham *et al.* (2011) conducted research to add to the body of knowledge and empirically test the relationship between organisational culture traits and performance management practices. The exploratory research design was employed in this thesis. Primary data were collected through questionnaires to determine the impact of organisational culture on performance management practices. Statistical analysis techniques such as regression and correlation were used. Results revealed a strong correlation between involvement, consistency, and adaptability. Similarly, performance management practices are positively associated with the other organisational culture dimensions.

Moreover, Laike (2017) used an explanatory study approach to examine the impact of four organisational culture dimensions based on the Denison model on performance management practices at the Economic Commission for Africa. The sample size for this research was determined using simple random and purposive sampling technique. Primary data were gathered through a questionnaire to accomplish the research objectives. The data was analysed during descriptive and inferential statistics. Correlation and regression analysis were used to ascertain the relationship and effect of two variables.

The findings indicate a positive relationship between organisational culture and performance management practice in ECA. Statistical analysis revealed a stronger correlation between consistency, mission and adaptability, and performance management practice in ECA, whereas involvement had a weaker correlation with performance management practice.

The study concluded that organisational culture has an impact on performance management practices. The study recommended more research to be explored on the effect of involvement trait on performance management in order to improve the approach toward increased employee engagement and empowerment to ensure that performance management practices positively impact the overall effectiveness of the organisation's performance.

An assessment of the relationship between organisational culture and employee performance of Kenya Ports Authority by Benter and Datche (2016) revealed that of the four types of culture examined, organisational culture and competitive culture have the most significant impact on employee performance. The study employed a descriptive research design. The sample size was selected using simple random sampling technique. The researcher collected data from respondents using a questionnaire. Descriptive statistics were utilised to analyse data. Inferential statistics, specifically regression analysis, was used to reach conclusions about the population.

Findings show that organisational culture has an impact on employee performance. Of the four types of culture analysed, competitive culture had the greatest impact on employee performance. The study recommended that management develop sound organisational

policies that foster an environment conducive to employees exhibiting a performance-enhancing culture.

Salihu *et al.* (2016) conducted a study to analyse and evaluate the impact of organisational culture on employee performance in Nigeria. The study used a descriptive research design combined with mixed research methods. Primary data were gathered using a questionnaire. SPSS, E-views, and MS Excel were used to analyse data. The extent to which employee involvement, consistency, and organisational mission, affect job efficiency, effectiveness, and productivity were determined using descriptive statistics and OLS regression methods.

The study found that consistency was the most significant determinant of job effectiveness. In addition, the organisation's mission was found to have a substantial effect on job efficiency in Nigeria significantly. In addition, findings indicated a direct and significant relationship between employee involvement and employee productivity. In light of these findings, the study recommends conducting frequent appraisals, allowing the organisation to address any gaps and assist employees in realizing their potential.

Ukachukwu and Iheriohamma (2013) conducted an investigation into the impact of cultural diversity on employee productivity. While many factors contribute to increased employee productivity, the study found that other factors can impair performance and productivity. Findings also revealed that many businesses face difficulties with daily production and profits. These firms lack the time and resources to delve into the cultural aspects of the business. Businesses pursue profits and refine cultural and engagement activities, but cultural disparities affect the employees at all levels. These diversities,

which are the concepts underlying the assignment of work to employees, primarily influence communication and coordination. Failure to make necessary adjustments will result in decreased productivity. The study concluded that the success of firms is influenced by cultural differences and recommended the use of cultural policies to mitigate these differences.

Although several researchers have shown a positive relationship between organisational culture and employee productivity, other researchers hold contrary views. Matthew (2019) questioned the notion that due to disparities and fragmentation of cultural values; the strong culture of some Indian software companies is directly linked to organisational effectiveness. The primary limitation of this study was the inability to generalize the findings to other sectors or regions. Furthermore, the researcher believed that the connection between culture and performance was indirect and insufficient to account for financial performance.

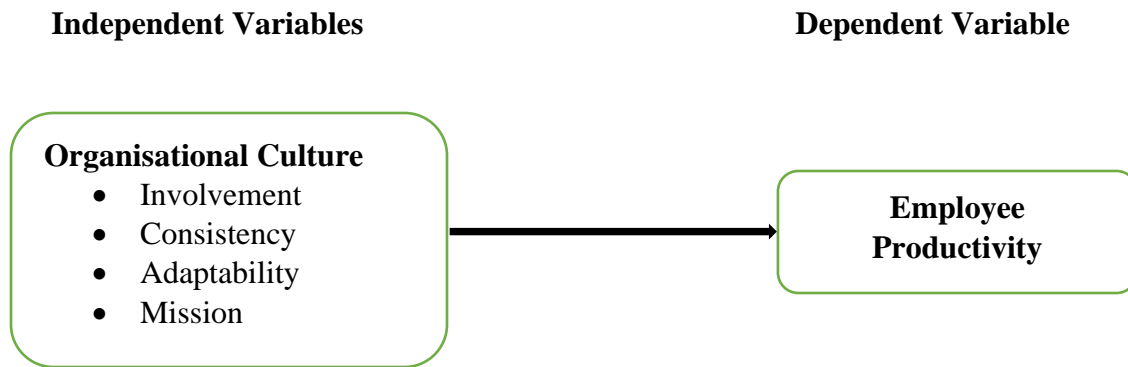
According to a study conducted by Inienger and Emem (2018), the relationship between cultural traits and employee productivity has not remained consistent over time. The culture of an organisation plays a critical role in determining whether employees perform well or poorly. Likewise, Uddin *et al.* (2013) contended that the relationship between organisational culture and employee performance is an indirect trend mediated by organisational variables such as employee commitment and employee productivity. Thus, cultural characteristics can affect productivity, but their effect is limited in a specific context (Boyce *et al.*, 2015). Similarly, Nikpour (2017) researched the impact of organisational culture on organisational performance and focused on involvement, consistency, adaptability, and mission as organisational cultural attributes. Research

findings indicated that the suggested model fit correctly and that an organisation's culture had an indirect impact beyond its direct impact on organisational performance. The indirect impact was significantly higher by mediating the employee corporate commitment than the direct effect.

The preceding literature and empirical studies on organisational culture and employee productivity elicited conflicting responses from different researchers. According to some scholars, there is a statistically significant positive relationship between organisational culture and employee productivity. In contrast, other researchers maintain contradictory ideologies about the relationship between organisational culture and employee productivity. Due to the paucity of consensus in the empirical literature, further research is required on this topic.

## **2.7 Conceptual Framework**

Kothari (2011) expressed the view that a conceptual framework is a visual or written product that describes key factors, essential concepts, determinants, or variables to be investigated and the presumed relationship possessed. To develop the conceptual framework, organisational culture was selected as the independent variable, which includes involvement, consistency, adaptability, and mission dimensions, and employee productivity as the dependent variable. In Figure 2.2, the pointed arrows illustrate the dominant direction of influence. The independent organisational culture variable was determined using the four cultural dimensions of organisational culture from the Denison Model that have a direct effect on employee productivity. The reviewed literature significantly aided in the development of the conceptual framework for this study.



**Figure 2. 2 Conceptual Framework**

*Source: Developed by the researcher from literature review, 2021*

According to Mousavi *et al.* (2015), the relationship between involvement dimension of organizational culture and employee productivity indicates that highly involved organizational culture encourage employee involvement and instil a sense of ownership and responsibility in their performance. As a result, receiving input from organizational members improves the quality of decisions and their implementation. Individuals who have been empowered have the authority, initiative, and ability to manage their work. The relationship between the consistency dimension of organizational culture and employee productivity fosters a strong culture based on a shared set of beliefs, values, and symbols that all members of an organization understand. Implicit control systems based on internalized values can be more effective than external-control systems that rely on explicit rules and regulations in achieving coordination and integration (Salihu *et al.*, 2016).

The relationship between the adaptability dimension of organizational culture and employee productivity implies that adaptable organizations respond to the environment demands, take risks, learn from their mistakes, and have the ability and experience to

effect change (O'Reilly *et al.*, 2014). According to Wanjiku and Agusioma (2014), a mission dimension of organizational culture provides purpose and meaning by defining a social role and external goals for the organization. Having a strong organizational culture will lead to effective employee productivity, and having both variables will significantly improve an organization's performance. Overall, literature review shows that organizational culture leads to increased organizational performance (Ahmad, 2012).

## **2.8 Summary**

This chapter introduced the concepts of organisational culture and employee productivity. The section revealed that culture gives a sense of identity to organisations. This chapter addressed the research objectives by defining organisational culture and its relationship to employee productivity. Moreover, the chapter identified that employee productivity could be determined by organisational culture dimensions and established a significant relationship between organisational culture and employee productivity. The next chapter will discuss the research methodology, outlining the methods and procedures used to complete the survey.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter discusses the research methodology and procedures applied to accomplish the research objectives. In particular, this section focuses on research design, population, sampling, research instrument, the procedures to collect and analyse data, and ethical considerations. This section also presents how aspects of validity and reliability of the survey instrument were addressed in the study.

#### 3.2 Research Design

This research aims to investigate how organisational culture influences employee productivity. A positivism research philosophy was adopted to allow results to be generalised and interpreted objectively to achieve the research goal. Research philosophy is defined as the system of beliefs and assumptions about developing knowledge (Saunders *et al.*,2019). A deductive approach was employed in this study to test the hypotheses.

The study adopted an explanatory survey design, which applied a quantitative method to investigate and explain the hypothesised relationship between organisational culture as the independent variable and employee productivity, which is the dependent variable. In quantitative research, researchers collect numerical data, use statistical data to analyse numbers, and conduct queries fairly and objectively (Creswell, 2012). This research is cross-sectional as the study was conducted at a single point in time (Saunders *et al.*, 2019).

Since the survey research is quantitative, data was collected using a structured questionnaire adapted from the Denison Organisational Culture Survey (DOCS) (Denison& Neale, 2011). Quantitative data was collected from the sample population to capture the opinions and attitudes of the research participants towards the achievement of the research objectives (Creswell, 2014; Rahi, 2017).

### **3.3 Population**

A population is a group of individuals with the same characteristics (Creswell, 2014). According to *NamPort* (2019, p. 70), *NamPort* has a total workforce of 965 permanent employees. This study excluded 70 percent of the blue-collar employees with no access to work computers. The target population for this study was limited to 290 white-collar employees with access to work computers (*NamPort*, 2019).

### **3.4 Sampling**

A simple random sampling technique was applied in which a sample size of 168 respondents was selected from a population of 290 employees. This method was chosen because it gave all participants an equal probability of inclusion in the sample (Bhattacharjee, 2012). Furthermore, a simple random sampling technique was suitable because it provided the researcher with accurate inferential statistics (Bryman & Bell, 2011). Kumar (2019) defines a sample as a subset of observations from the population. Sampling is a cost-effective technique because it saves researchers time and money so that the study does not involve the entire population. The study used Slovin's formula (Stephanie, 2013) to obtain the sample size from the target population of 290 employees.

Where:  $n$  = the sample size     $N$  = the total population     $e$  = the margin of error (0.05)

$$n = N / (1 + N (e^2))$$

$$n = 290 / (1 + 290 (0.05^2))$$

$$n = 290 / 1.725$$

$$n = 168$$

### **3.5 Research Instruments**

The researcher used primary and secondary data sources to achieve the objectives of the study. A self-administered questionnaire was used as a research tool to collect primary data. The desk research method was used to obtain secondary data from the literature on the internet, books, published research papers, *NamPort*'s annual reports, and journals.

#### **3.5.1 Questionnaire**

A survey questionnaire with structured questions was employed as the data-gathering instrument. Questionnaires are used to collect data in large-scale survey research to capture the experience, behaviour, and belief of research participants (Quinlan *et al.*, 2019). The questionnaire consisted of three sections. Section A of the questionnaire collected demographic information about the respondents. Section B dealt with information on organisational culture, while Section C contained information relating to employee productivity. The independent variable of the study, organisational culture, was assessed using 39 statement items adapted from DOCS (Denison & Neale, 2011). Organisational culture was measured in terms of four dimensions: involvement, consistency, adaptability, and mission. As the dependent variable, employee productivity

was quantified using five statement items adapted from Lee and Brand (2010). The other six statement items were derived from the research objectives and were highly dependent on the research literature review.

Responses were rated on a five-point Likert-type scale, ranging from strongly agree to strongly disagree (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree to 1=Strongly Disagree). Respondents were requested to provide annotated descriptions of their perceptions and factual information based on organisational culture and employee productivity practices. For this study, a questionnaire was preferred because it provides detailed individual feedback to the researcher and gives an image of the actual situation. A questionnaire is the simplest and most widely used data collection tool because it is low cost and offers the greatest anonymity as respondents required no direct intervention from the researcher.

### **3.5.2 Secondary Data**

Kothari (2011) refers to “secondary data as available data that has been collected and analysed by other researchers”. Secondary data was extracted from published books, journals, past research papers, and *NamPort’s* annual reports through desk research technique. Secondary data was used as supporting material for the study and to extend the researcher’s understanding of the nature of the research topic.

### **3.6 Pilot Test**

A pilot study was carried out to assess whether the questionnaire was valid and reliable. The questionnaire was piloted on five randomly selected participants to determine if any

alterations should be made to the instrument before actual data collection. Furthermore, pilot testing was carried out to determine if the instrument would generate the responses needed to achieve the research objectives. Respondents were asked to point out any vague or misleading statements in the questionnaire and help predict the time required to complete the questionnaire. All respondents agreed that the questions were clear and that the words could easily be understood. As a result, no modifications were required to the questionnaire administered to the respondents. The pilot study findings were omitted from the final results of the study to avoid response bias.

### **3.7 Validity**

This research sought to determine and verify the content validity status of the instrument. Validity is defined as the extent to which researchers assess what was intended to be quantified (Kumar, 2019). Bhattacharjee (2012) defined content validity as “the assessment of how well a set of scale items fits into the relevant content domain of the construct that it attempts to measure”.

Questionnaire items were generated from extensive literature review as used in previous studies by several scholars and researchers (Aksoy *et al.*, 2014; Ehtisham *et al.*, 2011; Hanaysha, 2016b; Zakari *et al.*, 2013). As a result, the content validity of the instrument was authenticated. Also, the researcher solicited expert opinion in the research field, particularly from the research supervisor, to consolidate the validity of the questionnaire. The supervisor evaluated and reviewed the appropriateness and metrics of the statement questions. Based on the comments provided by the supervisor, the questionnaire was revised. Therefore, the instrument items were deemed valid.

### **3.8 Reliability**

Kothari (2011) defines reliability as the ability of a research instrument to yield consistent results following repeated administration. Cronbach's Alpha technique was used to ascertain the reliability of the questionnaire. This internal consistency test helped to ensure that these underlying attributes remained consistent after repeated administration. A reliability coefficient equal to or above 0.70 indicates an "acceptable" level of internal consistency (Bryman, 2012). Reliability results of the measurement of organisational culture and employee productivity variables are presented and illustrated in the following chapter.

### **3.9 Data Collection Procedures**

The research procedure is a clear and concise depiction of all the steps assumed in the research (Cooper & Schindler, 2014). The data collection process began with obtaining permission from the Namibia Business School to conduct research and ensure that ethical considerations were followed. Furthermore, permission was sought from *NamPort* as the organisation under review to carry out the research survey. The researcher's supervisor reviewed the questionnaire before administering it to the respondents. The researcher discussed the ultimate objective of the study and the survey instructions in the cover letter (see Appendix D). Concerning confidentiality, *NamPort* included in their research permission letter to the researcher, a confidentiality clause, obliging the researcher to keep the research results strictly confidential, and the researcher duly signed, agreeing to the terms. Informed consent was subsequently obtained from the respondents to ensure that participation in the survey was voluntary.

Data was collected from respondents through an online-based/email self-administered survey approach. The Google Forms platform was used to host the questionnaire online. The questionnaire was sent via email as an encoded connection to the selected sample of respondents using a simple random sampling technique. The survey was conducted via email to respondents using their work email addresses provided by the Human Resources Department. Respondents were given five days to fill-in the questionnaire and those who failed to submit the questionnaire within five days were given another five days to complete the questionnaire.

Initially, the sample size of the study was 284 respondents; however, it was reduced to 168 respondents after clarification was provided by the Human Resources Department on the number of employees with access to work computers. Even so, given the health protocols resulting from the Covid-19 pandemic, direct administration of the questionnaire would have been utterly impossible for the researcher to collect all completed questionnaires from respondents physically.

### **3.10 Data Analysis**

The data analysis process started with a thorough cleaning of the data. The questionnaire was checked for completeness before the analysis of data. Data collected from primary sources were analysed. The process involved editing and converting information into numerical codes representing attributes or variables metrics (Bhattacharjee, 2012). The collected data was analysed, and research hypotheses were tested using SPSS version 21.0. The demographic information for the respondents was presented using descriptive

statistics in the form of frequencies, percentages, means, and standard deviations. Pie charts and frequency distribution tables were utilised to present the data.

Furthermore, inferential statistics were used, in particular, multiple regression analysis to test the hypotheses and determine the significance of the relationship between the independent and dependent variables. “Multiple regression analysis is appropriate when a single numerical dependent variable is hypothesised to be associated with multiple numerical explanatory independent variables” (Howell, 2013). Regression coefficients were used to enable the researcher to ascertain the factors affecting employee productivity as determined by the predictor variables. The results were interpreted to reveal the significance of the findings. The relationship created is illustrated below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon, \text{ Where:}$$

Y = Employee productivity

X<sub>1</sub> = Involvement

X<sub>2</sub> = Consistency

X<sub>3</sub> = Adaptability

X<sub>4</sub> = Mission

In the model,  $\beta_0$  is the constant term representing the predicted value of the dependent variable if all predictor variables are zero. Coefficients of regression were denoted by  $\beta_1$ ;  $\beta_2$ ;  $\beta_3$ ;  $\beta_4$ , associated with each predictor variable and  $\epsilon$  is the error term.

### **3.11 Research Ethics**

Ethical aspects are of paramount importance in any research project. The researcher observed these aspects, such as confidentiality and privacy, and ensured that the study met the required academic standards. Before conducting this research, the researcher obtained written permission from the Namibia Business School at the University of Namibia and *NamPort* to ensure that the research was conducted in accordance with legal standards (refer to Appendix A and B).

The researcher followed informed consent principles before participating in the research survey. A cover letter preceded the questionnaire, seeking consent and giving the respondents a brief introduction to the research. Respondents were not forced to participate in the study and were informed that participation was voluntary without coercion. No names or email addresses were used in the survey to protect the identity of the respondents and remain anonymous.

Respondents were assured that the information provided would remain confidential. The outcome of the research study will be presented to *NamPort* management at the time of mutual convenience. The collected information was password protected and securely stored in SPSS software, and no third-party organisation or individual had access to the information. The information will be permanently destroyed after five years. Finally, compliant with the research code of conduct, the researcher maintained a high level of ethics throughout the research process by acknowledging sources.

### **3.12 Chapter Summary**

This chapter discussed the research methodology used to achieve the research objectives. The chapter justified the research methods, identified the study population, and described the technique of sampling and sample size. Data collection techniques and research procedures used were also outlined. The chapter discussed data analysis and how the requirements for reliability and validity of the research design were met. The following chapter presents the study results and deals with the analysis and discussion of the findings of the research.

## **CHAPTER FOUR**

### **4. RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the results of the study conducted at the Namibian Ports Authority regarding the impact of organisational culture on employee productivity. The chapter discusses research findings derived from the data obtained from the survey questionnaire. The response rate is presented in the first section. The demographic information of respondents is presented in the second section. The descriptive analysis of organisational culture is presented in the third section. The fourth section presents a descriptive analysis of employee productivity. Finally, the correlation matrix and the multiple regression analysis used to test the study's hypotheses are presented in the last section. The presentations are consistent with the research objectives.

##### **4.1.1 Response Rate**

A sample of 168 respondents was determined, and the questionnaire was distributed to collect information to meet the research objectives. At the end of the data collection period, of the 168 questionnaires administered, 121 survey questionnaires that contained 54 questions were completed. This equates to a response rate of 72 percent, which is deemed a reasonable representation of the study population. The reasonable response rate was attributed to the researcher's continuous follow-ups after the questionnaire was administered. The cover letter that accompanied the questionnaire explained that the research was beneficial to the academic requirements of the researcher and the organisation under review.

**Table 4. 1 Response rate from questionnaires**

	Frequency	Percentage rate%
Total sample population	168	100
Usable questionnaires (response rate)	121	72
Unreturned questionnaires	47	28

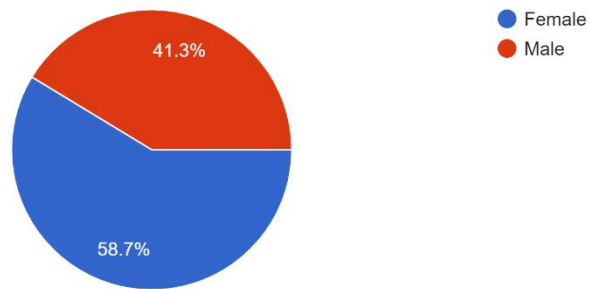
## **4.2 Demographic Information**

The first section of the questionnaire contained demographic data about the respondents, which was used to interpret the results. The characteristics of the respondents were analysed according to gender, education level, years of service, and job designation in the organisation. Descriptive statistics were applied to the demographic variables to characterize the respondents. The results of the demographic characteristics are displayed in the form of pie charts for descriptive statistics analysis. The demographic profiles of respondents are recorded and analysed below.

### **4.2.1 Gender**

As part of the demographic characteristics, this research sought to ascertain the number of male and female employees at *NamPort* who took part in the study. Figure 4.1 depicts respondents' gender information.

1. Gender  
121 responses



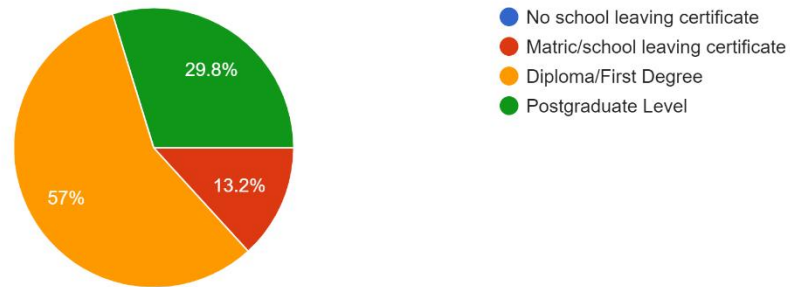
**Figure 4. 1 Gender Distribution**

According to the survey results in the context of gender constitution, as illustrated in Figure 4.1 above, 71 respondents were female, accounting for 58.7 percent of the respondents, with 50 male respondents accounting for the remaining 41.3 percent. Gender is a critical factor to consider when assessing the differences in employee productivity between male and female employees because of their different perspectives on organisational culture and its impact on employee productivity. Even though there were slightly more female respondents than male respondents, Figure 4.1 suggests that both genders were adequately represented in the survey.

#### **4.2.2 Level of Education**

The academic background of the participants was another essential demographic factor in the research survey, used in the analysis of data to measure the influence that organisational culture has on employee productivity within the organisation. Figure 4.2 illustrates the profile of the education level of the respondents.

2. Please indicate your highest level of education  
121 responses



**Figure 4. 2 Level of education of respondents**

This survey took the respondents' level of education into account because it is one factor that can influence people's understanding of the organisational culture. Academically, 69 out of 121 respondents were diploma/first-degree holders, representing the highest percentage of 57 percent. The data also revealed that 36 respondents (29.8%) have a postgraduate degree. Sixteen respondents had a matric or school-leaving certificate, accounting for 13.2 percent of the total sample population.

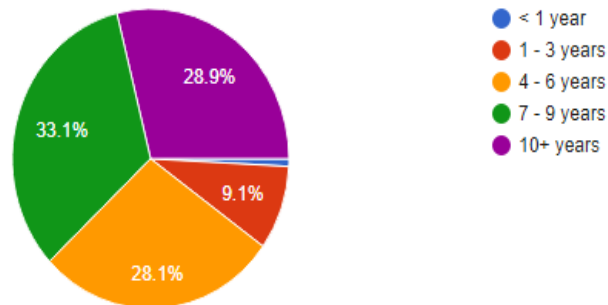
#### **4.2.3 Years of service at NamPort**

Respondents were asked to indicate their years of service to the organisation for the researcher to contextualize their responses. The respondents' years of employment at *NamPort* are displayed in Figure 4.3.

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### 3. How long have you been working at Namibian Ports Authority?

121 responses



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**Figure 4. 3 Length of service of respondents**

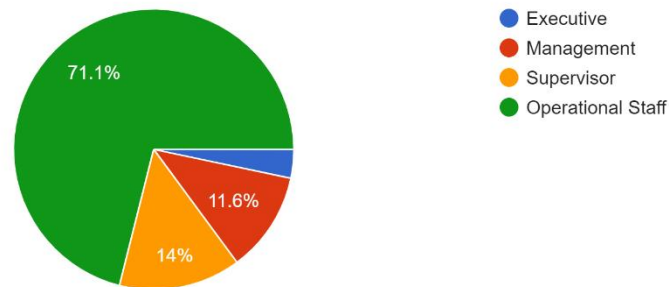
This study requested respondents to indicate the number of years of service at *NamPort*. The study deemed the tenure of service a significant variable since it is identified with an individual's work experience, openness, and knowledge of the company's culture and activities. When data on respondents' length of service at *NamPort* was examined, it revealed that 40 out of 121 respondents had worked at *NamPort* for 7 to 9 years, representing the majority (33.1%), and 35 respondents had served the company for more than ten years, representing 28.9 percent.

The data also revealed that 34 respondents (28.1%) had worked at *NamPort* for 4 to 6 years, while 11 respondents with 1 to 3 years of work experience made up 9.1 percent. Only a single respondent or 0.8 percent has been employed at *NamPort* for not exactly a year. The results suggest that most of the respondents have served *NamPort* between 7 and 9 years and have adequate experience in their respective sets of responsibilities; thus, their depth of knowledge was imperative to this research.

#### 4.2.4 Employment Designation

The respondents in the study were divided into four categories based on their job positions within the organisation. The findings are depicted in Figure 4.4 below.

4. What is your job designation level?  
121 responses



**Figure 4. 4 Employment designation of respondents**

In terms of job designation, the majority of the respondents revealed that they held non-managerial positions, with 81 out of 121 respondents representing 71.1 percent of those who took part in the study falling into the category of operational staff. Fourteen respondents representing 11.6 percent were classified as management, while four respondents representing 3.3 percent were classified as executives. The remaining 17 respondents were supervisors, accounting for 14 percent of those who participated in the survey. The findings indicate that the majority of respondents were operational staff whose actions may directly impact organisational culture.

### 4.3 Reliability of instrument analysis

Cronbach's alpha was used to perform a reliability analysis on the independent and dependent variables. The results showed that Cronbach's alpha coefficients ranged between 0.815 and 0.864, which was considerably higher than the acceptable reliability level of 0.70 (Bryman, 2012).

**Table 4. 2 Reliability results of instrument**

Dimension	Cronbach Alpha Coefficient	Internal Consistency	No of items
Involvement	0.815	Good	12
Consistency	0.852	Good	9
Adaptability	0.814	Good	9
Mission	0.843	Good	9
Employee Productivity	0.864	Good	11

Cronbach's alpha reported high reliability for the dimensions of organisational culture: involvement (0.815), consistency (0.852), adaptability (0.814), and mission (0.843). On the other hand, employee productivity had a Cronbach's alpha value of 0.864. As a result, values for all research variables were acceptable; thus, Cronbach's alpha criterion was met. All the questions in the questionnaire were all found to be consistent.

### 4.4 Descriptive Statistics Analysis for Organisational Culture

The primary objective of this study was to ascertain whether organisational culture has an impact on employee productivity in *NamPort*. Respondents were asked 39 statement

questions about organisation culture and 11 statement questions about employee productivity to understand their views or opinions to address this objective. The results are summarised below.

On a five-point Likert scale, respondents indicated their level of agreement with the statements relating to the four organisational culture dimensions on their productivity. Descriptive statistics of the mean and standard deviation were used to analyze the scales. The mean addresses the standard degree to which the sample group concurs or contradicts various statements. Standard deviation quantifies the observed differences in response in a single sample. Table 4.3. displays the overall mean and standard deviation of the four dimensions of organisational culture.

**Table 4. 3 Organisational Culture**

Dimension	N	Mean	Standard Deviation
Involvement	121	2.74	1.126
Consistency	121	2.79	0.984
Adaptability	121	2.79	1.024
Mission	121	2.81	1.032
Total		2.78	1.042

According to the data collected and analysed, some respondents were moderately content with the mission dimension. The mission dimension received the highest mean score of 2.81 and a standard deviation of 1.032. Consistency received a mean score of 2.79 and standard deviation of 0.984, and adaptability scored a mean of 2.79 and a standard

deviation of 1.024. Table 4.3 shows that involvement had the lowest mean score of 2.74 with a standard deviation of 1.126. A mean of 2.78 and standard deviation of 1.042 for organisational culture indicate that most respondents agree with the organisational culture, indicating a moderately good culture. The results show that the mission dimension of organisational culture is relatively higher than the other dimensions. Consistency and adaptability followed closely, each taking second place. *NamPort*, on the other hand, should be concerned with involvement. As a result of the research, *NamPort* has a strong organisational culture in terms of mission, consistency, and adaptability.

#### **4.4.1 Involvement**

The study examined the existence of the involvement culture dimension in the Namibia Ports Authority. Employee empowerment, team orientation, and capability development were evaluated as subcomponents of the involvement dimension of organisational culture. Twelve questions were presented to the respondents, and they were requested to rate their level of agreement. The results are depicted in Table 4.4. Empowerment had the highest mean score of 2.88 with a standard deviation of 1.050 among the three sub-dimensions of involvement. Results indicate that empowerment culture practice is moderately adopted in *NamPort*. Reviewed responses for the team orientation sub-dimension show a mean score of 2.68 and a standard deviation of 1.100, indicating the presence of established team orientation procedures recognised as a culture by *NamPort* employees. However, responses on capability development were lower than the other sub-dimensions, with a mean score of 2.67 and a standard deviation of 1.229. The results suggest that respondents' perceptions of employee capability-driven programs could be distorted.

In contrast, whether *NamPort* develops its employees' capabilities at all levels received the highest mean of 3.10, indicating that many *NamPort* employees believe that the company is doing everything possible to develop the capability of employees. Overall, involvement received a moderate mean of 2.74 and a standard deviation of 1.126, indicating that many respondents slightly agree on the importance of employees' involvement in practice.

**Table 4. 4 Involvement**

Variable	Mean	Standard Deviation
<b>EMPOWERMENT</b>	<b>2.88</b>	<b>1.050</b>
Employees at <i>NAMPORT</i> have positive work contributes.	2.57	0.968
Information is widely shared so that employees can get the information when needed.	2.88	1.063
<i>NAMPORT</i> empowers employees with the ability to manage their own work.	2.97	1.104
Business planning is ongoing and involves everyone in the process to some degree.	3.10	1.064
<b>TEAM ORIENTATION</b>	<b>2.68</b>	<b>1.100</b>
The company places much value on employees working cooperatively towards the common goals of the organization.	2.30	1.261
Teamwork is used to get work done, rather than hierarchy.	2.57	0.968
The port's norms encourage cooperation, teamwork, and participation.	2.88	1.063
Work is organized so that each employee can see the relationship between his or her job and the goals of the organization.	2.97	1.104
<b>CAPABILITY DEVELOPMENT</b>	<b>2.67</b>	<b>1.229</b>
<i>NAMPORT</i> develops its employees' capabilities at all levels.	3.10	1.064

The port has direction on making continuous investment in the skills of employees.	2.52	1.372
Authority is delegated so that employees can act on their own.	2.77	1.219
The capabilities of employees are viewed as an important source of competitive advantage.	2.30	1.261
<b>Involvement</b>	<b>2.74</b>	<b>1.126</b>

#### 4.4.2 Consistency

Consistency is another dimension of organisational culture used to assess the dimension based on three sub-components: core values, agreement, and coordination and integration. Respondents were questioned to gauge their opinions and scale of agreement. Respondents were also asked if *NamPort's* business approach is consistent and predictable. With a mean of 3.10 and a standard deviation of 1.064, the findings indicate that *NamPort's* business practices are consistent and predictable. Well-defined and consistent principles drive the business operations. Respondents were questioned about the existence of an ethical code of conduct that governs employee behaviour. The results show a moderate response rate, with a mean score of 2.97 and 1.104 for the presence of an ethical code that guides employees' behaviour.

Nonetheless, some respondents strongly disagreed that managers and supervisors consistently demonstrate what they say in words and that employees are assigned tasks that match their strengths, interests, and opportunities. Employees believed that some management team members did not always practice what they preached, which had a negative impact on them. The mean score on whether people from different parts of the organisation share similar viewpoints was the lowest at 2.10, with a standard deviation of

0.458. Respondents believe reaching a consensus is challenging when there are conflicting issues.

When the mean scores for the consistency sub-dimensions were compared, coordination and integration had the lowest mean score of 2.72 and standard deviation of 0.875. The result suggests that most of the employees from various departments within the organisation do not share a common viewpoint. A mean score of 2.81 and a standard deviation of 1.045 confirmed the respondents' perceptions that core values are shared among members of the organisation. Agreement practices received the highest response, a mean score of 3.10 with a standard deviation of 1.063, indicating that *NamPort* had a robust organisational culture. Table 4.5 shows that the overall mean score for consistency was 2.79, with a standard deviation of 0.984. The result indicates that most of the respondents slightly agree with the consistency measures.

**Table 4. 5 Consistency**

Variable	Mean	Standard Deviation
<b>CORE VALUES</b>	<b>2.81</b>	<b>1.045</b>
<i>NAMPORT</i> has a clear and consistent set of values that governs the way we do business.	2.57	0.968
Managers and supervisors always show employees in practice what they say in words.	2.88	1.063
There is an ethical code that guides behaviour and that tells right from wrong.	2.97	1.104
<b>AGREEMENT</b>	<b>2.85</b>	<b>1.032</b>
<i>NAMPORT</i> has a strong organizational culture.	3.10	1.064
It is easy to reach consensus, even on conflicting issues.	2.57	0.968

Employees are given assignments that are consistent with their strengths, interests and opportunities.	2.88	1.063
<b>COORDINATION AND INTEGRATION</b>	<b>2.72</b>	<b>0.875</b>
There is good alignment of team goals with the port's strategic objective, mission and vision across all levels.	2.97	1.104
Our approach to do business is very consistent and predictable.	3.10	1.064
People from different parts of the organization share a common perspective.	2.10	0.458
<b>Consistency</b>	<b>2.79</b>	<b>0.984</b>

#### 4.4.3 Adaptability

The response rate for the adaptability sub-components, namely: creating change, customer focus, and organisational learning, received mean scores (Mean 2.81; Standard Deviation 1.045; Mean 2.85; Standard Deviation 1.035; Mean 2.71; Standard Deviation 0.997). Table 4.6 shows the highest score of the mean 3.10 and a standard deviation of 1.064, which indicates that learning is an essential objective in our everyday work. When asked whether *NamPort* promotes and rewards innovation and risk-taking, the response rate resulted in a mean score of 2.97 and a standard deviation of 1.104, indicating that some respondents feel that being creative and taking risks on the job is rewarding.

Overall, each of the nine adaptability items contributes almost equivalent to the overall mean. Some employees, nonetheless, disagreed on whether failure is seen as an opportunity to learn and improve, which had the lowest mean of 2.05 and a standard deviation of 0.822. The outcome shows that some respondents felt that the company could convert the needs of the business environment and consumer expectations to respond to the needs of employees, which could have a positive impact on employee productivity.

**Table 4. 6 Adaptability**

Variable	Mean	Standard Deviation
<b>CREATING CHANGES</b>	<b>2.81</b>	<b>1.045</b>
The way things are done in <i>NAMPORT</i> is very flexible, adaptable and easy to change.	2.57	0.968
New and improved ways of doing works are continually adopted in <i>NAMPORT</i> .	2.88	1.063
The port responds well to competitors and other changes in the business environment.	2.97	1.104
<b>CUSTOMER FOCUS</b>	<b>2.85</b>	<b>1.032</b>
Customer comments and recommendations often lead to change.	3.10	1.064
Customer input directly influences the company's decision-making.	2.57	0.968
Employees understand customers' wants and needs.	2.88	1.063
<b>ORGANIZATIONAL LEARNING</b>	<b>2.71</b>	<b>0.997</b>
Innovation and risk taking are encouraged and rewarded.	2.97	1.104
Learning is an important objective in the day-to-day work of the company.	3.10	1.064
<i>NAMPORT</i> views failure as an opportunity for learning and improvement.	2.05	0.822
<b>Adaptability</b>	<b>2.79</b>	<b>1.024</b>

**4.4.4 Mission**

The mission dimension of organisational culture received a mean of 2.81 and a standard deviation of 1.032, indicating that employees place a higher value on mission statements and agree with their assessment. Goals and objectives received the most noteworthy score

of the three indexes, with a mean score of 2.85 and a standard deviation of 1.032. The result indicates a broad consensus within the organisation about the company goals.

Vision received the lowest mean score of 2.76 and a standard deviation of 1.020, showing that some employees disagree that *NamPort's* vision inspires and motivates them to perform well at work, resulting in the lowest mean score of 2.21 and standard deviation of 0.891. Research findings indicated that *NamPort* employees share a common vision for the company's future, with a mean score of 3.10 and a standard deviation of 1.064. The results in Table 4.7 show that the majority of the respondents concurred that *NamPort* has a well-defined mission and vision and that the status of implementation is routinely reviewed.

*NamPort* appears to emphasise its on external stakeholders, as mission dimension received the highest mean score of 2.81 and standard deviation of 1.032 when descriptive statistics of the dimensions of organisational culture were examined. The internal focus was also encouraging as consistency and adaptability received mean scores of 2.79 and standard deviations of 0.984 and 1.024. on the other hand, the involvement dimension received the lowest mean score of 2.74 and a standard deviation of 1.126.

**Table 4. 7 Mission**

Variable	Mean	Standard Deviation
<b>STRATEGIC DIRECTION AND INTENT</b>	<b>2.81</b>	<b>1.045</b>
<i>NAMPOR</i> T's strategic direction is clear to employees.	2.57	0.968
There is clear mission that gives meaning and direction to the work.	2.88	1.063
There is a long-term purpose and direction of the company.	2.97	1.104

<b>GOALS AND OBJECTIVES</b>	<b>2.85</b>	<b>1.032</b>
There is widespread agreement about goals in <i>NAMPORT</i> .	3.10	1.064
<i>NAMPORT</i> continuously track its progress against the stated goals.	2.57	0.968
Leaders set goals that are ambitious, but realistic.	2.88	1.063
<b>VISION</b>	<b>2.76</b>	<b>1.020</b>
Leaders have a long-term view point.	2.97	1.104
Employees have a shared vision of what the organization will look like in the future.	3.10	1.064
<i>NAMPORT's</i> vision creates excitement and motivation on my work performance.	2.21	0.891
<b>Mission</b>	<b>2.81</b>	<b>1.032</b>

#### 4.5 Descriptive Statistics on Employee Productivity

The study sought to ascertain whether respondents agreed with various statements relating to employee productivity in Namibia Ports Authority. The response rates were assessed using eleven indicator metrics. Employees were required to indicate whether they agree or disagree with statement questions on a five-point Likert scale. The overall response rate for employee productivity was a mean score of 2.71 with a standard deviation of 1.016.

**Table 4. 8 Employee Productivity**

Variable	Mean	Standard Deviation
A good organisational culture has a positive influence on employee productivity.	2.57	0.968
Perceptions, feelings, attitudes and views of employees affect employee productivity and organisational performance.	2.88	1.063

<i>NAMPORT's</i> organisation is a very controlled and structured place. Formal procedures generally govern what people do.	2.97	1.104
Organisational culture is important to the performance of the organisation.	3.10	1.064
Organisation culture create opportunity to improve the productivity of the employee.	2.57	0.968
There are factors that influence employee productivity in an organisation based on its culture.	2.88	1.063
I accomplish tasks quickly and efficiently.	2.57	0.968
I have high standard of task accomplishment.	2.88	1.063
My work outcomes are of high quality.	2.97	1.104
I can manage my time and allocate resources effectively.	3.10	1.064
The working environment at <i>NamPort</i> enhances our work enthusiasm.	1.37	0.746
<b>Employee Productivity</b>	<b>2.71</b>	<b>1.016</b>

Table 4.8 shows that the mean score of 2.71 indicated moderate level agreement for employee productivity statements. The result has an average level of agreement, ranging from 1.37 to 3.10. The results indicate that *NamPort* employees practice performance at a moderate level. The overall response rate assigned a mean score of 2.71 and a standard deviation of 1.016 to employee productivity.

Respondents were requested to state whether they considered organisational culture a critical aspect of the organisation's performance and whether respondents believed they could manage time and allocate resources. The responses received a mean of 3.10 with a standard deviation of 1.064. findings indicate a moderate response rate to whether *NamPort* is a highly controlled and organised organisation with formal procedures that

govern what people do. Similarly, the mean and standard deviation for the question asking whether respondents believe that their work outcomes are of good quality were 2.97 and a standard deviation of 1.104, respectively.

Employee perceptions, feelings, attitudes, and views on employee productivity, and whether employees believe that factors such as organisational culture influence employee productivity in an organisation, received a mean of 2.88 and a standard deviation of 1.063. Employees must understand that employee productivity is influenced by many factors, including feelings, people's behaviour, and perceptions. In terms of whether respondents perceived the working environment at *NamPort* to boost their work enthusiasm, a relatively low mean score of 1.37 and a standard deviation of 0.746 indicated a lower response rate. Results indicate that employees recognise that they are not enthusiastic enough about their work.

#### **4.6 Inferential Statistics Analysis**

The main objective of the research was to determine the impact of organisational culture on employee productivity. For this reason, inferential statistics of correlation coefficient and multiple regression tests were used to make well-founded generalizations on the population. The results were thoroughly analyzed to produce consistent logical results compatible with theoretical and empirical guidelines. The results are summarized in the sections below.

#### **4.6.1 Correlation Analysis**

The research aimed to establish whether organisational culture dimensions significantly impact employee productivity. Correlation coefficient (r) was used to determine the correlation between organisational culture and employee productivity, more precisely the direction (positive or negative) and intensity (-1.0 to +1.0) of the relationship between the independent variables to accomplish this objective. Correlation coefficient values greater than one indicate a stronger relationship between the variables.

According to Haimanot (2018), correlations values for interpretation are as follows: low correlation ranges between 0.01 to 0.30, moderate correlation ranges 0.31 to 0.70, strong correlation ranges between 0.71 and 0.90, and robust correlation ranges between 0.91 to 1.00. Table 4.9 indicates that the output correlation has a sig. (2- tailed) value of 0.000  $p < 0.01$ , suggesting a significant and robust correlation between all organisational culture dimensions and employee productivity in the range 0.889\*\* to 0.978\*\*.

**Table 4. 9 Correlations Coefficients<sup>a</sup>**

Correlations Matrix						
		Involvement	Consistency	Adaptability	Mission	Employee Productivity
INV	Pearson Correlation	1	.899**	.904**	.909**	.889**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	121	121	121	121	121
CON	Pearson Correlation	.899**	1	.987**	.988**	.978**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	121	121	121	121	121
AD	Pearson Correlation	.904**	.987**	1	.981**	.972**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	121	121	121	121	121
M	Pearson Correlation	.909**	.988**	.981**	1	.971**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	121	121	121	121	121
EP	Pearson Correlation	.889**	.978**	.972**	.971**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	121	121	121	121	121
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.9 illustrates the strongest relationship was identified between consistency and employee productivity  $r$  (0.978),  $p < 0.01$ . The relationship between adaptability and employee productivity was represented by  $r$  (0.972),  $p < 0.01$ , and the relationship between mission and employee productivity was represented by  $r$  (0.971),  $p < 0.01$ . The relationship between involvement and employee productivity had the lowest  $r$  (0.889),  $p < 0.01$ , among the variables. All of the relationships were statistically significant.

Furthermore, the results show a significantly stronger correlation between consistency and mission ( $r=0.988$ ). Positive correlations also exist between consistency and adaptability ( $r=0.987$ ;  $p < 0.01$ ), adaptability and mission ( $r=0.981$ ;  $p < 0.01$ ), involvement and mission ( $r=0.909$ ;  $p < 0.01$ ), involvement and adaptability with ( $r=0.904$ ;  $p < 0.01$ ), and consistency and involvement ( $r=0.899$ ;  $p < 0.01$ ). The findings suggest that variation in one variable is highly correlated with variation in another.

#### **4.6.2 Regression Analysis**

Multiple regression analysis was performed to ascertain the relationship between organisational culture dimensions and employee productivity using SPSS version 21. The study's objective was to ascertain which of the four aspects of organisational culture has a stronger or weaker impact on employee productivity. The regression model shows that variation in employee productivity is explained by the organisational culture dimensions of involvement, consistency, adaptability, and mission.

##### **4.6.2.1 Testing Hypotheses with Regression Analysis**

The study examined four specific research objectives, each with an accompanying hypothesis tested to achieve the main research objective. Multiple regression analysis was conducted using the independent and dependent variables to test each null hypothesis. A test of hypotheses can help determine the correctness of the two conflicting claims. It leads the researcher to a logical or empirical conclusion through the research process. The following findings on the prediction of employee productivity using four explanatory variables through multiple regression analysis are presented.

## **Decision Rule**

The null hypothesis  $H_0$  is accepted if the computed correlation value is greater than the expected value (0.05); otherwise, alternative hypothesis  $H_A$  is accepted if the computed correlation value is less than the expected value at (0.05) or 5% significance level.

**Objective One:** To investigate the relationship between employee involvement in *NamPort's* organisational culture and employee productivity.

**H<sub>01</sub>:** There is no significant relationship between involvement as a measure of organisational culture and employee productivity.

**H<sub>A1</sub>:** There is a significant relationship between involvement as a measure of organisational culture and employee productivity.

Table 4.10 Regression Model Summary shows how much of the variation in employee productivity can be attributed to the organisational culture variable involvement. The adjusted R square value is 0.789, closely reflected the correct R square 0.791 for the model's goodness of fit. Given the R Square of .791, the model summary reveals that organisational culture involvement explains 79.1 percent of the difference in employee productivity. The remaining 20.9 percent of the variance is explained by variables that were not considered in this study. The model summary indicates that the coefficient of R-value 0.889 represents the degree of association between organisational culture and employee productivity.

**Table 4. 10 Model Summary****Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.899 <sup>a</sup>	.791	.789	3.586
a. Predictors: (Constant): Involvement				

Table 4.11 shows that the significance coefficient value of 0.000 is accepted because a valid significance value is greater than 0.000, implying that involvement has a positive impact on employee productivity. This means that the relationship between involvement and employee productivity is statistically significant at the 95% confidence level ( $F_{(1,120)} = 445.322$ ,  $p < 0.05$ ). Employee productivity is influenced by the involvement culture because the observed significance level is less than 0.05.

**Table 4. 11 Analysis of Variance****ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	5727.056	1	5727.056	445.322	.000 <sup>b</sup>
Residual	1517.536	120	12.860		
Total	7244.592	121			
a. Dependent variable: Employee productivity					
b. Predictor: (Constant): Involvement					

The regression coefficients in Table 4.12 show a positive relationship between involvement and employee productivity, with a beta value of 0.889, indicating that involvement has a significant positive impact on employee productivity. The probability

value is 0.000, which is less than 0.05. On this basis, null hypothesis  $H_{01}$  is rejected, and it is concluded that involvement has a significant and positive impact on employee productivity.

**Table 4. 12 Regression Coefficients**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
1 (Constant)	7.371	1.255		5.872	.000
Involvement	1.007	.048	.889	21.103	.000
a. Dependent variable: Employee Productivity					

**Objective Two:** To determine the relationship between consistency in *Namport's* organisational culture and employee productivity.

**H<sub>02</sub>:** There is no significant relationship between consistency as a dimension of organisational culture and employee productivity

**H<sub>A2</sub>:** There is a significant relationship between consistency as a dimension of organisational culture and employee productivity

Table 4.13 Regression Model Summary shows how much of the variation in employee productivity can be attributed to the organisational culture variable consistency. The adjusted R square value is 0.957, which closely reflects the correct R square 0.957 for the

model's goodness of fit. Given the R Square of .957, the model summary reveals that 95.7 percent of the variability in employee productivity is explained by organisational culture consistency. The remaining 4.3 percent of the variance is explained by unexplored variables not considered in this study. As observed in the model summary, the coefficient of R-value 0.978 represents the strength of the relationship between organisational culture and employee productivity.

**Table 4. 13 Model Summary**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.978 <sup>a</sup>	.957	.957	1.274
a. Predictor: (Constant): Consistency				

The ANOVA statistics were used to present the significance of the regression model. Table 4.14 indicates that the significance coefficient value of 0.000 is accepted because a valid significance value is greater than 0.000, implying that consistency has a positive impact on employee productivity. The results indicate that the relationship between consistency and employee productivity is statistically significant at a 95% level of confidence ( $F_{(1,120)} = 2603.261, p < 0.05$ ). Employee productivity is influenced by consistency because the observed significance level is less than 0.05.

**Table 4. 14 Analysis of variance**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Squares	F	Sig
1 Regression	4225.663	1	4225.663	2603.261	.000 <sup>b</sup>
Residual	189.917	120	1.623		
Total	4415.580	121			
a. Dependent variable: Employee Productivity					
b. Predictor: (Constant): Consistency					

The relationship between consistency and employee productivity is positive, with a beta value of 0.978, as can be seen in Table 4.15 of regression coefficient values, indicating that consistency has a significant positive impact on employee productivity. The probability value is 0.000, less than 0.05. On this basis, the null hypothesis  $H_{02}$  was rejected, and it was determined that there was a positive and significant relationship between consistency and employee productivity in *NamPort*.

**Table 4. 15 Regression Coefficients**

**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized	t	Sig
	Coefficients		Coefficients		
	B	Std Error	Beta		
1 (Constant)	7.371	1.255		5.872	.000
Consistency	.868	.017	.978	51.022	.000

a. Dependent variable: Employee Productivity

**Objective Three:** To assess the impact of adaptability to *Namport's* organisational culture on employee productivity.

**H<sub>03</sub>:** There is no significant relationship between the adaptability dimension of organisational culture and employee productivity

**H<sub>A3</sub>:** There is a significant relationship between the adaptability dimension of organisational culture and employee productivity

Table 4.16 Regression Model Summary shows how much of the variation in employee productivity can be attributed to the organisational culture variable adaptability. The adjusted R square value is 0.945, closely reflected the correct R square 0.946 for the model's goodness of fit. Given the R Square of .946, the model summary reveals that organisational culture adaptability explains 94.6 percent of the difference in employee productivity. The remaining 5.4 percent is explained by undiscovered variables that were not considered in this study. The model summary indicates that the coefficient of R-value

0.972 indicates the strength of association between organisational culture and employee productivity.

**Table 4. 16 Model Summary**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.972 <sup>a</sup>	.946	.945	1.376
a. Predictor: (Constant): Adaptability				

Table 4.17 illustrates that the significance coefficient value of 0.000 is accepted because a valid significance value is greater than 0.000, implying that adaptability has a positive impact on employee productivity. The results indicate that the relationship between adaptability and employee productivity is statistically significant at a 95% level of confidence ( $F_{(1,120)} = 2033.391, p < 0.05$ ). Employee productivity is influenced by adaptability because the observed significance level is less than 0.05.

**Table 4. 17 Analysis of variance**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	3849.113	1	3849.113	2033.391	.000 <sup>b</sup>
Residual	221.475	120	1.893		
Total	4070.588	121			
a. Dependent variable: Employee productivity					
b. Predictor: (Constant): Adaptability					

Table 4.18 of regression coefficient values shows a positive relationship between adaptability and employee productivity, with a beta value of 0.972. The results indicate that adaptability has a significant positive impact on employee productivity. The probability value is 0.000, which is less than 0.05. On this basis, null hypothesis  $H_{03}$  was rejected and leading to the conclusion that adaptability has a significant positive impact on employee productivity.

**Table 4. 18 Regression Coefficients**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
1 (Constant)	7.371	1.255		5.872	.000
Adaptability	.829	.018	.972	45.093	.000
a. Dependent variable: Employee Productivity					

**Objective Four:** To examine the extent to which the organisation’s mission as a dimension of organisational culture has an impact on the productivity of *NamPort* employees.

**H<sub>04</sub>:** There is no significant relationship between the organisation’s mission as a dimension of organisational culture and employee productivity

**H<sub>A4</sub>:** There is a significant relationship between the organisation’s mission as a dimension of organisational culture and employee productivity

Table 4.19 Regression Model Summary indicates how much of the variation in employee productivity can be attributed to the organisational culture variable mission. The adjusted R square value of 0.942 closely reflected the correct R square 0.943 for the model’s goodness of fit. Given the R Square of .943, the model summary reveals that 94.3 percent of the difference in employee productivity is explained by organisational culture mission.

The remaining 5.7 percent of the variance was clarified by other unexplored variables not considered in this study. The model summary shows that the coefficient of R-value 0.971 is the degree of association between organisational culture and employee productivity.

**Table 4. 19 Model Summary**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.971 <sup>a</sup>	.943	.942	1.488
a. Predictors: (Constant); Mission				

Table 4.20 illustrates that the significance coefficient value of 0.000 is accepted because a valid significance value is greater than 0.000, indicating that mission has a positive impact on employee productivity. The results show a statistically significant relationship between mission and employee productivity at a 95% level of confidence ( $F_{(1,120)} = 1931.394, p < 0.05$ ). Employee productivity is influenced by mission because the observed significance level is less than 0.05.

**Table 4. 20 Analysis of variance**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	4275.328	1	4275.328	1931.934	.000 <sup>b</sup>
Residual	258.991	120	2.214		
Total	4534.139	121			
a. Dependent variable: Employee productivity					
b. Predictor: (Constant): Mission					

As can be seen in Table 4.21, the analysis revealed a strong significant relationship between mission and employee productivity with a beta value of 0.971 and significance level at 0.000 where  $p < 0.01$ . The probability value is 0.000, less than 0.05. On this basis, null hypothesis  $H_{04}$  was rejected, leading to the conclusion that mission has a significant positive impact on employee productivity. The findings indicate that there is widespread agreement about goals in *NamPort*.

**Table 4. 21 Regression Coefficients****Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
1 (Constant)	7.371	1.255		5.872	.000
Mission	.829	.018	.971	45.093	.000
a. Dependent variable: Employee Productivity					

The study used the multiple regression model with four predictor variables,  $X_1$ ,  $X_2$ ,  $X_3$ , and  $X_4$ , to determine and assess the relationship between organisational culture and employee productivity.  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ , where:  $\beta_0$  is the constant term. The regression coefficients were  $\beta_1$  the slope for  $X_1$ ;  $\beta_2$  the slope for  $X_2$ ;  $\beta_3$  the slope for  $X_3$ ;  $\beta_4$  the slope for  $X_4$ .  $Y$  is the Employee productivity,  $X_1$  is the Involvement,  $X_2$  is the Consistency,  $X_3$  is the Adaptability,  $X_4$  is the Mission culture. The equation for this model is, therefore: Employee Productivity = 7.371 Constant + .889 Involvement + .978 Consistency + .972 Adaptability + .971 Mission +  $\epsilon$ .

The multiple regression values in Table 4.22 shows that all of the predictors, that is, involvement, consistency, adaptability, and mission, positively and significantly influence employee productivity and, as a result, organisation performance. The t-ratings show a coefficient significance of 0.000 for all dimensions, which was less than 0.05, indicating statistically significant associations with a confidence level greater than 95%.

**Table 4. 22 Regression Coefficients****Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std Error	Beta		
1 (Constant)	7.371	1.255		5.872	.000
Involvement	1.007	.048	.889	21.103	.000
Consistency	.868	.017	.978	51.022	.000
Adaptability	.829	.018	.972	45.093	.000
Mission	.829	.018	.971	45.093	.000

a. Dependent variable: Employee Productivity

Involvement had a significant positive impact on employee productivity ( $\beta = 0.889$ ;  $t = 21.103$ ;  $p < 0.05$ ). Consistency had a significant positive impact on employee productivity ( $\beta = 0.978$ ;  $t = 51.022$ ;  $p < 0.05$ ). Furthermore, adaptability had a statistically significant positive effect on employee productivity ( $\beta = 0.972$ ;  $t = 45.093$ ;  $p < 0.05$ ). Similarly, mission had a significant positive impact on employee productivity ( $\beta = 0.971$ ;  $t = 45.093$ ;  $p < 0.05$ ).

**Table 4. 23 Summary of tested research hypotheses**

Hypothesis	Result
<p><b>H<sub>01</sub></b>: There is no significant relationship between involvement as a measure of organisational culture and employee productivity.</p> <p><b>H<sub>A1</sub></b>: There is a significant relationship between involvement as a measure of organisational culture and employee productivity.</p>	<p><math>\beta = .889</math></p> <p><math>p 0.000 &lt; 0.05</math></p> <p><b>H<sub>01</sub> = Rejected</b></p> <p><b>H<sub>A1</sub> = Accepted</b></p>
<p><b>H<sub>02</sub></b>: There is no significant relationship between consistency as a dimension of organisational culture and employee productivity</p> <p><b>H<sub>A2</sub></b>: There is a significant relationship between consistency as a dimension of organisational culture and employee productivity</p>	<p><math>\beta = .978</math></p> <p><math>p 0.000 &lt; 0.05</math></p> <p><b>H<sub>02</sub> = Rejected</b></p> <p><b>H<sub>A2</sub> = Accepted</b></p>
<p><b>H<sub>03</sub></b>: There is no significant relationship between the adaptability dimension of organisational culture and employee productivity</p> <p><b>H<sub>A3</sub></b>: There is a significant relationship between the adaptability dimension of organisational culture and employee productivity</p>	<p><math>\beta = .972</math></p> <p><math>p 0.000 &lt; 0.05</math></p> <p><b>H<sub>03</sub> = Rejected</b></p> <p><b>H<sub>A3</sub> = Accepted</b></p>
<p><b>H<sub>04</sub></b>: There is no significant relationship between the organisation's mission as a dimension of organisational culture and employee productivity</p> <p><b>H<sub>A4</sub></b>: There is a significant relationship between the organisation's mission as a dimension of organisational culture and employee productivity</p>	<p><math>\beta = .971</math></p> <p><math>p 0.000 &lt; 0.05</math></p> <p><b>H<sub>04</sub> = Rejected</b></p> <p><b>H<sub>A4</sub> = Accepted</b></p>

## **4.7 Discussion of Findings**

### **4.7.1 Summary of Results**

The main research objective was to quantitatively investigate the impact of organisational culture on employee productivity concerning the Namibian Ports Authority. This section highlighted the research points and main findings from the survey questionnaire. One hundred and twenty-one responses were valid for analysis, representing a response rate of 72 percent.

Female respondents in the sample population were slightly higher (58.7%) than the male respondents (41.3%). First-degree holders made up the majority of the population, accounting for 57 percent of all respondents. Furthermore, 29.8 percent of the respondents were postgraduate holders, with the remaining 13.2 percent holding matric or school leaving certificates. The majority of respondents (33.1%) served *NamPort* between 7 and 9 years. In terms of job designation, the largest group of the respondents were in the operational staff category (71.1%).

The mean score for measures of organisational culture mission was the highest (2.81). The result could be due to *NamPort's* mission statement, which explains why employees do what they do and how their daily work contributes to the why. Both consistency and adaptability received the same mean score (2.79). Involvement, on the other hand, received the lowest mean of 2.74. This result indicates that the majority of respondents have only a smidgeon agreement on them measures of involvement. Eleven statement questions were used to assess employee productivity as the dependent variable. The average level of agreement with these statements ranged from the smallest 1.37 to the

largest 3.10. For all these statements, employee productivity in Namibia Ports Authority is computed to the level mean of 2.71, indicating a moderate level of productivity.

The correlation coefficient indicates a positive relationship between all four variables, ranging from 0.899 to 0.988. The findings also revealed that the four dimensions measuring organisational culture have correlation coefficients ranging from 0.889 to 0.978 with employee productivity. Consistency had the most substantial positive relationship with employee productivity (0.978) than the other variables. All independent variables of organisational culture, such as involvement, consistency, adaptability, and mission, indicated a strong positive relationship with employee productivity.

The relationship between organisational culture dimensions such as involvement, consistency, adaptability, and mission and employee productivity were determined using multiple regression analysis. The study developed four hypotheses to investigate the relationship between organisational culture dimensions and employee productivity. Hypothesis (H<sub>01</sub>) proposed that involvement as a measure of organisational culture has no significant impact on employee productivity. Hypothesis (H<sub>02</sub>) proposed that consistency as a measure of organisational culture has no significant impact on employee productivity. Hypothesis (H<sub>03</sub>) proposed that adaptability as a measure of organisational culture has no significant impact on employee productivity. Hypothesis (H<sub>04</sub>) proposed that mission as a measure of organisational culture has no significant impact on employee productivity.

From the regression coefficient findings, consistency is the most contributing organisational culture dimension in predicting employee productivity, with an R Square value of 0.957. Organisational culture dimensions and employee productivity have a

statistically significant relationship where  $p < 0.05$ . As a result, alternative hypotheses  $H_A$  concerning involvement, consistency, adaptability, and mission were accepted.

#### **4.7.2 Alignment of Research Findings with previous studies**

In this research, the relationship between organisational culture and employee productivity was theoretically explained and then empirically examined. The study's main objective was to determine whether organisational culture has an impact on employee productivity in the Namibian Ports Authority. According to the findings, organisational culture positively and significantly affects the productivity of *NamPort* employees. The study analysis also discovered that the regression model has appropriate goodness of fit. The relationship between organisational culture and employee productivity was established using correlation coefficient analysis. The study found that employee productivity is positively correlated with organisational culture dimensions: involvement, consistency, adaptability, and mission. The link between organisational culture variables and employee productivity was statistically significant at a high level. The coefficients indicate that the four dimensions of organisational culture were positively correlated to employee productivity between 0.899 and 0.978 and were statistically significant at  $p < 0.01$ . The study supports Ehtisham *et al.* (2011) that employee performance is positively correlated with all four organisational cultural traits.

Similarly, all dimensions show a strong positive correlation with one another, indicating that variation in one variable is highly correlated with variation in the other. Consistency correlates significantly more strongly with mission ( $r = .988$ ;  $p < 0.01$ ). The study further revealed that a culture of stability and consistency could guide the organisation.

Consistency and adaptability ( $r = 0.987$ ;  $p < 0.01$ ) are also significant determinants of organisational culture, which has increased employee productivity. According to Schein (2017), one of the factors that enable organisations to achieve performance goals is the strength of their culture and adaptability.

Data analysis also revealed a statistically significant correlation between adaptability and mission ( $r = 0.981$ ;  $p < 0.01$ ). The positive relationship may result from adequate practice level of organisational culture in *NamPort*. The findings are consistent with those of Langat and Lagat (2017), who found a positive correlation between involvement and employee performance ( $r = 0.599$ ,  $p < 0.001$ ). Employee productivity in *NamPort* is expected to be influenced by the involvement dimension of organisational culture. As a result, the dependent variable has a strong positive relationship with all independent variables, indicating that a significant impact has been felt on such organisational culture dimensions in *NamPort*. Denison and Neale (2011) substantiate that organisational culture dimensions can affect the positive relationship between culture and performance. The findings corroborate previous research establishing a link between organisational culture and employee productivity in various organisations.

Laike (2017) conducted a study at the Economic Commission for Africa on the impact of organisational culture on performance management practices. The relationship and the effect of independent and dependent variables were determined through correlation and regression analysis using SPSS. Results show a positive relationship between organisational culture and performance management practice in ECA. According to statistical analysis, there is a stronger correlation between consistency, mission, and adaptability with performance management practices in ECA. In terms of performance,

consistency and mission have higher positive value. The lowest correlation exists between involvement and performance management practice. The study concludes that organisational culture has an impact on performance management practices.

Langat and Lagat (2017) examined the effect of organisational ownership and culture on employee performance among selected banks in Kenya. The causal relationships between organisational culture and performance and other selected variables were estimated using correlation and multiple regression analysis. The findings show that involvement culture ( $\beta = 0.230$ ,  $p < 0.05$ ) has a significant positive effect on employee performance. Thus, ownership has a significant moderating effect on the relationship between involvement culture and employee performance, indicating that consistency and involvement improve employee performance.

A study by Ahmad (2012) also discovered a positive relationship between all variables of organisational culture, in particular adaptability and mission. According to the study findings, organisational culture and employee performance are strongly associated and should complement one another. Overall, the results of this study and those of other studies indicate that organisational culture has a strong relationship with employee performance. It is noteworthy that the importance of traits varies according to organisations. For instance, consistency and mission have no bearing on employee performance in this study. On the other hand, Nikpour (2017) conducted a study on the impact of organisational culture on organisational performance, focusing on involvement, consistency, adaptability, and mission as organisational cultural attributes. While the research findings indicated that the proposed model fits correctly, the findings also revealed that organisational culture indirectly impacted organisational performance. The

indirect impact of mediating employee corporate commitment was significantly greater than the direct effect.

Based on the analysis findings, the alternative hypothesis  $H_A$  is accepted because  $r > 0$  and  $p < 0.05$ . As a result, statistical evidence supports a positive relationship between organisational culture dimensions and employee productivity in *NamPort*. Employee productivity stability may be hampered or become unsatisfactory if the culture is not strong enough. It is critical to strengthen organisational culture in order to increase employee productivity. The findings of the study are important for improving the productivity of employees because this research model proves to be an explanatory model of productivity. Involvement, consistency, adaptability, and mission should be improved for a strong organisational culture. The findings above indicate that there are significant correlations with the major concepts presented in the review of literature, which shows that organisational culture dimensions have a positive and direct impact on employee productivity.

#### **4.8 Chapter Summary**

This chapter summarises the findings of the study. The chapter was structured around the research objectives and hypotheses. Findings indicate a correlation between all four dimensions of organisational culture and employee productivity. The results from the study also revealed that all four independent variables are positively correlated. Due to a statistically significant impact of organisational culture dimensions on employee productivity, alternative hypotheses were accepted in this study. The following chapter presents a discussion of the study results, conclusions, and recommendations.

## CHAPTER FIVE

### 5. CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the major findings of the research and draws conclusions in accordance with the research objectives. The study makes recommendations in light of the findings. The chapter concludes with suggestions for further research.

#### 5.2 Summary of the main findings

This section summarises the data analysis findings, which included descriptive statistics, correlation, and regression analysis. It is critical to emphasise that this research work endeavoured to determine and evaluate the impact of organisational culture on the productivity of *NamPort* employees. As independent variables, organisational culture dimensions: involvement, consistency, adaptability, and mission were used. The dependent variable was employee productivity.

The study was guided by four specific objectives, each of which was accompanied by a hypothesis that was tested:

- to investigate the relationship between employee involvement in *NamPort's* organisational culture and employee productivity.
- to determine the relationship between consistency in *NamPort's* organisational culture and employee productivity.

- to assess the impact of adaptability to *Namport's* organisational culture on employee productivity.
- to examine the extent to which the organisation's mission as a dimension of organisational culture has an impact on the productivity of *NamPort* employees.

An explanatory survey research design was adopted for the study. From the population of 290 white-collar employees, simple random sampling technique was used to select 168 respondents. The research primarily relied on primary data collected through an online survey questionnaire with structured questions accessible via Google forms. A pilot test was conducted on five randomly selected respondents to determine the validity of the instrument. Cronbach's Alpha was used to evaluate the reliability of the questionnaire. Descriptive and inferential statistics were used to analyse data using SPSS version 21. The research also used figures and tables to illustrate the findings.

One hundred and twenty-one responses were considered valid for analysis, representing a 72 percent response rate. Descriptive demographic information indicates that female respondents in the sample population are slightly more (58.7%) than male respondents (41.3%). First-degree holders make up the majority of the population (57%). The majority (33.1%) of respondents worked at *NamPort* for 7 to 9 years. In terms of job classification, the largest group of the respondents are in the operational staff category (71.1%).

The mean score for organisational culture mission measures is the highest (2.81), indicating that employees understand *NamPort's* mission statement, explaining why employees do what they do and how their daily work contributes to the why. The mean score for consistency and adaptability is the same (2.79). On the other hand, involvement

has the lowest mean of 2.74, indicating that most respondents agree only on a smidgeon of the involvement measures. Overall, organisational culture has a mean score of 2.78 and a standard deviation of 1.042. Eleven questions were used to assess the dependent variable, employee productivity. Employee productivity in the Namibian Ports Authority is computed to a level mean of 2.71, indicating a moderate level of productivity.

Correlation coefficient analysis results reveal that the four dimensions of organisational culture correlate with employee productivity ranging from 0.889 to 0.978. The findings also indicate that all four variables were positively correlated with one another, ranging from 0.899 to 0.988. Compared to the other variables, consistency has the strongest positive relationship with employee productivity (0.978). Results obtained from multiple regression analysis revealed that consistency is the most predictive organisational culture dimension of employee productivity, with an R Square value of 0.957. There is a statistically significant relationship between all dimensions of organisational culture and employee productivity when  $p < 0.05$ . Eventually, alternative hypotheses  $H_A$  concerning involvement, consistency, adaptability, and mission are accepted. Based on the findings, most of the respondents agree that organisational culture influences employee productivity.

### **5.3 Conclusions**

The research focused on the impact of organisational culture on employee productivity in the Namibian Ports Authority. The findings indicate that all four independent variables of organisational culture, that is, involvement, consistency, adaptability, and mission, significantly impact employee productivity as they define how things are done. To

accomplish the research objectives and determine the relationship and impact of organisational culture on employee productivity, descriptive and inferential statistics of correlation and multiple regression analysis were used. Based on the research findings, the study concludes that:

- there is a significant relationship between involvement as a measure of organisational culture and employee productivity.
- there is a significant relationship between consistency as a dimension of organisational culture and employee productivity
- there is a significant relationship between the adaptability dimension of organisational culture and employee productivity
- there is a significant relationship between the organisation's mission as a dimension of organisational culture and employee productivity

Regression analysis findings revealed that the consistency variable is the most predictive organisational culture dimension for employee productivity, exerting the strongest positive and significant influence on employee productivity. Consistency is directly related to employee productivity. The consistency variable is defined by an ethical code that governs employee behaviour and defines what is acceptable or unacceptable and a clear and consistent set of values that guide the way business is conducted. *NamPort's* high level of consistency stems from a predictable and consistent business approach to accomplishing shared goals.

The findings imply that consistency determines how *NamPort* develops strategies and provides meaning and direction for its employees' work, thereby improving employee

productivity. *NamPort* is constantly implementing new and improved adaptability enhancing work methods. The study findings indicate a strong correlation between adaptability and employee productivity. The majority of employees agree that *NamPort* prioritises customer needs and wants, as customer feedback often changes. The regression analysis results indicate that adaptability has a significant impact on employee productivity.

Descriptive statistical results revealed that mission received the most significant positive response with the highest mean value among the four dimensions of organisational culture, indicating that mission is most prevalent in *NamPort*. On the other hand, the regression analysis results show that mission has the lowest Beta coefficient, indicating that it is the least predictive factor of employee productivity. Despite its significant impact on employee productivity, the mission dimension has the second weakest correlation matrix value with employee productivity among the other dimensions.

Correlation analysis results also reveal that the involvement variable contributes the least to employee productivity. This outcome could be because employees believe that authority is not always delegated effectively, resulting in employees acting on their work while unable to access the necessary information. Empowerment, team orientation, and capability development are components of the involvement dimension of organisational culture that require *NamPort's* unwavering attention. The company's existence is contingent on responding proactively to employee needs. Nonetheless, the findings indicate that the involvement dimension has a beneficial impact on employee productivity. Overall, based on the study findings, it can be concluded that organisational culture has a

significant impact on employee productivity, and there is a statistically significant relationship when  $p < 0.05$ .

#### **5.4 Recommendations**

The following recommendations emanate from the findings and conclusions of the study. It is anticipated that when implemented, these recommendations will enhance or improve the organisational culture and productivity of *NamPort* employees. Based on the study findings, *NamPort's* executive team needs to consider the critical importance of organisational culture in assisting the organisation in growing and succeeding in accomplishing its objectives. There should be a firm grasp of organisational culture, which can help the organisation gain a competitive edge and improve employee and organisational productivity.

The study established a strong correlation between consistency and employee productivity. *NamPort* must adhere to a set of values that fosters identity and establishes clear expectations. Consistency within the organisation guides employee behaviour by defining what is right and wrong and defining values that form an internal system of governance. *NamPort* should place a strong emphasis on organisational consistency to boost employee productivity. A strong culture will be established with this in place, which will contribute to employee productivity.

The findings also indicated that *NamPort's* involvement dimension of organisational culture is somewhat tenuous. Management is solely responsible for increasing and strengthening employee involvement. Therefore, it is recommended that management emphasise employee input and participation and develop the involvement dimension to

improve employee productivity. By empowering employees to manage their work, management can extend employee involvement in decision-making that affects them. Involving employees in decision-making instills a sense of identity in employees, which increases their commitment to work, and positively influences employee productivity.

The organisation should also continue to improve its mission and vision for all employees, ensuring that employees understand and work toward attaining the goals of the organisation. *NamPort* should encourage employees to work together to achieve a common goal and promote a culture that creates room for employees to understand how the organisation operates and the guiding principles that govern all stakeholders. Furthermore, the organisation should encourage and reward innovation and risk-taking by employees to adapt to a changing environment and increase productivity. The company should also improve its attitude toward failure as part of learning and improvement.

### **5.5 Areas for further research**

Limited research work exists on the impact of organisational culture on employee productivity in Namibia, as stated in the problem statement in chapter one of this research. The study was confined to *NamPort* as the organisation under review. It is recommended that similar research be conducted across the entire shipping industry to broaden the scope of research and empirical evidence in this field. Conducting similar research would enable the findings of the study to be generalised and applied to other organisations. Furthermore, it is suggested that more studies be conducted in various organisations using different methodologies to make comparisons with the findings of this research.

Due to the cross-sectional nature of the study, which utilised a quantitative research design to elicit responses from employees, this research was limited to a single point in time. Thus, future researchers could employ a longitudinal design and incorporate qualitative questions to illustrate further the influence of each organisational culture dimension on employee productivity. This research study was conducted solely on Denison's Model. Additional research on the same organisation could be conducted using a different model, or theory such as Handy's concept, the Schein Model, or others, to make comparisons and better understand organisational culture. Since the current research was limited to *NamPort's* white-collar employees, the sample was small.

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## APPENDICES

### Appendix A: Approval to conduct research



9 November 2020

#### TO WHOM IT MAY CONCERN

Re: MBA Management Strategy Student – Ms Peke-Ndawanapo Anghuwo Student Number-200140094

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. Anghuwo has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Anghuwo 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 "Investigating the impact of organizational culture on employee's productivity in Namibian Port Authority."

Your kind assistance is highly appreciated.

Yours sincerely

Greenfield Mwakipesile, Dr  
Senior Research Co-Ordinator  
Namibia Business School  
University of Namibia  
Tel: +246 61 413 500  
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## Appendix B: Request to conduct research (NAMPORT)

P.O Box 3516  
Vintea  
Swakopmund  
05 January 2021

Ms. Suoma Kalulu  
The Acting Executive: Human Resources  
Namibian Ports Authority  
PO Box 361  
Walvis Bay

Dear Ms. Kalulu


### **AUTHORIZATION TO CONDUCT A MASTER OF BUSINESS ADMINISTRATION (MBA) RESEARCH IN NAMIBIAN PORTS AUTHORITY, WALVIS BAY PORT**

My name is Peke-Ndawanapo Anghuwo, an employee of Sturrock Grindrod Maritime Namibia in Walvis Bay. I am currently pursuing a Master of Business Administration (MBA): Management Strategy with the University of Namibia (Namibia Business School). I am required to conduct research as part of my graduation requirements. The topic for the research is **"Investigating the Impact of Organizational Culture on Employee Productivity in Namibian Ports Authority"**.

Based on the above, I hereby seek permission to conduct this research in the Port of Walvis Bay. The information to be collected will be treated confidential at all times. Such information will only be used for the purpose of this research and will not be divulged to any third party. The findings of this research will constitute the final submission of my thesis to the University of Namibia. The outcome of the research will also be presented to the management of Namport. I have attached a copy of my approved research proposal and the permission letter from the school for your perusal.

Thanking you in advance for granting me the opportunity to conduct my research and for taking the time to assist me in my educational endeavors.

Yours Sincerely



Peke-Ndawanapo Anghuwo  
081 227 8575

## Appendix C: Approval to conduct research (NAMPORT)



### NAMIBIAN PORTS AUTHORITY

**Enquiries:** Heleen Shigwedha  
**E-mail:** H.Shigwedha@namport.com.na  
**Tel. no:** 064 – 208 2371  
**Fax no:** 064 – 208 2347

January 15, 2021

**Ms. Peke-Ndawanapo Anghuwo**  
 PO Box 3518  
 Vineta  
**SWAKOPMUND**  
 Namibia

Dear Ms. Anghuwo

#### REQUEST TO CONDUCT RESEARCH AT THE NAMIBIAN PORTS AUTHORITY: MASTER OF BUSINESS ADMINISTRATION (MBA)

This letter serves to confirm that your request to carry out research on Namport as part of your partial fulfillment of the Master of Business Administration: Management Strategy at the University of Namibia has been approved on the following conditions:

Research Topic:	Investigating the Impact of Organisational Culture on Employee Productivity at NAMPORT
Research Duration:	One (1) Week
Conditions:	You are required to sign a confidentiality agreement with NAMPORT before commencement of the study.
	You are required to present the outcome of your research study to management at a time of mutual convenience.

Kindly contact Mr. Jacob Orange at [j.orange@namport.com.na](mailto:j.orange@namport.com.na) for further guidance.

We take this opportunity to wish you the best with your research study.

Yours Faithfully

**SUOMA KALULU**  
 EXECUTIVE HUMAN RESOURCES (ACTING)

Port of Walvis Bay Head Office:  
PO Box 361 Walvis Bay, Namibia

Port of Lüderitz:  
PO Box 836 Lüderitz, Namibia

**Directors**  
 Achi G S Hodele  
 (Chairperson)  
 Bt. J Conaale  
 (Deputy Chairperson)  
 Bt. M Hendejow  
 Bt. J Nangandjere  
 Bt. N Hirononyele

**Chief Executive Officer**  
 Mr. A. Kariwe  
**Company Secretary**  
 Ms. N Hinkel



Established in terms of the Namibian Ports Authority Act, 1994 (Act No. 2 of 1994)  
 www.namport.com

The Standard Conditions of Contract of Namport if it applies to all contracts entered into with established members of the authority.



## **Appendix D: Informed consent letter**

Dear Respondent,

I am a final year Master of Business Administration (MBA) student at the University of Namibia (Namibia Business School). As a requirement from the university for the award of the Degree, I am required to successfully conduct a research study on a relevant topic in my area of concentration. The aim of this study is to investigate “The impact of organisational culture on employee productivity with specific reference to Namibian Ports Authority”.

This survey is for academic purpose only. Confidentiality and privacy will be observed and no information will be shared with any third-party organisation or individual. Your personal details will not appear anywhere in the report. Participation in this survey is completely voluntary. There are no foreseeable risks associated with this project. Please take into consideration that the soundness and the validity of the findings of this study will highly depend on the honesty of your responses. Kindly set aside 15 minutes of your time to complete this self-administered questionnaire. If you have questions or concerns about participating in this study, you may contact me on email address: [pnanghuwo@gmail.com](mailto:pnanghuwo@gmail.com)

Thank you for your time and effort to participate in this survey.

Sincerely,

Peke-Ndawanapo Anghuwo

**Appendix E: Confidentiality Clause (NAMPORT)**



**NAMIBIAN PORTS AUTHORITY  
HUMAN RESOURCES DEPARTMENT**

**CONFIDENTIALITY CLAUSE**

I, PEKE-NDAWANAPO ANGHUWO, a student with **University of Namibia (UNAM)** hereby solemnly declare and promise that I will keep all matters related to the business, staff issues or any matters relative thereto as strictly confidential and I bind myself not to disclose any information that may come to my **knowledge while** exercising my student duties, unless authorized by the **Board of Namport, Managing Director, an official empowered by the Managing Director, or request to do so by a court of law..**

I accept and understand the content of this clause and bind myself to it.

  
\_\_\_\_\_  
**SIGNATURE OF STUDENT**

Date: 24 / 02 / 2021

**WITNESSES:**

1.  \_\_\_\_\_  
2.  \_\_\_\_\_

## Appendix F: Questionnaire

I am a student at the Namibia Business School (University of Namibia) studying towards a Master in Business Administration (MBA). As part of the requirements to complete this qualification, I am conducting a research study on the impact of **Organisational culture on employee productivity at the Namibian Ports Authority**.

This questionnaire seeks to gather information on the impact of organisational culture on employee productivity in Namibian Ports Authority. Data gathered will be strictly confidential and no part of it will be shared with any third-party organisation or individual. Please answer the following questions by applying a tick (√) on the appropriate box.

### SECTION A: DEMOGRAPHIC INFORMATION

#### 1. Gender

Male	
Female	

#### 2. Please indicate your highest level of education

No school leaving certificate	
Matric/school leaving certificate	
Diploma/First Degree	
Postgraduate Level	

**3. How long have you been working at Namibian Ports Authority?**

< 1 year	
1 - 3 years	
4 - 6 years	
7 - 9 years	
10+ years	

**4. What is your job designation level?**

Executive	
Management	
Supervisor	
Operational Staff	

**SECTION B: ORGANISATIONAL CULTURE**

Please indicate your level of agreement with each of the following statements. Mark the box that best corresponds to your answer with 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree and 1 = Strongly Disagree

Statements based on Organisational Cultural Traits	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>INVOLVEMENT</b>					
<b>Empowerment</b>					

1. Employees at <i>NAMPORT</i> have positive work contributes.	5	4	3	2	1
2. Information is widely shared so that employees can get the information when needed.	5	4	3	2	1
3. <i>NAMPORT</i> empowers employees with the ability to manage their own work.	5	4	3	2	1
4. Business planning is ongoing and involves everyone in the process to some degree.	5	4	3	2	1
<b>Team Orientation</b>					
5. The company places much value on employees working cooperatively towards the common goals of the organisation.	5	4	3	2	1
6. Teamwork is used to get work done, rather than hierarchy.	5	4	3	2	1
7. The port's norms encourage cooperation, teamwork, and participation.	5	4	3	2	1
8. Work is organized so that each employee can see the relationship between his or her job and the goals of the organisation.	5	4	3	2	1
<b>Capability Development</b>					
9. <i>NAMPORT</i> develops its employees' capabilities at all levels.	5	4	3	2	1

10. The port has direction on making continuous investment in the skills of employees.	5	4	3	2	1
11. Authority is delegated so that employees can act on their own.	5	4	3	2	1
12. The capabilities of employees are viewed as an important source of competitive advantage.	5	4	3	2	1

<b>CONSISTENCY</b>					
<b>Core Values</b>					
13. <i>NAMPORT</i> has a clear and consistent set of values that governs the way we do business.	5	4	3	2	1
14. Managers and supervisors always shows employees in practice what they say in words.	5	4	3	2	1
15. There is an ethical code that guides behaviour and that tells right from wrong.	5	4	3	2	1
<b>Agreement</b>					
16. <i>NAMPORT</i> has a strong organisational culture.	5	4	3	2	1
17. It is easy to reach consensus, even on conflicting issues.	5	4	3	2	1
18. Employees are given assignments that are consistent with their strengths, interests and opportunities.	5	4	3	2	1

<b>Coordination and Integration</b>					
19. There is good alignment of team goals with the port's strategic objective, mission and vision across all levels.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
20. Our approach to do business is very consistent and predictable.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
21. People from different parts of the organisation share a common perspective.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>ADAPTABILITY</b>					
<b>Creating Changes</b>					
22. The way things are done in <i>NAMPORT</i> is very flexible, adaptable and easy to change.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
23. New and improved ways of doing works are continually adopted in <i>NAMPORT</i> .	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
24. The port responds well to competitors and other changes in the business environment.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Customer Focus</b>					
25. Customer comments and recommendations often lead to change.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
26. Customer input directly influences the company's decision-making.	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

27. Employees understand customers' wants and needs.	5	4	3	2	1
<b>Organisational Learning</b>					
28. Innovation and risk taking are encouraged and rewarded.	5	4	3	2	1
29. Learning is an important objective in the day-to-day work of the company.	5	4	3	2	1
30. <i>NAMPORT</i> views failure as an opportunity for learning and improvement.	5	4	3	2	1

<b>MISSION</b>					
<b>Strategic direction and intent</b>					
31. <i>NAMPORT's</i> strategic direction is clear to employees.	5	4	3	2	1
32. There is clear mission that gives meaning and direction to the work.	5	4	3	2	1
33. There is a long-term purpose and direction of the company.	5	4	3	2	1
<b>Goals and objectives</b>					
34. There is widespread agreement about goals in <i>NAMPORT</i> .	5	4	3	2	1
35. <i>NAMPORT</i> continuously track its progress against the stated goals.	5	4	3	2	1

36. Leaders set goals that are ambitious, but realistic.	5	4	3	2	1
<b>Vision</b>					
37. Leaders have a long-term view point.	5	4	3	2	1
38. Employees have a shared vision of what the organisation will look like in the future.	5	4	3	2	1
39. <i>NAMPORT's</i> vision creates excitement and motivation on my work performance.	5	4	3	2	1

### **SECTION C: ORGANISATIONAL CULTURE ON EMPLOYEE PRODUCTIVITY**

This section has statements referring to employee productivity. Please indicate your level of agreement with each of the following statements. Mark the box that best corresponds to your answer with 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree and 1 = Strongly Disagree

Statements based on Employee Productivity	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
40. A good organisational culture has a positive influence on employee productivity.	5	4	3	2	1

41. Perceptions, feelings, attitudes and views of employees affect employee productivity and organisational performance.	5	4	3	2	1
42. <i>NAMPORT</i> 's organization is a very controlled and structured place. Formal procedures generally govern what people do.	5	4	3	2	1
43. Organisational culture is important to the performance of the organization.	5	4	3	2	1
44. Organisational culture create opportunity to improve the productivity of the employee.	5	4	3	2	1
45. There are factors that influence employee productivity in an organisation based on its culture.	5	4	3	2	1
46. I accomplish tasks quickly and efficiently.	5	4	3	2	1
47. I have high standard of task accomplishment.	5	4	3	2	1
48. My work outcomes are of high quality.	5	4	3	2	1
49. I can manage my time and allocate resources effectively.	5	4	3	2	1
50. The working environment at <i>NamPort</i> enhances our work enthusiasm.	5	4	3	2	1

**Thank you for taking your time to take part in this survey.**

## Appendix G: Language Editing Certificate



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### CONTACT

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### LANGUAGE & COPY-EDITING CERTIFICATE

19<sup>th</sup> July 2021

**RE: LANGUAGE, COPYEDITING AND PROOFREADING OF PEKE-NDAWANAPO ANGHUWO's THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA**

This certificate serves to confirm that I copyedited and proofread **PEKE-NDAWANAPO ANGHUWO's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **INVESTIGATING THE IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE PRODUCTIVITY AT THE NAMIBIA PORTS AUTHORITY**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Greenfield Mwakipesile".

The Rev. Dr. Greenfield Mwakipesile



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