

**EXAMINING THE IMPACT OF ORGANISATIONAL CULTURE ON  
PERFORMANCE: A CASE OF INTRAHEALTH NAMIBIA**

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**BY**

**MARTHA SHILOMBOLENI**

**200524879**

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**SUPERVISOR: DR SAMUEL M. GUMBE (UZ)**

## **Abstract**

IntraHealth Namibia is a non-governmental organisation that works in the health sector providing technical support to the Ministry of Health and Social Services to lessen the burden that the Ministry is facing. It relies on donor funding for its operations. IntraHealth Namibia was established in 2016 and being the youngest player in the industry, it managed to get funding for its four-projects while its competitors only managed to secure funding for at least one and at most two each of their projects. This study sought to establish the role of organisational culture on the success of IntraHealth Namibia. The study reviewed among others, Hofstede's cultural dimension framework where several indices like power distance, individualism, and uncertainty, among others were discussed. The study adopted a census sampling method where 65 IntraHealth Namibia employees completed structured questionnaires. The questionnaires were sent to everyone via email since all employees had access to email services. The study found that IntraHealth Namibia's organisational culture had an influence on its performance. The study also found that IntraHealth Namibia had a combination of people-oriented and goal-oriented culture. Furthermore, the study also established that IntraHealth Namibia management encourages employee participation through scheduled regular meetings. The study recommends that IntraHealth Namibia's management continues to guide and foster best practices among its employees to avoid non beneficial practices like corruption. The study further recommends the establishment of a department that is responsible for implementing and enforcing the culture at IntraHealth Namibia. The study concludes by recommending further studies in the role of leadership in organisational performance.

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## **DEDICATION**

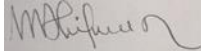
This research work is dedicated to my late mother Fransina Haiping. May her soul rest in eternal peace.

## DECLARATIONS

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

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Signature

Date

# **CHAPTER ONE: INTRODUCTION AND BACKGROUND**

## **1.1 INTRODUCTION**

Many businesses have appointed highly qualified and experienced executives to run their business with the aim of helping the business navigate the ever-changing business environment. Nowadays businesses are faced with so many challenges that they need to overcome to remain relevant in their market. When such businesses with qualified and experience leaders fail, people are astonished to find out what could have happened. This demonstrates that there is more that could affect business performance than skills and experience. This study aims to explore the impact of organisational culture on performance, focusing on IntraHealth Namibia (IHN) as a case study. Understanding the relationship between organisational culture and organisational performance will help in understanding why IHN performs the way it does among its competitors and help other non-governmental organisations to transform their organisational culture and achieve superior performance.

The study attempts to answer the following questions: What is the current IHN culture and its dimension, and what is the role of management/leadership in inculcating and reinforcing the organisational culture? The new insights that were gathered from the study should provide a platform for the top management of IHN to identify which aspects of culture they need to retain, and which ones need to be changed to achieve good performance. Other non-governmental organisations can shape their organisational culture in a strategic way to ensure good performance, depending on the outcome of the study.

This chapter defines the parameter of the problem, its background as well as the research questions, the hypothesis. The limitations and delimitations will be highlighted as well.

## **1.2 BACKGROUND OF THE STUDY**

IntraHealth Namibia (IHN) is a non-governmental organisation that was established in 2014, branching off from IntraHealth International as a mother organisation. IHN is a local entity that supports and assists the government of Namibia and local organisations to build the capacity of Namibia's human resources for health and client-level data systems. It envisions to be the partner of choice in healthcare in Namibia. It takes pride in the following values: Innovation, Accountability, Excellence, Integrity, and Partnership. IntraHealth Namibia (IHN) generally have a style of consulting their employees on any matter and soliciting their ideas and opinions. This culture is what Schein (2010) highlighted as necessary in transforming the employees and making them committed to their work. While there are no studies that was conducted on IHN organisational culture to assess whether it does have impact on their performance, this study aimed at filling that gap.

## **1.3 STATEMENT OF THE PROBLEM**

According to Hester *et al.* (2013) organisational culture is often described as 'the way we do things around here'. It manifests in shared practices, traditions, staffs' beliefs, how they carry themselves at the organisation, how they treat their stakeholders and how they value commitment towards other people. Organisational culture shapes the team by providing meaning and direction for work. Culture is not static but changes with time and staff diversity.

IntraHealth Namibia (IHN) is a non-governmental organisation that was established in 2016, branching off from IntraHealth International. As a non-governmental organisation, IntraHealth Namibia relies on donor funding for capital to run its operations. Muluh *et al.* (2019) highlights that performance is one of the determinants of the sustainability of donor funding. Organisations that meet donor targets and expectations are more likely to secure donor funds as opposed to those that do not meet expected targets. Tanga and Mundau (2014) affirm Muluh *et al.* (2019)'s views on the afore-mentioned assertion.

IntraHealth Namibia (IHN) has been in existence for 5 years while competing for donor funding against organisations like Project Hope Namibia (PHN) which has been in existence for 19 years, I-TECH Namibia (17 years), JHPIEGO Namibia (7 years) to mention but a few. These organisations are all non-governmental organisations that help the health care sector in improving maternal, neonatal and child health; HIV and AIDS; Gender Based Violence (GBV); fight infectious and non-communicable diseases; and responding to disasters and health crises using the donor funding mostly from The President's Emergency Plan for AIDS Relief (PEPFAR) and United Nations Programme on HIV/AIDS (UNAIDS) among others.

IntraHealth Namibia, despite being the youngest player in the NGO health care sector, has managed to secure funding for four of its projects while its competitors have only managed to secure funding for at least one and at most two of their projects (IHN,2021). This is proof that since its inception, IHN has been able to meet donor expectations and targets hence its ability to attract funding and gain favour in the donor community. This resonates well with the assertion by Tanga and Mundau (2014) and affirmed by Muluh *et al.* (2019) that organisations that meet donor targets and

expectations are more likely to secure donor funds as opposed to those that do not meet expected targets.

Meanwhile, Manetje (2005) concludes that there is a positive relationship between organisational culture and employee commitment. Collins (2017) indicated that committed employees perform well because they have the organisation at heart and they want to see the organisation prosper, since, when the organisation prospers, they too will prosper. Therefore, this study proposes to assess whether IHN's organisational cultures have had an impact on their performance.

## **1.4 RESEARCH QUESTIONS**

The research questions have been separated into main and sub questions as indicated below:

### **1.4.1 Main question**

What is the impact of IHN's organisational culture on their performance?

### **1.4.2 Sub-questions**

- a) What is IHN's current culture and its dimensions?
- b) How has IHN's performance been?
- c) What is the role of management/leadership in inculcating and reinforcing the organisational culture?

## **1.5 RESEARCH HYPOTHESES**

1.5.1  $H_0^1$ : Employees believe IHN's organisational culture does not impact their performance indicators

$H_1^1$ : Employees believe IHN's organisational culture does impact their performance indicators

1.5.2  $H_0^2$ : Management does not have a role in inculcating and reinforcing the culture at IHN

$H_1^2$ : Management does have a role in inculcating and reinforcing the culture at IHN

## **1.6 SIGNIFICANCE OF THE STUDY**

The following stakeholders could potentially benefit from this study:

### **1.6.1 THEORETICAL SIGNIFICANCE**

The study could add to the body of the existing knowledge and hence could act as a reference point to other scholars who may wish to conduct further research regarding organisational culture and its impact on the performance of non-governmental organisations.

### **1.6.2 PRACTICAL SIGNIFICANCE**

#### **(a) OUTPUT**

Based on the study results and recommendations, the study could assist NGOs, particularly in the health sector to craft better strategies that would promote and retain good culture that would have a positive impact on performance.

## **(b) OUTCOME**

Having an understanding on the impact of organisational culture on performance may assist managers of IHN and others in crafting informed strategies that drive culture transformation toward practices that promote performance. The development of stronger organisational culture can drive a more productive environment which sees higher employee retention, creativity, and innovation. These could result in a positive change in productivity which could lead to higher returns for the organisation. The customers of these organisations would benefit from improved quality services driven by a culture of excellence.

## **(c) IMPACT**

The competitiveness and improved performance of NGOs in the health sector, driven by strong culture should help improve the health sector which in turn helps the country in general. Lessons learned from this study could help the government of Namibia to implement culture transformation programs that enhance public service quality.

## **1.7 LIMITATIONS**

Some of the respondents were reluctant to complete the questionnaires, due to worries of confidentiality. The researcher overcame this by reiterating to the participants that information obtained would not be used for any other purpose other than academic. The researcher noticed, some of the respondents do not understand the essence of the questions leading to just selecting the options, anyhow, especially that they were multiple choice questions.

## **1.8 SUMMARY**

This chapter presented the introduction and discussed the background to the study of which it highlighted how IHN being young player in the health industries managed to scoop fundings for their projects compared to their competitors. Aligning the discussions, the research problem was highlighted followed by the research questions as well as the research hypotheses. Finally, the significance of the study as well as the study limitations were highlighted in the chapter

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 INTRODUCTION**

Chapter one explored the background to and the motivation for this study, with specific reference to organisational culture and organisation performance as the main constructs. In the following section, the concept “organisational culture” is explored in detail. The review of literature covering the link between organisational culture and performance is covered. Evidence from empirical literature to explain how different types of organisational culture affect performance is highlighted as well.

### **2.2 THEORETICAL BACKGROUND TO THE CONCEPT OF ORGANISATIONAL CULTURE**

One of the most important assets that any organisation own are employees. They play important role in day to day running of the organisation and provide competitive edge of the business. Most businesses take pride in the type of employees they have hence they always strike to have skilled employees to have leverage in the competitive market. Most of scholars who wrote about organisational culture all come to one conclusion that it is one of the determinants of business success. Weerarathna and Geeganage (2014) indicated that employees spend most of their lifetime in the organisation within which they work, and the culture of that organisation can have influence on their life as well. They further said it is of importance that people in the organisation are well managed as it shapes and determine the type of organisational culture that organisation will adopt.

Organisational culture has been identified as an important intangible resource and a barrier to imitation with powerful effects on performance. According to Joseph and Kibera, (2019) organisational culture is one of those elements that business cannot

replicate unlike products and services. They urged that business could take leverage over these beliefs and norms and capitalise on after all, no one can imitate the exact culture.

The concept of organisational culture (OC) gained currency in the late 1980s and early 1990s. Many businesses were unable to survive due to the rapid changes in the business environment (Aftab, Rana & Sarwar, 2012) as cited by AlShehhi *et al.* (2021). Karanja (2014) highlighted that OC is the core of what the organisation is like, how it operates, what it focuses on, and how it treats customers, employees, and shareholders. This resonates well with what Joseph and Kibera (2019) said that the time the employees come to the meeting with their stakeholders have much to do with the culture they adopted. OC can be defined as the organisation's ability to achieve its goals and objectives by utilizing the resources effectively and efficiently. In business, this concept became one of the multi-dimensional and complex phenomena Yildiz (2014).

Cicea *et al.* (2022), AlShehhi *et al.* (2021) highlighted that organisational culture is influenced by many factors, the most common influence being the impact of internal and external factors. According to Freedom Learning Group as cited by Cicea *et al.* (2022) the following internal and external factors influence organisational culture in the following:

## **2.2.1 INTERNAL FACTORS THAT INFLUENCE ORGANISATIONAL CULTURE**

### **a) EMPLOYEES**

Both Szczepańska and Kosiorek (2017) and Ankrah *et al.* (2005) that people are important asset that any organisation possess. They said every individual has a unique set of personality traits, backgrounds, and experiences. It is hard for the organisation to fully control individual on how they behave, however the organisation can make use of guidelines and mandated expectations to help guide the behaviours of their employees. Sukdee, Khjaornsilp and Mahaniyom (2020) backed up other authors that the mission statement, code of ethics, and policies and procedures guidelines are among many documents and standards organisations use to help foster and direct their employees. They further indicated that organisations could influence the employees' culture by controlling who they hire. One bad hire has the potential to negatively impact organisational culture. Equally the same, a brilliant hire will result in transforming the culture in a positive way. By developing a hiring process that focuses on making smart hiring decisions, organisations are better able to hire individuals that embody the vision and mission of the company. This is crucial to maintaining and promoting a strong culture at organisation. Barnes (2005) stressed that toxic workplace cultures are an all-too-human story of anxiety, burn-out and stress. This has a profound effect on our physical as well as mental health. For businesses, this is directly related to the costs of absenteeism and presenteeism

#### **b) LEADERSHIP**

Szczepańska and Kosiorek (2017) highlighted the importance that leadership play in shaping one's organisation culture .They further indicated that leaders in an organisation have influence on the employees as they set direction and way that employees have to follow. In addition, Manetje (2005) talks of transformational leadership style that aims at creating a bond between leader and followers with the goal to achieve performance that goes above and beyond reasonable reward for

performance. She highlighted how leaders can negatively or positively impact the organisation culture.

Gill (2013) in his article *Eight Traits of an Ethically Healthy Culture* stressed that openness, accountability, responsibility, integrity, and humility are some of the qualities that leaders should possess to positively impact the culture at the organisation. On contrary, a bad leader who disregards the rules and behaves as they please set a terrible precedent and gives permission for other employees to behave the same way. Leaders should lead their teams by example and set the standard for expected behaviours. In addition, they should be comfortable to course correct employees who stray from the path of desired behaviours and performance.

Schein (2010) noted that management with weak organisational culture lacks transparent and consistent communication in the organisation. In a weak organisational culture, employees behave in a manner inconsistent with the organisation priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2011).

### **c) CAPABILITY AND SUPPORT**

Okatan and Alankuş (2017) indicated that there a proportional relationship between of support and performance. In support with Okatan and Alankuş is Naranjo-Valencia *et al.* (2016) who confirmed that when employees are supported to carry out their duties, given all the resources that they need, they have a high chance of executing it well. When they execute their duties well, they are happier and fulfilled. Organisation where these employees work have high chance of excelling among other organisations. By hiring qualified candidates and continuing to support their education and training, organisations can have a positive impact on their culture. With the support of the entity,

the employees show peace and self-control, being happy at work, transmitting positive feelings throughout the organisation. Naranjo-Valencia *et al.* (2016) said innovation have the same effects. Organisation that allows their staffs to be innovative by supporting will leap reward in terms of good performance. This culture is passed on to the new employees.

#### **d) NATURE OF BUSINESS**

Freedom Learning Group (2022) stated that each industry has specific elements that shape the organisational culture. While ethical specifications should be universal, standards and expectations differ depending on the field of activity. An accounting firm will have different standards and expectations than an art gallery. Kapur (2020) highlighted those norms, laws, rules, and standards are regarded to contribute meaningfully to maintaining discipline, control, regulation, obedience, management of resources and in putting into practice various tasks and activities in a satisfactory manner. Furthermore, all the factors are taken into consideration that are necessary in promoting well-being of the members and organisation. It is important for the entity to be aware of those elements that are important to it that give value to the organisational culture.

#### **a) RESOURCES AND TECHNOLOGY**

Zornić *et al.* (2011) stressed the importance of resources and advanced technology that employees need to have at their disposal for them to deliver quality work. In line with this, Okatan and Alankuş (2017) affirm that there is nothing that frustrate a hard-working employee who are committed to do their part than lack of resources at their disposal. It is a non-negotiable for the employer to provide their employees necessary resources to complete their job. A lack of resources has a negative impact on company

culture and can create an unsatisfactory work environment. The existence of resources entails increasing the efficiency of employees, which leads to the improvement of the organisational culture.

According to Freedom Learning Group, (2022) and Dasgupta and Gupta, (2012) technology can be considered both an external and internal factor. Internally, technology can play many roles. Since technology is a large part of day-to-day interactions, it is important for organisations to create policies and procedures to clearly outline electronic communication expectations. In addition, technology is a modern resource that is necessary to complete several job functions. Ozigbo (2013) indicated that technology have potential to transform the organisational structures and processes. Providing employees with updated devices, software, technology support, etc. will improve employee morale and create a happier and more efficient culture.

For the organisation to manage all these factors, organisations use several tools to develop and maintain the organisational culture: the vision of the organisation; the mission of the organisation; Code of ethics; Policies and Procedures (Freedom Learning Group, 2022).

## **2.2.2 EXTERNAL FACTORS THAT INFLUENCE ORGANISATIONAL CULTURE**

### **a) POLITICAL FACTORS**

Omisore and Nweke (2014) pointed that political factor have been one of the factors that affect one's life. They said the political environment creates laws and regulations that influence the way organisations operate. Organisations are required to comply with and harmonize their domestic and/or international laws. Political issues can

influence the activity of small or large-scale entities, with actions influencing the organisation's objectives and the way it operates (Kapur, 2018; Freedom Learning Group, 2022).

#### **b) ECONOMIC FACTORS**

Arabeche *et al.* (2022) pointed that our everyday life is impacted by economic factors. They highlighted how economy can build or destroy many organisations depending on how the organisation decided to respond to economy. Milan (2011) iterate what Freedom Learning Group (2022) highlighted that a market crash or a recession will directly impact the sales of an organisation. When people are no longer able to afford a product or choose to spend their money elsewhere, companies are directly impacted. On the other hand, companies are affected when the economy is good, and people can spend or invest more money. Adapting to the changes in the economy and being able to adjust organisational strategies to accommodate for them, is essential to company survival. Kapur (2020) on the other hand, stated that when finances are not problem, the individuals are able to incur the feeling of contentment and put into practice their job duties well. Hence, management of financial resources will lead to up-gradation of the economic conditions in an effectual manner. Therefore, it can be stated, economic conditions are regarded as external determinants of organisational culture

#### **c) SOCIAL FACTORS**

Babnik (2011) and Freedom Learning Group (2022) concluded that people have power to build or destroy any organisation. Either public or employees, therefore management should be aware of these and manage people's expectations very well. They indicated that public opinion plays a key role in the process of re-evaluating the way organisations operate. A negative public perception can have a substantial impact

on the organisation. The public is attentive to issues related to social responsibility (helping the community, promoting diversity, sustainability, etc.) elements that must be incorporated into the organisation's culture to ensure success.

#### **d) TECHNOLOGY FACTORS**

Technology is one of the variables that is constantly changing. Organisations that want to stay afloat in the business must adapt and adopt the current technological changes that the market present. Organisations must incorporate policies and make create an enabling environment for technology (Okatan and Alankuş 2017; Ozigbo 2013; Zornić *et al.* 2011).

Organisations cannot eliminate the influence of external factors on activities and must manage them in the best possible way. This can be done by accessing credible sources of information. Another element that allows the management of external factors is the education that can be provided through training and development programs. The third crucial element for the management of external factors is the one related to the relations that the organisation has with the stakeholders (customers, suppliers, authorities, etc.). The activities of the organisations cannot take place without the involvement of the partners, so it is crucial that they are in good relations with the entity (Freedom Learning Group, 2022; Kapur 2020).

### **2.3 PRIMARY CHARACTERISTICS OF ORGANISATIONAL CULTURE**

Weerarathna and Geeganage (2014) cited Robbins (2005) on the general characteristics of organisational culture in which they describe that it is a unique behaviour of an organisation which can attributed to the makeup of the values that it supports the organisational culture. Although all these characteristics are at some level a part of every company, the importance and individual interpretation of each differs

from business to business, thus making each business unique. Robbins (2005) has been defined primary characteristics of organisational culture which are listed below.



*Figure 2.1: Organisation culture profile Adapted from information in O'Reilly, & Chatman,.*

#### **a) INNOVATION AND RISK TAKING**

The higher the calculated risk the higher the returns. This is one of the motivations that businesses must take risks in the market. Same goes for innovation. Thus, innovation and risk taking is one of the main characteristics of organisational culture defining how much room the business allows for innovation. Bauer and Erdogan, (2020) stressed that companies that have innovative cultures are flexible and adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy in which titles and other status distinctions tend to be downplayed. On contrary, Flamholtz and Randle (2011) highlighted those organisations that place low value on

innovations expect employees to carry out their duties the same way they were trained and there is no reward for being innovative.

#### **b) ATTENTION TO DETAIL**

Attention to detail is the ability to efficiently allocate your cognitive resources to achieve thoroughness and accuracy when accomplishing tasks, no matter how small or large (Bauer and Erdogan, 2020). The attention to detail skills allows one to improve the workplace productivity, efficiency, and performance. Organisations are looking for these skills in candidates during recruitment process as they allow them to be more effective in their roles and minimize the likelihood of errors. A culture that places a high value on attention to detail expects its employees to perform their work with precision (Leovaridis & Cismaru, 2014).

#### **c) OUTCOME ORIENTATION**

Some organisations pay more attention to results rather than processes. It is really the business model of each business that defines whether the focus should be on the outcome or the processes. Thompson, (2005) indicated that in outcome-oriented cultures hold employees as well as managers accountable for success and utilize systems that reward employee and group output. Moreover, these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organisations that have a performance-oriented culture tend to outperform companies that are lacking such a culture. Nohria *et al.* (2003). Li (2010) warned the danger of focusing on the results rather than the process, cautioning that it can result in the case of Enron. He stressed how the Enron management were instructing their employees to deliver and how rewards were tied to performance.

#### **d) PEOPLE ORIENTATION**

People - oriented cultures value fairness, supportiveness, and respect for individual rights. These organisations truly live the mantra that “people are their greatest asset” Erdogan, *et al.* (2006). In addition to having fair procedures and management styles, these companies create an atmosphere where work is fun, and employees do not feel required to choose between work and other aspects of their lives. In these organisations, there is a greater emphasis on and expectation of treating people with respect and dignity. Sheridan, (1992) said the example of business that place value on people is Starbucks where they pay employees above minimum wage, offers health care and tuition reimbursement benefits to its part-time as well as full-time employees, and has creative perks such as weekly free coffee for all associates. As a result of these policies, the company benefits from a turnover rate lower than the industry average.

#### **e) TEAM ORIENTATION**

Bolino and Turnley (2003) pointed that synergistic teams help give better results as compared to individual efforts. Each organisation makes its efforts to create teams that will have complementary skills and will effectively work together. Companies with team-oriented cultures are collaborative and emphasize cooperation among employees. For example, Southwest Airlines Company facilitates a team-oriented culture by cross-training its employees so that they can help each other when needed. The company also places emphasis on training intact work teams (Bauer and Erdogan, 2020).

#### **f) AGGRESSIVENESS**

Companies with aggressive cultures value competitiveness and outperforming competitors: By emphasizing this, they may fall short in corporate social

responsibility. For example, Microsoft Corporation is often identified as a company with an aggressive culture. The company has faced several antitrust lawsuits and disputes with competitors over the years. In aggressive companies, people may use language such as “We will kill our competition.” In the past, Microsoft executives often made statements such as “We are going to cut off Netscape’s air supply. Everything they are selling; we are going to give away.” Its aggressive culture is cited as a reason for getting into new legal troubles before old ones are resolved (Greene, Reinhardt, & Lowry, 2004). This characteristic of organisational culture dictates whether group members are expected to be assertive or easy-going when dealing with companies they compete with within the marketplace. Manetje (2005) stated that companies with an aggressive culture place a high value on competitiveness and outperform the competition at all costs.

#### **g) STABILITY**

Thompson (2006) and Westrum (2004) concluded that while some organisations believe that constant change and innovation is the key to their growth, others are more focused on making themselves and their operations stable. The managements of these organisations are looking at ensuring stability of the company rather than looking at indiscriminate growth. Stable cultures are predictable, rule-oriented, and bureaucratic. Furthermore, these organisations aim to coordinate and align individual effort for greatest levels of efficiency. When the environment is stable and certain, these cultures may help the organisation be effective by providing stable and constant levels of output. Leovaridis & Cismaru (2014) argued that organisations that have stable cultures prevent quick action, and as a result may be a misfit to a changing and dynamic environment. Generally, public sector institutions may be viewed as stable cultures.

## **2.4 ORGANISATIONAL CULTURE FRAMEWORK - HOFSTEDE'S CULTURAL DIMENSIONS**

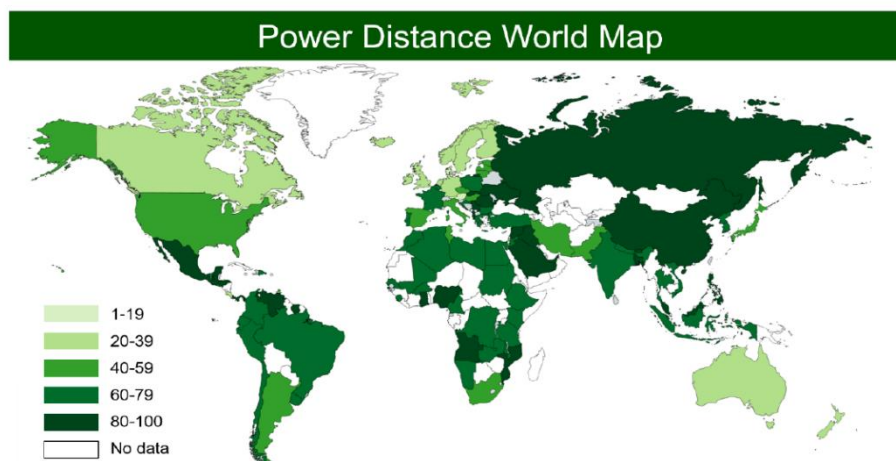
Dutch social psychologist, Dr. Geert Hofstede, conducted research on culture and organisations in over 40 countries during the 1970s. Findings from this research formed his theory on the dimensions of culture that are most frequently challenging for people working in cross-cultural teams. This classification system describes the effects of a dominant culture on the values and perceptions of its people and how these ultimately relate to behaviour and organisational culture. Both Shumays (2021) and Khan and Law (2018) indicated that the Cultural Dimensions framework from Hofstede can be a helpful starting point in helping the businesses understand, predict, and address common challenges. However, one of the limitations of this framework is that it doesn't account for cultural variations within a country. Most countries are composed of many different ethnic groups, so the population of a country is not homogenous. More research is needed to study the shifting nature of culture and its influences, especially in this age of globalization and new technology Shumays (2021) suggested.

Weerarathna and Geeganage (2014) concluded four culture dimensions while Shumays (2021) indicated six dimensions. For the sake of this study, Shumays' s classification will be explored in detail.

### **2.4.1 POWER DISTANCE (PDI)**

Weerarathna and Geeganage (2014) define PDI as the degree in which employees and management have distant relationship both formal and informal. On contrary, Shumays (2021) define PDI as the degree of inequality that exists – and is accepted – among people with and without power. Hofstede *et al.* (2005) defined PDI as it

measures the degree of acceptance or rejection of the unequal distribution of power and influence in organisations. The power and influence include distribution of knowledge, wealth, resource, information, authority, and the relationship between the boss and subordinates. Both the authors concluded that a high PDI score indicates that society accepts an unequal distribution of power, and people understand "their place" in the system. A low PDI score means that power is shared and well dispersed. It also means that society members view themselves as equals. According to Hofstede's model, in a high PDI country, shown in dark green, you might send reports only to top management and schedule closed-door meetings with only a select few, powerful leaders (Weerarathna and Geeganage, 2014; Shumays ,2021; Hofstede *et al.*, 2005).



*Figure 2.2 Hofstede's culture dimension: PDI source: Shumays (2021)*

House and Hanges (2004) agree with Shumays (2021) that some of the characteristics of high PDI organisations are centralized leadership, strong hierarchies, and large gaps in compensation, authority, and respect. In operating in high PDI organisations, one acknowledges the power and authority of leaders and is aware that some answers or decisions can only come from the top of the hierarchy. Low PDI countries have a flatter hierarchy in organisations, where supervisors and employees are considered almost as

equals. Within low PDI organisations, one would frequently use teamwork to complete tasks and involve multiple people in decision-making.

Al-Badri (2012) summarise the above characteristics in a table format as follow:

**Table 1.1: High versus low power distance**

<b>Parameters</b>	<b>Higher power distance</b>	<b>Lower power distance</b>
Social inequities	Society differentiated into classes on several criteria	Society has large middle class
Power bases	Power bases are stable and scare(e.g., landownership)	Power bases are transient and sharable (e.g., skill, knowledge)
Role of power	Power is seen as providing social order, relational harmony, and role stability	Power is seen as a source of corruption, coercion, and dominance
Social mobility	Limited upward social mobility	High upward social mobility
Information control	Information is localized	Information is shared
Governance	Different groups (e.g., women)have different involvement, and democracy does not ensure equal opportunities	All the groups enjoy equal involvement, and democracy ensures parity in opportunities and development for all
Indigenous orientation and independence	Strong non-native historical influences and recent independence of the society	Strong native historical influences and long standing independence of the society
Civil freedom	Civil liberties are weak and public corruption high	Civil liberties are strong and public corruption low
Resources and capabilities	Only a few people have access to resources, skill, and capabilities, contributing to low human development and life expectancies	Mass availability of tools, resources, and capabilities for independent and entrepreneurial initiatives, as reflected in wide educational enrolment
Consumption	Higher growth rates of consumption and high need for resource coordination	Mature growth rates of consumption and high per capita purchasing power
Technology	Mass use of technology, which supports general power distance reduction	Need for specialized technology, adapted to each user

*Adapted from Carl et al., 2004: 536. As cited by Al-Badri (2012)*

## **2.4.2 INDIVIDUALISM (INV)**

The degree in which people may create difference between interest of organisation and self interest. This dimension refers to the strength of the ties people have to others within the community. Weeraratna and Geeganage (2014); Shumays (2021); and Al-Badri (2012) all agree that in countries with a high individualism score, there is less interpersonal connection and sharing of responsibility, beyond family and, perhaps, a

few close friends. A society with a low individualism score, shown in lighter colours below, has strong group cohesion, and there is a large amount of loyalty and respect for the team. The group itself is also larger and people take more responsibility for one another's well-being. The US is the single most individualistic country among the original 40 studied.

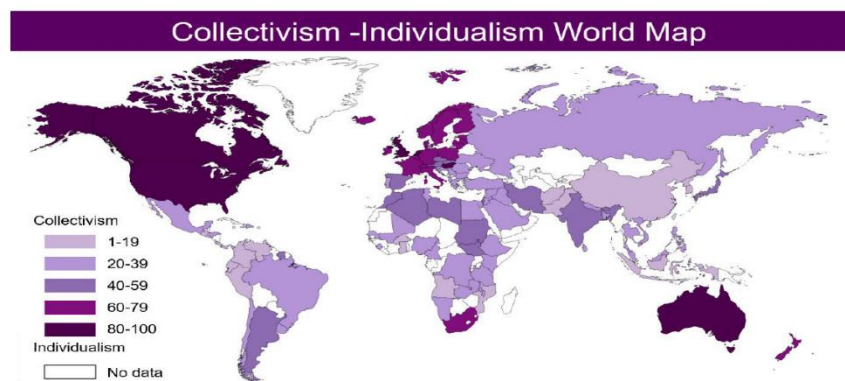


Figure 2.3: Hofstede's culture dimension: INV

Hofstede (1983) highlighted that high INV organisations place value on people's time, independence, and desire for freedom. People in these organisations enjoy individual challenges and expect to be personally rewarded for hard work. They also respect others' privacy and do not ask for too much personal information or expect a large amount of person connection in the workplace. They are more likely to encourage debate and expression of personal ideas. Furthermore, they value of altruism, benevolence, kindness, love, and generosity have high priority. On contrary, Al-Badri (2012) indicated that organisation with a low INV score would tend to emphasize collective accomplishments more than individual ones. Staff are more likely to work for intrinsic rewards and being harmonious is more important than being direct and bluntly honest. People in a low INV organisation show respect for age and wisdom,

may suppress feelings and emotions to work in harmony with others, respect tradition, and introduce change slowly.

### 2.4.3 MASCULINITY (MAS)

Shumays (2021) defined this dimension as how much a society values traditional male and female roles. High masculinity scores are found in countries where men are expected to be strong, provide for others, and be assertive. Hofstede *et al.* (2005) argued that if women work outside the home, they are more likely to work in separate professions than those of men. Low MAS scores do not reverse the gender roles—they are simply blurred; however, women and men work together equally in many of the same kinds of professions. Men are allowed to show emotion, and it is acceptable for women to work hard for professional success and to be competitive.

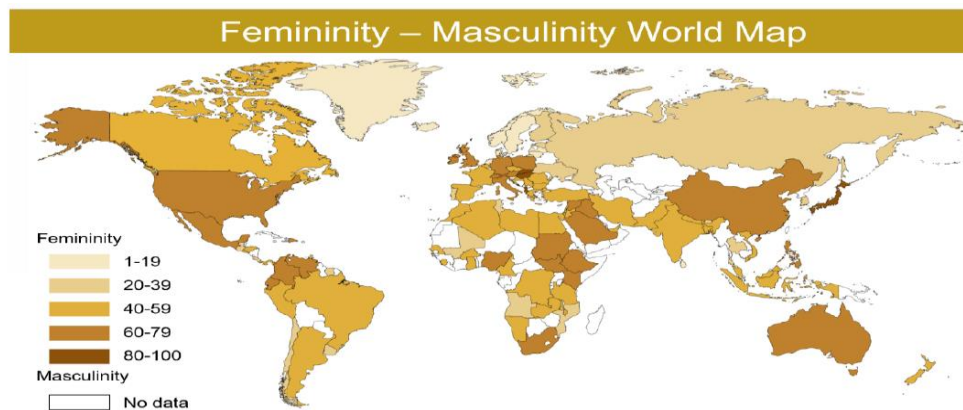


Figure 2.4: Hofstede 's culture dimension: MAS

In a high MAS organisation, there is a well- defined distinction between men's work and women's work. Staff are aware that people may expect male and female roles to be distinct and advise men to avoid discussing emotions or making emotionally based decisions or arguments. Shumays (2021) stated that if you opened an office in a country that scored high on masculinity, you might have greater success if you acknowledged early that you are working in a hierarchical, traditionally patriarchal

cultural environment. Moreover, if long hours are normal, it could make it challenging for women on the team to advance due to family commitments. In cultures with low masculinity scores, greater emphasis is placed on good relationships with your managers and working with people who cooperate well with one another is a priority.

Al-Badri (2014) and Manetje (2005) argued that women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than the men. In other words, they still recognize a gap between male and female values. This dimension is frequently viewed as taboo in highly masculine societies, cautioned Al-Badri (2014).

#### **2.4.4 THE UNCERTAINTY/AVOIDANCE INDEX, (UAI)**

Shumays (2021) and Podrug *et al.* (2006) described UAI as it relates to the degree of anxiety people feel in uncertain or unknown situations. Similarly, Hofstede (2011) indicated that Uncertainty Avoidance is not the same as risk avoidance; it deals with a society's tolerance for ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations.

High UAI-scoring nations, shown in darker colours, try to avoid ambiguous situations and uncertainty. They are governed by rules and order and seek to avoid risk. Low UAI scores, shown here in lighter colours, indicate countries where the cultural norms tend to favour novel events and to put a higher value on differences and risk-taking. There are fewer rules, and people are encouraged to discover their own truth. There is greater comfort with ambiguity in low UAI scoring countries or cultures.



Figure 2.5: Hofstede culture dimension: UAI

Tuna (2018) agrees with both researchers that a high scoring UAI organisation is likely to have many formal rules and policies for the conduct of business. People need and expect structure, and a sense of uncertainty or nervousness spurs high levels of emotion and expression. Differences of opinion are avoided. Individuals working with high UAI organisations should be clear and concise about expectations and parameters, provide detailed plans, and focus on the tactical aspects of a job or project. Having low UAI means that people do not want more rules than the necessary and if the rules do not work, they should be altered, schedules are flexible, hardworking is not the norm and not at any cost, punctuality and precision are not natural and deviation from the norm is easily tolerated and thus leading to more innovations.

#### 2.4.5 LONG-TERM ORIENTATION (LTO)

Shumays (2021) define LTO as how much society values long-standing – as opposed to short-term – traditions and values in line with what Hofstede and Hofstede (2005) said as cited by Prodrug *et al.* (2006) “Long-term orientation stands for the fostering of virtues oriented towards future rewards perseverance and thrift. Short-term stands for the fostering of virtues related to the past and present respect for tradition, preservation of face and fulfilling social obligations” Hofstede added LTO in the 1990s

after finding that many Asian countries, with a strong link to Confucian philosophy, were different from Western cultures on this dimension. In countries with a high LTO score, delivering on social obligations and avoiding "loss of face" are considered important.

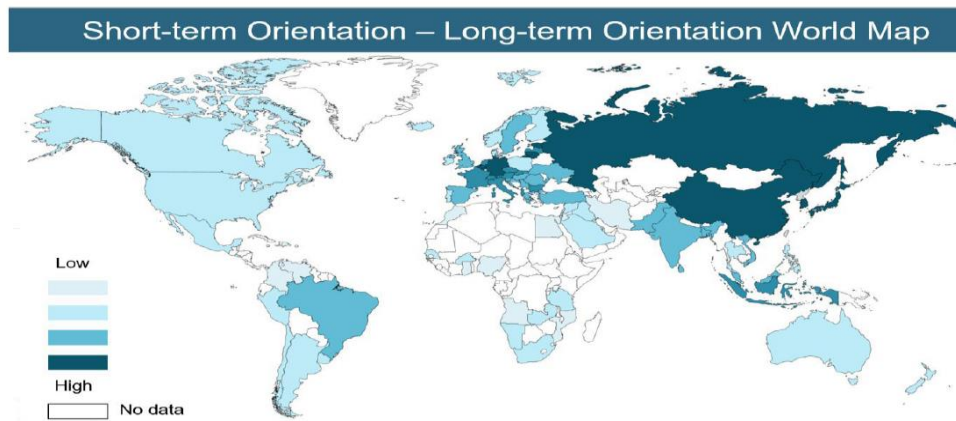


Figure 2.6: Hofstede culture dimension: LTO

According to Hofstede's analysis, people in the United States and United Kingdom have low LTO scores. The model implies that people in the US and UK are less bound by tradition than some other countries and are, therefore, more likely to execute new and innovative plans.

Shumays (2021) and Hofstede (2011) all concluded that in a high LTO country or culture, family is the basis of society. Parents and men have more authority than young people and women. There is a strong emphasis on work ethic and high value placed on education and training. Individuals show respect for traditions, do not display extravagance or act frivolously, reward perseverance, loyalty, and commitment, and avoid doing anything that would cause another to "lose face."

In contrary, in a low LTO country or cultural context, equality is promoted, and there is a high acceptance of creativity and individualism. There is a philosophy of treating

others as you wish to be treated and self-actualization is valued. Individuals expect to live by the same standards and rules you create. They are respectful of others and do not hesitate to introduce necessary changes (Shumays 2022; Hofstede 2011).

**Table 2.2: The difference between the short-term orientation and Long-term orientation in summary adapted from Hofstede (2011)**

Short-Term Orientation	Long-Term Orientation
Most important events in life occurred in the past or take place now	Most important events in life will occur in the future
Personal steadiness and stability: a good person is always the same	A good person adapts to the circumstances
There are universal guidelines about what is good and evil	What is good and evil depends upon the circumstances
Traditions are sacrosanct	Traditions are adaptable to changed circumstances
Family life guided by imperatives	Family life guided by shared tasks
Supposed to be proud of one's country	Trying to learn from other countries
Service to others is an important goal	Thrift and perseverance are important goals
Social spending and consumption	Large savings quote, funds available for investment
Students attribute success and failure to luck	Students attribute success to effort and failure to lack of effort
Slow or no economic growth of poor countries	Fast economic growth of countries up till a level of prosperity

#### 2.4.6 INDULGENCE, (IND)

Hofstede (2011) and Shumays (2021) all concur that this dimension is relatively new, and it has the least amount of available data to support it, especially for much of Africa or southeast Asia. They defined indulgency as “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun”. These authors indicated that this dimension measures happiness, gratification, and fulfilment of desires and simple pleasures. People in indulgent societies focus on enjoying life, engaging in leisure activities, and having fun. The other side of this dimension is restraint. It is defined as “a society that controls gratification of needs and regulates it by means of strict social norms.” Countries with low indulgence scores

tend to adhere to strict social norms and regulation of behaviour. They tend toward the belief that indulgence is wrong.

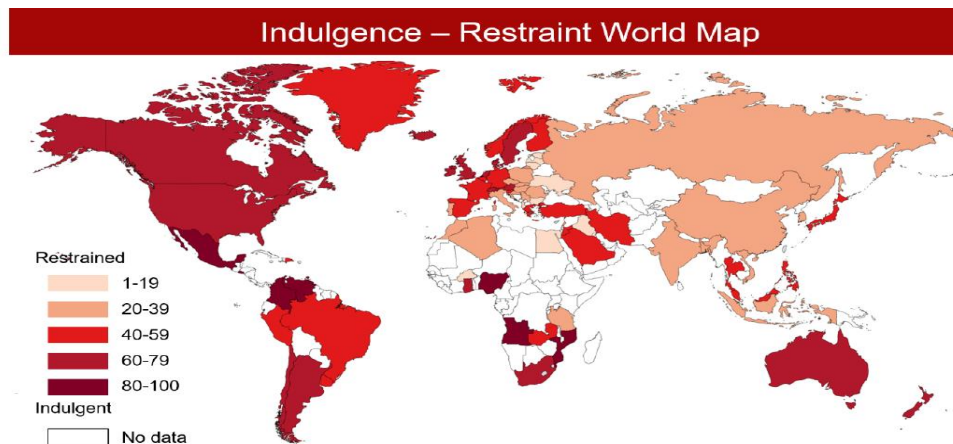


Figure 2.7: Hofstede's culture dimension: IND

When working in an organisation with lower indulgence scores, it's important to understand the culture of professionalism. For example, it may be seen as inappropriate to make jokes or express negativity in formal business settings. Likewise, if someone were working in an organisation with high indulgence scores, more informal communication may be acceptable. Conversely, it might be necessary to write in a very structured and professional manner when communicating with those from low IND countries. Work/life balance is more important for people from higher IND settings. So, for high indulgence organisations, it would be important to facilitate opportunities for staff to feel they are contributing to the project and prioritizing opportunities for mentoring or promotions, where possible (Shumays 2021; Hofstede 2011; Hofstede *et al.* 2010; Al-Badri 2014).

In summary, the cultural dimensions provide a frame of reference when engaging with cultures different from your own. It is therefore important that organisations be aware of the dimension available and what they aspire to adapt and adopt.

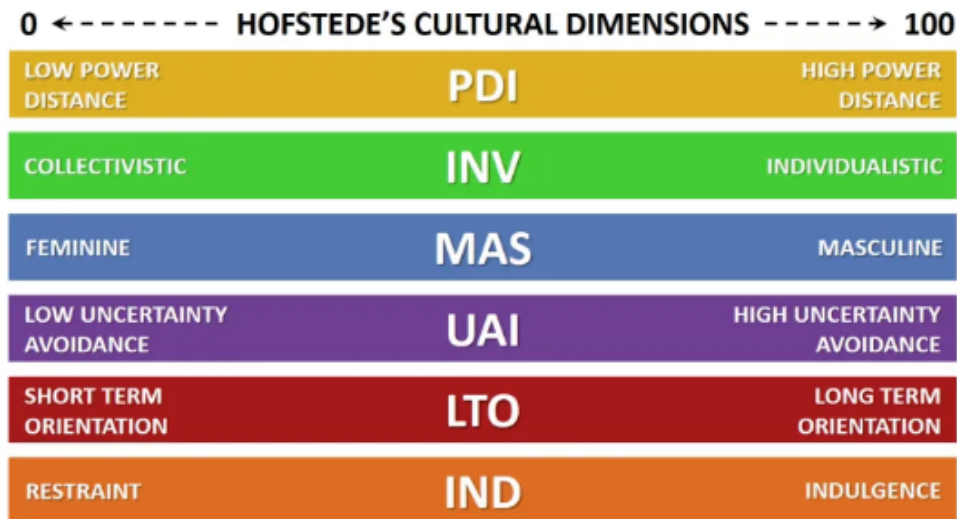
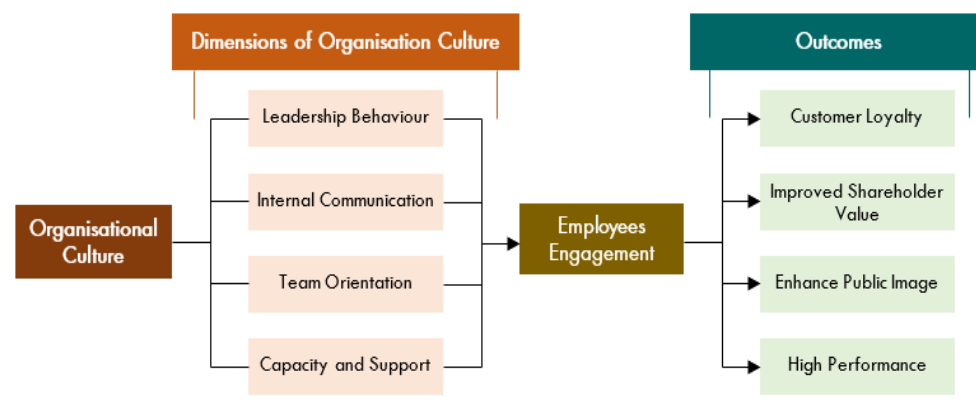


Figure 2.8: The Hofstede cultural dimension scale adopted from Hofstede et al. (2010)

## 2.5 CONCEPTUAL FRAMEWORK OF ORGANISATIONAL CULTURE

Varpio *et al.* (2020) clarify that a conceptual framework is like a roadmap for your study, helping you visualise your research project and put it into action. It defines the relevant variables for your study and maps out how they might relate to each other. Swaen, (2015) concur with Varpio that a conceptual framework is a written or visual representation of an expected relationship between variables. Variables are simply the characteristics or properties that you want to study. The conceptual framework is generally developed based on a literature review of existing studies and theories about the topic.



*Figure 2.9: Schematic of Conceptual framework Source: Author's construct*

As highlighted above the organisational culture dimensions have influence to how the employee's engagement which in the end will determine the outcomes. Rao, (2011) stated that you can tell the business culture by looking how they engage their customers and how they deal with their suppliers.

### **2.5.1 LEADERSHIP BEHAVIOURS**

The behaviours of leaders in an organisation have implications on how the employees engages and how they behave at the organisations. Jiony *et al.* (2015) stressed that engaged employees are viewed as a pillar of good working atmospheres where employees are effective. There are also researches which suggested that engaged employees are likely to be productive (Saks, 2006), remain with their current employer (Saks, 2006; Shuck, Reio, and Rocco, 2014), interact positively with customers (Chalofsky, 2010) and help in maximize the shareholders' wealthier (Robertson-Smith, and Markwick, 2009). The leadership styles that a particular organisation adopt have an impact on how employees behave at work.

### **2.5.2 INTERNAL COMMUNICATION**

Hahn, Lippert and Paynton (2013) as cited by Jiony *et al.* (2015) stated that efficient organisational communication involves having the ability to work with diverse groups or individuals, knowing how to create and exchange information in complex and changing environments, as well as having the ability or motivation to communicate in fitting conducts. Moreover, Ziuraite (2008) further contended that organisations would expect favourable organisational outcomes if employees are exposed to appropriate communication within the organisation as the perception of organisational

communication is built on the idea that a person's reasoning and affective perceptions of the organisation created an impact on his/her behaviour in the organisation.

### **2.5.3 TEAM ORIENTATION**

Just like communication, team orientation creates a healthy corporate culture that gives employees a sense of belonging and motivates them to succeed (Mohr *et al.*,2012). Additionally, a team-oriented structure encourages cooperation, which boosts production and morale. Thompson, (2020) stressed that team orientation means sharing diverse skills in complementary roles and collaborating to achieve a common goal. It signifies employees are working towards a shared purpose. No matter the industry, those with higher amounts of teamwork tend to outperform the competition.

Guthrie (2020) stated that training and mentoring can nurture these skills in team members and managers. These events should show teams the importance of working together, as well as how to achieve that. Guthrie highlighted strategies that an organisation can make use of to promote a team- oriented business culture as follow:

#### **2.5.3.1 TRAINING AND WORKSHOPS**

Some people are naturally team oriented. With others, it takes a little more guidance to bring these qualities out in them. For that Guthrie (2020) pointed that training and mentoring can nurture these skills in team members and managers. These events should show teams the importance of working together, as well as how to achieve that. They can take place over the course of an afternoon, or be a bigger event, like a retreat or week-long training course. Furthermore, Algrim, (2022) stated that training bring people together and help people to share knowledge and expertise. He highlighted that diverse training workshops help employees understand that these differences are a

positive, rather than a problem. They can focus on a range of things, from overcoming cultural barriers to stereotypes and communication styles.

Thompson (2020) firm Algrim (2022) that collaboration statistics also indicate that 75% of employers rate teamwork and collaboration as very important in getting tasks accomplished. Because of that, recruiters want employees that believe in a strong sense of team spirit in whatever form it takes. It builds morale, creating a sense of belonging and commitment to the common goal. Therefore, hiring managers should understand the value of hiring candidates that are aligned with a culture of teamwork and collaboration.

#### **2.5.3.2 AVOID HIERARCHIES**

Teamwork and leadership should stand side-by-side and promoting one doesn't mean losing the other. There's an overlap between having a bottom-up management style and a team-oriented business culture. Having the latter doesn't mean you need to abandon top-down management styles entirely. But avoiding hierarchies where possible will help make your business more team focused. Managers should be happy to let others step forward and make their voices heard while focusing on supporting the team. Maintaining respect is more to do with communication and consistency, rather than dishing out orders and deadlines (Guthrie,2020)

#### **2.5.3.3 EMBRACE APPS AND TOOLS**

Teamwork and communication go together. Online collaboration tools like chat apps and project management software can help managers stay in control and up to date, while automation handles repetitive tasks leaving leaders with more time to focus on employee motivation and wellbeing. These are also perfect for when face-to-face communication isn't an option. Something that's becoming increasingly common as

more businesses embrace the benefits of remote work. (Guthrie, 2020) suggested one to invest in tools that help employees communicate and collaborate from wherever they are. You can help them make work more enjoyable, and a team-oriented way of working will soon follow.

#### **2.5.3.4 OPENNESS**

By encouraging open communication, team members can express their thoughts and concerns, which can help them feel more at ease and appreciated. Suppose management is available to address issues with their employees and offers mediation or coaching in the event of a disagreement. In that case, employees are more likely to feel valued for their efforts (Algrim,2022).

#### **2.5.4 CAPACITY AND SUPPORT**

Supportiveness is linked to better performance and success. Thompson (2020) refers to support as creating a setting where listening and providing help to employees and staff is a priority. With sensitivity and thoughtfulness, organisations demonstrate they care about their employees. This in turn means massive gains on employee performance. A supportive organisation fosters better relationships and encourages a happy team. Research conducted at the University of Groningen suggests that a supportive environment encourages innovativeness (Algrim 2022). Goal-oriented organisations strive to hire employees who are supportive of one another to build a competitive company culture.

A supportive team embraces the much-needed growth mindset in an organisation. It eliminates the stigma of failure by creating a haven where employees are encouraged to try new things and learn from setbacks. When employees are open to each other, growth and learning become the standard of the organisation. Such an open

environment means higher retention, where employees feel appreciated and valued. With feelings of acceptance and autonomy, the likelihood of employee disengagement decreases (Thompson, 2020; Algrim,2022; Guthrie, 2020).

## **2.6 ORGANISATIONAL PERFORMANCE**

Performance is a tool that can be used to measure the level of achievement or policy groups and individuals. Performance is a translation of performance that is often interpreted as “appearance, demonstration or achievement. (Silitonga (2017), Bastian, (2001)) While the meaning of organisational performance is as a description of the level of achievement of the implementation of an organisation's tasks in an effort to realize the goals, goals, mission and vision of the organisation Then another definition of organisational performance proposed by Pasolong (2007: 176) is the work achieved by employees or group of employees within an organisation, in accordance with the authority and responsibility of each in an effort to achieve the objectives of the relevant organisation legally, not violating the law and In accordance with morals and ethics. "Thus, can be said organisational performance is a picture of the work of the organisation in achieving goals that of course will be influenced by resources owned by the organisation.

### **2.6.1 PEPFAR GUIDELINE**

Sohail Doshi, the Chief Executive Officer of Mixpanel, said “Most of the world will make decisions by either guessing or using their gut. They will be either lucky or wrong.” Good quality, relevant and accurate data is essential for informed decision making.

It is imperative to optimise operational implementation and respond effectively and efficiently to underperformance and challenges encountered in the management of

PEPFAR (the President's Emergency Plan for AIDS Relief) funded programmes to not only reach set targets but also reach as many clients as possible with the best possible care. Informed decision-making is essential to respond to all eventualities that may occur during programme implementation. Monitoring and evaluation (M&E) forms the basis for informed decision-making through measurement of programme implementation, assessment of performance against targets, and identification of problem areas for corrective intervention. M&E keeps implementers, partners, donors, and other stakeholders informed about the success of the programme (PEPFAR, 2021). It highlights changes made due to an intervention, assesses its efficacy, and proposes alterations or alternatives to meet the end goals. Effective monitoring and evaluation measures how, and to what extent, a project or programme was successful in reaching its goals.

PEPFAR's focus on optimizing impact is a driving force behind global efforts to reach HIV epidemic control. PEPFAR is partnering with the international community to accelerate towards the UNAIDS 95-95-95 global goals: 95 percent of people living with HIV know their HIV status, 95 percent of people who know their HIV status are accessing treatment, and 95 percent of people on treatment have suppressed viral loads. Progress towards epidemic control will be successfully measured, in part, through an effective strategic information framework that not only monitors program outputs, but also key outcomes and programmatic impact (PEPFAR, 2021). All the donor funded projects have indicators that used as a measure of the outcome of the project and are outlined in the Monitoring, Evaluation, and Reporting (MER 2.0 version 2.6) guideline (PEPFAR, 2021).

Indicators such as but not limited to; **HTS\_NEW** (Number of individuals who received HIV Testing Services (HTS) and received their test results), **PrEP\_NEW** (Number of individuals who were newly enrolled on antiretroviral Pre-Exposure Prophylaxis (PrEP) to prevent HIV infection in the reporting period, **PrEP\_CURR** (Number of individuals inclusive of those newly enrolled that received antiretroviral Pre-Exposure Prophylaxis (PrEP) to prevent HIV infection in the reporting period, **PP\_PREV** (Number of priority populations (PP) reached with the standardized, evidence-based intervention(s) required that are designed to promote the adoption of HIV prevention behaviours and service uptake) **GEND\_GB**(Number of people receiving post-gender-based violence (GBV) clinical care based on the minimum package is used as a measure for performance.



*Figure 2.10 PEPFAR Monitoring: Getting from Process to impact (adopted from the MER guidance)*

Most of PEPFAR funded project in HIV sector follow the above written model in monitoring and tracking the performance, and it is adopted in this study.

## **2.7 SUMMARY**

To sum up, the internal and external factors that affect organisational culture were discussed and emphasis was placed on the organisations to be aware of them as they shape the culture at work. The characteristics of organisational culture were highlighted too as well as the dimensions as highlighted by Dr. Geert Hofstede. Again, it is crucial that the organisation is aware of the prevailing environment to dominate and develop or align its policies and procedures to accommodate these traits. The conceptual framework highlighted in the paper inspired the study. Finally, the PEPFAR's indicators were used in the evaluation of performance in this study.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. INTRODUCTION**

All studies are based on some underlying philosophical assumptions about what constitutes 'valid' research and which research method(s) is(are) appropriate for the development of knowledge in each study (Thomas, 2010). To conduct and evaluate any research, it is therefore important to know what these assumptions are. This chapter discusses the philosophical assumptions and the design strategies underpinning this research study. Common philosophical assumptions were reviewed and presented. In addition, the chapter discusses the research methodologies, and design used in the study. It also covers the research instruments, and data collection and analysis methods, population, sample, as well as the ethical considerations.

### **3.2 PHILOSOPHICAL ASSUMPTIONS OF THE STUDY**

According to Cresswell (2018) research assumptions, also referred to as research paradigms are philosophical views that include positivism and pragmatism as the main branches and are based on the nature of the research being conducted, especially with regards to the inclinations as well as the experiences of former or past research. Babbie (2010) describes research philosophies as models or frames that are used as reference when organising observations and reasoning, therefore ensuring that the results obtained are as reliable as possible. Saunders *et al.* (2016) defines positivism and pragmatism in the following way:

Pragmatism is based on results of actions, situations, and consequences as opposed to post-positivism that uses different approaches to understand the problem and emphasises the research problem instead of focusing on methods. Pragmatism claims that no single point of view can ever give the entire picture and there may be multiple realities, recognising many ways of interpreting the world and undertaking research.

Many researchers (McGlinchey, S. (2022); Saunders *et al.* (2016) and Cresswell (2018)) describe pragmatism as a worldview that focuses on “what works” rather than what might be considered absolutely and objectively “true” or “real.

Positivism is believed to be a quantitative philosophical assumption. McGlinchey (2022) highlighted that positivism is an approach that views the world as ‘out there’ waiting to be observed and analysed by the researcher. Theories that are built on positivism see the world ‘as it is’ and base their assumptions upon analysing physical elements such as states and international organisations, which they can account for and ascribe values to. Positivism is therefore based on the study of facts and the gathering of physical evidence. It is related to the scientific view of the natural world as being one that operates via laws (such as gravity) that can be revealed by careful study and observation.

Considering the above, it can then be concluded that the current study adopted a positivism worldwide view. This is because the study sought evidence to prove or disapprove whether IHN organisational culture has an impact on performance. The study outcome was based on facts as collected from respondents but not based on what worked nor did the researcher have influence on the outcomes.

### **3.3 RESEARCH DESIGN**

The research design is defined as an outline of the best practices or ways that are used to successfully answer the established research questions or to fulfil the research objectives (Saunders, 2016). The design helps establish a guide as to how the research

will be carried out, also highlighting the most important aspects that will form the foundation on which the elements are selected.

There are mainly two types of research design methodological approaches, and these are the qualitative and quantitative approaches (Welman, 2011). Qualitative research design mostly deals with seeking to explore various concepts and experience in more detail while quantitative studies deal more with the systematic measuring of variable or testing of hypothesis (Saunders, 2016). Quantitative research is usually based on big samples that may not necessarily require a lot of time to collect. Additionally, this type of research makes use of numerical figures for analysis with one of its drawbacks being that it does not always go in-depth with regards to opinions and experiences of respondents (Rahman, 2017).

Considering the above, the research design that was used for this study was of a quantitative nature through a census, which is a study of every unit, whereby everyone or everything, in a population is studied to collect the detailed data about every unit (Sekaran & Bougie, 2013). Therefore, the study applied quantitative approaches to gain a complete understanding of the research questions (Cresswell, 2013). The researcher used the quantitative approach and applied numerical analytical techniques to collect, analyse and present data. Quantitative approaches focus more on broader study with greater scope to enhance and generalise results, ensure accuracy, validity, and reliability (Allen, 2017). Furthermore, this type of study was also relevant in determining and reporting on the state of how things currently are at the scene of the study (Ogachi, 2016)

Moreover, the research was of a descriptive nature as this type of research helps describe the phenomenon and the characteristics as done. It analyses the situation as well as the reasons why it may be so. Descriptive research often makes use of observation and survey tools to gather data (Gall, Gall, & Borg, 2007). The presentation is normally done through using frequencies, percentages, averages, or other statistical analyses to determine relationships.

### **3.4 POPULATION**

Majid (2018) explains the population of interest as the study's target population that it intends to study or treat. In clinical research studies, it is often not appropriate or feasible to recruit the entire population of interest. Instead, investigators will recruit a sample from the population of interest to include in their study. In such cases, the objective of the research study is to generalise the study findings from the sample to the population of interest. Similarly, Shukla (2020) defined population as a set or group of all the units on which the findings of the research are to be applied. With this, he meant that population consists of all the units on which the findings of research can be applied. In other words, population is a set of all the units which possess variable characteristics under study and for which findings of research can be generalised. This study reached out to all 79 employees of IntraHealth Namibia. They were made up of managers and general employees at all IntraHealth Namibia offices (Khomas, Oshikoto, Zambezi, Ohangwena as well as Omusati).

### **3.5 SAMPLE**

A subset of the population is called a sample Majid (2018). He further emphasises that the subset of population should have characteristics of the entire population so that findings can be inferred to the general population. Similarly, Sileyew (2019) shares the same sentiment that people who are selected to represent the larger group

(population) should possess the characteristics of the entire group. Moreover, Shukla (2020) highlighted that a sample should be helpful in realising all the objectives of research and a sample should be such, that it can save time, energy, and money of the researcher. Sekaran (2013) suggests that the best sample size is between 30 and 500 elements. Since the population of IHN was 79, the study adopted the census method where all employees participated in the study. This was done to gain comprehensive understanding which was achieved by involving all IHN employees. However, only 65 completed the study. The number of respondents was within the recommendation of Sekaran (2013).

### **3.6 RESEARCH INSTRUMENT**

For the researcher to achieve the study's objectives, the correct data collection tools must be selected Coleman (2011). He further suggested that research instruments are tools used for collecting data and information needed to gain insight into the problem under investigation. There are several research instruments that are used to collect data, however this study concentrated on the use of a questionnaire as it was the most appropriate. There are two main types of questionnaires which are: the structured and unstructured questionnaire. Unstructured questionnaires comprise of a wide range of questions both structured and non-structured allowing the respondent to delve more into details of their views. According to Cheung (2014) structured questionnaires comprise of sets of standardised questions that have a fixed scheme that specifies the exact wording and order of questions for gathering information from respondents.

A structured questionnaire was administered to all participants via email because all IHN employees have accessibility to mail services. The questions were subdivided into different sections with a five-point Likert scale which included responses such as strongly agree, agree, neutral, disagree and strongly disagree.

The questions were subdivided into general information, practices at IHN that indicates a specific culture, leadership styles, as well as the role of management in cultivating good culture at IHN. This questionnaire type was selected to ensure that there was uniformity and cohesion in the data collection and to enable the analysis to be more accurate.

### **3.7 VALIDITY AND RELIABILITY**

#### **3.7.1 VALIDITY**

Validity is concerned with whether the research is believable and true and whether it is evaluating what it is supposed or purports to evaluate. In this regard, Burns (1999, p. 160) stresses that “validity is an essential criterion for evaluating the quality and acceptability of research”. Generally, researchers use different instruments to collect data. Therefore, the quality of these instruments is very critical because “the conclusions researchers are drawing are based on the information they obtain using these instruments” (Fraenkel & Wallen, 2003, p. 158). Thus, it is imperative that the data and the instruments need to be validated. Pertaining to this study, the validity of the questionnaire was ensured by going through the instrument with some of the respondents who work at the IHN to ensure that the questions were relevant, and the possible responses spoke to the topic at hand. The exercise was successful, and all questions were deemed fit hence they were valid.

#### **3.7.2 RELIABILITY**

Reliability is an indicator of the stability of the measured values obtained in repeated measurements under the same circumstances using the same measuring instrument (Sürücü & Maslakçı, 2020). Simply put, it means that if the study were to be carried over many times and yielded the similar results, the instrument is reliable. For this study, reliability was ensured by explaining the questionnaire to the respondents and

ensuring they understood so they could answer it as honestly as possible to avoid bias. The data was also analysed in a way that the analysis was purely based on the data collected but not that of personal views.

### **3.8 RESEARCH PROCEDURE**

According to Atanasiu *et al.* (2012) research procedure refers to how the researcher went out there and collected the data that was required to fulfil the study. Upon getting the necessary approvals from the University of Namibia to conduct the study (see appendix 1), the researcher wrote to the managing director of IHN and obtained a written permission to conduct research at the IHN (see appendix 2). Subsequently, the researcher held a meeting with all IHN employees explaining the purpose of the research and how they should answer all the questions. The researcher then forwarded the questionnaire to all IHN employees via email. They were given two weeks to respond to the questionnaire. The reason for two weeks was to accommodate all employees who could be busy with their schedules. After two weeks, the researcher collected all responses and readied them for analysis.

### **3.9 DATA ANALYSIS**

Data analysis is a process of inspecting, cleansing, transforming useful data into information that informs conclusions and supports decision-making (Creswell, 2018). To get informative findings, data that was collected from employees was analysed using descriptive statistics. The descriptive statistics used particularly for the study were measures of frequency. This included obtaining response frequencies and presenting them as percentages. The t-Test: Paired Two Sample for Means test was used to test the hypotheses using SPSS version 23. The results were used for interpretation and presented in appropriate formats for discussion and consequently

making recommendations based on the findings. The use of graphs, tables and charts derived from Microsoft Excel was common in presenting the data of the study.

### **3.10 RESEARCH ETHICS**

Ethics are moral principles that govern a person's behaviour. Research ethics may be referred to as doing what is morally and legally right in research. They are norms for conduct that distinguish between right and wrong, and acceptable and unacceptable behaviours (Showkat, & Parveen, 2017; Dooly, Moore, & Vallejo, 2017). First, the research does not have any potential harm to any person in any way. Secondly, the participants were given full information on the purpose of the study, how the data would be collected and how the data would be analysed and presented.

Thirdly, the researcher obtained all the required permission (UNAM, IHN) before embarking on research and individual consent was obtained from the participants which involved the right to withdraw anytime the participants wished to do so. Fourthly, the respondents were also requested to ensure that they answered the questions based on what they knew and not seek clarity from other peers as this may lead to bias, especially if others within the respondents seek to push a particular narrative that may not necessarily be an entirely true reflection of the phenomenon. Lastly, the collected information will be stored in a lockable cabinet which is accessible by researcher only and will be destroyed after five (5) years.

### **3.11 SUMMARY**

The study adopted a positivism worldwide view as the outcome of the study was based on the facts that were collected from the study. Equally, the study adopted a census approach since the population of IHN was small and manageable, the researcher decided to involve everyone in the study to get more comprehensive findings. 79

respondents were given a structured questionnaire to complete, of which only 65 completed it. There were practices in place that the researcher followed to ensure that ethical values were maintained.

## **CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION**

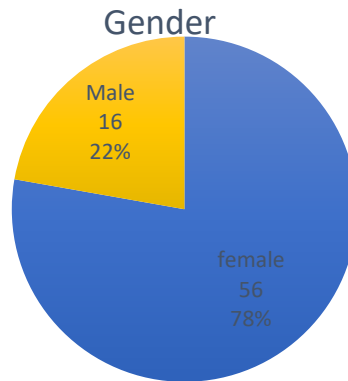
### **4.1 INTRODUCTION**

Chapter 3 highlighted the procedures, the tools, and the population where data were collected from. This chapter will focus more on the data that is collected, by analysing and interpret the data to answer the research questions which are: What is the impact of IHN's organisational culture on their organisational performance? With sub questions such as: What is IHN's current organisational culture and its dimensions? How has IHN's performance been? What is the role of management/leadership in inculcating and reinforcing the organisational culture which enhances effective organisational performance? These questions are necessary to answer as it allows the researcher to achieve the goal of the study. The collected data were analysed, and the discussion thereto is highlighted in this chapter.

### **4.2 SECTION A: PERSONAL INFORMATION**

This section present data based on the demographic features of the respondents that took part in the study. It helps establish the characteristics of the respondents and determine how such traits influence or affected how one responds to the questions.

#### 4.2.1 GENDER



*Figure 4.1: Gender distribution*

While there is no information indicating any relationship between gender and culture in literature it is worth mentioning that the female employees who partake in the study account for 78% (51 out of 65) while the male represent 22% (14 out of 65) as shown in figure 4.1. And this is because IHN has more female workers compared to male.

#### 4.2.2 AGE CATEGORIE

*Table 4.1: Age distribution*

Age brackets	Frequency	Percentages
21-30 years	22	33.8
31-40 years	36	55.4
41-50	5	7.7
51 and above	2	3.0
<b>Total</b>	<b>65</b>	<b>100</b>

The table above shows the age distribution of IHN employees who took part in the study. Most of the respondents were between 31-40 years representing 55.4% followed

by 21-30 years with 33.8%. The lowest were those between 41-50 years representing 7.7 % and 51years and above accounting for only 3.0 % respectively. Schein (2010) indicated that the newly established organisation does not have a distinctive culture yet, and as it continues to grow, based on the learning experiences it retains the practices that are working well for the organisation and moves away from those which are detrimental to the organisational culture. The ones which are retained are embedded in the culture of the organisation. The same inferential can be extended to the age of employees. Employees who are older, might have a lot of working experiences including that of cultures from different organisations compared to the younger ones and they can have influence on the other employees.

#### **4.2.3 PERIOD OF EMPLOYMENT**

*Table 4.2: The number of years working at IHN*

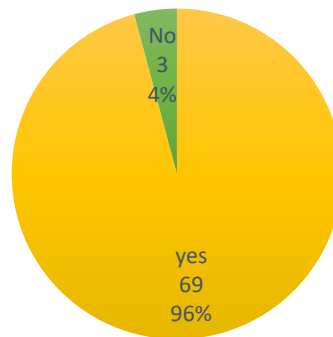
<b>Years</b>	<b>Frequency</b>	<b>Percentages</b>
Less than a year	19	29.2
1-4 years	42	64.6
4-7 years	4	6.2
<b>Total</b>	<b>65</b>	<b>100</b>

The Majority of IHN staff who participated in the study had worked at the IHN for 1-4 years accounting for 64.6 %; followed by those who worked for less than a year representing 29.2 % with 6.2% representing those who worked 4-7 years as stipulated in table 4.2 above.

Creswell (2018) indicated that on average, new traits of culture are adapted and seen after a year to two years period. He suggests that the period is long enough for the employees to understand and adopt the culture traits. This implies that about 70% percent of IHN employees are able to exhibit, retain and pass on the organisational culture traits that they adopted from IHN.

#### 4.2.4 EXPERIENCES PRIOR TO WORKING AT IHN

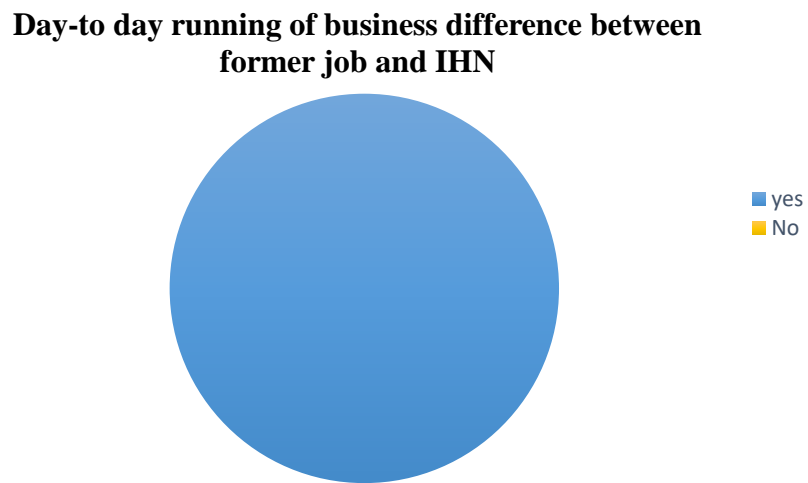
Working experiences prior



*Figure 4.2: Employees who had working experience prior to working at IHN*

The figure 4.2 above shows that 96% of employees who participated in the study had worked elsewhere prior to working at IHN. This represents 62 persons while 3 people had no working experience prior to working at IHN. As the literature alluded, culture is dynamic, and it changes over time. Someone who have had worked elsewhere could have picked up some culture traits and could incorporate it in that of IHN.

#### 4.2.4.1 Differences in day-to day running of business between former job and IHN



*Figure 4.3: The difference between former job and IHN in terms of day running of business*

All the 62 respondents agreed that they worked somewhere before joining IHN affirmed that there is a significant difference between their former job and IHN in terms of day-day running of the business. This will imply that all 62 employees come to IHN with their individual culture traits that is influenced/shaped by the organisational culture of their previous working environment.

### 4.3 SECTION B: CULTURAL DIMENSIONS OF IHN

The results in this section contain information relevant to the objectives of the study which was to identify IHN culture and its dimensions.

*Table 4.3: The scores to the questions that help in identifying the cultural dimension of IHN*

Question	Score	Interpretations
4.3.1 The staff always gives their maximum in their duties	Strongly disagree = 0 Disagree = 0	89 % of respondents agree that staff at IHN gives their maximum when

	Neutral =7 Agree = 40 Strongly agree = 18	performing their duties, 11% where neutral. None disagreed with the statement.
89% of respondents confirm that staff at IHN give their maximum in their duties indicating that IHN culture is that of task orientation. The position is further supported by a zero disagreement from the respondent.		
4.3.2 The organisation cares only for the work that the staff performs	Strongly disagree = 7 Disagree = 29 Neutral =14 Agree = 11 Strongly agree = 4	55% of the respondents indicates IHN does not only care for the work that staff performs with 22% remaining neutral to the statement. On contrarily, 23% feels IHN only cares for the work that staff members perform.
Organisation that cares only for the work that staff perform have a culture of task orientation. From the above analysis, 55% of respondents indicated that IHN culture is not that of task orientation, although 23% feels so.		
4.3.3 The organisation cares very little about the personal problems of the staff	Strongly disagree = 14 Disagree = 29 Neutral =18 Agree = 0 Strongly agree = 4	More than half of the respondents (66%) dispute the claim while 6% agree with the statement. 28% of respondents reserved their opinions.
Organisation that cares very little about the personal problems of the staff is more of task oriented than being people oriented. From the results above, 66% disputed the claim, citing that the culture of IHN has characteristic of people orientation rather than task orientation.		
4.3.4 A very little attention is paid to the working environment	Strongly disagree = 25 Disagree = 25 Neutral =11 Agree = 4 Strongly agree = 0	Majority of the respondents (77%) disputed the claim that IHN paid little attention to working environment with 6% agrees to the statement. Meanwhile, 16.7% reserve their opinion on the statement.
Paying attention to employee's working environment is one the characteristic of people oriented. The above responses from the study indicated that IHN culture is that of people orientation.		
4.3.5 The management pays more attention to operational issues and less on managerial issues	Strongly disagree = 21 Disagree = 18 Neutral =22 Agree = 4 Strongly agree = 0	60% of the respondents disputed the claim while 6% agreed to it. However, the number of those who remained neutral was 33.3%
Operational issues are linked to final products. That mean the organisation is task oriented not people oriented. Based on the outcome of research, respondents believed IHN culture is that of people oriented.		
4.3.6 Cooperation and confidence between	Strongly disagree = 0 Disagree = 0	None of the respondents disputed the statement. 89% agreed to the

departments is at an appropriate level	Neutral =7 Agree =40 Strongly agree = 18	statement with 11% reserve their opinion.
<p>Organisation that has a culture of team orientation have good cooperation and confidence between departments and IHN seems to have that as evidenced by the responses. Cooperation and confidence between departments can create openness which is necessary for employees to express themselves and being able to be creative and innovative.</p>		
4.3.7 Our management attempts to support staff in further promotion	Strongly disagree = 0 Disagree = 4 Neutral = 29 Agree = 25 Strongly agree = 7	49% of respondents agree that IHN management attempts to support staff in further promotion with 6% disputing the claim. 44% however, reserved their opinions on the matter.
<p>Management that supports staff in further promotion exhibit traits of a culture that is of support and building capacity. This promotes growth and foster employee morals which have a good influence on staff retention. Although 49% agree to the claim, it is hard to know the position of the 44% respondents who remained neutral. Could it mean they do not agree, and they are not free to say it out? If that is the case, what a culture is there at IHN where employees are not free to speak their mind?</p>		
4.3.8 We always get feedback from supervisors for our performance	Strongly disagree = 0 Disagree = 0 Neutral = 4 Agree = 36 Strongly agree = 25	None of the respondents disagreed with the statement. Most of them agreed (94%) with 6% reserve their opinions.
<p>Getting feedback from supervision about performance is one of traits of team, people orientation where supervisor want their supervisee to do better whether s/he support them. Getting feedback foster unity, openness, and growth. Based on the above results, IHN employees agreed to receive feedback from their supervisors.</p>		
4.3.9 Changes are implemented in coordination with the staff requirements	Strongly disagree = 4 Disagree = 0 Neutral = 14 Agree = 33 Strongly agree = 14	72% of the respondents indicated that changes at IHN are implemented in coordination with the staff requirements while 6% disagree with strong terms. 22% remain neutral on the matter.
<p>Generally, change is hard. A lot of people do not like changes as it disrupts their norms. To avoid discomfort to the team, it should then be implemented in coordination with the staff requirements. Organisation that recognises this are concern about their persons and value teamwork. Based on the above responses, IHN culture is that of people and team fostering.</p>		
4.3.10 We are open for the new staff and for the jobseekers	Strongly disagree = 0 Disagree = 0 Neutral = 7 Agree = 33 Strongly agree = 25	While 11% remain neutral on the matter, the rest 90% agree that IHN is open for new staff and job seekers.

<p>Organisation that are open to jobseekers are transparent and promote equality. They constantly looking to improve their employees' skills and expertise base by being open to the new staffs. From the above responses, it seems most of respondents agree that IHN has a culture of seeking for skills and expertise.</p>		
<p>4.3.11 New staff quickly finds support to adapt at work and within the team</p>	<p>Strongly disagree = 0 Disagree = 3 Neutral = 4 Agree = 33 Strongly agree = 25</p>	<p>89% of the respondents agree that new staff are supported at work while 6% disagree. Equally, 6% remain neutral on the subject matter.</p>
<p>New staff are supported and able to adapt to their new environment at a place where there is inclusivity, teamwork. This demonstrated a teamwork culture. IHN respondents agreed to that.</p>		
<p>4.3.12 We always come early during the appointed time of the meetings</p>	<p>Strongly disagree = 0 Disagree = 4 Neutral = 7 Agree = 29 Strongly agree = 25</p>	<p>83% affirm that they always come early during appointed time of the meetings while 6% indicated otherwise. 11% remain neutral on the matter.</p>
<p>Coming early at the meeting could demonstrate respect of other people time, could demonstrate the commitment and valuing of time in respect to performance. The trails of goal oriented, people-oriented culture. The study shows that most of the respondents feels like IHN employees always come early at their meetings.</p>		
<p>4.3.13 There is a welcoming atmosphere to the newcomers</p>	<p>Strongly disagree = 0 Disagree = 0 Neutral = 0 Agree = 33 Strongly agree = 32</p>	<p>All the respondents (100%) agree that there is a welcoming atmosphere to the newcomers at IHN.</p>
<p>A welcoming atmosphere is good for fostering teamwork and a playground for excellency. All the employees who participated in the study confirmed the claim.</p>		
<p>4.3.14 Newcomers are encouraged to contribute to the organisational sustainability right away when they joined the organisation.</p>	<p>Strongly disagree = 0 Disagree = 0 Neutral = 4 Agree = 43 Strongly agree = 18</p>	<p>94% of the respondents agrees that newcomers at IHN are encouraged to contribute to the organisational sustainability right away when they joined the organisation. 6% remain neutral. None disputed the claim.</p>
<p>An environment that encourages new member to contributes to the organisational sustainability right away shows the trusting culture and inclusiveness. Most of the respondents agree that IHN culture is that of inclusiveness.</p>		
<p>4.3.15 The organisation focuses more on the deadlines and targets</p>	<p>Strongly disagree = 0 Disagree = 4 Neutral = 7 Agree = 29 Strongly agree = 25</p>	<p>83% of the respondents indicated that IHN focus more on deadlines and targets, while 6% disagree. 11% remain impartial on the matter.</p>

<p>Organisation that focuses more the deadlines and targets have traits of goal oriented. They are stable, they hardly encourage innovation and creativity because the focus is on the targets and deadlines to meet. They are stable, there is no aggressiveness. The procedures and guidelines are in place for employees to follow. Most of the respondents agreed to the claim.</p>		
<p>4.3.16 The concerns of the employees are taken very seriously</p>	<p>Strongly disagree = 4 Disagree = 0 Neutral = 18 Agree = 29 Strongly agree = 14</p>	<p>66% of the respondents agreed that the concerns for IHN employees are taken very seriously, however, 6% of respondents do not agree with the matter while 28% remain neutral.</p>
<p>The culture, which is people oriented, will have to make sure the concerns for the employees are taken seriously. This is because the organisation value their employees and they care for what they are concerns about. The respondents agreed that IHN have that culture.</p>		
<p>4.3.17 Employees feels fatigue (tired) most of the time</p>	<p>Strongly disagree = 4 Disagree = 3 Neutral = 7 Agree = 40 Strongly agree = 11</p>	<p>78% agreed that employees feel fatigue most of the time, while 11% disprove the notion. Equally, 11% remain neutral.</p>
<p>Employees feels fatigue most of the time in the environment that is constantly busier and have deadline to meet. Employees have no time for selfcare. From the study, most of the respondents indicated that IHN employees feel tired most of the time.</p>		
<p>4.3.18 Employees have rights and freedom to express their opinions and ideas</p>	<p>Strongly disagree = 4 Disagree = 3 Neutral = 7 Agree = 40 Strongly agree = 11</p>	<p>78% of the respondents agreed that IHN employees have rights and freedom to express their opinions and ideas, with 11% disputes the claim. 11% remain neutral on the subject matter.</p>
<p>Employees who express their opinions and ideas freely are those that operates in a non-intimidated, honest, and safe spaces. They are encouraged and motivated because they are aware that their opinion matter. From the study, the respondents indicated that IHN environment is a safe space, although there are some few disputed positions.</p>		
<p>4.3.19 We strike to meets the needs of customers and achieve customer satisfaction, but the sustainability is less</p>	<p>Strongly disagree = 4 Disagree = 3 Neutral = 7 Agree = 40 Strongly agree = 11</p>	<p>78% of the respondents agreed that IHN strike to meet the needs of customers and achieve customer satisfaction while 11% disagree and 11% remain impartial.</p>
<p>Again, organisation that strike to meet their customer's needs but with little sustainability focused more on goals. There is little innovation. The guidelines are in place to follow. Most of the respondents agreed to the claim.</p>		

#### 4.4 SECTION C: PERFORMANCE AND LEADERSHIP

This section focused on the performance of IHN and identified the leadership styles that IHN is using. The section addressed the last two research questions which were:

- What is, and how have been IHN’s performance?
- What is the role of management/leadership in inculcating and reinforcing the organisational culture?

##### 4.4.1 HOW WOULD YOU DESCRIBE THE ACTUAL LEADERSHIP AT YOUR ORGANISATION

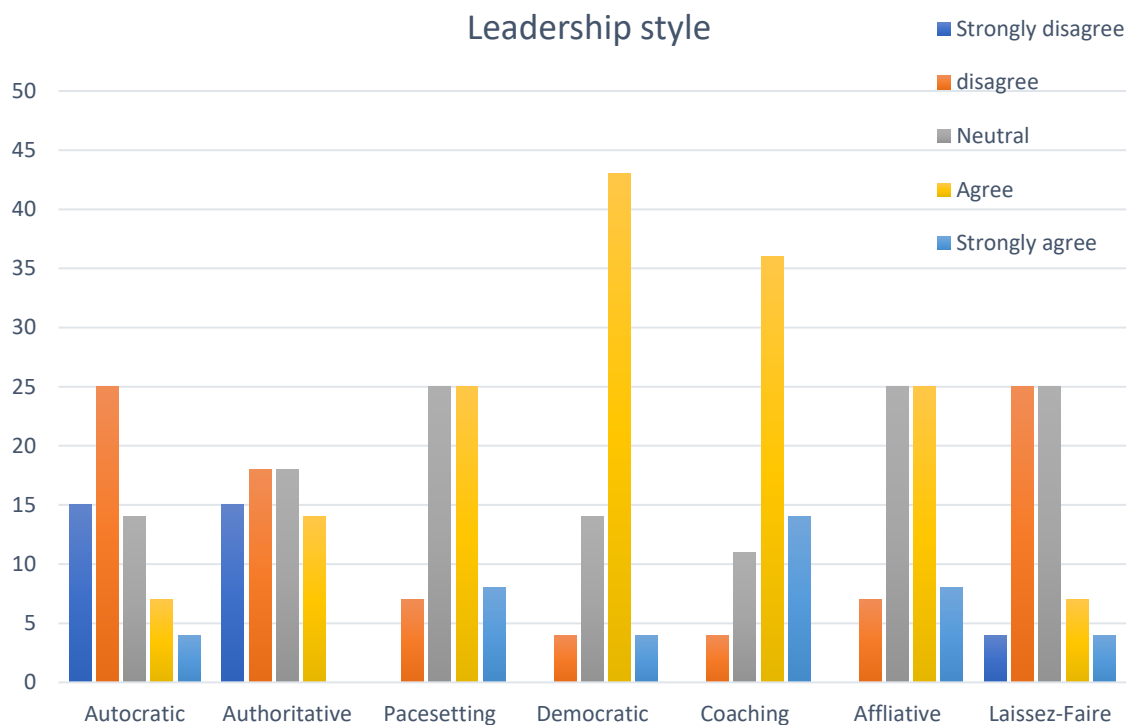


Figure 4.4: The leadership style of IHN

##### a) Autocratic

From the figure above 40 (62%) respondents did not agree that IHN employ autocratic leadership style while 11 (17%) respondents think otherwise with 14 (21%) respondents remain neutral. Leadership style is one of the factors influencing

organisational culture as highlighted in the literatures. Autocratic leadership style will mean, managers do not consult the employees and mostly do not allow employees to air their views freely. This type of environment will create hostility. Based on the responses, only 11% respondents agreed to autocratic leadership style.

**b) Authoritative**

33 people (51%) do not agree that IHN is using authoritative leadership while 14 (21%) people believe IHN is using authoritative style. 18 people (28%) reserved their comment on the matter. Authoritative leaders act as mentors for their employees and work to inspire the team (Flamholtz & Randle, 2011). Authoritative environments create a safe space where employees opinion and ideas are valued as they emulate their mentor. This will cultivate a good organisational culture.

**c) Pacesetting**

From the figure above, 7 (11%) people did not agree that IHN is using pacesetting style while 33 (55%) agree and 25 (38%) people playing safe by reserving their opinions on the matter. Pacesetting leadership is about result driven. Naranjo-Valencia et al. (2016) said in pacesetting environment, employees who are competitive and hard workers strive in pacesetting while leaving behind the struggling one. There is competition in pacesetting. About 55% of respondents agrees with the pacesetting leadership style at IHN.

**d) Democratic**

4 people (6%) disagree that IHN's leadership style is democratic while 47 people (72%) affirm that IHN leadership is democratic. On contrary, 14 people (22%) remain impartial. Democratic style is where all employees' inputs are considered and get involved in all activities and the evaluation of those activities. This style has positive influence on organisational culture where each member of the team feels valued and

recognised (Flamholtz & Randle, 2011). 72 % of the respondents affirm that IHN leadership is democratic.

#### **e) Coaching**

The coaching leaders see each employee's strength and weakness and capacitates each one individually. This leadership style is empowering as it individualises employees (Flamholtz & Randle, 2011). Similarly, to democratic, coaching leadership have positive impact on organisational culture. From the graph above, 50 People (77%) agree that IHN is employing coaching style with only 4 people (6%) disputing it. 11 people (17%) who participated remain neutral.

#### **f) Affiliative**

Like coaching, affiliative looks at relationship between employer and employees. The employer develops a trusted relationship and eventually creates a safe space where employee can express and share her/her ideas and opinion. This leadership style can have a positive influence on organisational culture. 33 people (51%) agreed that one the leadership style that IHN is using is affiliative with 25 (38%) opting to remain neutral on the matter. 7(11%) however, disagreed.

#### **g) Laissez-Faire**

Employees in a Laissez-Faire environment have autonomy and mostly decide what, when and how to do the work. While the environment can allow creativity and innovation, it can have negative influence on organisational culture. From above graph, 45% (29) respondents disputed the idea that IHN is using a Laissez-Faire style with 17% (11) affirming the claim. 17% (11) remained neutral on the matter.

#### 4.4.2 THE ROLE OF LEADERSHIP AND MANAGEMENT IN REINFORCING WORK ETHICS

*Table 4.4: Management, Poor relationship Management and leadership*

Question	Score	Interpretation
4.4.2.1 The management only cares about the performance of different teams	Strongly disagree =14 Disagree = 40 Neutral = 7 Agree = 4 Strongly agree = 0	83% of respondents disagree with the statement with only 6% agreeing that IHN management cares only about the performance of different teams. 11% remain neutral.
4.4.2.2 75% of employees quits their jobs because of a poor relationship with manager	Strongly disagree =14 Disagree = 25 Neutral = 15 Agree = 0 Strongly agree = 11	60% of people dispute the claim, while 17% of them strongly agree with 23% choosing a neutral position.
4.4.2.3 The employees' wellbeing and interest are valued	Strongly disagree =0 Disagree = 0 Neutral = 18 Agree = 36 Strongly agree = 11	72% of respondents agreed that IHN employee's wellbeing and interest are valued, with 28% taking a neutral position. None of the respondents disputed the claim.
4.4.2.4 The management have a scheduled plan to engage employees freely	Strongly disagree = 0 Disagree = 0 Neutral = 11 Agree = 40 Strongly agree = 14	83% of respondents agreed that there is a scheduled plan to engage employees freely, while 17% reserved their position. None of the respondents disputed the claim.
4.4.2.5 Employees are given feedback on their concern raised	Strongly disagree = 0 Disagree = 4 Neutral = 3 Agree = 40 Strongly agree = 18	89% of respondents indicated that employees at IHN are given feedback on their raised concerns, with however 6% disputing the claim. 5% of people who participated remain impartial on the matter.
4.4.2.6 80% of the organisational performance is dependent of the management	Strongly disagree =12 Disagree = 18 Neutral = 21 Agree = 14 Strongly agree = 0	About 46% respondents disagreed that 80% of performance is dependant of management. However, 21% of respondents affirms the claim with 33% remain impartial on the matter.
4.4.2.7 75% of employees are in this organisation because of its management and leadership	Strongly disagree =0 Disagree = 14 Neutral = 29 Agree = 21 Strongly agree = 0	Majority of the respondents chooses to be impartial (44%) while 22% dispute the claim that 75% of employees are with IHN because of its management and leadership. Contrary, 34% affirm the claim.

#### 4.4.3 THE CULTURE AMONG MANAGEMENT STAFFS

*Table 4.5: Culture among management staff - Friendly, Supporting, Motivating, and respectful*

Question	Score	Interpretation
4.4.3.1 Friendly	Strongly disagree = 0 Disagree = 0 Neutral = 7 Agree = 40 Strongly agree = 18	89% of respondents agreed that the culture among the management staffs is friendly. None disputed the claim with however, 11% choosing to remain impartial.
4.4.3.2 Supporting	Strongly disagree = 0 Disagree = 4 Neutral = 4 Agree = 43 Strongly agree = 14	88% of respondents agreed that the culture among the management staffs is supporting with 6% disputed the claim and 6% remaining impartial.
4.4.3.3 Motivating	Strongly disagree = 0 Disagree = 0 Neutral = 11 Agree = 40 Strongly agree = 14	83 % of responded agreed to the culture among the management staffs at IHN to be motivating with 17% choosing to be impartial. None have disputed the claim.
4.4.3.4 Respectful	Strongly disagree = 0 Disagree = 0 Neutral = 7 Agree = 36 Strongly agree = 22	89% of respondents agreed that the culture among the management is respectful with 11% chooses to be neutral. None of the respondents disputed the claim.

#### 4.4.4 THE CULTURE AMONG NON-MANAGEMENT STAFFS

*Table 4.6: Culture among non-management staff - Friendly, Supporting, Motivating, and respectful*

Question	Score	Interpretation
4.4.4.1 Friendly	Strongly disagree = 0 Disagree = 0 Neutral = 0 Agree = 43 Strongly agree = 22	100% of the respondents agreed that the culture among the non-management staffs is friendly.
4.4.4.2 Supporting	Strongly disagree = 0 Disagree = 0 Neutral = 11 Agree = 36 Strongly agree = 18	83% of respondents agreed that the culture among non-management at IHN is supporting while 17 % remain impartial. None disputed the claim.
4.4.4.3 Motivating	Strongly disagree = 0 Disagree = 0 Neutral = 7 Agree = 47 Strongly agree = 11	89% of the respondents agreed that the culture among the non-management staffs at IHN is motivating, with 11% remain neutral. None is disputing the claim.
4.4.4.4 Respectful	Strongly disagree = 0 Disagree = 0 Neutral = 7 Agree = 40 Strongly agree = 18	89% of the respondents agree that the culture among the non-managers at IHN is respectful, while 11% remain neutral when it come to the matter. None is disputing the claim.

#### 4.4.5 IMPORTANCE OF MONITORING PERFORMANCE ON REGULAR BASIS

*Table 4.7: Ability, Better use of resources, guidance, Accountability, and Indication*

Question	Score	Interpretation
4.4.5.1 Give ability to assess employee's efficiency	Strongly disagree = 0 Disagree = 0 Neutral = 4 Agree = 40 Strongly agree = 21	94% of the respondents agreed that the importance of monitoring performance on a regular basis is to give ability to assess employee's efficiency. 6% of responded chooses to be impartial on the matter. None have disputed with the claim, however.
4.4.5.2 Better utilisation and allocation of needed resources	Strongly disagree = 0 Disagree = 0 Neutral = 7 Agree = 40 Strongly agree = 17	88% of the respondents agreed with the claim that the importance of monitoring the performance on regular basis is for better utilisation and allocation of the needed resources. 12% of people chooses to remain impartial. None have disagreed with the claim.
4.4.5.3 Give guidance as to how to improve productivity	Strongly disagree = 0 Disagree = 0 Neutral = 4 Agree = 28 Strongly agree = 33	94% of respondents agree that monitoring the performance on a regular basis give guidance as to how to improve productivity. 6% however, remain neutral. None disputed the claim.
4.4.5.4 Evidence and accountability to donor	Strongly disagree = 0 Disagree = 0 Neutral = 0 Agree = 44 Strongly agree = 21	100% of the respondents agree that evidence and accountability to donor is the importance of monitoring the performance on regular basis.
4.4.5.5 Give indication as to what is working and what need to be improved	Strongly disagree = 0 Disagree = 0 Neutral = 0 Agree = 28 Strongly agree = 37	100% of respondents agreed that the importance of monitoring performance on a regular basis is to give indication as to what is working and what need to be improved.

#### **4.5 IHN CULTURE AND ITS DIMENSION**

Based on the above information derived from the survey it can be concluded that IHN has a culture of people orientation as well as task orientation as evidenced by 89% of respondents confirm that staff at IHN give their maximum in their duties indicating that IHN culture is that of task orientation. The position is further supported by a zero disagreement from the respondent. Similarly, paying attention to employee's working environment is one the characteristic of people oriented (77% of respondents indicated that the management pay attention to employees working environment). In addition, Erdogan *et al.* (2006) highlighted that organisation that is people oriented, acknowledge that people are their greatest assets. They treat their employees with ultimate respect, and they value their input. Moreover, the management will involve employees on a regular case to source ideas. Should there are changes to be implemented, employees are consulted so they will provide their input. This approach installs in employees a spirit of belonging. Employees who feel they are part of the organisation always try to work hard because they want to see their organisation winning. Furthermore, there is high productivity, and low retention among employees who feels belonging. The above characteristics were confirmed by the respondents who partake in the study, that IHN have the above written characteristics.

The type of leadership style that IHN is using democratic and coaching as evidenced by 72% and 77% respectively affirming to the leadership style that IHN is using are in line /supporting the people and goal-oriented culture that is dominants at IHN.

#### **4.5.1 POWER DISTANCE**

IHN employees (83%) who participated in the survey indicated that management consult them frequently to source ideas and seek approval before implementation of any changes. This indicates that no high hierarchy in IHN. Furthermore, they indicated that supervisors and employees are considered almost equal. According to Hofstede *et al.* (2010) these are the traits of low power distance dimension. Uzun, (2020) explain in his report that low power distance has manager and supervisors almost on the same level with their subordinates. He further explained that organisation that have low power distance are likely to thrive, as employees are valued and are seen as assets. With low power distance work is completed by teams rather than individuals. This is in line with what the respondents indicated as a culture of IHN. They indicated that there is more of teamwork (89% agrees compared to 11% with disagreed). Additionally, teamwork enhance cohesion among teams which enhances organisational performance. When one person is lacking behind for whatever the reason, the team can pull them up. Moreover, there is growth in such a team.

#### **4.5.2 INDIVIDUALISM**

As stated above, IHN have low individualism as evidenced by more teamwork (89%) and interpersonal connection and relationship as the survey revealed. The responded indicated that they are included in the decisions (76%) and should there any changes to be implemented, they are consulted. This indicated that IHN on individualism scale is on low side.

#### **4.5.3 UNCERTAINTY / AVOIDANCE INDEX**

IHN having a task (goal) oriented culture means that the ultimate focus is on the goal. Literature reveals that such organisation with such culture try to avoid uncertainty

because it can be cost to the organisation. Furthermore, there is little room for innovation because the time and energy should be channelled to task. There are clear guidelines and procedure already crafted and that should be followed most of the time. IHN is no exception. 83% of the respondents indicated that IHN focus more on deadlines and targets. The traits that it has all pointing out to high avoidance level. Additionally, organisation such IHN that are donor funded, normally must operate through the donor framework. That means, donor set parameters that they implement. At all costs, they must avoid uncertainty as it can jeopardise their performance.

#### 4.6 HYPOTHESIS TESTING

4.6.1  $H_0^1$ : Employees believe IHN's organisational culture does not impact their performance indicators

$H_1^1$ : Employees believe IHN's organisational culture does impact their performance indicators.

4.6.2  $H_0^2$ : Management does not have a role in inculcating and reinforce the culture at IHN

$H_1^2$ : Management does have a role in inculcating and reinforce the culture at IHN

##### a) PrEP NEW

**Table 4.8 : Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	PrEP_NEW1	1326.583	12	367.3432	106.0428
	PrEP_NEW2	1061.267	12	293.8745	84.8343

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	PrEP_NEW1 - PrEP_NEW2	265.3167	73.4686	21.2086	218.6369	311.9964	12.510	11	.000

Hypothesis 4.6.1 and 4.6.2 predicted that IHN’s organisational culture and management significantly impacted their performance indicators by 80%. The t-Test: Paired Two Sample for Means (analysed by SPSS software version 23) was conducted using different indicators looking at 12 quarters performance (Sep 20-Oct 22) ( see appendix 3) . The table above shows that the average of individuals newly initiated on PrEP for the first sample is 1326.583 clients with the deviation from the true mean of 367.343 while the average of individuals newly initiated on PrEP in the second sample is 1061.267 with the deviation from the true mean of 293.875. The results of a paired samples t- test support this prediction for PrEP new, at level of significance of 0.05, that  $t_{stat} = 12.510$ , with  $p < 0.0001$ , therefore it can be concluded that there is a statistically difference between the two means scores of PrEP NEW. The mean difference of PrEP NEW of the two samples lies between 218.637 and 311.996. Statistically, this means the sample evidence is not convincing (or strong) enough to accept the null hypothesis at the 5% level of significance. The alternative hypothesis is therefore probably true.

**b) GBV**

**Table 4.9 : Paired Samples Statistics**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	GBV1	788.917	12	331.2410	95.6211
	GBV2	631.133	12	264.9928	76.4968

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 GBV1 - GBV2	157.7833	66.2482	19.1242	115.6912	199.8754	8.250	11	.000

Hypothesis 4.5.1 and 4.5.2 predicted that IHN’s organisational culture and management significantly impacted their performance indicators by 80%. The t-Test: Paired Two Sample for Means (analysed by SPSS software version 23) was conducted using different indicators looking at 12 quarters performance (Sep 20-Oct 22) ( see appendix 3) . It is shown in the table above that mean of Gender-Based Violence for the first sample is 265.317 clients with the deviation from the true mean of 331.241 while the mean of gender-based violence for the second sample is 264.993 with the deviation from the true mean of 76.497. The results of a paired samples t- test support this prediction for GBV, at level of significance of 0.05 that  $t_{stat} = 12.510$ , with  $p < 0.0001$ , therefore it can be concluded that there is a statistically difference between the two means scores of GBV. The mean difference of GBV of the two samples lies between 115.691 and 199.875. Statistically, this mean the sample evidence is not convincing (or strong) enough to accept the null hypothesis at the 5% level of significance. The alternative hypothesis is therefore probably true.

**c) PrEP CURR**

**Table 4.10: Paired Samples Statistics**

	Mean	N	Std. Deviation	Std. Error Mean
Pair 1 PrEP_CURR1	1736.917	12	491.1581	141.7851
PrEP_CURR2	1389.533	12	392.9265	113.4281

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	PrEP_CURR1 - PrEP_CURR2	347.3833	98.2316	28.3570	284.9699	409.7967	12.250	11	.000

Hypothesis 4.5.1 and 4.5.2 predicted that IHN’s organisational culture and management significantly impacted their performance indicators by 80%. The t-Test: Paired Two Sample for Means (analysed by SPSS software version 23) was conducted using different indicators looking at 12 quarters performance (Sep 20-Oct 22) ( see appendix 3). As it shown in the table above that mean of PrEP CURR for the first sample is 1736.917 clients with the deviation from the true mean of 141.785 while the mean of PrEP CURR f or the second sample is 1389.533 with the deviation from the true mean of 113.428. The table above shows that  $t_{19}=12.510$ , with  $p<0.0001$ , therefore it can be concluded that there is a statistically difference between the two means scores of PrEP CURR. The mean difference of PrEP CT of the two samples lies between 284.969 and 409.797. Statistically, this mean the sample evidence is not convincing (or strong) enough to accept the null hypothesis at the 5% level of significance. The alternative hypothesis is therefore probably true.

Given the above analysis, where the  $P_{stat}$  is less than  $P_{\alpha}$ , in all the three indicators tested it means, there is not enough evidence to accept the null hypothesis but rather to accept the alternative hypotheses. It can then be concluded that IHN organisational culture and management have impacted its performance.

#### **4.7 SUMMARY OF FINDINGS**

This section of the study presents the summary of the findings as established from the data that was collected from the various respondents from IntraHealth Namibia (IHN). The summary was based on the responses that were given which sought to assess if their organisational culture has an impact on their performance. The data for this study was collected from 65 individuals. The respondents comprised of 51 females and 14 males. This is because the organisation is mostly dominated by the females and the willingness of individuals to participate in the study. Most of the respondents were aged 31-40 years (55.4%) with 3% aged 51 and above. The study also revealed that 62 (96%) of the respondents had working experiences prior to working at IHN with only 3 (4%) having zero experience prior joining IHN.

a) *What is the current IHN culture and its dimensions?*

The study found out IHN's culture is people and task oriented. Most of the respondents (87%) agreed that IHN consults all their employees for their opinions before they implement any changes, and such change is implemented in a coordinated manner. Furthermore, IHN employees always get feedback from their supervisor. On the Hofstede dimension, IHN have low power distance where there is little or no distinctive difference between the managers/supervisors and common employees. There are no hierarchies and lines of communication are clear. On individualism, IHN is leaning more to teamwork index. These findings are in line with the culture that is dominating IHN. On the other hand, the IHN is high on an uncertainty index, where they try to avoid any uncertainty. For this, guidelines and standard operating procedures are in place that employees can always refer to as they are executing their work.

*b) How has been IHN's performance?*

IHN has been improving on their indicator performance over the quarters. In about 12 quarters (Oct 20-Sep 22) there has been a significant improvement in performance. For the first quarter (Oct-Dec 20) IHN managed to achieve 65% in PrEP new indicator, whilst at the end of the quarter (Jul-Sep 21) they improved to 77%. Equally, during Oct-Dec 21, the program performed with 80%. As to the current quarter (Jul-Sep 22) IHN have achieved more than 85% in all their indicators. The same positive trend can be observed with other indicators. In summation, IHN have been improving their performance over the years.

*c) What is the role of management/leadership in inculcating and reinforcing the organisational culture?*

The study revealed that management have influence on the culture at IHN. The leadership style that is dominating at IHN which is democratic, and coaching provided evidence that management have a positive impact on reinforcing the culture at IHN. Furthermore, the study revealed that IHN management have a scheduled plan to engage employees on a regular basis and allow the employees to express their feeling freely. These are some of the traits that support the culture that is predominate at IHN. Equally, all the hypotheses were rejected in favor of null hypotheses that suggested that IHN management indeed influence and enforce the culture at the organisation.

#### **4.8 SUMMARY**

The chapter looked at the responses of IHN's employees in relation to how their organisational culture and management impacted their performance. The study found out that IHN culture is people and task oriented as evidenced by 87% compared to

others. While one could not tell the difference between management and common employees at IHN (Low power distance) and they work together to achieve their common goal (low individualism) they try to avoid uncertainty because they cannot afford to pay (high uncertainty index) as per Hofstede cultural dimension. Furthermore, the study accepted the claim that IHN's culture and management have impacted their performance indicators.

## **5.0 CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

This chapter focussed on highlighting the summary of the findings of the study. The chapter further concludes the study based on what the results translate to and whether the research objectives have been met. The study then highlights the recommendations of the study that would suggest good organisational culture for IHN, and any other donor funded organisation in the health sector.

### **5.2 CONCLUSIONS**

The study focused on assessing whether IntraHealth Namibia (IHN)'s culture has an impact on their performance. The literatures have indicated how a good organizational culture will positively influence organisational performance. Traits of good organisational culture includes but not limited to good employees' capacity and support, technology as it will make work easier and faster, coaching and democratic leadership. These factors can positively influence the environment and contributes to employees working hard which will result in increased performance as an outcome. The above conclusion was affirmed from the outcome of the questionnaires that IHN employees completed.

### **5.3 RECOMMENDATION**

This section aimed at highlighting the recommendations or strategies that could be implemented to ensure that good culture traits and dimensions are maintained at IHN Also that, other non-governmental organisations who work in the same industry as IHN emulates and adopt good practices.

- *Practices that have positive influence on performance and build a strong culture*

IHN needs to identify all the practices that have a positive influence on their performance and communicate and reinforce such practices. There could be a good practice that needs to be maintained, but because employees are not informed about that, they might not appreciate and work on maintaining such practices. IHN also needs to identify the practices that are harmful and let go of such practices; that way they can concentrate on maintaining and enhancing the good practices.

- *Establish an ethics department in an organisation*

IHN needs to have a department that deals with ethics in the organisation. This department should make sure all departments have the same understanding when it comes to ethical practices. This way, all departments would affect the culture equally and the impact can be significant.

- *Offer incentive for good ethical practices within the organisation*

Furthermore, IHN should come up with incentives of any sort to reward good practices and behaviours. More employees can be influenced and change and cultivate good practices that would see IHN winning more.

#### **5.4 SUMMARY AND AREAS FOR FUTHER STUDIES**

This study looked at whether IHN organisational culture has influenced their performance. It aimed to see whether their cultural practices had any influence on their performance while holding other factors that could possibly influence performance constant. This could be an area of possible future study to look at other factors and see whether they have an influence on performance.

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## 7. APPENDICES

### 7.1 APPENDIX 1: PERMISSION LETTER (IHN)



Incorporated Association Not For Gain  
REG NO: 21/2014/0482  
P.O. Box 9942, Eros, Windhoek, Namibia  
8 Eugene Marais Street, Eros, Windhoek  
Namibia  
Tel: +264-61-303-799  
+264-61-303-793  
Fax: +264-61-303-797

3<sup>RD</sup> February 2022

Ms. Martha Shilomboleni  
Private Bag 96117  
Windhoek

Dear Ms Shilomboleni

**Subject: Permission to Conduct Research Study at IntraHealth Namibia (IHN)**

I am in receipt of your letter requesting permission to conduct research study at IHN for partial fulfillment of the requirements for a Master of Business Administration. I am hereby approving your request to conduct research at IHN as requested.

Best wishes with your studies.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Lavinia N. Shikongo'.

Lavinia N. Shikongo  
General Manager

DIRECTORS: Armin Wieland (Chairperson), Gladwin Groenewald, Dr Nestor Shivute, Polly Dunford (US),  
Maqsooda Maqsoodi (US), Rob Murphy (US)

## 7.2 APPENDIX 2: QUESTIONNAIRE

Dear Participant,

I am inviting you to participate in this research by completing the following survey questions. This research investigates the relationship between organisational culture and performance at your organisation. The questionnaire will require at most 30 minutes to complete. Thank you for taking time to assist me with this research. Under no circumstances you are obliged to answer any of the questions; however, doing so will greatly assist me in completing my research and enhance understanding of this research focus. The data collected will remain confidential and used solely for academic purposes.

### Section A: Personal information

Instruction: Kindly apply a cross at a correct answer

1. Gender: Male  Female
2. Age bracket: 21-30 yrs.  31-40 yrs.  41-50 yrs.  51 and above
3. For how long have you been working at your organisation?  
Less than a year  1- 4 years  4- 7 years
4. Have you worked somewhere else before joining your current organisation?  
Yes  No   
If no go to section B
5. Do you think there is a significant difference between your past organisation and your current organisation in terms of the running of day-to-day business?  
Yes  No  Maybe

### SECTION B:

The following questions will determine the cultural dimensions that your organisation adopts: On a scale of 1-5, 1 being strongly disagree and 5 being strongly agree for the following questions indicates whether you agree or disagree with the following questions:

1. The staff always gives the maximum in their duties	1	2	3	4	5
2. The organisation cares only for the work that the staff performs	1	2	3	4	5
3. The organisation cares very little about the personal problems of the staff	1	2	3	4	5
4. A very little attention is paid to the working environment	1	2	3	4	5

5. The management pays more attention to operational issues and less on managerial issues	1	2	3	4	5
6. Cooperation and confidence between departments is at an appropriate level	1	2	3	4	5
7. Our management attempts to support staff in further promotion	1	2	3	4	5
8. We always get feedback from supervisors for our performance	1	2	3	4	5
9. Changes are implemented in coordination with the staff requirements	1	2	3	4	5
10. We are open for the new staff and for the jobseekers	1	2	3	4	5
11. New staff quickly finds support to adapt at work and within the team	1	2	3	4	5
12. We always come early during the appointed time of the meetings	1	2	3	4	5
13. There is a welcoming atmosphere to the newcomers	1	2	3	4	5
14. Newcomers are encouraged to contribute to the organisational sustainability right away when they joined the organisation.	1	2	3	4	5
15. The organisation focuses more on the deadlines and targets	1	2	3	4	5
16. The concerns of the employees are taken very seriously	1	2	3	4	5
17. Employees feels fatigue (tired) most of the time	1	2	3	4	5
18. Employees have rights and freedom to express their opinions and ideas	1	2	3	4	5
19. We strike to meets the needs of customers and achieve customer satisfaction, but the sustainability is less	1	2	3	4	5

### Section C

The following questions will focus on performance and leadership. This section will use a six (6) point Likert Scale where 1 – strongly disagree while 6 strongly agree

#### 1. How would you describe the actual leadership style at your organisation?

	1	2	3	4	5	6
<b>Autocratic</b>						
<b>Authoritative</b>						
<b>Pacesetting</b>						
<b>Democratic</b>						
<b>Coaching</b>						
<b>Affiliative</b>						
<b>Laissez-Faire</b>						

#### 2. Rate the following statements (the role of leadership and management in reinforcing work ethics)

	1	2	3	4	5	6
<b>The management only cares about the performance of different teams</b>						
<b>75% of employees quit their jobs because of a poor relationship with managers</b>						
<b>The employees' wellbeing and interest is valued</b>						
<b>The management have a scheduled plan to engage employees freely</b>						
<b>Employees are given feedback on their concern raised</b>						
<b>80% of the organisational performances is dependent of the management</b>						
<b>75% of employees are in this organisation because of its management and leadership</b>						

#### 3. The culture among management staffs

	1	2	3	4	5	6
Friendly						
Supporting						
motivating						
Respectful						

**4. The culture among non- management staffs**

	1	2	3	4	5	6
Friendly						
Supporting						
motivating						
Respectful						

**5. Importance of monitoring performance on regular basis**

	1	2	3	4	5	6
Give ability to assess employee's efficiency						
Better utilisation and allocation of needed resources						
Give guidance as to how to improve productivity						
Evidence and accountability to donor						
Give indication as to what is working and what need to be improved						

**7.3 APPENDIX 3: PERFORMANCE INDICATORS FOR 12 QUARTERS (SEP 20 – OCT 22)**

<b>PrEP_NEW (100%)</b>	<b>PrEP_NEW (80%)</b>	<b>GBV (100%)</b>	<b>GBV (80%)</b>	<b>PrEP_CURR (100%)</b>	<b>PrEP_CURR (80%)</b>
698	558.4	490	392	917	733.6
1079	863.2	423	338.4	1261	1008.8
1192	953.6	455	364	1357	1085.6
1088	870.4	570	456	1394	1115.2
1338	1070.4	602	481.6	1987	1589.6
1528	1222.4	1421	1136.8	2534	2027.2
1036	828.8	914	731.2	2283	1826.4
1320	1056	715	572	2094	1675.2
1182	945.6	784	627.2	1292	1033.6
2041	1632.8	1387	1109.6	1672	1337.6
1757	1405.6	816	652.8	2024	1619.2
1660	1328	890	712	2028	1622.4

## 7.4 APPENDIX 4: SIMILARITY CHECK

### Document Information

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Analyzed document	Martha Shilomboleni -Research report -NBS-MBA strategy management (2020) - 200524879.docx (D155206320)
Submitted	2023-01-09 08:18:00
Submitted by	
Submitter email	mshilomboleni@gmail.com
Similarity	2%
Analysis address	mwakipg.unam@analysis.arkund.com

## 7.5 APPENDIX 5: LANGUAGE EDITING CERTIFICATE



**Mr. Shonhiwa Bakare**

MBA, BSc Hons Soc | shonhiwabakare@gmail.com

### CONTACT

PO Box 4244,  
Vinetta, Swakopmund  
Namibia

### LANGUAGE & COPY-EDITING CERTIFICATE

11<sup>th</sup> January 2022

**RE: LANGUAGE, COPYEDITING AND PROOFREADING OF MARTHA SHILOMBOLENI'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 **MARTHA SHILOMBOLENI'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **EXAMINING THE IMPACT OF ORGANISATIONAL CULTURE ON PERFORMANCE: A CASE OF INTRAHEALTH NAMIBIA**

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 have edited many Postgraduate Diploma, and Masters' Thesis, Dissertations for students studying with universities in Namibia. I have also copy-edited company documents and publications for Non-Governmental Organisations (NGOs) around the Southern African region.

Please feel free to contact me should the need arise.

Yours Sincerely,

Mr. Shonhiwa Bakare



SKM Bakare



@shonhiwabakare



+264816495143



Shonhiwa Bakare