**EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES PERFORMANCE**

**(A STUDY OF HARDIS AND DROMEDAS UMUNYA, ANAMBRA STATE)**

**BY**

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***U14/MSS/MAN/044***

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE**

**ENUGU STATE**

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**A PROJECT REPORT SUBMITTED TO THE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE ENUGU STATE.**

**IN PARTIAL FULFILMENT FOR THE AWORD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN BUSINESS MANAGEMENT**

**SUPERVISOR: ASSOC. PROF. NICK NGOZICHUKWU IGWE**

**JULY, 2018**

**APPROVAL PAGE**

This is to certify that this research was approved by the Department of Business Management, Godfrey Okoye University, Ugwuomu-Nike, Enugu.

By

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*(Project Supervisor)*

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**Asso. Prof. Dr. Nick .N. Igwe Date**

(*Head of Department*)

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Prof. A. OnyemaOcheoha **Date**

(*Dean Faculty of Management and Social Sciences*)

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External Examiner **Date**

**CERTIFICATION**

I, Anoliefo, Emeka Kelvin an undergraduate of the Department of Business Management, Godfrey Okoye University, Thinker’s Corner, Enugu, with registration number U14/MSS/MAN/044, do hereby attest that the work embodied in this project is original and has not been submitted in part or in full for any other diploma or degree of this or any other university.

……………………………… ………………………….

**Anoliefo, Emeka Kelvin Date**

**DEDICATION**

I humbly dedicate this study to the Almighty God for His infinite mercy and grace that aided my stay in school, as well as the successful completion of this project.

**ACKNOWLEDGEMENTS**

First and foremost, my appreciation goes to the Almighty God, who in His infinite mercies, love, protection, and grace sustained me through the duration of this study.

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**ABSTRACT**

*This study is based on the effect of organizational culture on employee’s performance. (A study of Hardis and Dromedas Umunya, Anambra State). The study adopts the following object; to determine the relationship between training and development on employee’s competency, to examine the relationship between reward and productivity within the organization, to ascertain how recruitment can enhance the market share of the organization. The descriptive survey research design was adopted and a sample size of 133 (one hundred and thirty three) was gotten using Taro Yamani formula out of the population of a total of (200) staff. 133 questionnaires were administered to the respondents and 120 was returned, which was used for the data. Three research questions was used for the study. The data for the study was gathered with a five point likert scale questionnaire. Analyses were made through the latest version of statistical package for social sciences (SPSS} a well-known software for the statistically data analysis, so that effective conclusion can be drawn. From the study, it was indicated that training and development increases the employee competence. The findings show that reward has a significant increase on the performance of the organization. Finally it was processed from the study that recruitment can positively enhance the market share of the organization. The study recommends that Organization should provide a flexible culture; these will provide such working environment to employees in which they will work easily and independently without feeling any burden. Company should provide employee with a clear career path and career development opportunities by giving them training, seminars and workshops and this will increase their performance in the organization.*

**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

Organizations are a constituent of people with different ideological orientations, values, opinions, and attitudes coming together cooperatively to achieve a goal. It therefore implies that the belief system, goals, objectives, philosophies are all part of the corporate culture of any organization, which are learned by every member of the organization. Organizational culture is one of the essential tools in understanding the behavior of people in organizations. It is a persuasive force that controls an employee’s work life; the thread that binds the entire organization together. In the other hand, organizational performance involves engaging in recurring activities aimed at establishing organizational goals, monitoring progress toward the goals, and making adjustments to achieve those goals more effectively and efficiently (Omoregbe and Umemezia, 2017). It also means having the different parts of an organization work together to achieve great results which are measured in terms of the value being delivered (Hopkins, 2004).

It is very necessary for an organization to establish an organizational culture to maintain its position in market. The organizational culture has to be developed to provide support to an organization and bring continuous improvement. The culture of an organization is very important for the progress of an organization because it impacts on employee commitment and their retention as well. If the culture of an organization is flexible it will provide such working environment to employees in which they may work easily and independently without feeling any burden. Every organization wants employee commitment because it is very important for an organizational effectiveness. If the employees understand the organizational culture properly so that there may be improvement in their performance the reason is that the employee‘s performance is the base of an organization. Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. It is for this reason that job performance is considered an extremely important criterion that translates into organizational outcomes and success; making it the backbone of every organization (Salihu, Rayyan and Umar, 2016).

However, Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. This therefore explains the reason why a good amount of time and resources have been invested in carrying out research in this field (Omondi, 2014). Conversely, Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced but if they don’t perform as directed and according to expected standard it will retard the organization’s success.

Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Dave and Urich, 2011). With a strong organizational culture, employees do things because they believe it's the right thing to do and feel they'll be rewarded for their actions. However, if the leadership team lacks integrity or stop diversity, powerful cultures can change into cults, cliques, castes and insider clubs. Organizational culture can be treated as a series of distinctive characteristics of a specific organization. Some modern definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship. Therefore, this study will focus on the effect of organizational culture on employee performance Hardis and Dromedas in Umunya, Anambra State.

**1.2 Statement of the Problem**

Since employees are seen as the greatest and most valuable assets that implement and complement other factors of production in an organization. Increased competition, globalization, alliances and major work force department have created a greater need for organizational culture. Managing organizational culture is emerging as one of the key managerial challenges in the 21st century.

 Nevertheless, organizational culture affects the performance and productivity of organizations in a tremendous way such as poor corporate governance and poor corporate culture are responsible for the problems faced by good organizations in Nigeria. In several instances, it has been shown that most employees in the organizations do not have the knowledge of its vision, mission and strategic goals.

 Many of the companies might have a bureaucratic culture that do not promote entrepreneurial and risk-taking initiatives and no clear communication between management and employees. Therefore, in the bid to proffer solution to the above problems, the study to access the effect of organizational culture on employee performance at Hardis and Dromedas Umunya, Anambra State.

**1.3 Objectives of the Study.**

The broad objective of the study is to examine the effect of organizational culture on employee performance at Hardis and Dromedas.

And the specific objectives is:

1. To determine the relationship between training and development on employees competency.
2. To examine the relationship between reward and productivity within the organization.
3. To ascertain how recruitment can enhance the market share of the organization.

**1.4 Research Question**

The following research question were formulated for this study

1. What is the relationship between training and development on employee’s competency?
2. What is the extent of relationship between reward and productivity within the organization?
3. How can recruitment enhance the market share of the organization?

**1.5 Research Hypotheses**

The hypothesis are tested to show how significant the research question and hypothesis are verified. The following hypothesis are formulated to guide this study;

**H0:** Training and development has no significant relationship on employee competency?

**H1:** Training and development has a significant relationship on employee competency?

**H0:** Reward has no significant increase on the productivity of the organization?

**H1:** Reward has significant increase on the productivity of the organization?

**H0:** Recruitment cannot positively enhance the market share of the organization?

**H1:** Recruitment can positively enhance the market share of the organization?

**1.6 Significant of the Study**

This study will be helpful for future researchers in gaining secondary information and can serve as literature review for potential references. It will also serve as a centerpiece idea to other students willing to pursue research in a similar field.

Secondly, this research will help the government in making some decisions about insurance organizations in the country like healthcare insurance, how much tax returns insurance companies are expected to pay back to the government, some favorable decisions to the insurance companies about the working conditions and pay for their employees.

Thirdly, the analysis of this research study will provide important details pertaining to the culture of firms in the insurance industry. The details gained will provide firms in this sector with requisite knowledge that will enable them identify culturally related strengths, leverage their company‘s overall strength as well as address cultural weakness that hamper success.

Finally, the company under study in particular will be of immense benefit in that the management will be able to use the information produced after the research is complete to re-engineer and restructure the organization‘s culture in order to improve their employee job performance and by extension organizational performance. The management can also use some of the information to formulate a strategy for the organization. And, for the employees of the organization under study, this research will enable them gain a better understanding of their role in shaping the organization‘s culture and how this influences their performance and by extension the overall performance of the organization.

**1.7 Scope of the Study**

This study on the effect of organizational culture on employees’ performance covers Hardis and Dromedas in Umunya, Anambra State.

**1.8 Definition of Terms**

**1.8.1 Organizational culture**

This is a system of shared values, beliefs, norms which governs the way people behave in an organization. This strong values has a strong influence on the people in the organization and dictate how they dress, act and perform their jobs.

**1.8.2 Employee**

An individual who works part time of full time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.it can also be a person who is below the executive level who is hired by another to perform a service especially for wages or salary and is under others control.

**1.8.3 Performance**

The accomplishment of a given task measured against a preset known standard of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performance from all liabilities under the contact.

**1.8.4 Training and Development**

Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees.

**1.8.5 Employee Competency**

This can be defined as the ability of an individual to do a job properly. This is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

**1.8.6 Reward**

This can be seen as money or another kind of payment that is given or received for something that has been done or that is offered for something that might be done.

**1.8.7 Productivity**

A measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. This is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.

**1.8.8 Recruitment**

 Refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.Recruitment can also refer to processes involved in choosing individuals for unpaid roles.

**1.8.9 Market share**

Out of total purchases of a customer of a product or service, what percentage goes to a company defines its market share. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors.

**CHAPTER TWO**

**REVIEW OF RELATED LITERATURE**

**2.1 Introduction**

In this study, the researcher will be emphasizing on the conceptual framework which comprises the concept of organizational culture, the concept of employee job performance and forms of organizational culture practices. He will also state some theories related to the study and research on the empirical reviews which will enable him note out a research gap if he finds any at the end of his study. Finally, a summary of the related literature will be stated.

**2.2 Conceptual Framework**

**2.2.1 Organizational Culture**

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Salihu, Rayyan and Umar, 2016). He also defines organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Organizational culture is literally described by many researchers in diverse studies for various measures. According to Nongo (2012) asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members’ outlooks, viewpoints, outputs, attitudes and indeed behaviors.

Organizations are created to solve societal problems so that organizations employ individuals to assist them in the task of solving their assigned societal problems. However the behavioral border among organizational members creates a pattern of behaviors, values and attitudes that can be distinguished, isolated and identified as strange organizational culture. And the researcher measured organizational culture the in term of involvement, consistency, adaptability, and mission and employee performance measured in profitability, productivity, and employee motivation. On other hand, Mehr (2012) stated that today cultural clashes in any international project organization have led to an increased emphasis on preparedness on possible conflicts existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration.

For a business, organizational culture is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organization‘s culture to support new ways of accomplishing work. According to Salihu, Rayyan and Umar (2016), organizational culture performs four functions: gives members a sense of identity, increases their commitment, re-enforces organizational value sand serves as a control mechanism for shaping behavior. It is important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals.

However, corporate culture is an important factor in enhancing the attainment of organizational goals and objectives. And corporate culture affects the way in which people behave in an organization and also corporate culture can lead the employee improvement in workplaces to help and become more committed to their jobs (Nongo and Ikyanyon1, 2012). And the researcher measured corporate culture the variables include: involvement, consistency, adaptability, and mission on employee commitment to the organization.

Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization (Deal and Kennedy, 1982). Employee’s performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000). Sometime the term performance mixed with productivity. Ricardo (2001) said that performance and productivity were two different things. Productivity means the 58 ratio represents the volume of work done within the due to the period while performance is an indicator of productivity, consistency, and quality of work. He suggested that result oriented culture needed high level of education, concepts, instruments, training and management as well as leadership skills. According to the Stewart (2010), norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He also suggests that norms and values are the first thing to look in the organizational culture. In the today business, it is confirm by the studies that organizations, which have less focus in the area of managerial components, stakeholders, employees; customers and leadership, outperform, not have the strong cultural characteristics in it (Kotter and Heskett, 1992).

**2.2.2 Employee Job Performance**

Job performance is a very critical factor in every organization. It is the basis of the success of an organization which, in all aspects, is dependent on individual employee performance. In other words, if an individual performs according to the expected standards, then organization performance will be enhanced and improved (Chegini 2010). It is, therefore, logical that job performance is an extremely important criterion that relates to organizational outcomes and success. Given the importance of employee job performance, management has to carry out an in-depth analysis of their employees and find out the determinant factors that will increase high employee job performance.

However, some factors used to measure an individual job performance vary from one field of work to another. For example, in the healthcare industry, these factors will include the relationship of work experiences, job stress and psychological wellbeing (Burke, 1990, 1996). In the research industry, the job performance can be measured by two categories, which are personal and environmental. Campbell (1990) came up with three core determinants of job performance, which he classified under declarative knowledge, procedural knowledge and skill and motivation. He noted that these three are the core of any job performance, as one should have the complete knowledge about the task at hand. They must possess the required skills to perform the task and should have complete understanding of how to do it and lastly, have the level of motivation to perform the task with maximum will and efforts.

These factors are productivity, teamwork and decision-making. Employee productivity is measured by how much of something an employee has produced. This is quantified by incorporating indicators on evaluations that focus on capturing measurable data. Productivity-related indicators may examine the quantity of projects that an employee has versus what the production outcomes are (DeWitt, 2010). In the case of an insurance company, we are looking at how many clients the sales team has brought in, and how many policies they have sold.

DeWitt (2010) goes on to affirm that decision-making as an indicator of performance shows how well an employee is able to judge a given work situation and respond to it. Macleod and Brady (2008) on the other hand, refer to the concept as the ability of the employee to manage his time and allocate resources effectively. How to gauge this will differ from one organization to another. Robertson, Birch and Cooper (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities. Again, using our case study as an example, the underwriters have to use this skill to evaluate the eligibility of a customer to buy a policy, and anticipate the return on investment, et cetera.

Whichever kind of organization, whether a manufacturing or service industry, an organization will require its employees to be timely (Macleod and Brady 2008). This is examined by an employee's efficiency scores based on what the expected timeliness outcomes were. Macleod and Brady (2008) admit that if the objective of an employee is to complete a project in two months, but it takes those four months to complete it, this will serve as an indication to their supervisor that something went wrong. Employees in an insurance company which, in essence, is a service industry, will have to be timely in delivering their reports, getting back to clients and keeping them informed of the new products. Otherwise, the company runs a risk of losing to its competitors.

In a work scenario, employees share information with their coworkers, customers and the employer. This is made possible using reports, email, phone conversations and face-to-face discussions. The better employees can communicate, the more efficiently they can do their job and the better decisions everyone around them can make. All the employees need this skill, but especially those who are in direct contact with customers, at the customer service desk, for instance. (Macey, Schneider, Barbera and Young 2009)

According to Robertson, Birch and Cooper(2012), job skills include all abilities and skills that the employee needs to successfully work at his current position. Different jobs require different skills specific to them. For example, an IT person will require knowledge of computer software so as to be able to do his/her work, the same to accounting, sales, customer care, graphic design and so on. Again, this will be needed in an insurance firm because, like all other organizations, it is made up of different departments.

Another aspect that can be observed as a measurement of employees’ job performance is their consistency. According to Runny (2007), employees’ consistency can be gauged by looking at how they demonstrate their ethical business practices, like not stealing the employer‘s time, and if they are working in the accounts department, how trustworthy they are. Consistency on the side of employees is certainly a positive trait. Here we are looking at how consistent they are with their values, how much innovation, planning and organizational skills an employee displays plus how much initiative an employee has toward meeting required goals. Once all these are consistent, an employee is rated to be a high performer. Consistency indicators, affirms Runny (2007), help supervisors determine the level of an employee's integrity and credibility. To apply this to our case study, this is an insurance company where customers are investing their money with the company. Therefore, there should be a high standard of ethical practices among the employees as they deal with customers.

Teamwork is usually considered as an important factor especially in the workplace. Job performance in terms of teamwork can be gauged on how successfully an employee works with others to achieve desired results (Macleod and Brandy, 2008). This ability, assert Blois, Cook and HunSaker (2007) can be easily assessed on how an employee communicates with his/her coworkers; this can be seen on how one expresses their ideas and information appropriately and with efficiency. A good employee demonstrates great ability in teamwork during scenarios of conflict resolution. Robertson, Birch and Cooper (2012) concur by saying that, if an employee has what it takes, they should be able to express different points of view in a non-threatening way, having knowledge about when it is appropriate to compromise and when it is important to take a stand. As a committed team member, an employee should maintain a high level of character and a professional attitude with an ability to conform and promote the company‘s standards of conduct. Lastly, they should be people who are self-motivated and strive to learn to improve and take on responsibilities (Robertson, Birch and Cooper, 2012).

In this section we have noted that the basis of the success of an organization is in all aspects dependent on individual employee job performance hence the reason why organizations spend a considerable amount of time in finding out some of the determinant factors that will increase high employee job performance; one of these factors is organizational culture. This study measured the level of employee job performance by considering performance indicators like the employee‘s level of communication skills, teamwork, productivity and timeliness. Some of the aspects of interest were to examine if the employees perform their work to the expected standards, how the organization examines the quantity of projects that the employee has against what the production outcome is. This study was also interested in how timely employees are with their duties and how well they are able to manage their time and allocate the resources provided. For those who deal with customers directly particularly at the customer care desk, this study sought to find out how well they served the customers. The level of employee‘s integrity and credibility among other ethical practices were also of interest to the study. The next section explores organizational culture and how this impacts on employee job performance.

**2.3 TRAINING AND DEVELOPMENT**

Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness (Devi & Shaik, 2012). Staff training and development can occur simultaneously or complementary, but the two do not necessarily have direct relations to each other (Comma, 2008). Training and development activities are important elements of the human resource management function of an organization.

Training and development are aimed at improving employees’ skills and abilities they are necessary for both personal and organizational growth. New employees may need some training and development, depending on their level of experience.

Existing employees also need training and development to continually upgrade their skills. Training is teaching staff to perform their job more productively. Development is the process of preparing employees to take on more responsibilities in the future through acquiring better knowledge and skills and gaining more experience in a particular area. Developing staff often involves training. It is interesting to note that many employees expect their organization to provide them with opportunities to grow and learn and ultimately improve their employability.

**2.4 DIMENSIONS OF TRAINING & DEVELOPMENT**

There are various types of training that an organization may adopt depending on the main objectives of training and these are outlined below:

**2.4.1 On – the - Job Methods**

This refers to the methods of training in which a person learns a job by actually doing/performing it. A person works on a job and learns and develops expertise at the same time. The company does not have to arrange for special training other than to assign an experienced worker to train an in experienced one. It may not be the most effective or the most efficient method. So long as the training takes place on the job, no transfer of learning is required (Mtulo, 2014).

1. **Understudy:** In this the employee is trained by his or her supervisor. The trainee is attached with his or her senior and called understudy or assistant. For example, a future manager might spend few months as assistant to the present manager.
2. **Job Rotation:** This refers to shifting/movement of an employee from one job to another on regular intervals. Hence, this is where the trainee is given several jobs in succession, to gain experience of a wide range of activities (e.g. a graduate management trainee might spend periods in several different departments).
3. **Special projects:** The trainees' may ask to work on special projects related with departmental objectives. By this, the trainees will acquire the knowledge of the assigned work and also learn how to work with others. In this employees join a project team – which gives them exposure to other parts of the business and allow them to take part in new activities. Most successful project teams are "multi-disciplinary".
4. **Experience:** It refers to learning by doing. This is one of the oldest methods of on – the – job training. Although this is very effective method but it also very time - consuming and wasteful. Thus it should be followed by other training methods.
5. **Committee assignment:** In this, the trainees become members of a committee. The committee is assigned a problem to discuss and make recommendations.
6. **Coaching:** Is a teaching or training process in which an individual gets support, while learning to achieve a specific personal or professional result or goal? The individual getting coached may be referred to as the client, the mentee or coaches or they may be in an intern or apprenticeship with the person coaching them.

In this, the supervisor or the superior acts as a guide and instructor of the trainee. This involves extensive demonstration and continuous critical evaluation and correction. This is a more intensive method of training that involves a close working relationship between an experienced employee and the trainee

**2.4.2 Off – the - Job Methods**

These methods require trainees to leave their workplace and concentrate their entire time towards the training objectives. These days’ off – the - job training methods have become popular due to limitations of the on – the - job training methods such as facilities and environment, lack of group discussion and full participation among the trainees from different disciplines, etc. Determining who will practice as the trainer and what methods will be used are difficult decisions.

The trainer should have knowledge of such learning principles as feedback, transfer of learning, whole versus partial learning and motivation. Feedback is necessary for learning to occur, individuals learn faster when they receive immediate feedback on their performances. In the off – the - job methods, the development of trainees is the primary task rest everything is secondary. Following are the main off – the - job training methods:

1. **Special Courses and Lectures:** These are the most traditional and even famous today, method of developing personnel. Special courses and lectures are either designed by the company itself or by the management/professional schools. Companies then sponsor their trainees to attend these courses or lectures. These are the quick and most simple ways to provide knowledge to a large group of trainees. Hence, these are the quick and most simple ways to provide knowledge to a large group of trainees. This approach is well adapted to convey specific information, rules, procedures and methods, this method is very useful where the information need to be shared among a large number of trainees. In this method cost per trainee is low.
2. **Conferences and Seminars:** In this, the participants are required to pool their thoughts, ideas, viewpoints, suggestions and recommendations. By attending conferences and seminars, trainees try to look at a problem from different angles as the participants are normally from different fields and sectors.
3. **Selected Reading:** This is the self-improvement training technique. The persons acquire knowledge and awareness by reading various trade journals and magazines. Most of the companies have their own libraries. The employees become the members of the professional associations to keep abreast of latest developments in their respective fields.
4. **Brainstorming:** This is creativity-training technique, it helps people to solve problems in a new and different way. In this technique, the trainees are given the opportunity to generate ideas openly and without any fear of judgments. Criticism of any idea is not allowed so as to reduce inhibiting forces. Once a lot of ideas are generated then they are evaluated for their cost and feasibility.
5. **Programmed Instruction/Learning:** This is step-by-step self-learning method where the medium may be a textbook, computer or the internet. This is a systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond and giving the learner immediate feedback on the accuracy of his or her answers."

**2.5 Employee Competence**

The term “competence” first appeared in an article authored by White in 1959 as a concept for performance motivation. Later, in 1970, Craig C. Lundberg defined the concept in “Planning the Executive Development Program”. The term gained traction when in 1973, David McClelland wrote a seminal paper entitled, “Testing for Competence Rather than for Intelligence [6]. Competencies are the measurable or observable knowledge, skills, abilities and behaviors (KSABs) critical to successful job performance [7]. It is the ability of an individual to do a job properly. Competency can also be viewed as a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

The combination of observable and measurable knowledge, skills, abilities and personal attributes contribute to enhanced employee performance and ultimately result in organizational success. To understand competencies, it is important to define the various components of competencies which include:

● **Knowledge:** This is the cognizance of facts, truths and principles gained from formal training and experience. Application and sharing of one’s knowledge base is critical to individual and organizational success.

● **Skills:** A skill is a developed proficiency or dexterity in mental operations or physical processes that is often acquired through specialized training; the execution of these skills results in successful performance.

● **Ability:** This is the power or aptitude to perform physical or mental activities that are often affiliated with a particular profession or trade such as computer programming, plumbing, and calculus, among others.

● **Individual attributes:** These are properties, qualities or characteristics of individuals that reflect one’s unique personal make-up. Individual attributes are viewed as genetically developed or acquired from one’s accumulated life experiences. Although personal characteristics are the most subjective of the components, a growing significant body of research links specific personality traits to successful individual and organizational performance.

● **Individual Recognition and Rewards:** Individually recognizing and rewarding any of these sources of expertise provides a strong basis for individual performance engagement. However, it is their combination that results in the unleashing of resources that are all too frequently untapped.

Competencies provide organizations with a way to define in behavioural terms what it is that people need to do to produce the results that the organization desires in a way that is in keep with its culture. By having competencies defined in the organization, it allows employees know what they need to be productive. When properly defined, competencies allow organizations to evaluate the extent to which certain employee behaviours are present and where they may be lacking. For competencies lacked by employees, they can learn. This will allow organizations to know potentially what resources they may need to help the employee develop and learn those competencies.

**2.6 Recruitment**

Recruitmentis the process of finding suitable job applicants using advertisements, employment agencies and word of mouth. When an organization decides to recruit staff, it may choose internal or external recruitment methods.

**Internal recruitment**

Internal recruitment (from within the organization) involves considering present employees as applicants for available positions. This often occurs when a person is promoted, and it provides a strong motivation for current employees. Internal searches are effective only if the organization is substantial in size. An internal Search for a candidate allows an organization to use its own employees’ skills. It has the advantage of being low in cost and enables the organization to select a replacement who is familiar with its operation. Some organizations use employee referral schemes. Potential candidates are identified and recommended by existing employees. If a referral is successful, the employee will receive a referral bonus for helping the organization find the right person for the job.

**External recruitment**

A suitable applicant for a position may be found from outside the organization (external recruitment). A business will use external recruitment methods when it wants to bring in people with new or different ideas and attitudes. The recruitment method chosen will depend on the size of the organization, the type of position available and the nature of the labor force in the organization’s particular area. The figure below outlines the main sources of employees available to an organization.

**2.7 Organizational Culture and Employee’s Performance**

Many researchers investigated the relationship between organizational culture and performance. Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization’s culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by Ouchi as an approach to excellence. And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both the organization’s history and current methods of operation. Second, organizational culture can foster commitment to the organization’s philosophy and values. Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors. Finally, certain types of organizational cultures may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011).

Marcoulides and Heck (1993) researched the Organizational Culture and Performance: Proposing and Testing a Model concerning how an organization's culture affects organizational performance. And demonstrate the application of LISREL modeling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organization's strategies and practices, an organizational value system, and the collective beliefs of the individuals working within the organization. The researcher measured organizational culture by several latent variables which are: organizational structure and purpose, organizational values, task organization, climate, and individual values and beliefs.

Ojo (2008) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher’s findings drawn that organizational culture plays a vital role in an organization’s general performance.

**2.8 Theoretical Framework**

**2.5.1 Consistency Theory:**

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated. Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Salihu, Rayyan and Umar 2016).

**2.5.2 Involvement Theory:**

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Beker 2004). Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

**2.5.3 Adaptability Theory:**

This theory is based on the idea that norms and beliefs that enhance an organization’s ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over. Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change. Such organizations are continuously changing their systems to promote improvements and provide value for their customers (Salihu, Rayyan and Umar 2016).

**2.5.4 Mission Theory:**

A shared sense of purpose, direction and strategy can coordinate and galvanize organizational members toward collective goals (Baker, 2004). Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future. When an organization‘s underlying mission changes, changes also occur in other aspects of the organization‘s culture. These theories focus on different aspects of culture but more importantly, they stress different functions of culture. Consistency theory and mission theory tend to promote stability whereas involvement theory and adaptability theory allow for change and adaptability. Consistency theory and involvement theory see culture as focusing on internal organizational dynamics while mission theory and adaptability theory see culture as addressing the relation of the organization to its external environment (Baker, 2004).

**2.9 Empirical Review on Organizational Culture and Employee’s Performance**

Many researchers investigated the relationship between organizational culture and performance. Studies have shown that the relationship between many cultural attributes and employees’ performance has not been consistent over time (Denison, 2015).

Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization‘s culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by William Ouchi (1980) as an approach to excellence. And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both the organization‘s history and current methods of operation. Second, organizational culture can foster commitment to the organization‘s philosophy and values.

Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors. Finally, certain types of organizational cultures may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011).

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Ojo (2008) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher‘s findings drawn that organizational culture plays a vital role in an organization‘s general performance.

Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee‘s performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization‘s weak culture may cause lack of involvement, consistency, adaptability, and mission.

**2.10 Summary of Literature Review**

In summarizing the related literature, the conceptual framework states how organizational culture is conceived and to the extent it means a lot to the organization. Organizational culture looks at the norms, values, behaviors of an organization and how well it has been used to solve the problems of its target society. Employee performance is never to be ignored in an organization because it goes a long way to determine if the organization will move forward or backwards through their performances. If employees perform well in their various duties, there is a strong believe that the organization will make tremendous success and earn profits as well as goodwill but when they perform negatively, they will retard the upward movement of the organization. Training is teaching staff how to perform their job more productively while development is the process of preparing employees to take on more responsibilities in the future through acquiring better knowledge and skills and gaining more experience in a particular area. It is interesting to note that many employees expect their organization to provide them with opportunities to grow and learn and ultimately improve their employability. We have two major dimensions of training and development which include; On the job and off the job training.

Another important factor that aids organizational improvement is recruitment of employees and from this study we have seen that it is divided into two which includes; internal and external recruitment.

**2.11 Research Gap**

It has been seen that some organizations have weak culture which may cause lack of involvement, consistency, adaptability, and mission. Again, some organizations have not been able to meet with their demands and reach their full potentials as a result of their weak and ineffective communicative system and as a result their productivity is affected negatively.

**CHAPTER THREE**

 **METHODOLOGY**

**3.1 Introduction**

This chapter describes the methods and procedures that were followed in conducting the research. It describes the research design, area of the study, population for the study, sample technique, sources of data, and validation of instrument, reliability of instrument, method of data collection and methods of data analysis. The method adopted by this study was specifically a survey research using a questionnaire**.** This study adopted the mixed method approach utilizing both qualitative and quantitative methods. Qualitative approach was used to supplement and strengthen the quantitative aspects and provide an opportunity for the researcher to observe the effect of organizational culture on employee’s performance.

**3.2 Research Design**

For the purpose of this study, the survey research method there is descriptive in nature and has the basic characteristics which involves the collection of data to facilitate the answer of research questions through which the test of hypothesis was adopted, this method was considered appropriate because it helped us to describe, examine, analyze and interpret the variables in the study

**3.3 Area of the Study**

The targeted area of the study is the effect of organizational culture on employee performance at Hardis and Dromedas at Umunya Anambra State.

**3.4 Sources of data collection**

The data used for this study were obtained from two sources;

1. Primary and
2. Secondary sources

**3.4.1 Primary data:** The primary data for the study was collected through the use of structured questionnaires

**3.4.2 Secondary data:** Secondary data was gathered from various sources namely, conferences papers, text books and journals articles.

**3.5 Population of the study**

 The population for this study consist of 200 staffs of Hardis and Dromedas, Umunya Anambra state.

**3.6 Sample Size**

Taro Yamane was used for determining the sample size. The mathematical formula is stated below:

 *N*

*n =*

*1 +N (e)2*

Where:

n = Sample size to be determined

N = Population

1 = Fixed Numerical Factor

e = margin of error usually 5%

 *N*

*n =*

*1 +N (e)2*

 *200*

*n =*

*1 +200 (0.05)2*

 *200*

*n =*

*1 +200 (0.0025)*

 *200*

*n =*

*1 +0.5*

 *200*

*n =*

*1.5*

*n= 133*

Therefore, this research will be using a population sample size of 133 which have been tested using the Taro Yamane formula.

**3.7 Research Instrument**

In this study, we employed a 12 items on the likert scale questionnaire ―the effect organizational culture on employee performance to gather the information needed for this study.

**3.8 Validity of the Instrument**

The key data collection instrument was questionnaire, which was drawn for easy comprehension and to show factual as well as interpretative information. The questionnaire consists of two sections; section A captures the biography of the target respondent. While section B comprises of close ended questions derived from the various variables related to the objectives. The questionnaire was structured in line with the variable of the study already stated in the hypothesis. The likert scale was provided for ranking of responses of the respondent items of section B in the questionnaire. Thus, most of the questions simply requires respondent to tick [√] against the appropriate scoring scale of 1-5 with five equal to SA, A, UD, D, SD.

**3.9 Reliability of Test**

The questions in the questionnaire were designed taking into consideration the research questions on the subject. To ascertain the reliability of the research instrument, the Cronbach alpha reliability test/method will be used. This method is based on a scale of 0.60 and above. Any coefficient below this scale will be rejected as having the characteristics of inter inconsistency.

**3.10 Data Collection Methods**

A self-administered questionnaire was used in gathering the data. This is a useful method for collection of primary data and has the advantage of being a low cost option and allows respondents to think about questions (Cooper and Schindler, 2006). The questionnaire was developed by the researcher on the basis of the research objective and it was divided into two parts. Part one comprised of general information relating to the respondent; part two on the effect of organizational culture of employee performance.

**3.11 Method of data analysis**

The data for this study will be analyzed with the aid of descriptive statistics like frequency, percentage, mean, standard deviation and variance. The hypotheses will be tested using Correlation.

**CHAPTER FOUR**

**PRESENTATION AND ANALYSIS OF DATA**

**4.1 Introduction**

In this chapter, the researcher intends to present, analyze and interpret data gathered in the course of this research. The researcher observed respondent’s answer and try to organize it for the purpose of analysis.

**4.2 PRESENTATION OF DATA**

The researcher administered 133 copies of the questionnaire of which 120 of the copies were returned, therefore the copies were found useful. Data collected are presented in table showing the comparison of various results so as to give effect to the hypothesis being tested using correlation method.

**4.3 ANALYSIS OF DATA**

Descriptive statistics was used to summarize the demographic information and the research question in this study while the hypothesis was tested using correlation analysis

**ANALYSIS ON THE BIODATA OF THE RESPONDENT**

**Table 4.3.1: Respondents Sex Distribution**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | male | 70 | 58.3 | 58.3 | 58.3 |
| female | 50 | 41.7 | 41.7 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The table above show that 70 (58.3%) of the respondents are males while 50 (41.7%) of them are females. The result showed that males are the major respondents

**Table 4.3.2: Respondents Marital Status Distribution**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | married | 40 | 33.3 | 33.3 | 33.3 |
| single | 30 | 25.0 | 25.0 | 58.3 |
| divorced | 20 | 16.7 | 16.7 | 75.0 |
| widow | 15 | 12.5 | 12.5 | 87.5 |
| widower | 5 | 4.2 | 4.2 | 91.7 |
| separated | 10 | 8.3 | 8.3 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

From the table, 40 (33.3%) of the respondents are married, 30 (25.0%) of them are single, 20 (16.7%) of them are divorced, 15 (12.5%) of them are widows, 5(4.2%) of them are widowers, 10 (8.3%) of them are separated. From the results majority of the respondents are married.

**Table 4.3.3 Respondents Age Distribution**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 21-30 years | 25 | 20.8 | 20.8 | 20.8 |
| 31-40 years | 45 | 37.5 | 37.5 | 58.3 |
| 41-50 years | 15 | 12.5 | 12.5 | 70.8 |
| 51-above | 35 | 29.2 | 29.2 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

From the table, 25 (20.8%) of the respondents are in between the age of 21-30 years, 45 (37.5%) of the respondents are in between the age of 31-40 years, 15 (12.5%) of them are in between the age of 41-50 years, 35 (29.2%) are 51 and above. The results showed that majority of the respondents are in between the age of 31-40 years.

**Table 4.3.4: Respondents Academic Qualifications**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | FLSC | 8 | 6.7 | 6.7 | 6.7 |
| WAEC | 10 | 8.3 | 8.3 | 15.0 |
| ND/NCE | 13 | 10.8 | 10.8 | 25.8 |
| BA/BS.c/HND | 52 | 43.3 | 43.3 | 69.2 |
| M.Sc/MA/MBA/MED | 31 | 25.8 | 25.8 | 95.0 |
| PhD | 6 | 5.0 | 5.0 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The table shows that 8 (6.7%) of the respondents are with FLSC, 10 (8.3%) of them are with WAEC, 13 (10.8%) of them are with ND/NCE, 52 (43.3%) of them are with BA/B.Sc. / HND, 31 (21.8%) are with M.Sc. /MA/MBA/MED, while 6 (5.0%) are with PhD. From the results, major of the respondents are with BA/B.Sc. /HND.

**Table 4.3.5: how long have you worked in the organization**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | less than 10 years | 32 | 26.7 | 26.7 | 26.7 |
| 11-20 years | 68 | 56.7 | 56.7 | 83.3 |
| 21-30 years | 14 | 11.7 | 11.7 | 95.0 |
| 31-40 years | 6 | 5.0 | 5.0 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

From the table, 32 (26.7%) of the respondents have worked in the organization for less than 10 years, 68 (56.7%) of them have worked for 11-20 years, 14(11.7%) of them have worked for 21-30 years, 6 (5.0%) of them have worked for 31-40 years. From the result, majority of the respondents have worked for 11-20 years.

**Table 4.3.6: staff category**

|  |
| --- |
| **staff category** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | junior staff | 31 | 25.8 | 25.8 | 25.8 |
| supervisors | 28 | 23.3 | 23.3 | 49.2 |
| senior staff | 55 | 45.8 | 45.8 | 95.0 |
| managers | 6 | 5.0 | 5.0 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

From the table, 31 (25.8%) of the respondents are the junior staffs, 28 (23.3%) of them are supervisors, 55 (45.8%) of them are senior staffs, while 6 (5.0%) of them are managers. From the result most of the employees are senior staffs.

**Table 4.3.7: training and development aids the employee in the acquisition of organizational culture**

|  |
| --- |
| **training and development aids the employee in the acquisition of organizational culture** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agreed | 66 | 55.0 | 55.0 | 55.0 |
| agreed | 22 | 18.3 | 18.3 | 73.3 |
| undecided | 6 | 5.0 | 5.0 | 78.3 |
| disagree | 11 | 9.2 | 9.2 | 87.5 |
| strongly disagree | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

From the table, 66 (55.0%) of the respondents strongly agreed that training and development aids the employees in the acquisition of organizational culture, 22 (18.3%) of them agreed, 6 (5.0%) of them were undecided, 11 (9.2%) of them disagreed, 15 (12.5%) of them strongly disagreed. The results showed that majority of the respondents strongly agreed that training and development aids the employees in the acquisition of organizational culture.

**Table 4.3.8: the organization considers training as a part of organizational procedure**

|  |
| --- |
| **the oganization considers trainning as a part of organizational procedure** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agreed | 29 | 24.2 | 24.2 | 24.2 |
| Agree | 48 | 40.0 | 40.0 | 64.2 |
| undecided | 8 | 6.7 | 6.7 | 70.8 |
| disagreed | 20 | 16.7 | 16.7 | 87.5 |
| strongly disagreed | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The table shows that 29 (24.2%) of the respondents strongly agreed that the organization considers training as a part of organizational procedure, 48 (40.0%) of them agreed, 8 (6.7%) of them are undecided, 20 (16.7%) of them disagreed, 15 (12.5%) of them strongly disagreed. From the results, majority of the respondents agreed that the organization considers training as a part of organizational procedure.

**Table 4.3.9: training and development helps their employees to build up their skills**

|  |
| --- |
| **training and development helps their employees to build up their skills** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agreed | 50 | 41.7 | 41.7 | 41.7 |
| Agreed | 19 | 15.8 | 15.8 | 57.5 |
| Undecided | 15 | 12.5 | 12.5 | 70.0 |
| Disagreed | 21 | 17.5 | 17.5 | 87.5 |
| strongly disagreed | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The table shows that 50 (41.7%) of the respondents strongly agreed that training and development helps their employees to build up their skills, 19 (15.8%) of them agreed, 15 (12.5%) are undecided, 21 (17.5%) of them disagreed while 15 (12.5%) strongly disagreed. From the results, majority of the respondents strongly agreed that training and development helps their employees to build up their skills.

**Table 4:3:10: Training programs help to increase the employee’s competence in the organization?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 30 | 25.0 | 25.0 | 25.0 |
| Agree | 40 | 33.3 | 33.3 | 58.3 |
| Undecided | 10 | 8.3 | 8.3 | 66.7 |
| Disagree | 25 | 20.8 | 20.8 | 87.5 |
| strongly disagree | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The data presented in the table above indicate that 30 (25.0%) respondents strongly agree, 40 (33.3%) respondents agree, 10 (8.3%) respondents were undecided; 25 (20.8%) respondents disagree, while 15 (12.5%) respondents strongly disagree. This results that a significant proportion of the respondents expressed the view that the Training programs help to increase the employee’s competence in the organization.

**Table 4:3:11: Reward scheme enhances employee’s productivity in my organization?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 20 | 16.7 | 16.7 | 16.7 |
| Agree | 49 | 40.8 | 40.8 | 57.5 |
| Undecided | 14 | 11.7 | 11.7 | 69.2 |
| Disagree | 22 | 18.3 | 18.3 | 87.5 |
| strongly disagree | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The table above shows the result of the respondents 20 (16.7%) respondents strongly agree, 49 (40.8%) of the respondents agree, 14 (11.7%) of the respondents undecided while 22(18.3%) of the respondent disagree, whereas 15 (12.5%) of the respondents strongly disagree. From the result, majority of the respondents agree. Therefore, reward scheme enhances employee’s productivity in my organization.

**Table 4:3:12: All the employees are eligible for reward as per the organizational policy?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 50 | 41.7 | 41.7 | 41.7 |
| Agree | 25 | 20.8 | 20.8 | 62.5 |
| undecided | 6 | 5.0 | 5.0 | 67.5 |
| disagree | 25 | 20.8 | 20.8 | 88.3 |
| strongly disagree | 14 | 11.7 | 11.7 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

From the result of the table above, it can be ascertain that 50 (41.7%) affirmed strongly agree, 25 (20.8%) of the respondents affirmed agree, 6 (5.0%) affirmed undecided 25(20.8%) of the respondents affirmed disagree, whereas 14 (11.7%) of the respondents affirmed strongly disagree. From the result, majority of the respondents affirmed strongly agree. Hence we conclude that the all the employees are eligible for reward as per the organizational policy.

**Table 4:3:13: The reward scheme stands as a motivational tool to employees in my organization?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 23 | 19.2 | 19.2 | 19.2 |
| Agree | 47 | 39.2 | 39.2 | 58.3 |
| Undecided | 12 | 10.0 | 10.0 | 68.3 |
| Disagree | 29 | 24.2 | 24.2 | 92.5 |
| strongly disagree | 9 | 7.5 | 7.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

Table 4.3.13 which is descriptive table of values showing the respondents opinion the reward scheme stands as a motivational tool to employees in my organization, it can be ascertain that 23 (19.2%) affirmed strongly agree, 47 (39.2%) of the respondents affirmed agree, 12 (10.0%) affirmed undecided 29(24.2%) of the respondents affirmed disagree, whereas 9(7.5%) of the respondents affirmed strongly disagree. From the result, majority of the respondents affirmed agree; hence we conclude that the reward scheme stands as a motivational tool to employees in my organization.

**Table 4:3:14: Employees opinion are considered while reviewing reward programs**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 45 | 37.5 | 37.5 | 37.5 |
| Agree | 30 | 25.0 | 25.0 | 62.5 |
| Undecided | 10 | 8.3 | 8.3 | 70.8 |
| Disagree | 20 | 16.7 | 16.7 | 87.5 |
| strongly disagree | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

The table above indicates that 45 (37.5%) respondents strongly agree, 30 (25.0%) respondents agree, 10 (8.3%) respondents were undecided; 20 (16.7%) respondents disagree, while 15 (12.5%) respondents strongly disagree. This shows that a majority of the respondent strongly agree that employees opinion are considered while reviewing reward programs

**Table 4:3:15: The human resource target is to attract qualified candidates that will boost their market share?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 45 | 37.5 | 37.5 | 37.5 |
| Agree | 19 | 15.8 | 15.8 | 53.3 |
| Undecided | 12 | 10.0 | 10.0 | 63.3 |
| Disagree | 23 | 19.2 | 19.2 | 82.5 |
| strongly disagree | 21 | 17.5 | 17.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

As seen in the table above, 45 respondents, representing (37.5%), strongly agree, 19 respondents, representing (15.8%), agree, 12 respondents, representing (10.0%), were undecided; 23 respondents, representing (19.2%), disagree, while 21 respondents, representing (17.5%), strongly disagree. This implies that most of the respondents agree to the view that the human resource target is to attract qualified candidates that will boost their market share

**Table 4:3:16: Having the rightful employee helps my organization to have competitive advantage over others?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 28 | 23.3 | 23.3 | 23.3 |
| Agree | 35 | 29.2 | 29.2 | 52.5 |
| Undecided | 13 | 10.8 | 10.8 | 63.3 |
| Disagree | 29 | 24.2 | 24.2 | 87.5 |
| strongly disagree | 15 | 12.5 | 12.5 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

***Source: Field survey 2018***

The table above shows, that 28 respondents, representing (23.3%), strongly agree, 35 respondents representing (29.2%) agree, 13 respondents, representing (10.8%), were undecided; 29 respondents, representing (24.2%), disagree, while 15 respondents representing (12.5%), strongly disagree. This means that a majority of the respondents agree that having the rightful employee helps the organization to have competitive advantage over others

**Table 4:3:17: Proper recruitment determines the market share of the organization?**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 24 | 20.0 | 20.0 | 20.0 |
| Agree | 39 | 32.5 | 32.5 | 52.5 |
| Undecided | 17 | 14.2 | 14.2 | 66.7 |
| Disagree | 18 | 15.0 | 15.0 | 81.7 |
| strongly disagree | 22 | 18.3 | 18.3 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

***Source: Field survey 2018***

The data displayed on the above table indicate that 24 respondents, representing (20.0%), strongly agree, , 39 respondents, representing (32.5%) affirmed agree, 17 respondents representing (14.2%) were undecided; 18 respondents, representing (15.0%), disagree, while 22 respondents, representing (18.3%) strongly disagree. This shows that a majority of the respondent expressed the view that Proper recruitment determines the market share of the organization.

**Table 4:3:18: My organization does timeliness recruitment process**

|  |
| --- |
|  |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 39 | 32.5 | 32.5 | 32.5 |
| Agree | 26 | 21.7 | 21.7 | 54.2 |
| Undecided | 10 | 8.3 | 8.3 | 62.5 |
| Disagree | 25 | 20.8 | 20.8 | 83.3 |
| strongly disagree | 20 | 16.7 | 16.7 | 100.0 |
| Total | 120 | 100.0 | 100.0 |  |

***Source: Field survey 2018***

The data presented in the table above shows that 39 respondents, representing(32.5%) strongly agree; that the organization does timeliness recruitment process, 26 respondents, representing (21.7%) agree; 10 respondents, representing (8.3%) were undecided, 25 respondents, representing (20.8%), disagree, while 20 respondents, representing (16.7%) strongly disagree. This shows that the majority of the respondents agree that the organization does timeliness recruitment process.

**4.4 Test of Hypotheses**

This section is concerned with the testing of hypotheses earlier stated. In doing this, correlation was used. A test of hypotheses help to decide which of the contradictory claims is correct. It acts as guide through the research work in order to draw a logical or empirical conclusion.

**Decision Rule**

If the calculated Pearson correlation value is greater than the critical value (0.05), we accept the null hypothesis and if the calculated Pearson correlation value is less than the critical value (0.05) accept the alternative hypothesis.

**HYPOTHESES ONE**

**H0:** Training and development does not enhance employee competency?

|  |
| --- |
| **Correlations** |
|  | Training and development | employee competency |
| Training and development | Pearson Correlation | 1 | .971\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 120 | 120 |
| employee competency | Pearson Correlation | .971\*\* | 1 |
| Sig. (2-tailed) | 0.042 |  |
| N | 120 | 120 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

From the table of values above, the relationship between training and development on employee’s competency is positive (0.975), indicating that components of training and development will lead to increase in the competency on the average. The probability value is 0.042 which is less than 0.05, on this ground, we accept H1 and conclude that Training and development enhances employee competency

.

**HYPOTHESES TWO**

**H0:** Reward has no significant increase on the productivity of the organization?

|  |
| --- |
| **Correlations** |
|  | Reward  | productivity of the organization |
| Reward  | Pearson Correlation | 1 | .811\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 120 | 120 |
| productivity of the organization | Pearson Correlation | .811\*\* | 1 |
| Sig. (2-tailed) | 0.032 |  |
| N | 120 | 120 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

From the table of values above, the relationship between reward on productivity of the organization is positive (0.811), indicating that components of reward will lead to increase in the productivity. The probability value is 0.032 which is less than 0.05, on this ground, we accept H1 and conclude that reward has a significant increase on the productivity of the organization.

**HYPOTHESES THREE**

**H0:** Recruitment cannot positively enhance the market share of the organization?

|  |
| --- |
| **Correlations** |
|  | Recruitment can positively enhance | share of the organization |
| Recruitment can positively enhance | Pearson Correlation | 1 | .945\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 120 | 120 |
| share of the organization | Pearson Correlation | .945\*\* | 1 |
| Sig. (2-tailed) | 0.034 |  |
| N | 120 | 120 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

From the table of values above, the relationship between reward on share of the organization is positive (0.945), indicating that recruitment will lead to enhancement of the shares. The probability value is 0.032 which is less than 0.05, on this ground, we accept H1 and conclude that reward has a significant increase on the productivity of the organization.

**4.5 DISCUSSION OF THE FINDINGS**

Table 4:3.1 to table 4:3.6 was meant to find out the bio data of the respondent. The result shows that the majority of the respondents are male, majorities are married, majority of the respondent are 31-40 years old, the majority of the respondent are BA/B.Sc/HND while majority of the respondent have worked for the organization for about 10-20 years. Majority of the respondents are senior staff,

Table 4:3.7 to table 4:3.10 was used to answer the research question one which is to examine the effect of training and development on employee competence. From the result of the findings it showed that training and development increases the employee competence.

Research question two which is the extent of relationship between reward and profitability within the organization was answered using the data in Table 4:3.11 – table 4:3.14. From the result it was deducted that reward has a significant increase on the productivity of the organization.

Table 4:3:15 to table 4:3:18 was used to answer the third research question, How can recruitment enhance the market share of the organization. This results from the findings shows that recruitment can positively enhance the market share of the organization.

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

**5.1 Introduction**

This chapter is aimed at summing up the findings of this study as well as to draw the conclusion from the research work. Secondly the researcher gives recommendations based on the findings of the study.

**5.2 Summary of findings**

From the analysis of data presented, a number of findings were made from the study which examine the effect of organizational culture on employee performance at Hardis and Dromedas and are as fellows:

1. The study found that training and development increases the employee competence.
2. The findings show that reward has a significant increase on the productivity of the organization.
3. Finally it was processed from the study that recruitment can positively enhance the market share of the organization.

**5.3 Conclusion**

The study was carried out to examine the effect of organizational culture on employee’s performance at Hardis and Dromedas. The findings of the study indicated that training and development increases the employee competence. The findings show that reward has a significant increase on the productivity of the organization. Finally it was processed from the study that recruitment can positively enhance the market share of the organization. Employees are ever ready to make an extra effort if they are satisfied with strategic decisions of their organizations. Organizational culture determines the performance of the employees. The organizations should try as much as possible for their employees to understand the organizational culture properly so that there may be improvement in their performance the reason is that the employee‘s performance is the base of an organization, in other words organizational culture have effects on the Employee’s performance.

**5.4 Recommendations**

Based on the findings, the researcher recommended as follows;

1. Organization should provide a flexible culture, these will provide such working environment to employees in which they will work easily and independently without feeling any burden.
2. Company should provide employee with a clear career path and career development opportunities by giving them training, seminars and workshops and this will increase their productivity in the organization.
3. Companies or organizations should make sure that their employees have the knowledge of the companies or organizations vision, mission and strategic

It is hoped that if these recommendations are strictly adhered to by all concerned, it will increase the employee performance in the organization.

**5.5 Suggestion for Further Studies**

Research could be carried out on the following

1. effect of employee engagement on organizational performance of academic staff
2. Influence of Human Resources Management on employee relation in organization
3. Effect of Manager and Employee relations in organization.

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**Appendix 1**

Department of Business Management

Faculty of Management and Social Sciences

Godfrey Okoye University

Thinker’s Corner Enugu

01 July, 2018.

Dear Respondent,

**QUESTIONNAIRE**

This letter is an introduction to the main reason as to why your participation in this questionnaire is required.

This study is titled **“EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE”** a study of Hardis and Dromedas Umunya Anambra State.

The project endeavours to generate knowledge to be utilized in understanding employee relations and organizational performance. As a representative of your company, your views are very necessary to the questionnaire. This is purely for academic purposes and your responses will be confidential and anonymous.

Thank you for your time, co-operation and contribution to this study.

Yours Sincerely

Anoliefo, Emeka Kelvin

U14/MSS/MAN/044

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**QUESTIONNAIRE**

Instruction: In each of the questions below, there are options in the boxes. Tick √ against any option of your choice in the box provided at the end of each question.

**SECTION A**

**BIOGRAPHY**

1. Sex: a) Male [ ] b) Female [ ]

2. Marital status: a) Married [ ] b) Single [ ] c) Divorced [ ] d) Widow [ ] e) Widower[ ] f) Separated[ ]

3. Age: a) 21 – 30yrs [ ] b) 31-40yrs[ ] c) 41-50 yrs [ ]

d) 51-above [ ]

4. Academic Qualification:

a) FLSC [ ] b) WAEC[ ] c) ND/NCE [ ]

d) BA/B.Sc/HND[ ] e) M.Sc/MA/MBA/MED [ ]

f) Ph.D [ ]

5. How long have you worked in the organization:

a) Less than 10 year [ ] b) 11 – 20 years [ ] c) 21 – 30 years[ ]

d) 31 – 40 years [ ]

6. Staff Category:

 a) Junior Staff [ ] b) Supervisors[ ] c) Senior Staff [ ]

 d) Managers [ ]

**SECTION B**

**Effect of Organizational Culture on Employee Performance**

Kindly indicate to the extent you agree with the following statements on employee relations towards organizational performance. Key: SA=Strongly Agree; A=Agree; UD=Undecided D=Disagree; and SD=Strongly Disagree;

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **QUESTIONNAIRE ITMES** | **SA** | **A** | **UD** | **D** | **SD** |
| **To examine the effect of training and development on employee competence** |  |  |  |  |  |  |
| **1** | Training and development aids the employee in the acquisition of organizational culture. |  |  |  |  |  |
| **2** | The organization considers training as a part of organizational procedure |  |  |  |  |  |
| **3** | Training and development helps their employees to build up their skills.  |  |  |  |  |  |
| **4** | Training programs help to increase the employees competence in the organization. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **QUESTIONNAIRE ITMES** | **SA** | **A** | **UD** | **D** | **SD** |
| What is the extent of relationship between reward and profitability within the organization? |  |  |  |  |  |  |
| **1** |  Reward scheme enhances employees productivity in my organization. |  |  |  |  |  |
| **2** | All the employees are eligible for reward as per the organizational policy. |  |  |  |  |  |
| **3** | The reward scheme stands as a motivational tool to employees in mu organization. |  |  |  |  |  |
| **4** | Employees opinion are considered while reviewing reward programs. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **QUESTIONNAIRE ITMES** | **SA** | **A** | **UD** | **D** | **SD** |
| How can recruitment enhance the market share of the organization? |  |  |  |  |  |  |
| **1** | The human resource target is to attract qualified candidates that will boost their market share.  |  |  |  |  |  |
| **2** | Having the rightful employee helps my organization to have competitive advantage over others |  |  |  |  |  |
| **3** | Proper recruitment determines the market share of the organization. |  |  |  |  |  |
| **4** | My organization does timeliness recruitment process. |  |  |  |  |  |