

An Analysis of Organisational Culture as A Main Identity of An Organisation

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Abstract: In many organisations across the world, organisational culture influences the way in which people act and serves as a contributing factor, which is used by management to increase employee and organisational performance. At Namibia Water Corporation Ltd, awareness was created that organisational culture should also serve as a point of reference for action to optimise operational efficiency. Therefore, this study aims to analyse the use of organisational culture as a main identity or feature of organisational performance. In order to address the purpose of this research and find answers on the research questions, a quantitative method was applied to collect data from the respondents. The population of the study was large, hence a simple random sampling method was used to sample participants to complete questionnaires for data collection. The researchers used the SPSS software and Microsoft excel to analyse the data and the statistics were converted into tables and graphs. The major findings of this study revealed that organisational culture is the main identity of an organisation and a main feature of organisational performance. Employees which belongs to an organisation with a strong culture are well acquainted with what is expected of them in terms of the values of the organisation and they are confident that they will be rewarded when they fulfil the expectations of the organisation. In order to improve and strengthen the organisational culture and to optimise operational efficiency, the leadership and the top management have to revive the existing culture of their organisations. Strong organisational culture adds value and help the employees to commit themselves and dedicate all their efforts to the organisation, which will also change and enhance the identities of many organisations in terms of performance and value-add to the service delivery.

Key words: Organisational culture, operational efficiency, organisational performance, value addition and organisational leadership

I. INTRODUCTION

An organisation's productivity and its competitive advantage within an industry is determine the strong organisational culture that is created within an organisation. A growing body of research reveals that organisational culture influences the way in which people act and that it is a contributing factor which is used by management to increase performance. Carvalho et al. (2019) echoed this view and further cited that organisational culture is a method of enhancing behaviour in organisations. It means that employees that are aware of an organisation's culture are

better able to comprehend the organisation's past as well as its present methods of operations. It is in this context that the researchers put a specific focus on organisational culture as a point of reference for action, which differentiates one organisation from another, and which constitutes the organisation's main identity or features. An organization's culture defines the proper way to behave within the organization as it will have an impact on how the organisation is seen by its customers, shareholders and stakeholders. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

In many industrial firms, organisational culture is used to explain the low-efficiency environment and why rules and methods have failed to improve the undesirable connections between supervisors and subordinates (Kassem et al., 2019). Hence, organisations needs to realise that a strong culture is an effective tool for influencing the behaviour of employees since it helps employees to perform better at work (Pujiono et al., 2020). The researchers sought to put into perspective that organisational principles, work atmosphere, leadership styles, business processes and all the systems are closely connected to organisational culture, which is an important component of performance and a source of long-term competitive advantage (Idris et al., 2015). Furthermore, the researchers firmly believes that in order to integrate the organisational culture and boost employee productivity, the corporate leaders need to implement an effective organisational culture by maintaining success and consistency within the organisation. Furthermore, it is in the best interest of an organisation to create and sustain a robust organisational culture by encouraging employees to live organisational values and organisational objectives each day.

A strong organisational culture produces employees with a well-tuned sense of direction and assist the organisation in creating common definitions for success and growth. The main features of organisational culture are financial stability of the organisation, harmonious relationships, high performance, continuous renewal and learning, building internal community and making a difference through strategic partnerships and alliances (Nkrumah, 2018). Therefore, this

research aims to assess and/or investigate the use of organisational culture as a main feature of organisational performance. Employees play a significant role in organisational branding as well as in creating a strong organisational culture. Therefore, the focus on employee performance and other aspects affecting their morale and contribution towards creating strong organisational culture is inevitable for the context of this study. Genc (2017) underpins this view and affirms that a performance culture essentially means that you need workers who are dedicated and determined to get results. It means that focussing on improving the results by hiring high-achieving employees will lead to greater business success and bigger profits, and create a positive identity for the organisation.

III. THE PROBLEM STATEMENT

Like many other organisations, Namibia Water Corporation Limited is facing many challenges in implementing an effective organisational culture. The organisation experiences poor organisational culture, which led to low levels of morale, motivation, poor internal stakeholder collaboration, poor communication, poor team work, ineffective leadership and poor performance amongst employees. The management of Namibia Water Corporation Limited failed to turn around the company by implementing a comprehensive Strategic Plan that would strenuously support the notion of creating effective or conducive organisational culture. It was reported last year (2021) that the Namibia Water Corporation was hard hit by employee disengagement, high turnover, poor customer relations, and decreased earnings due to poor organisational culture. In the real sense of the word, the leaders failed to build shared views and values aligned with a strong organisational culture and strategy, which are then conveyed and reinforced through numerous techniques, ultimately impacting employee perceptions, behaviours, and understanding.

It is evident from the discussions above that ineffective organisational culture has the potential to bring the organisation and its management to its knees. Eaton and Kilby (2015) echoed this view by citing that when organisational culture is weak, the organisation's existence is at risk because the employees have different values and beliefs that may work against the management's or organisation's priorities. It is from this perspective that the researchers believe that organisational culture is a main feature of organisational performance and that the leaders must serve as custodians to ensure that values of the organisation are displayed and branded in the organisation's employees and the way things are done.

III. THE RESEARCH QUESTIONS

Considering the current trends in the organisations, this research intends to assess the impact of organisational culture on operational efficiency and employee productivity by soliciting answers on the following questions:

- Can organisational culture be construed as one of the main determinants of organisational performance?
- What are the main features or characteristics of organisational culture?
- What is the impact of organisational culture on organisational and employee performance?
- What are the other factors to be considered to promote organisational culture and productivity?
- What is the role of organisational culture in improving or optimising operational efficiency?

IV. LITERATURE REVIEW

This section provides an overview and trends in the literature review on the use of organisational culture as a main feature of organisational performance, as well as the impact of organisational culture on employee performance. Organisational culture comprises of the unwritten traditions, behaviours, and convictions that determine the "rules of the game" for decision-making, structure, and control (Pujiono et al., 2020). This is based on the shared history and conventions of the organisation combined with current leadership values. Organisational culture is a system of sense, value and beliefs in an organisation that serves as a point of reference for action and it differentiates one organisation from another, and that constitutes the organisation's main identity or features (Abugre, 2017).

Intriguing part of organisational culture and competence culture

Organisational culture aids in the attainment of an organisation's strategic objectives to attract the right workforce, and set apart those who do not fit in the culture (Rodriguez & Stewart, 2017). The culture of an organisation does not only impact internal employees but its customers and stakeholders. The image of the culture in an organisation reflects on the leadership as the custodians to take ownership (Kotter, 2018). There are several methods of identifying the culture of an organisation, however, the outstanding traits are the way decisions are made, whether they are from top to bottom or from bottom up, the extent to which employees are free and comfortable to express themselves, and the ability to share their ideas and opinions without fear of victimisation (Nkrumah, 2018).

By influencing how we interpret the world around us, organisational culture provides a potent mechanism for shaping behaviour. Because organisations don't live in a vacuum, they are part of a culture or socio-cultural milieu that shapes how their people think, feel and act (Genc, 2017). Again, the organisational culture influences the relationship between belief, participation, and performance (Debusscher et al., 2017; Dubey et al., 2017). The most intriguing part of culture as a notion is that it draws our attention to phenomena that exist under the surface, that are tremendous in their impact yet unseen and, to a large extent, unconscious. However, just as our personality and character guide and constrain our behaviour, so does culture guide and constrain

the behaviour of members of a group through common standards (Abugre, 2017). The interconnectedness between organisational culture and individuals' conduct towards one another, which influences and impacts work effectiveness and outcomes, is one of the explicit characteristics of culture (Abugre, 2017).

It is much inferential from this notion that workplace culture is a powerful factor that shapes an employee's professional life and it is the fundamental thing that binds the company together. Generally, organisational success is exonerated by a culture of accountability, while good language facilitates exceptional customer service, resulting in engaged personnel and higher revenue generation. An organisation that tolerates indiscipline and sloth, on the other hand, obstructs human systems that are critical to success (Pujiono et al., 2020).

Soomro and Shah (2019) agree that organisational culture has similarities of the regulations and policies within an organisation which the employees are required to abide to. Although some academics find a neutral effect, a strong organisational culture encourages adaptation and develop the organisation's employee performance by encouraging employees towards a shared goal and target (Maamari & Saheb, 2018). Organisational culture may be both a source of strength and a source of development (Garcia et al., 2018).

Organisational culture as one of the main features of organisational performance

The positive relationship between organisational culture and employee performance stresses the importance of organisational culture in instilling consistency among employees (Soomro & Shah, 2019). The mutual benefit relationship between an organisation and its employees supports this concept, with all firms seeking to acquire high-performing personnel in order to achieve organisational objectives and gain competitive advantage (Van Den Besselaar & Sanström, 2016). Any organisation's major goal is to enhance productivity, reduce staff turnover, and increase employee retention. As a result, in order to achieve the organisation's objectives, managers must concentrate on elements that influence employee performance at work and therefore boost productivity (Maamari & Saheb, 2018).

Carvalho et al. (2019) contends that the culture of the organisation is manifested by the collaboration between the various divisions of the organisation since it is integrally linked to organisational practices. Competitive, entrepreneurial, and consensual organisational cultures were found to have a favourable and significant impact on the organisational profitability, sales volume, and market share (Carvalho et al., 2019). Employees' performance in the workplace is assessed by their capacity to modify their behaviour to fit the workplace culture, which is becoming a key factor of employee satisfaction and performance (Nazarian et al., 2017). Bussey (2017) contends that without considering the effect of organisational culture, organisational practices such as performance management may be

counterproductive since the two are interdependent and a change in one will affect the other. According to Maamari and Saheb (2018), the key source in building a new culture for a new organisation is the involvement and drive from the leaders. When the leaders put their business strategy and operational assumptions into action, the culture has an impact. Padhi (2017) states that an organisation's work culture is shaped by the strategic goal and values of the organisation. Many organisations struggle to communicate good organisational culture to their employee because the entire procedure appears to be psychological and as a result, members require time to adjust and work in accordance with the organisation's culture (Idris et al., 2015).

In this context, the researchers opined that the organisational culture contributes to the development of the sense of "us" and team spirit, and hence positively impacts organisational climate and performance. A strong organisational culture increases job fulfilment, which in turn increases productivity, thus improving organisation-wide performance. Awuor (2015) argues that organisational culture is the 'social glue' that bonds individuals together and makes them feel part of the organisation's participation. This social glue is progressively imperative as a way to draw in modern staff and hold best performers. Therefore, the best option would be to make strong organisational culture obligatory to all members and employees, as this will foster uniformity among employees and improve commitment and team efficiency (Carvalho et al., 2019). Nazarian et al. (2017) view organisational culture as a profoundly implanted form of social control that impacts employee choice and conduct.

The role of values in creating a conducive organisational culture

The values and beliefs determine the structures and frameworks that are created inside an organisation and how individuals behave towards each other. On the opposite, structures and frameworks influence the attitude of individuals in the organisational (Joseph & Kibera, 2019). Padhi (2017) posits that, organisational culture alludes to the beliefs and values that have existed in an organisation for a long time, the convictions of the staff, and the anticipated value of their work that will impact their states of mind and conduct. The prevailing values are held by the majority of employees across all subunits in a strong organisational culture. These values are also established through well-established traditions, thereby making change difficult.

Furthermore, strong cultures tend to persist for a good number of years, and some may be traced back to the ideals and assumptions of the organisation's founders. In contrast, organisations have a weak culture when the dominant values are changeable and held mostly by a few people at the top (Genc, 2017). Employees with a greater understanding of particular standards, norms, and values are more likely to be resolute and consistent in their quest of success and to work in harmony with their bosses. Employee psychology and morale are favourably influenced by organisational culture, which

standardises and rationalises modes and methods of doing business, thereby boosting organisational efficiency (Pawirosumarto et al., 2017).

Creating a vibrant and engaging working environment to promote the organisational culture

McSherry and Pearce (2018) contend that organisations that have concrete cultures are performance orientated and they create an environment which fits with the culture. It is imperative for the organisational culture to be evaluated in terms of its compatibility with the environment as well as the organisation's strategy (Carvalho et al., 2019).

If the culture is well-aligned with the environment and the strategy, the organisation will likely beat competitors with a less well-aligned culture (McSherry & Pearce, 2018). The authors emphasise that if the culture doesn't fit in with either, the organisation is likely to be in difficulties and this may have an effect on the way employees perceive the culture of the organisation. In this instance, or if there is a poor fit between the environment and the strategies, an operational efficiency programme's cycles of change should be able to better steer an organisation, assisting it in becoming more effective (Carvalho et al., 2019). Organisations ought to take into account that an unfitting and unfit culture can prevent organisations from adapting to the changing environment and this may lead to being incompetent in the market (Kotter, 2018). Gaiardelli, Resta & Dotti (2019) highlighted that the triumph of organisations is not only based on specific external conditions such as obstacles to market entry, rivalry within the industry, and buyer and supplier power. The physical working environment is conceived by Awuor (2015) as a component of the organisational culture that emphasises the importance of the environment when working and it reflects management's desire to create a real work environment that includes not only air, noise, or lighting, but also the work experience of how work is organised.

The responsibility of Human Resource Department in shaping the culture in organisations

The HR executives are responsible for aligning managers and employees with the desired culture, establishing a sense of responsibility for that culture, and sustaining responsibility all across the organization, according to Gardner (2017). As a result, HR must educate and train leaders and managers to model cultural values and take responsibility for nurturing the desired culture. The culture of a business is evident throughout the employee life cycle. The IBM's human resource department established principles and values in order to remain culturally competitive, and it consistently exhibits strong leadership behaviours to all employees. Furthermore, the IBM personnel develops cross-cultural interaction, which is good and this is critical to cultural competency, through awareness, attitude, knowledge, and skills (Lombardo, 2017).

In order for any organisation to operate effectively, there has to be rules, regulations and policies in the workplace which

guide the members of an organisation on how things are done, more like the rules of the game (Lerer et al., 2020). In this regard, Rife and Hall, (2015) state that the human resources has to ensure that the policies of the organisation are well reviewed and shared with all employees because an organisation cannot function without rules. The awareness of the policies can be conducted through employee engagement platforms and during the on boarding, which will contribute to the way employees perceive the culture of the organisation. Audra (2019) agrees that policies are part of the drive in any organisation, hence the human resources has a mandate to design and implement policies that comply with labour regulations, and reflect as well as shape the culture of the organisation.

The impact of organisational culture on organisational performance

The culture of an organisation is depicted by the dominant leadership styles, communication, organisational processes, structures and frameworks (Joseph & Kibera, 2019). Kotter (2018) states that it is accepted that organisational culture shapes uniformity while solid stakeholders, clients, employees and frameworks of shared values in the organisation lead to attaining a high performance culture. Awuor (2015) discovered in the study conducted at Telecom Kenya that organisational culture has a positive impact on performance because it directs how things are done in terms of the organisation's knowledge, work environment, performance targets and organisation steadiness.

Debusscher et al. (2017) affirm that organisational culture has a dynamic and coordinated part in performance management. Hence, organisations with cultures that prioritise all important managerial constituents (customers, stockholders, and employees), as well as leadership from all levels of management, outperformed those without cultural qualities by a significant margin (Pujiono et al., 2020). Organisational culture is becoming increasingly essential in deciding the success or failure of businesses that lacked certain cultural features by a significant margin. It means that organisational culture will play a bigger role in determining whether an organisation will succeeds or fails. Padhi (2017) states that the performance of an organisation depends on the degree to which the values of its employees are broadly shared.

Nazarian et al. (2017) and Jogaratnam (2017) looked into the impact of organisational culture on organisational performance in their study in hospitality workplaces. The findings revealed that organisational performance and organisational culture had a positive and significant link. The culture of an organisation is depicted by the dominant leadership styles, communication, organisational processes, structures, frameworks, and the interesting definition of success in the views of specific organisations (Joseph & Kibera, 2019). Hiring methods, onboarding activities, recognition programmes, and performance management programmes are all tools for building and maintaining a high-performance organisational culture. Maamari and Saheb

(2018) posit that coaching, equitable career growth opportunities, positions, expectations and pay benefit policies are based on employee traits and performance, which all improve employee behaviour in the long run. Organisations that are well coordinated in terms of surrounding approaches, adaptability in terms of change and the ability to adapt to the environment guarantee inner integration, versatility to outside environment, taking risks and learning from their past mistake (Dubey et al., 2017).

Employee performance is the foundation of an organisation, as its success is the result of the combined efforts of all of its members (Pujiono et al., 2020). Employees prove to be the centre components of success of any organisation, whose performance determines its excellence as they feel a sense of belonging when they are fulfilled with present variables of the organisation. The latter comes beneath the preview of organisational culture and a predominant performance is accomplished in cases where an employees' focus is on the same objective and if they select supplementary activities in order to attain the same objective (Padhi, 2017). Moreover, Padhi (2017) states that when an organisational culture needs to be altered, personnel must first be alerted and taught how to modify the previous culture, as this will have an impact on their performance.

The role of organisational culture in optimising operational efficiency

Operational efficiency is a business approach that enables firms to become more efficient and effective in their processes while still providing products and services for customers (Al-Qubaisi & Ajmal, 2018). Organisational culture is regarded as one of the most essential critical success factors in the success of quality improvement programmes and the performance of organisations (Power, 2019). Different operational efficiency 'catalysts' (enablers) must be aligned with the organisation's culture in order to contribute to long-term and sustainable organisational efficiency in order to pursue that 'visionary' scenario. The key to enhancing a company's efficiency and productivity, whether freshly merged or not, is to focus on its people and create a strong culture within the firm. Organisations are better able to unlock value and achieve sustainable results by attempting to integrate personnel across the firm through cross-teaming activities, dynamic and multi-faceted communications, and the development of suitable skill sets (Power, 2019).

Organisations have resorted to quality and excellence frameworks in order to adapt and (re)gain competitiveness in an increasingly dynamic business environment where change appears to be the only constant aspect (Rotta & Rave, 2017). Many organisations, however, continue to struggle with the execution of quality improvement programmes, not because they lack the necessary tools and procedures, but because the foundation of the programme is lacking in a culture of quality or excellence. Culture is not something that can be built in a six-month project, it is a problem that must be addressed over time. According to Kotter (2018) organisational culture is one

of the most critical elements in the workplace that can contribute to the failure or success of any planned change effort. Hence, is important that organisational culture achieves the goals and strategies of an organisation and at the same time contributes to the satisfaction of employees and organisational effectiveness. Some organisations may have stronger cultures than other organisations, hence it is important that organisations continuously improve their culture in order to remain sustainable and competitive (Pujiono et al., 2020). According to Franklin and Aguenza (2016) more than 90% of organisations fail to implement initiatives due to poor cultural integration among managers in the corporate group.

Ethical Considerations

Ethical considerations were considered during exploration of secondary data collection as well as analysis and interpretation, given its sensitivity. All participation was voluntary and participants could withdraw at any stage. This voluntary process did not infringe on the rights of any respondents.

V. METHODOLOGY

Research design and approaches

This section provides information on the research design and related approaches applied to collect and analyse the data on the use of organisational culture as a main identity of organisational performance. The research design for this study was intended to serve as an overarching framework or technique for linking a research problem to relevant the empirical study (Genc, 2017). This design also serve as a generic plan for data collection and analysis that allows research objectives to be met in the most efficient way possible (Omair, 2015). Hence, the research design decisions were based on the research questions and objectives while staying compatible with the research philosophy. The research was quantitative in nature and questionnaires were used to collect data from the participants. The quantitative method is used as it function as evidentiary aids or systems, which provide evidence for an argument, or against it and frequently have deductive and inductive devices or mechanisms that can be used to draw conclusions and inferences.

The researchers intended to increase the speed of data collection and achieve higher levels of objectivity compared to many alternative methods of primary data collection. Hence, quantitative approach was more ideal in the context of this study to primarily deal with measurements and quantifiable data acquired from social components of the society. It makes it easier for researchers to examine relationships between variables in order to comprehend conceptual linkages (Omair, 2015). The questionnaires were sent online to the sample of ninety (90) employees at various state owned enterprises in Namibia, whereas only seventy (70) questionnaires were completed and returned.

Data analysis

The data collected was processed in order to answer the questions raised in the study. The researchers applied the statistical package for social sciences (SPSS) software to analyse the data. The data was analysed through the use of mean and standard deviation in statistics typically denoted by \bar{x} , which is a measure of variation or dispersion and it also refers to a distribution extent of stretching or squeezing between values in a set of data. The data were analysed through percentages in descriptive statistics and then presented through variables in Chi-square table(s).

The lower standard deviation, the closer the data point tends to be the mean

$$\sigma = \sqrt{\frac{\sum(x_i - \bar{x})^2}{n}}$$

Where x_i , is an individual value

μ , is the mean expected v

N , is the total number of values

Also, the mean is known as a measure of location, and it tells us where the data is. We do not need the exact values to calculate the median. Where the mean is:

$$\bar{x} = \frac{\sum x}{n}$$

With this in mind, the researchers presented the results in Chi-Square table and analysed the findings using higher and lower percentages on the variables.

Research results and findings

An analysis of organisational culture as the main identity or feature of organisational performance is illustrated in Table 1.

Table 1: Organisational culture as a main feature or identity of organisational performance

Statement	No	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Standard deviation	Mean
Organisational culture determine performance of an organisation	70	10.7%	6.3%	33%	24%	26%	73.02	59.3
Weak/poor organisational culture affects organisational and employee performance negatively	70	15%	5%	0%	20%	60%	36.8	29
There is a strong organisational culture within your organisation	70	22%	30%	20%	15.8%	12.2%	63.4	48
Strong organisational culture will increase productivity and operational efficiency	70	1.3%	4%	2.7%	23.9%	68.1%	66.3	60
Initiatives are taken to improve organisational culture	70	38.8%	18.2%	13%	20%	10%	40.6	31.2
Employee engagement applied to promote organisational culture	70	28%	34%	18%	11%	9%	66.8	61
Employees are encouraged to live organisational values	70	10%	12.7%	17.3%	41%	19%	66	60

A vast majority of respondents (50%) agreed that organisational culture determines the performance of an organisation, whilst 17% of the participants disagree. The findings of this study revealed that most of respondents agreed (80%) that poor or weak organisational culture affects the employee and organisational performance negatively. A vast majority of respondents (52%) disagreed that there is a strong organisational culture within their organisations, whereas 28% disagreed, and the remaining 20% neither agreed nor disagreed. Furthermore the data collected indicated that a vast majority of respondents (92%) strongly agreed that a strong organisational culture will increase productivity and operational efficiency, whereas only 5.3% disagreed. The findings revealed that most of the participants (57%)

disagreed that initiatives are taken to improve the organisational culture within their organisations. The findings revealed that a vast majority (62%) of respondents disagreed that employee engagement activities are applied to promote the organisational culture. It is also clear from the results of the data collected that employees are not encouraged to live organisational values.

Table 2 depicts the descriptive statistics captured from the variables on creating a conducive working environment to build a strong organisational culture within an organisation. In Table 2, the findings indicates that most of the participants (55,3%) disagreed that they experience workplace comfort within the organisations, whereas 28,7% agreed and the remaining 16% did not respond.

Table 2: Conducive working environment to build a strong organisational culture

Statement	No	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Standard deviation	Mean
Experience of workplace comfort	70	35%	20.3%	16%	15%	13.7%	68.3	54
Great on-boarding experiences	70	28.5%	32.5%	18%	10%	11%	63.9	59
High staff morale and job satisfaction	70	40%	23%	15.8%	10%	11.2%	64.8	60
Supportive atmosphere at work	70	29%	45%	13%	5.2%	7.8%	67.9	64.8
Culture of trust and relationship building	70	30%	29%	15.7%	12.3%	13%	61.3	57
Diversity and inclusiveness.	70	18%	23%	35%	17.7%	6.3%	62.9	53
Less stress and employee burn-out	70	19%	15.7%	30%	20.3%	15%	63.7	51
Adequate physical space and good working practices	70	65%	9.1%	11%	10%	4.9%	70.5	66

The data collected revealed that the vast majority of respondents (61%) denied that great on-boarding experiences are created, whereas 21% agreed and the remaining 18% neither agreed or disagreed. It is much inferential from the findings that there is a lack of high staff morale and job satisfaction, because 63% of the respondents disagreed that there is high staff morale and job satisfaction, whereas only 21.2% agreed. The findings also revealed that a vast majority of respondents (74) disagreed that there is a supportive atmosphere at work. The results indicated that there is a problem with trust between the employees as most of participants (59%) responded that there is a lack of the culture trust and relationship building at work. Only 25.3% of the participants affirmed that there is a culture of trust and relationship building, whereas the remaining 15.7% neither agreed or disagreed. Effectiveness of diversity and inclusiveness have been questioned as 41% of the respondents stated the lack of it. 24% of respondents agreed that there is diversity and inclusiveness, whereas the remaining 35% did not respond. The findings also revealed that 35.3% of the participants agreed that there is less stress and employee burn-out, whereas 34.7% disagreed, and the remaining 30% did not respond on this matter. A vast majority of respondents (74,1%) indicated that there is no adequate physical space and poor working practices to create conducive working environment.

VI. DISCUSSION OF FINDINGS

The findings of this study revealed that organisational culture is the main identity of an organisation and a main feature of organisational performance. The results of this study depicts that poor or weak organisational culture affects the employee and organisational performance negatively. Employees which belongs to an organisation with a strong culture are well acquainted with what is expected of them in terms of the values of the organisation and they are confident that they will be rewarded when they fulfil the expectations of the organisation. It is also clear from the data collected that a strong organisational culture will increase productivity and

operational efficiency of an organisation, but no initiatives are taken to improve the organisational culture within the organisations. Employees are crucial to promote organisational culture, but the findings show that employee engagement activities are not applied to promote the organisational culture, and that employees are not encouraged to live organisational values. There is a correlation between organisations with clearly articulated culture or organisational values and overall organisational performance. Clear and inspirational values are what shape the organisation's vision and unite the workers. Therefore it is crucial to put values into practice to give people a real sense that all are working toward a common goal.

The researchers also seek answers questions on various factors to be considered to create and promote strong organisational culture within an organisation. In this context, the findings of this study revealed that a conducive working environment is essential for building a strong organisational culture within an organisation. However, it is much inferential from the results that employees do not experience workplace comfort and that no great on-boarding experiences are created. The lack of high staff morale, trust among the employees, relationship building, supportive atmosphere and job satisfaction were also attributed to poor organisational culture. The results also depicts that there is no proper diversity management and inclusiveness as well as poor physical space and working practices to create conducive working environment. Employee morale is the overall satisfaction, attitude and outlook that people feel at work. High employee morale encourages workforce to engage and work collaboratively, bringing a positive mind set to the job. Finally, all members and employees of an organisation must be bound by its corporate culture, since this will foster consistency and, as a result, increase commitment through the upholding of corporate values and employee performance.

VII. CONCLUSION

The study analysed the use of organisational culture as a main identity or feature of an organisation. In other words,

organisational culture determines the identity of an organisation and how it is viewed its customers, shareholders and other stakeholders. Therefore, it is worth noting that each organisation has a unique and distinct culture that must be understood by both management and employees for the organisation's success. Therefore, in developing a strong organisational culture various aspects such as organisational strategy matters, conducive working environment, relationship building, inclusiveness, talent management and all other aspects affecting staff morale and performance should be considered.

Organisational culture is an identity of any organisation because it builds a high-performance culture that strengthens the work of people within the company, which results in a positive employee experience. It means that organisational culture cannot be separated from employee performance. Therefore, the first step towards changing or enhancing the organisational culture will require the leadership to re-visit the existing culture to determine what it looks like. This can be done by evaluating how the current values are represented by the employees internally and externally, and how the communication channels are amongst employees and management as well as identifying the gaps between the latter. It is much inferential from the findings that the main features of organisational culture are conducive working environment, employee performance, harmonious relationships, high performance, continuous growth and development, reputation, leadership/management, work life balance and making a difference through strategic partnerships and alliances. It means that the poor implementation and/or the absence of these factors can create a negative image for the organisation. It is very important that the existing organisational culture must be strong to give a strategic and competitive advantage to the company as well as a positive image for the organisation.

VIII. RECOMMENDATIONS

Some recommendations emerged from the findings of this study that may provide useful insight on how to create and promote a strong organisational culture for an organisation and to provide a positive identity or image for the organisation.

- The leaders and managers must model cultural values and take responsibility for nurturing the desired culture. In addition, they must be seen as the custodians of ensuring that the values of the organisation are displayed and branded in the organisation's employees and the way things are done.
- In order to improve and strengthen the organisational culture and to optimise operational efficiency, the leadership and the top management have to revive the existing culture of their organisations to create a positive identity for their organisations. This would obviously increase operational efficiency and change

the identities of many organisations in terms of performance and value-add to the service delivery.

- Strong organisational culture should be used as an effective tool for influencing behaviour since it helps employees to perform better at work. Bearing in mind that employee performance is the cornerstone to any organisation's success, and each employee must contribute to the organisation's vision and objectives.
- Leadership and management must put in place policies promoting effective people management and engagement, which are critical for developing a positive image for an organisation and creating a strong organisational culture. There is no doubt that people are the most significant, precious, and costly resource of any organisation and how this resource is handled can have a direct impact on organisational culture, organisational image as well as the organisation's overall success.

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