

Organisational Culture: A Tool for Management to Control, Motivate and Enhance Employees' Performance

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This study examines strong organizational culture as a tool for management to control, motivate and enhance/improve employees' performance in selected federal government tertiary institutions in Lagos mainland local government area of Lagos state. Structured questionnaire constituted the major instrument; it was administered on 120 employees of Personnel Departments of these institutions. Descriptive and inferential statistics were used for data analysis. The response rate was 90 percent as only 108 filled questionnaires. The result showed that organisational culture is a two edged sword that can cut across both management and employees, and therefore should be encouraged if it will lead to productivity and increase on performance, if not, other means of achieving performance should be employed. This study indicates that organizational culture is ambiguous and can lead to closure of mind and restriction and reduction of autonomy. It also provides direction. Results were discussed and recommendations made on the findings of the study.

Key words: organization, culture, motivation, control, performance, management

Introduction

The idea of viewing organisation as having culture is a recent phenomenon and it originated as an independent variable affecting employees' attitude and behaviour. Coupled with the recent academic interest on this concept, researchers have sought to identify and elaborate the theoretical construct that underpins culture in order to develop a more comprehensive theory. Organisation(s) constitute an element of a society and people bring different cultures from their own society into the organisation. Organisations possess the paradoxical quality of being "part of" or "a part" of a society; which are embedded in a social context. Even though organisations are communities in their own right with distinctive rules and values, organisational culture fosters success and it is therefore one of the most important factors that can account for success or failure of an organisation.

Culture is an anthropological term that refers to the underlying values, beliefs, codes of practise that makes a community what it is (Alvesson, 2002; Huczynski and Buchaman, 2001; Smith, Kleiner & Brian, 1987). Numerous theoretical debates have centred on whether organisational culture should be managed in the same way that other organisational variables can be controlled. While these theoretical foundations have been given by researchers such as Alvesson (2002); Parker and Bradley (2000); Thompson and McHugh (2002); Smith *et al* (1987) on organisational culture, they have generally ignored

the practical aspect and utility of their theories. For instance, Alvesson (2002) survey of US Corporations, reported that firms that were perceived to *believe in something* or *stands for something* are the high performers and they believe in culture. In a UK study, Ogbonna and Harris (2001) research on 50 companies reported that about 94% of organisations were undergoing or have experienced cultural change. Such empirical evidence showed that there is a gap between academic theories (which are critical of the idea of planned culture change) and the actions of the practitioners, (who are the ones involved in the various forms of cultural interaction). In this instance, theorists are overly cynical or rather practitioners are excessively optimistic. This paper will discuss the different perspectives to organisational culture and the classification of the concept as an asset or liability. The reason being that human resource of every organization is its backbone, such that the successes or failures of any organization now depends on the workers. Organizations not only want to survive but also to grow and take over or even overtake existing competitors. These compels organizations to devise values, beliefs, behaviours, norms and strategies targeted at not just attracting, cultivating and retaining their employees but also giving the organization competitive edge. Consequently, lack of these values, beliefs and norms (organizational culture) could result in undesirable outcomes such as job dissatisfaction, lack of commitment, absenteeism, low productivity and labour turnover

Literature Review

Culture

Culture for McCormic (2008) is the foundation of an organisation that defines employees' behaviour. It is an enduring slow to change, core characteristics of organisation (Cameron 2004:3). Culture is a great influence on employees' motivation and behavioural pattern in an organisation that involves rooted shared values, beliefs and assumption (Castro 2008: 2). The culture of an organisation is the key that gives that organisation its shared sense of meaning. This sense of meaning is developed over a period of time in forms of values, beliefs and actions that serve as a guide to employees behaviour (Weeks and Erasmus 2013). These collaborates the view of Scholz (1987) that culture focuses on the values, beliefs and meanings used by the members of a group and how its uniqueness originates, evolves and operates. Culture according to Wise (2006) is the way of life of a group of people and to Huczynski *et al* (2001) is quite complex, and this is because the definition has not been universally accepted; thereby making it controversial with different paradigms and definitional wars. The term culture according to Alvesson (2002) has been applied to such an array of phenomena and it has now become the word for the lazy. That is, culture is like a black hole, the closer you get to it, the less the light is thrown upon it (Palmer & Hardy, 2002).

These debates over the meaning of culture have little relevance for managers who consider the expense and consequences of cultural change. Moreover, the multiplicity of the concept is due to the excessive familiarity (Palmer, 2002), and it has been taken for granted. Culture according to Alvesson (2002) requires a more imaginative definition. To some authors, organisational culture should characterised by consistency, consensus, and possession of single and unified culture (Furham & Gunter, 1993).

Culture is the beliefs, values, habits, behaviours, symbols, languages and norms etc. shared by people who live in a particular society or territory which cannot be felt but sensed. Most times the peoples' culture guides their behaviours, be it positive or negative because it affects their personal decisions on issues of life. The different societal beliefs, values and norms are carried into the organisations because organisations are subset of the larger society (congregation of work group i.e. a fraction of the societal population). Through working together as a group, the different cultural beliefs, values and norms are fused together to develop behaviours, values, beliefs, habits, norms etc. which becomes peculiar to the organization. This forms the organizational culture of that organization.

Organizational Culture.

To Mobley (2005, 12) the feeling of every member of organisation towards every aspect of corporate life when counted together is organizational culture. Therefore organizational culture covers all the core values, beliefs and shared assumptions that helps to get employees committed and motivated. Organizational culture according to Mobley (2005), is a less tangible factor determines source of competition outside quality, cost, technology, consumer service brand etc. Organizational culture are introduced to all employees once they are recruited, this helps them to be acquainted with the organisation and the happenings in the system (Fakhar *et al*, 2012). Organisational culture refers to a system of shared meanings held by members of an organisation that distinguishes them from others (Robbins, 2001). To Richard Weeks (2010:44) organizational cultures is the enduring force and natural evolving living system that injects order and stability in any organisation especially as regards organisational network of human interactions and activities. For Imran *et al* (2010), organisational cultures is a determinant of employee's performance as well as organisational successes because it bring about individual employees' innovativeness, organizational culture is the system of values that employees from different background and at different levels within similar organization has (Robbin and Sanghi 2007). Organisational culture is

"This is a pattern of basic assumptions invented, discovered or developed by given a group as they learn to cope with problems of external adaptation and internal integration, which has worked well and they believe it is valuable and could be taught to new members"(Edgar Schein cited in Luthans (1995) pp 67).

Organizational culture is either unitarist in approach where emphasis is on consensus and equilibrium or radical humanist perspective that lays emphasis on control (Furham, 1997). Organisation is believed to have common cultures, Schein (1985) believed that it is more accurate to treat organisations as if they have common cultures. This is because organisational culture comprises of three things which are the values, artefacts and the assumptions. The assumptions are the ingrained subconscious views of human nature and social relationships that are taken for granted, while values are preferences outcomes and means of achieving the outcomes and lastly the artefacts are the solid or physical representation of culture. According to Frost *et al* (1985) sees organisational culture as a unifying and homogenous value that can be managed to achieve organisational wide consensus and share values. This perspective is similar to the works of Peters and Waterman (1982) that reported culture as a quick fix for managers

seeking to improve productivity and performance. To Quinn Mill (1993) organisational culture falls along the internal/external influences and control/flexibilities influences divides. Organisations that fall between internal influence focus, emphasises integration, information management, communications, while as those that falls within the external influence focus emphasises growth, resource acquisition and interaction between the external environment.

Performance

Performance to Casio is the degree of employees achievement on a given job based on organisational goal and mission (Cascio, 2006). Performance covers input –output efficiency which finds solution to problems (Stannack, 1996, Hefferman and Flood 2000). Performance is ability of organizations to achieve goals effectively and efficiently using minimal resources at its disposal (Otobo, 2000). The performance of employees helps to achieve organisational goals and must be measured in relation to culture of the organization which influences both employees' behaviour and decisions.

Organisational Culture a Tool for controlling, motivating and performance Enhancement.

The culture of organizations are social glues that bond employees together, makes them feel as part of the organization there bring out the best in them in terms of efficiency and effectiveness in achieving organisational goal (Fakhar, 2005, p.981). The stronger the culture of the organization, the more confidence is built into employees commitment, these serve as a tool of controlling and motivating employees, hence enhances their performance. Organizational culture helps align employee's goal with management goals and this helps to improve productivity and increase overall performance (Saffold, 1980).

Organisational culture will bring higher commitment, higher morale, effective performance and productivity. This to (Pascale & Athes, 1982) achieves managerial aims. With organizational culture employees think and make decisions, organizations conduct their business by being held together. (Pettigrew, 1979, Tichy, 1982). Fakhar et al citing Stewart 2010, believed that culture covers those organisational managerial norms and values that have strong effect on the employees of the organisation. Organisational culture must be adaptable to all employees, give them sense of ownership and job satisfaction, which in turn makes them perform well, be committed and removes conflict. Excellent performance, commitment, and non -existence of conflict are the

back bones of any organisation that guarantees organisational profitability.

To Smiricich (1983) organisational culture is a tool used by the senior management to control the attitude of the employees. This is done through sharing and transmitting the clear set of values, norms and beliefs between the employees; this in turn gives them sense of belonging and consequently motivates them.

Alvesson (2002) organisational culture is behavioural regularities, that guides policies on how to best workers and customers are to be treated. That is, the organisational climate gives an overall feeling and this is portrayed in the physical layout, interaction process and the ways employees conduct themselves (Luthans, 1995). To Palmer and Hardy (2002) organizational culture can undermine performance, especially when such performance comes with arrogance, politics and bureaucracy, all of which can prevent organisations from identifying new directions and inhibit change. It should therefore not be a substitute for an effective organisational structure. To Frost et al (1985), instead of organisations focusing seriously on organisational culture squally to control, motivate and enhance performance, they should lay emphasise on subcultures linked to demographic, profession and occupational categories. Organisational culture involves internal control, which helps to manage information and achieve stability. The reason being that rules is enforced; employees are made to conform while attention is paid to technical matters. Organisational culture helps managers to educate employees without them knowing, control and demobilise employees, and this done through getting employees directly involved as to believe and value the culture of that organisation (Willmott, 1993, Brock, 2004). Hence organisational culture displaces democratic system and inhibits employees from being powerful and complete. (Barker, 1999).

Organisational culture is also associated with trust and participation through team work which helps to makes managers to be nice and encourage employees to comply with the norms and traditions. This gives goals through consensus rather than through control, which also in turn helps employees to achieve productivity and efficiency. Although the culture types of organisations are something incompatible with what the employee's culture and wants are, the can still co-exist in the same organisation

Sathe (1983), whether weak or strong organisational culture: organisational culture must increases efficiency in communication, cooperation, commitment, decision making and implementation. These can only happen if employees are permitted to ascertain how they are expected to behave. Secondly, employees they generate philosophy that gives them meanings to

work and lastly serve as informal control. Organisational culture should be aimed at achieving employees' commitment, which will improve organisational performance (Thompson *et al.*, 2002).

Hence, the management of culture is a control feature of HRM, which sees employment relations as moving from bureaucratic hierarchy and low trust industrial relations towards securing commitment (Guest, 1987; Legge, 1995). Organisational culture is seen as an ingredient for broader change, providing normative and behavioural scripts for more specific initiatives areas like TQM (Reed, 1996). Such commitment according to Salancik and Pfeffer (1978) will be in two levels which are behavioural commitment and affective commitment. These are imbibed in HRM initiatives such as performance related pay, which will enhance communication, participation, and training. These two levels of commitment will elicit sentiments and emotions in employees and which will result in an integrative moral order (Ray, 1986). For instance, the affective commitment will affect the psychological bond to the organisation, thereby promoting the desired organisational culture in a which the employee has to buy into (Keeney, 1992).

Even though most authors see culture as a form of control, researchers such as Naisbitt and Aburdane (1985) found an alternative to culture as a control, they said that in organisations where culture is so strong, there is the highest autonomy in place of control. In contrast to this, Deal and Kennedy (1988) believed that companies with strong structures can only tolerate differences and the outlaws that are encouraged by the companies. This was opposed by Naisbitt and Aburdane (1985) that managers do not tolerate deviance from companies' values and standards, managers and workers should be told exactly what to do.

Also, Ouchi and Johnson (1978) in their own analysis believed that strong culture companies go into trouble of spelling out copious details the routine behavioural rites they expect from people. However, according to Deal and Kennedy (1988), cultural and normative control is only concerned with the development of an appropriate social order that provides desired behaviour. Moreover Kelly and Brannick (1987) and Weick (1987) argued that in order to let people loose or given autonomy, they have to be programmed centrally first, with a control role played by more incentives solutions and training. All this argument has given rise to management writers debate that organisational culture might produce a conformist thinking inimical to creative organisational developments (Coopey & Hartley, 1991).

Thus, when we talk about encouraging a strong culture, Robbins (2001) is of the opinion that it should be looked into from the angle of the general

effect it can have on an organisation. That is, strong culture can either be an *asset* or a *liability* to a company (Huczynski & Buchaman, 2001). Asset in the sense that if core values are intensely and widely shared and it will influence the behaviour of the members. The degree of sharedness and intensity will create an internal climate of high behavioural control. Agreements amongst the members on what the company stands for will lower employee turnover, especially when such unanimity of purpose builds cohesiveness, loyalty and commitment. Also, culture as an asset can increase behavioural consistency. In essence, strong culture can act as a substitute for formalisation, and it can achieve what high formalisation rules and regulations achieves, such as predictability, orderliness, and consistency. The stronger the culture, the less the management needs to develop formal rules. If strong culture can be used as an advocate to the solution of the problem of integrating global companies that are too diverse and complex to be run by rules, then strong culture should be encouraged.

In the case of strong culture being a liability, then it becomes *dysfunctional*. For instance, when shared values are not in agreement with those that will further the organisational effectiveness (Robbins, 2001). This usually happens when an environment is undergoing rapid change and the entrenchment to culture might no longer be appropriate. Such consistency might only be an asset in a stable environment. When strong culture start putting pressure on employees and conformity becomes a problem, the range of values and styles accepted will be limited. This can conjure prejudice and undermine cooperative diversity, especially in a situation where there are new employees from different race, background, or any other differences, unlike the majority of the company members. This will effectively eliminate the unique qualities that people from different backgrounds could bring to the organisation. Here culture becomes insensitive to people who are different.

And lastly, a strong culture will not encourage merger and acquisition of different companies. Companies merging is historically looked as a financial advantage, but when the people from two organisations have the problem of cultural diffusion and agreement, then strong culture becomes a liability and therefore should not be encouraged.

Other authors such as Hofstede (1991); Palmers and Hardy (2002) and Ogbonna and Harris, (2000) argue that the measurement of the effect of strong culture on organisational performance is a big issue. According to Hofstede (1991), culture is a construct that we cannot directly observe it, but inferable from the verbal statement and can be used to predict other observable and measurable behaviours. The literature on culture is so much

fraught with debates, and according to Palmers and Hardy (2002) the concept is dead, especially when it has not achieved what is expected of it. For instance, when the attempts to use it for change and to improve performance have failed. That is, the positive effect of it has not yet been felt.

Such conclusion can be supported by the cross sectional study carried out by Ogbonna and Harris (2000) in the UK. Using a multi-industry sample, they discovered that even though there is some little evidence of links between organisational culture, performance and leadership styles, the results provided a mixed support view. First, culture was reported not to be related to performance. That is, the total effect of culture on performance appears to be damaging and unproductive. Hence, they argue that in order to improve performance, leadership change programmes would be more appropriate. Second, is the view that, strong culture is dominant not dead

and offers a soft side approach of organisation and the means to challenge unthinking management (Palmers & Hardy, 2002).

Methodology

An exploratory research design was adopted for the article. Data were collected through the use of structured questionnaire, which was administered on 120 personnel department employees of selected tertiary institutions in Lagos Mainland Local Government Area of Lagos state, Nigeria. However, only 108 participants completed and returned the filled questionnaires, giving a response rate of 90 percent. Descriptive and inferential statistics was used as the method of data analysis. Interpretation and discussions are based on the result that emerged from the analysis.

Table 1: The Respondents' Socio-demographic Background

	Frequency (N = 108)	Percentage (%)
Age		
31 – 40yrs	25	23.1
41 – 50yrs	60	55.6
51 – 60yrs	23	21.3
	Mean = 34.5 years	
Gender		
Female	44	40.7
Male	64	59.3
Educational Qualifications		
WAEC/GCE	13	12
OND/HND/BSC/	29	27
MSC/MPA/MBA/ETC	29	27
PROFESSIONAL CERTIFICATES	37	34
Service Years		
Below 1yr	10	9.7
1-5yrs	48	46.6
6-10yrs	22	20.4
11-15yrs	12	11.1
16-20yrs	11	10.2
Missing value	5	4.6
Job Position		
Clerical staff /assistants.	10	9.3
Administrative staff	48	44.4
Administrative Technical Support Staff	29	26.6
Missing value	21	19.4
Marital Status		
Married	48	44.4
Single	35	32.4
Divorced	25	23.1

Source: Fieldwork, 2013

Results of Findings

The respondents' socio-demographic background

Table 1 presents the respondents' socio-demographic characteristics. More than half of the respondents (59.3%) are males, while 40.7% are female. The finding showed that there are more male than female in Personnel Departments of these institutions. The age distribution of the participants ranged from 31 to 60 years with majority of the participants below 50 years. The average age of respondents was 44.5 years. The mean age distribution shows that the organizations/institutions have a relatively young workforce.

Concerning their working experience in the tertiary institutions, 10 (9.3%) have put in less than 1 year; 48 (44.4%) have worked between 1 to 5 years; another 22 (20.4%) have worked between 11

to 15 years; 12 (11.1%) have served between 11 to 15 years, and the remaining 11 (10.2) have worked between 16 to 20 years. However, there were 5 (4.6%) missing values representing participants that did not provide their service years with the institutions.

The distribution of the participants according to their job positions showed that 10 (9.3%) out of the 108 participants were Clerical staff; another 48 (44.4%) were Administrative Officers, and the remaining 29 (26.9) were Administrative Technical Support Staffs. However, there was a missing value of 21 (19.4%) representing the participants that failed to include their current job positions.

Substantive Findings

Table 2 highlights the frequency distribution and descriptive statistics of the opinions of the participants.

Table 2: Frequency Distribution of the Opinions of the Participants

Item	N	Strongly Agree	Agree	Strongly disagree	Disagree
There are organizational cultures in your establishment and they are of utmost importance to you and your organization whether strong or weak.	108	26 (24%)	32 (30%)	23 (21%)	27 (25%)
The culture of your organization identifies individual values, beliefs, interest or feeling of employees, through values, beliefs and shared assumptions, there-by making it easy for manager to motivate and control employees to work more effectively and efficiently.	108	41 (38%)	16 (14.8%)	17 (15.7%)	34 (31.5%)
To improve employees' performance, my organization ensures that employee's experiences, qualifications and skills during recruitment aligns with the organization's mission and vision which creates organizational culture that employees work with.	108	41 (38%)	13 (12%)	27 (25%)	27 (25%)
My organizational environment and HR Policies encourages organizational cultures, which in turn help get employees motivated and committed, and removes counter cultures which are injurious to the organizations' culture.	108	56 (52%)	22 (20.3%)	13 (12%)	17 (15.7%)
Different employees' personal culture as a result of different geographical values and belief e.tc. is detrimental to organizational goals and objectives, and does not allow employees embraces organizational cultures fast- which helps to reduce manager – employees gap and build strong team relationship.	108	45 (42%)	16 (15%)	25 (23%)	22 (20%)
Having the same norms and values with the organization makes the employee committed and increases his performance towards achievement of organizational goals.	108	77 (71%)	19 (18%)	7 (6%)	5 (5%)
Organizational culture leads to improved productivity of employee on his job and helps employees to maximize their values.	108	23 (21.3%)	21 (19.4%)	9 (8.3%)	55 (51%)
Having strong culture in the organization helps to control and improve the overall performance of employees and organization both financially and non-financially.	108	13 (12%)	21 (19.4%)	36 (33.3%)	38 (35.3%)
With organizational culture the behavior of employees are examined, and this makes it easy for managers to lead employees.	108	64 (59%)	20 (19%)	19 (18%)	5 (4%)
Organizational culture employees are helped to think critically and make logical decisions that most times holds the organizations together as well as build self- confidence and commitment.	108	38 (35.2%)	39 (36.1%)	22 (20.4%)	9 (8.3%)

Source: Fieldwork, 2013

Table 3: Descriptive Results of the Opinions of the Participants

Item	N	Mean	Std. Dev.
. There are organizational cultures in your establishment and it is of utmost importance in your institution, whether weak or strong.	108	2.12	.542
Organization identifies individual values, beliefs interest or feeling of employees, through values, beliefs and shared assumptions	108	2.59	.597
To improve employees' performance, my organization ensures that employee's experiences, qualifications and skills during recruitment aligns with the organization's mission and vision which creates organizational culture that employees work with.	103	1.72	.733
My organizational environment and HR Policies encourages organizational cultures, which in turn help get employees motivated and committed, and removes counter cultures which are injurious to the organizations' culture	108	2.78	.631
Different employee's culture as a result of different geographical values and beliefs etc. is detrimental to organizational goals and objectives and does not allow employees embraces our organizational cultures fast, this helps to reduce manager –employees gap and build strong team relationship.	108	1.97	1.004
Having the same norms and values with the organization makes the employee committed and increases performance towards achievement of organizational goals.	108	2.89	.460
Organizational culture leads to improved productivity of employee on his job and helps employees to maximize their values.	108	2.78	.631
. Having strong culture in the organization helps to control and improve the overall performance of employees and organization both financially and non-financially	108	1.69	.648
With organizational culture the behavior of employees are examined, and this makes it easy for managers to lead employees.	108	2.73	.650

Source: Fieldwork, 2013

Discussions of Findings

As shown in Table 2, 24% of the respondent disclosed that there are organizational cultures in their organisation and that the organizational culture whether weak or strong is of utmost importance in the institution. Also, 30% agreed that their institutions have organizational culture which is of utmost importance to them, while the remaining 46% disagreed that their organisations have organizational culture. The mean score and standard deviation for this item (mean = 2.12, SD = .542) indicate that many institutions not only have organizational culture but it is of utmost importance to the institutions and their employees. The frequency distribution for the second item shows that 52.8% of the participants agreed that their institutions identify individual values, beliefs, interest or feelings of employees, through organisational values, beliefs and shared assumptions. On this, 15.7% said that they strongly disagreed, while 31.5% surely disagreed that their institutions identifies individual values, beliefs, interest or feelings of employees through organisational values, beliefs and shared

assumptions. However, with mean score and standard deviation of 2.59 and .597, it shows that some workers believe that their institutions identify individual values, beliefs, interest or feelings through organisational values, beliefs and shared assumptions. More striking is the finding that 50% of the participants reported that their institutions in improving employee's performance ensures that employee's experience, qualification and skill's during recruitment aligns with organisation's mission and vision which creates the organisational culture that employees work with. On this also, 50% reported that they were not sure their institution in improving employees' performance aligns experience, skill and qualification with organization's mission and vision. However, the statistics showed that institutions do not either align employee's skill, experience and qualification with organisation's mission and vision, which creates the organisational culture that employees work with. (Mean = 1.72, SD = .733).

Out of the 108 participants, 72.3% reported that their organisational environment and HR policies encourages organisational culture, which in turn helps get employees motivated and committed,

and removes counter cultures which are injurious to the organisation's culture. Only 27.7% reported that their organisational environment HR policies encourages organizational culture which in turn helps get employees motivated and committed, and removes culture which are injurious to the organization's culture. The result of the statistics (Mean = 2.78, SD = .631) shows reasonably that organisational environment and HR policies encourages organisational culture that helps to motivate and get employees committed.

Concerning how the personal culture of the employees which is detrimental to organizational goals and objectives affects employees-manager relationship by not allowing employees embrace the culture of the institutions. 57% of the participants consensually agreed that personal culture is detrimental to organisational culture because it reduces employees – manager relationship; while 43% reported that employee's individual (personal) culture does not affect manager-employees relationship and so is not detrimental to organisational goals and objective. The statistics result shows mean and standard deviation to be 1.79 and 1.004. This is an indication that employee's individual culture is detrimental to organisational goals and objectives and so affects manger –employees' relationship.

Concerning employees' being committed to jobs and having increased performances just because they have same beliefs, norms and values with the organisation. 89% agreed that in any organisation where employees and organisation shares same norms, beliefs and values, the employees' commitment and performance is always high. The result of the statistics (Mean = 2.89, SD = .460) shows many workers agreed that having the same beliefs, values and norms with the organisation makes them more committed and also increases their performance. However, 40.7% agreed that organisational culture leads to improve productivity of employees and helps employees' to maximize values. 59.3% specifically disagreed with the fact organisational culture improves their productivity and help maximize their values. The result of the statistics (Mean = 2.78, SD.631) is an indication that there is disagreement about organisational culture leading to improved productivity. These workers gave the following reasons for their disagreement, they include, lopsided polices of management, poor remunerations, poor welfare packages, and poor working environment (special attentions to their take home pay not being enough to take them home), unilateral management decisions in target setting and non- profit sharing at the end of the year.

On the issues of institutions having strong culture which helps them to control and improve the overall performance of employees and that of the institution both financially and non-financially,

31.4% of the participants agreed; while 68.6% was not sure. The result of the statistics (Mean = 1.69, SD = .648) equally showed a greater disagreement that strong organisational culture helps to control and improve overall performance of employees and the institution both financially and non- financially. In addition, 78% believed that with organisational culture, employees' behaviours are examined, making it easy for managers to lead employees. However, 22% disagreed. The statistics shows result of mean 2.73 and standard deviation .650, and this shows that majority of the respondents agreed that organisational culture helps to examine employees behaviour and this in turn makes it easy for manager to lead employees.

Conclusions

Strong organisational culture is quite ambiguous, although it seems positive (such as fulfilling people's needs), it can also lead to closure of mind and restriction and reduction of autonomy. It provides direction and at the same time prevents us from seeing. Thus, strong culture is a two edged sword, that can cut both the management and the employees. In other words, the issue of strong culture being encouraged should be based on it either been an asset or liability. If it would lead to productivity and increase in performance, it should be encouraged, but if other wise, other means of achieving performance should be employed. If not there will be undesirable outcomes of job dissatisfaction, lack of commitment, absenteeism, low productivity and labour turnover, all of which will affect the success of the organisation.

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