

A. T. *Business Management Review*

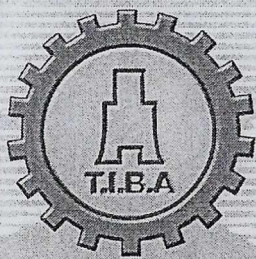
Academy of Taiwan Business Management Review

Volume 15* Number 1* APRIL 2019

ISSN 1813-0534

1. The Landscape of Information Security: An American Organizational Perspective-Benjamin Khoo and Peter Harris, of USA
2. Impact of Organisational Culture on Employees' Performance in Selected Pharmaceutical Companies in Nigeria-Isiaka and Kadiri, Adeoti and Saka, Suleiman and Jimoh, of Nigeria
3. An Investigation of Auditors' Guanxi Orientation in Different Level of Education and Age-Dr. Ruchuan Jiang of Australia, Min Wang of China
4. Strategic Groups Analysis of China Circle Airlines--Perspectives of Structure and Development-Pen-Che Liao, Chun-Wei Chang, and Ghi-Feng Yen, of Taiwan
5. Biometrics Yesterday, Today and Tomorrow- Patwa and Dr. A Seetharaman, Alfaro and Singhvi, Nandakumar and Alahari, of India
6. Advertising Design Department Curriculum from the Manpower Requirements of Design Industry-Chung Kuang-Yang of Taiwan

A. T.
Business Management Review



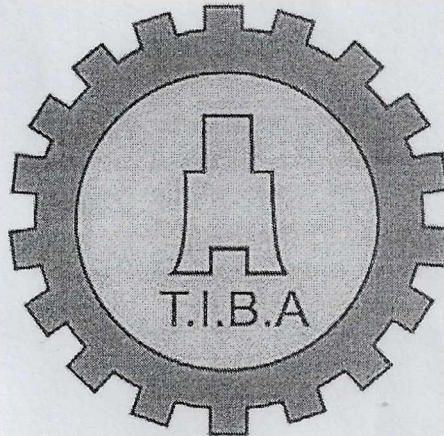
www.jtiba.com

Academy of Taiwan Business Management Review

Volume 15* Number 1* APRIL 2019

ISSN 1813-0534

The journal is listed in Ulrich's, Cabells, and
Taiwan Citation Index-Humanities and
Social Science, TCI-HSS



Academy of Taiwan Business Management Review

Volume 15* Number 1* APRIL 2019

ISSN 1813-0534

The journal is listed in Ulrich's and Cabells, ERA and Taiwan Citation Index-Humanities and Social Science.TCI-HSS

BOARD MEMBERS

Dr. Kent Tseng
Dr. Yi-Hsin Liu
Dr. Pao-Hsiang Lin
Dr. Wei-Hsiung Shen
Dr. Ghi-Feng Yen

EDITORIAL ADVISORY BOARD

Dr. Yi-Hsin Liu
Dr. Ali Salman Saleh
Dr. Jochen Wirtz
Dr. Chris Rowley
Dr. Robert-Leigh Compton
Dr. Wei-Hsiung Shen
Dr. Kurt April
Dr. Ghi-Feng Yen
Dr. Martin C. Kao

Impact of Organisational Culture on Employees' Performance in Selected Pharmaceutical Companies in Nigeria

¹Isiaka S.B. (Ph.D.)

Department of Business Administration, University of Ilorin, Ilorin, Nigeriasibyaka@yahoo.com

²Kadiri, I. B. (Ph.D.)

Department of Industrial Relations & Personnel Management University of Ilorin, Ilorin, Nigeria
bolakadiri@yahoo.com

³Adeoti, J.O. (Ph.D.)

Department of Business Administration, University of Ilorin, Ilorin, Nigeria
drpastorjoadeoti@yahoo.com

⁴Saka M. J. (Ph.D.)

Department of Epidemiology and Community Health, Health Management Unit, Faculty of Clinical Sciences, College of Medicine, University of Ilorin, Ilorin, Nigeria.
Sakamj1@yahoo.com

⁵Suleiman, A. A.

Department of Business Administration, University of Ilorin, Ilorin, Nigeria
Suleiman.ahmed@yahoo.com

⁶Jimoh, A L

Department of Industrial Relations & Personnel Management University of Ilorin, Ilorin, Nigeria
jimohadamslukman@gmail.com

ABSTRACT

The various studies on organisational culture have shown that employees in most of the business organisations in Nigeria today are operating under the whims and caprices of the owner's established beliefs, values and norms which are usually difficult to change as environment changes. Failure in the attempt to properly capture the interest of the employees when addressing this, usually generate the exhibition of some attitudes and behaviours that are inconsistent with the company's best interests. Therefore, this study examines the impact of organizational culture on employees' performance with reference to selected Pharmaceutical companies in Nigeria. The study adopted a survey research design. Primary data was used to obtain the needed information through structured questionnaire. Out of 634 permanent staff of the selected pharmaceutical companies in Nigeria, simple random sampling technique was used to select a sample of 239 respondents. Multiple regression used to test the formulated hypothesis. The result of the regression showed that organizational culture has significant impact on employees' performance (R Square of 0.684, p-value=0.0001). The study concludes that organization culture has a significant relationship as well as a good influence on employees' performance. Also, significant differences exist in the level of adherence to the identified cultural dimensions. The study therefore recommended that the Pharmaceutical companies in Nigeria should promote organisational culture, especially by paying more attention to detail so as to yield positive and significant contribution to employees' performance.

Keywords: Organisational Culture, Employees' Performance, Norms and Value

INTRODUCTION

Every organization whether large or small is characterized by goals, structure and people. These goals are usually expressed in terms of purpose which organisation hopes to fulfill. It also needs people who perform the work that is necessary for the organisation to achieve its goals and likewise structure which establish procedures by which members do their work. It is in this regard that Robbins and Coulter (2013) defined organization as a deliberate arrangement of people to accomplish some specific purpose. As differences occur in the nature of organisations, so also in their objectives to

success in terms of long-term survival, growth and profit maximisation. However, employees have been identified as one of the major resources that organizations have to achieve its goals and objectives (Menaka & Chandrika, 2015). This is because they contribute much of their efforts towards achieving organizational objectives by performing their roles. In lieu of this, companies attribute extreme values to employees as they become most valuable asset in the organisations (Menaka & Chandrika, 2015).

Generally, it is the work of Human Resource Manager to motivate employees for maximising performance and maintaining an organizational culture of high spirits. But employees' performance which is the degree to which the set objective is achieved, can be affected by many factors which may be internal or external. Kottawatta (2007) cited in Menaka and Chandrika (2015) reported organisational culture as one of the factors that affect employees when determining their job performance. Every business organisation usually wants to adapt to the changing nature of the business environment so as to succeed in the competitive market. In attempt to this, most organisations usually required to change their existing strategies and structures which likewise affect the existing cultural dimensions.

It is when the outcome of this failed to fall in line with the interest of employees; that they decide to exhibits some attitudes and behaviours that are inconsistent with the company's best interests. Such attitudes include low productivity, demotivation, increased absenteeism, reduced quality of output and voluntary resignation. Meanwhile, for culture to be a fundamental aspect of a successful organization, it must be positive to attract and retain loyal and committed employees, which in turn, increase their performance. Just like any other asset, organizational culture must be monitored and nurtured to ensure that, it reflects the organization's mission and vision. In addition, it must play a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and job satisfaction (Kokila & Ramalingam, 2014).

However, organizational culture is general and influential. It is either a force for initiation of change in the organisation or a barrier to it. It can also be the glue that bonds members within the organization or what drives them away. Hence, managers today are faced with changing organizational culture to support new ways of accomplishing work. It is against this background that this study establishes a better understanding of the relationship and effect of organisational culture on the performance of employees in the selected Pharmaceutical companies in Nigeria. Recent studies have shown that employees in most of the business organisations in Nigeria are operating under the established procedures, norms and beliefs of the founders which are usually difficult to change as environment changes. This usually call for concern when misalignment occur in the cultural content (that is, the relative ordering of values and assumption) of the firm's environment.

In an attempt to respond to the changing nature of the environment, employees usually decide to exhibit some attitudes and behaviours that are inconsistent with the company's best interests. Moreso, Organisational Culture research has not been effectively done in developing countries, in particular Nigeria. Hence, this becomes a major gap in relevant literature in Nigeria and other developing countries at large. The research intends to bridge this available gap by identifying the actual effect of culture in an organisation to the employees' performance. Thus, the study will be limited to Tuiyil pharmaceuticals companies in Ilorin, Kwara state.

CONCEPT OF ORGANISATIONAL CULTURE

Brown (1998) conceptualized organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviors of its members. This suggests that organisational culture is communicated in the organisation in order to shape the way in which organisational members should behave. In relation to the above, Hill and McShane (2009) described organization culture as that which consists of values and assumptions shared within an organization. It directs everyone in the organization toward the right way of doing things. It frames and shapes the decisions that managers and other employees should make and the action they should take. This presents culture as a framework that defines and guides actions and decisions taking in organisation.

Linking up with the above definitions, Freeman and Gilbert (2011) defined organization culture as a pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, desirable to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Culture, therefore, is how an organization has learned to deal with its environment. It

is a complex mixture of assumptions, behaviours, stories, myths, metaphors, and other ideas that fit together to define what it means to work in a particular organization.

Schermerhorn (2011) as cited in Edger Schein (2004) defined organizational culture as the system of shared beliefs and values that develops within an organization and guides the behavior of its members. This is sometimes called corporate culture; it is a key aspect of any organization and work setting. With this, organisational culture is established by founders and handed over to the employees to guide their mode of operations. Given the various definitions of organisational culture discussed above, the adopted and relevant definition for this study is stated by Robbins and Judge (2013) who see organizational culture as “a system of shared meaning held by members, distinguishing the organizations from other organizations”. They believe that these shared meanings are a set of key characteristics, and that the value of organization values and its essence can be captured in seven primary characteristics which are innovation and risk taking; attention to detail; outcome orientation; people orientation; team orientation; aggressiveness; and stability.

CHARACTERISTICS OF ORGANISATIONAL CULTURE

Robbins and Judge (2013) and McLaughlin (2016) identified seven characteristics which must be the heart of organizational culture which are explained as follows:

1. **Innovation (Risk Orientation)** - Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.
2. **Attention to Detail (Precision Orientation)** - This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with exactness. A culture that places a low value on this characteristic does not.
3. **Emphasis on Outcome (Achievement Orientation)** - Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic.
4. **Emphasis on People (Fairness Orientation)** - Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity.
5. **Teamwork (Collaboration Orientation)** - Companies that organize work activities around teams instead of individuals place a high value on this characteristic of organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.
6. **Aggressiveness (Competitive Orientation)** - This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete with in the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.
7. **Stability (Rule Orientation)** - A company whose culture places a high value on stability are rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

The above revealed that organizational culture is composed of seven characteristics that range in priority from high to low. Also that every organization has a distinctive value for each of these characteristics, which, when combined, defines the organization's unique culture. As a result, members of organizations make judgments on the value their organization places on these characteristics and then adjust their behavior to match this perceived set of values.

Organizational Subcultures

Dominant Culture: This is the culture being referred to when discussing organizational culture. It refers to the themes shared most widely by the organisation's members.

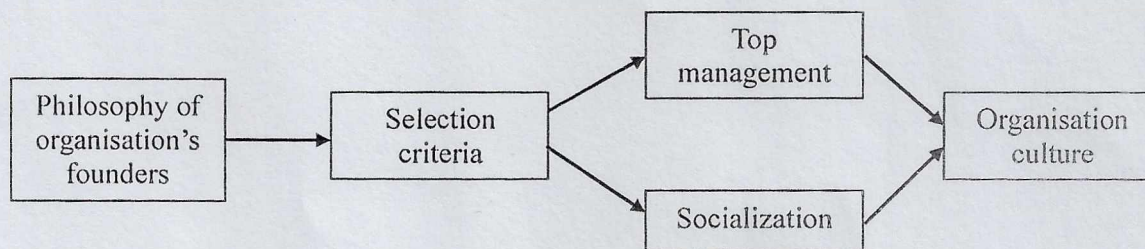
Subculture: These are cultures located throughout the various divisions, geographic regions, and occupational groups of an organisation. Some subcultures enhance the dominant culture by espousing parallel assumptions, values, and beliefs.

Countercultures: This is the subculture that directly opposes the organisation's core values. The main disadvantage of this is that it potentially creates conflict and dissension among employees.

Creating and Sustaining Organisational Culture

Robbins and Judge (2013) in his model, as illustrated in figure 2, summarizes how an organization culture is established and sustained.

Figure2: How organization cultures form



Source: Robbins, P. S. and Judge, A. J. (2013). *Organizational behavior* (5th Eds.). Pearson Education limited.

How employees learn culture

Organizational culture's shared assumptions, values, and beliefs are not directly seen, but instead deciphered indirectly through artifacts which are the observable symbols and signs of an organisations culture, such as the ways visitors are greeted, the physical layout, and the ways employees are rewarded (McShane & Glinow, 2003; Hill & McShane, 2009). Hill and McShane (2009) further added that some experts suggested that artifacts are the essence of corporate culture while others view it as symbols or indicator of culture. Either way, artifacts are important because they represent the best source of information about a company's culture. Also, McShane and Glinow (2003); Hill and McShane (2009) argued that the study of culture is like an anthropological investigation of a new society. It involves observing workplace behaviour, listening for unique language in everyday conversations, studying written documents, and interviewing staff about corporate stories.

The four broad categories of artifacts through which culture is transmitted are stories and legends, rituals and ceremonies, physical structures or materials and symbols, and language (Robbins & Coulter, 2013; Robbins & Judge, 2013; McShane & Glinow, 2003; and Hill & McShane, 2009).

ORGANIZATIONAL CULTURE AND PERFORMANCE

The concept of organization culture and performance is sometimes explained as cultural functions or importance of culture. Hill and McShane (2009); McShane and Glinow (2003) argued that companies with strong cultures are more likely to be successful, provided its employees widely and deeply hold its dominant values and assumptions. Moreover, in a strong culture, most employees across all subunits hold the dominant values which are institutionalized through well-established artifacts, thereby making it difficult for those values to change. Furthermore, strong cultures tend to be long-lasting; some can be traced back to the beliefs and values established by the company's founder. In contrast, companies have weak cultures when the dominant values are short-lived and held mainly by a few people at the top of the organization.

As a result, strong corporate culture potentially increases the company's success by serving three important functions (Hill & McShane, 2009): Firstly, corporate culture is a deeply embedded form of social control that influences employee decisions and behaviour. Culture is pervasive and operates unconsciously. One might think of it as an automatic pilot, directing employees in ways that are consistent with organisational expectations (McShane & Glinow, 2003; Hill & McShane, 2009). Secondly, corporate culture is social glue that bonds people together and makes them feel part of the organizational experience. Employees are motivated to internalize the organisation's dominant culture because it fulfills their need for social identity. This social glue is increasingly important as a way to attract new staff and retain top performers (McShane & Glinow, 2003; Hill & McShane, 2009).

Finally, corporate culture assists the sense-making process. It helps employees understand organizational events. They can get on with the task at hand rather than spend time trying to figure out what is expected of them. Employees can also communicate more efficiently and reach higher levels of cooperation with each other because they share common mental models of reality (McShane &

THEORETICAL CLARIFICATION

This study reviewed the theories below relating to organisational culture and employees' performance. These theories include, The Schein's theory of organisational culture, and Equity theory of Adams Stacey J. (1960).

Schein's Theory of Organisational Culture

Wambugu (2014) explained Schein's model of organizational culture as not being only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. Wambugu, stressed that Schein's model consists of three domains which are basic underlying assumptions, espoused values and artifacts. Not only that, the model also distinguished observable elements from unobservable elements of culture. As a result, it becomes clear that there is a certain hierarchy between these domains where visible behaviour influences and as well being influenced by unobservable assumptions through rules and standard. This is further clarified in the figure below.

Artifacts are considered as the surface level of an organizational culture that are difficult to measure and characterized as tangible, easily seen and felt indicators such as products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc. Espoused beliefs and values are the next level of Schein's organisational culture that are measured using survey questionnaires and it consists of strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. Basic underlying assumptions are the base level of organisational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness.

Equity Theory

Robbins and Coulter (2013) explained the Equity theory developed by J. Stacey Adams in 1960. The theory proposes that employees compare what they get from a job (outcomes) in relation to what they put into it(inputs), and then they compare their inputs-outcomes ratio with the inputs-outcomes ratios of relevant others. As a result, If an employee perceives his ratio to be equitable in comparison to those of relevant others, there is no problem. However, if the ratio is inequitable, he views himself as under-rewarded or over-rewarded. When inequalities occur, employees attempt to do something about it. The result might be lower or higher productivity improved or reduced quality of output, increased absenteeism, or voluntary resignation. The study adopted this theory because it touches issues bothering on determinant of performance of employees in organisations.

Empirical Review

Awad and Saad (2013) adopted literature review to assess the impact of organisational culture upon process, employees and systems. Identifying Power distance, Individualism, Uncertainty avoidance, and Masculinity as cultural variables discovered that values and norms of an organization were related to employees' performance. In addition, Uddin, Luva and Hossian (2013) conducted interview with 34 members of staff across various departments and cadre in GrameenPhone, the biggest cellular phone in Bagdad with more than 32million subscribers. Using qualitative method of analysis, the study observed that organizational culture has significant influence on employees' performance and productivity in the dynamic emerging content.

Similar to the above, Agwu (2014) adopted cross sectional survey research design and judgmentally selected 10 each from all the 36 states and 6 geo-political region of the 42 offices of National Agency for Food and Drugs Administration and Control (NAFDAC), in Nigeria observed that there is a significant relationship between organisational culture and increased employees' commitment and productivity. However, Olanipekun, Aje, and Abiola-Falemu (2013) conducted a survey research design by administering 126 copies of questionnaire to the staff of Quality Surveying Firms in Lagos, Nigeria in order to investigate the effect of organisational culture on the performance using Organisational Culture Profile. Using regression analysis, the study found that organisational culture influenced the performance of Quantity Surveying firms except the supportiveness that has no influence on any of the performance area.

METHODOLOGY

The study adopted survey research design. This is because copy of a structured questionnaire based on the contents of dimensions of organisational culture and employees' performance. The population of this study consists of 43 senior and 591 junior staff of Bioraj and Tuyil Pharmaceuticals Limited, making a total of six hundred and thirty-four (634).

Table 3.1: Population of Senior and Junior staff of Bioraj and Tuyil Pharmaceuticals Limited.

Company	Senior Staff	Junior staff	Total
Bioraj Pharmaceuticals Limited	15	105	120
Tuyil Pharmaceuticals Limited	28	486	514
Total	43	591	634

Source: Human Resource Department of the selected Companies as at January, 2017

Owing to the fact that the total population of 634 staff of the selected companies considered by the study cannot be conveniently studied, the study adopted Krejcie and Morgan's formula of (1970)'s and arrived at 239 sample size. The study also used simple random sampling probability sampling method to distribute the copies of questionnaire to the selected staff. Below is the application of Krejcie and Morgan (1970) formula:

$$S = \frac{X^2 * NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

The questions of the questionnaire was structure in form of 5-point Likert scale. Respondents were asked to rate the extent of agreement or disagreement with statements cast for both organisational culture and employees' performance using 5 as "Strongly Agree" to 1 as "Strongly Disagree".

In analyzing the data collected using the multiple regression method of data analysis.

Ho₁: There is no significant effect of Organizational culture on employees' performance

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \varepsilon$$

Where:

Y= Employee performance; B = coefficients of variables; X₁= Attention to Detail;

X₂ = Emphasis on Outcome; X₃ = Emphasis on People; X₄ = Aggressiveness; X₅ = Stability;

X₆ = Innovativeness X₇ = Coordinated Teamwork, ε= Error term.

Ho₁: There is no significant effect of Organizational culture on employees' performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	Df1	Df2	Sig. F Change
1	.827 ^a	.684	.674	.66519	.684	68.778	7	222	.000

a. Predictors: (Constant), Coordinated Teamwork, Emphasis on Output, Attention to Detail, Stability, Emphasis on People, Innovation, Aggressiveness

Sources: SPSS Printout, 2017

The table 4.13 above presents the model summary of the effect of organisational culture on the performance of employees. The table shows Correlation coefficient (R) and R-square to be 0.827 and 0.684 respectively. This explains that, organisational culture is highly positively related with the performance of employees and organisational culture variables explain for about 68.4% of the variations in the performance of employees of the selected pharmaceutical companies and the remaining 32.6% was explained by other factors not included in the model.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.352	.476		-.738	.461
Attention to Detail	-.080	.116	-.032	-.687	.493
Emphasis on Outcome	.499	.099	.242	5.042	.000
Emphasis on People	.104	.066	.079	1.581	.115
Aggressiveness	.194	.108	.096	1.800	.073
Stability	.532	.097	.277	5.494	.000
Innovativeness	.449	.095	.245	4.710	.000
Coordinated Teamwork	.360	.091	.183	3.940	.000

a. Dependent Variable: Employees' Performance (EP)

Source: SPSS Printout, 2017

From the above regression coefficient table, Emphasis on Outcome, Stability, Innovativeness, and Coordinated Teamwork were statistically significant and thus affect Employees' performance with probability value less than 0.05 while dimensions/indices such as Attention to Detail, Emphasis on People and Aggressiveness were statistically insignificant to Employees' Performance with probability value greater than 0.05. Moreover, Attention to detail in addition to not being statistically significant also has a negative influence on employees' performance. With this, it is suffice to say that organisational culture dimensions have significant influence on employees' performance. Therefore, the Null hypothesis is rejected while the Alternative hypothesis is accepted.

DISCUSSION OF FINDINGS

The study was of the opinion based on Hypothesis one as tested revealed that organizational culture dimensions have significance influence on the performance of employees. This however necessitates the rejection of the null hypothesis as earlier stated. This result was in line with the work of Nanjiku and Agusioma (2014) titled "Effect of Organisational culture on employees' performance", where all the organisational culture type identified had significant effect on the performance of employees. Also the study revealed that organisational culture has significant influence on employees' performance. This influence manifests with the correlation coefficient value of 0.827 which depicts that Organisational culture maintains 82.7% relationship with Employees' performance.

Likewise, all organisational culture dimensions/variables accounted for 68.4% of the variations in the performance of employees. Specifically, Emphasis on Outcome, Stability, Innovativeness and Coordinated Teamwork were statistically significant and thus affect Employees' performance with probability value less than 0.05 while dimensions/indices such as Attention to Detail, Emphasis on People, and Aggressiveness were statistically insignificant to Employees' Performance with probability value greater than 0.05. Moreover, Attention to detail in addition to not being statistically significant also has a negative effect on employees' performance.

CONCLUSION

Organisational culture dimensions have positive interrelationship with one another, but Attention to Detail has a strong relationship with aggressiveness when compared with others. Conversely, all organisational culture dimensions/indices have strong relationship with employees' performance except Attention to detail that is relatively low related to employees' performance.

RECOMMENDATION

The pharmaceutical companies in Nigeria should ensure to lay more emphasis on how Attention to detail as one of the cultural dimensions considered by the study can have positive and significant impact on employees' performance. This is because, production of drugs involves following

procedures to reach standard. Also that emphasis on people and aggressiveness should equally be channeled to be significant, because given people due consideration on issues that will affect them can make them to increase their performance. Likewise being aggressive can make companies to have competitive advantage.

REFERENCES

- Agwu, M. O. (2014). Organisational Culture and Employees Performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) Nigeria. *Global Journal of Management and Business Research: An Administration and Management*, 14(2), 1-11.
- Awadh, A. M., & Saad, A. M. (2013). Impact of organisational Culture on Employees' Performance. *International Review of Management and Business Research*, 2(1), 168 – 175.
- Brown, A. (1998). *Organisational Culture*, Pitman Publishing, London.
- Dahie, A. M., Takow, M. A., Nur, A. H., & Osman, M. M. (2016). Organisational Culture and Employees performance at Communication Firms in Mogadishu-Somalia. *International Journal in Commerce, IT & Social Science*, 3(1), 30 – 41.
- Ehtesham, U. M., Muhammad, T. M., & Muhammad, S. A. (2011). Relationship between Organisation Culture and Performance Management Practices: A Case of University in Pakistan. *Journal of Competitiveness*, 4, 78-86.
- Hill & McShane (2009). *Principle of Management*, African edition. Britain, McGraw-Hill Education. <http://www.managementstudyguide.com/importance-of-organization-culture.htm> accessed 30/11/2016
- Kokila, P., & Ramalingam, S. (2014). An Empirical Study on Organizational Culture and its Impact on Employee Motivation Reference to Industrial Estates in Chennai. *IJABER*, 12(4), 1127-1134.
- Lunenburg, F. C. (2011). Organizational Culture-Performance Relationships: Views of Excellence and Theory Z. *National forum of Educational Administration and Supervision Journal*, 29(4).
- Martins, N & Martins, E. (2003). Organizational Culture. in Organizational Behaviour: Global and South African perspectives edited by S.P. Robbins, A. Odendaal and G. Manetje, OM & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, 13 (1), 87-111.
- Manetje, O. M. (2006). *The impact of organisational culture on organisational commitment*. (Unpublished master's dissertation). Pretoria: University of South Africa. Roodt (pp. 379 - 400) Cape Town: Pearson Education South Africa.
- McShane, S. L. & Glinow, M. A. V. (2003). *Organisational Behaviour: Emerging Realities for the workplace revolution (2nd Edition)*. New York, McGraw Hill Irwin
- McShane, H. (2009). *Principles of Management* (African Edition). Britain, Bell and Bain Ltd, McGraw-Hill Education.
- Menaka W.H.S., & Chandrika, K. A. C. (2015). Impact of organizational culture on Employee Job Performance in a large scale apparel company (BASL-Finishing). *Proceedings of International HR Conference*, 2 (1)
- McLaughlin, J. (2016). Characteristics of Organizational Culture. Retrieved from <http://study.com/academy/lesson/what-is-organizational-culture-definition-characteristics.html> assessed on 6/12/2016
- Mohamed, A. I. & Abukar, A. A. S. (2013). The Impact of Organisational Culture on Employees Performance of Mogadishu Universities. *Academic Research International*, 4(6), 382-391.
- Naicker, N. (2008). *Organisational culture and employee commitment. A published MBA thesis submitted to the department of Business studies, Durban University of Technology*.
- Nanjiku, N. A. & Agusioma, N. L. (2014). Effect of Organisational Culture on Employees Performance in Non-Governmental Organisations. *International Journal of Scientific and Research Publications*, 4(11), 1-12.
- Oparanma, A. O. (2010). The Organisational Culture and Corporate performance in Nigeria. *International Journal of African Studies*, 3, 34 – 40.

Olanipekun, A. O., Aje, I. O. & Abiola-Falemu, J. O. (2013). Effects of Organisational Culture on the Performance of Quality Surveying Firms in Nigeria. *International Journal of Humanities and Social Sciences*, 3(5), 206-215.

O'Donnell, O., & Boyle, R. (2008). *Understanding and Managing Organizational Culture*. Dublin, Ireland: Institute of Public Administration.

Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15th Edition). Pearson, Prentice-Hall Inc.

Robbins, S. P. & Coulter, M. (2013). *Management*(11th Eds). England, Pearson Education Limited.

Schermerhorn J. R. (2011). *Management* (8th Edition). New Delhi, Viley & Sons Inc.

Shahzad, F., Lukman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of Organisational Culture on Organisational Performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 975-985.

Straz , M. (2015). The 4 Metrics You Need to Gauge Employee Performance. Retrieved from <http://blog.namely.com/blog/2015/4/8/the-4-metrics-you-need-to-gauge-employee-performance>.