

Organizational Culture and Its Impact on Employee Performance and Job Satisfaction: A Case Study of Niger Delta University, Amassoma

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Abstract

This was designed to examine the impact of organizational culture and its impact on employee performance and job satisfaction, using Niger Delta University as a case study. The objectives of the study was to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of Niger Delta University. A total of 120 questionnaires were distributed but only 100 were retrieved from the respondents. The data was analyzed using simple percentage, tables and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents' agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. An organization that practices either a clan or support culture tends to experience high performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.

Key words: Organisational culture; Employee performance; Job satisfaction; Niger Delta university

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INTRODUCTION

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. The rules and traditions of the culture have a great importance in any organization and have a great impact and significant impact on the employee and the organization at large. Culture in any organization is defined by shared beliefs and values among all members of that organization. These shared beliefs, values, morals, symbols and behavior guide employees in decision making at unconscious levels. The importance of corporate culture is emphasized by Peters and Waterman (1999, p.808), who state that, "Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies or organizations".

Organizational culture is pervasive and powerful. For the organizations, companies and business it is either a force for change or a definite barrier to it. For the employees, it is either the glue that bonds people to an organization or what drives them away. Organizations, today, are increasingly challenged with changing their organization's culture to support ways of accomplishing work. Organizational culture plays a very significant role in an organization. It is a well recognized measure which helps in understanding the organization's professed stability for the employee's incentive, encouragement and contentment with their job. Nevertheless, organizations are well aware of the fact that a strong, rigorous,

accommodating, helpful and career oriented work environment should be provided to the employees so that valuable and competent work force can be accomplished, managed and maintained. This can only be made possible where there is a good organizational culture that encourages such activity in the work environment. As the world's undergoing change at fast pace, so also is the working of economics, investments and organizations. According, organizations are bringing a dramatic change in their traditional set up of autocratic nature and now they are moving towards adopting more democratic norms by delegating responsibilities to lower levels as well as by encouraging involvement from all sectors and departments. Organizational culture, employee performance and job satisfaction is inter-related and for an organization to achieve its goals efficiently and effectively, it must pay proper attention to organizational culture and also other measures to determine employee performance and job satisfaction levels.

A. Statement of Problem

The concept of organizational culture has drawn attention to the long-neglected subjective or "soft" side of organizational life. As organizations grow, they tend to face more challenges. These challenges have, therefore, created the need to change the organization's culture to be more supportive to their employees. According to Costly and Todd (1987, p.13), .people work for money, but they also work for more than money. Most employees want to be proud of their organizations, to have a good relationship with other employees and managers and heads of organizations and to believe they have worthwhile jobs. Many factors influence both individuals and groups in organizations, but not all are considered when trying to understand the behavior of people at work.

The problem then is:

- How can organizational culture be established and maintained to improve employee performance and job
- satisfaction.
- What is the impact of organizational culture on employee performance and job satisfaction.

B. Objectives of the Study

The primary objectives of this study are as follow:

- a) To explore how organizational culture influences job satisfaction and its subsequent impact on employee performance.
- b) To access the relationship between job satisfaction and employee performance in the context of organizational culture.
- c) To formulate recommendations regarding organizational culture, which will help tackle human resource related issues in the organization.

C. Research Hypothesis

In order to answer the research questions and achieve the objectives of the study, the following hypothesis is advanced and will be tested in the course of this research.

- a) There is a positive relationship between organizational culture and its impact on employee performance and job satisfaction.
- b) Organizational culture determines the increase or decrease of employee performance and job satisfaction.
- c) There is a significant relationship between the type of organizational culture practiced and the level of employee performance and job satisfaction.

1. LITERATURE REVIEW

1.1 An Overview of Organizational Culture

Organizational culture has assumed importance since the 21st century, because of its impact on employee performance and job satisfaction. It is imperative on every organization to understand its own dynamic culture so that managers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. The culture of an organization has an important on its performance. Organizational culture can be described as a thought or scheme in the field of management and organizational studies which depicts and describes the psychology, behaviours, experiences, beliefs and values of an organization. These morals, values, ethics and ideals could be personal as well as cultural (Harrison & Stokes, 1992, p.23).

Organizational culture has the potential to affect a range of organizationally and individually desired outcomes. According to Ritchie (2000), organizational culture affects such outcomes as productivity, performance, commitment, self confidence, satisfaction and ethical behavior. Similarly, more recent writers have stated that organizational culture impacts on any organization, its employee performance and job satisfaction and ultimately its financial performance. Furthermore, it has also been noted that organizational culture helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and lead to organizational performance. With the ever changing technology and fast paced business arena, organizations today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many organizations have now turned to explore the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any organization.

1.2 What Is Organizational Culture?

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives, ranging from disciplines such as anthropology and sociology, to the applied discipline of organizational

behavior, management sciences to organizational commitment. In the course of this research, we are going to look at some definitions given by some authors from the applied sciences discipline.

Moorhead and Griffin (1995, p.628), authors of books on organizational culture, feel compelled to develop their own definitions of culture. These may vary from the very broad definitions to the highly specific. Most definitions refer to some sort of values, beliefs, and attitudes that are held by individuals and the organization.

Schein (1999, p.200) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.

Mullins (1999, p.53) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

Collins and Porras (2000, p.338) state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization's culture can be captured in seven primary characteristics. These characteristics are:

- **Innovation and risk – taking:** This has to do with the degree to which employees are encouraged to be innovative and take risks;
- **Attention to detail:** The degree to which employees are expected to exhibit precision analysis and attention to detail;
- **Outcome orientation:** The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes;
- **People orientation:** The degree to which management decisions takes into consideration the effect of outcomes on people within the organization;
- **Team orientation:** The degree to which work activities are organized around teams rather than individuals;
- **Aggressiveness:** The degree to which people are aggressive and competitive rather than easygoing;
- **Stability:** The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high. Appraising the organization on these seven characteristics gives a composite picture of the organizations culture.

1.3 Levels of Organizational Culture

Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which the more are, and which are the less important elements that help shape an organizations culture. Hofstede (1990) developed a four-layered hierarchical model of culture which helps to identify and categories the constituent elements of culture.

- **Shared assumptions:** This is the least visible or deepest level is that of basic, which represents beliefs about reliability and human nature that are taken for granted.
- **cultural values:** This is the next level of culture is that of, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.
- **Shared behaviours:** These are more are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.
- **Cultural symbols:** The most superficial level of organizational culture consists of symbols; these are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture.

Although there are various other hierarchical models of culture, it is important to note that actual organizational cultures are not as neat and tidy as the models seem to imply. Where there are cultures, there are also usually sub cultures, where there is agreement about cultures, there can also be disagreements and counter cultures; and there can also be significant differences between espoused culture and culture in practice (Burnes, 2004, p.172).

1.4 The Creation of Organizational Culture

McEwan (2001, p.324) postulates that as a concept, culture is inseparable from the notion of human society. Cowling and James (1994) support McEwan in the postulation that an organization cannot be separated from the culture of society. To try and change the prevailing culture within an organization, one has to take cognizance of the relevant societal culture. Robbins (2001, p.518), on the other hand, argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it

has done before and the degree of success it has had with these endeavours. Robbins further emphasizes that the founders of an organization have a major impact on that organization's early culture. They have a vision of what the organization should be, and they are unconstrained by previous customs and ideologies. The process of culture creation occurs in three ways:

- First, founders only hire and keep employees who think and feel the way they do;
- Second, they indoctrinate and socialize these employees to their way of thinking and feeling; and
- Finally, the founders own behaviour acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions. When the organization succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founder's entire personalities become embedded in the culture of the organization.

Robbins (2001, p.525) further explains that culture is transmitted to employees in a number of forms, the most potent being, stories, rituals, symbols, and languages.

1.4.1 Stories

Robbins (2001, p.525) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear: It was Henry Ford II that ran the company. Robbins (2001, p.525) believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

1.4.2 Rituals

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization, which goals are more important, which people are important, and which are expendable. Certain organizations hold rituals in the form of annual award ceremonies, in recognition of outstanding services or in recognition of success at achieving certain targets set by the organization, e.g. sales targets. These functions act as a motivator, publicly recognizing outstanding performance. One of the best known corporate rituals is Mary Kay Cosmetics' Annual award meeting. Saleswomen are awarded with an array of flashy gifts. E.g. gold and diamond pins based on success in achieving outstanding sales performance.

1.4.3 Material Symbols

According to Robbins (2001, p.526), the layout of corporate headquarters, the types of automobiles' top executives are given, are all examples of material symbols. Others include the size of offices, the elegance

of furnishings, executive perks, and dress attire. The material symbols convey to employees who are important, the degree of egalitarianism desired by top management, and the kinds of behaviour that is appropriate.

1.4.4 Language

Many organizations and units within organizations use language as a way to identify members of a culture or a sub-culture. By learning this language, members attest to their acceptance of the culture and, in doing so, help to preserve it. Organizations over time often develop unique terms to describe equipment, offices, key personnel, suppliers, customers, or products that relate to their business. New employees are frequently overwhelmed with acronyms and jargon that, after six months on the job, become fully part of their language. Once assimilated, this terminology acts as the common denominator that unites members of a given culture or subculture (Robbins, 2001, p. 526).

1.5 Employee Performance

Employee performance is a term typical to the Human Resource field where employee performance can refer to the ability of employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affect and relate to the work of the employees. It is one measurement of work results in determining individual attributes such as ability and experience, organizational supports such as resources and technology and work effort, the point at which individual level of motivation comes directly to be involved. Employee performance can also be seen as an aggregate value to an organization's set of behaviours that an employee contributes both directly and indirectly to organization goals.

Grinzberg et al. (1951) has used the term employee performance to refer to an employee's response to demands that are made on him by the employer or organization which he is part of. According to Koontz (1988) ways in which employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non financial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance.

Porter and Lawler (1968) explained and measured the employee performance in an organization by his abilities, traits and his role perception. Meanwhile, environmental factors also play an important in the performance of an employee. It can have an influence on employee's ability and also have an influence on the task direction or perception. Good performance is as a result of combination of effort, abilities and understanding to the task direction. Every organization has been established

with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilized by manpower. Further, the business environment is changing drastically; the environmental factors are beyond control of management of the firms. One has to adjust with the external factors and every environmental factor like social, cultural, legal, political, economic, technology and competition has to be changed to achieve organizational goals. In the present situation it is difficult to predict about anything and so highly skilled and dedicated manpower is needed to give their best output. For every organization it is difficult to start, survive, stable and excels in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on the job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit.

According to Ramlall (2008), employee performance is important; this is so because an organization's success is dependent upon the employee's creativity, innovation and commitment. Every employee performs different jobs or tasks in an organization depending upon the nature of the organization. These jobs or tasks are performed by the employees properly so they can give their best output at the job. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so.

1.6 The Impact of Organizational Culture on Employee Performance

Early studies have indicated that there exists a relationship between organizational culture and employee performance. Organizational culture is inherently connected to organizational practice; therefore employee performance is conditional on organizational culture. According to Hellriegel and Slocum (2009), organizational culture can enhance performance in a large scale. According to them, the culture of an organization allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific direction endows the employees with guidance about expected and accepted future organizational behaviours and norms.

Furnham and Gunter (1993), states that organizational culture functions as the internal integration and coordination between firm's operations and its employees. Internal integration has to do with the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among

personal and commitment to the organization. A strong organizational culture supports adaptation and develops employee performance by motivating employees towards a shared goal and objective, and finally shaping and channeling employees' behavior to that specific direction. Although, there are certain parameters that are taken into consideration to understand the impact of organizational culture on employee performance, which includes: employee participation, innovation and risk-taking, reward systems, openness to communication, customer service orientation. An organizational culture that supports these factors motivates the employees to put more effort in their jobs, which helps increase their performance level. Some theoretical model asserts that the effective human resource system of an organization based on supporting values creates a positive impact on employee attitude and behavior, which facilitates their performance.

Furthermore, the type of organizational culture created in an organization determines the impact it can have on employee performance. It can have either a negative or a positive impact. For instance, an organizational culture where employees are considered an integral part of the growth process of the organization fosters employee performance. This is so because the employees align their goals and objectives with those of the organization and feel responsible for the overall well being of the organization. As their efforts are in turn appreciated by the management and suitable rewards are given, they perform effectively and efficiently. In such organizational culture, the employees are committed to achieving their goals and thus it has a positive effect on the overall performance of the organization. Organizational culture to a large extent determines the performance of employees. Therefore, it is in the interest of organizations to eliminate negative factors that slow down employee performance in order to foster a positive work place environment or a positive organizational culture.

1.7 Job Satisfaction

Throughout the history of organizational and behavioral research, the subject of job satisfaction has always attracted widespread empirical examination, leading to a number of interesting definitions; Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Prince (2001) defines job satisfaction as the effective orientation that an employee has towards his or her work. Schiender and Snyder (1975) define job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. Therefore, people will evaluate their jobs on the basis of factors which they regard as being important to

them. Locke (1979) illustrates that if researchers want to understand the issue of job satisfaction, they must know and understand the dimensions of job satisfaction. According to him, these dimensions are complex and interrelated in nature. These common dimensions include: pay, promotion, recognition, working condition, benefits, appreciation, supervisory support and coworkers. The employees scrutinize diverse features of their jobs and their inspection and satisfaction varies from each other as it revolves around the subjectivity of the employees. This is so because job satisfaction to an extent is a reflection of how well an employee's expectations of a job are aligned with the reality of their work. Employees assess job satisfaction based on intrinsic job elements, such as feelings of purpose of work, and extrinsic job elements such as compensation. The level of employees' job satisfaction reflects the cumulative level of fulfilled job expectations. That is, employees expect their job to provide a mix of these elements, for which each employee has distinct preferential values (Egan et al., 2004). Job satisfaction is one of the most frequent investigated variables in organizational culture, behavior and other occupational phenomena, ranging from job design to supervision. In general, job satisfaction encapsulates an employee's feeling about his/ her job. Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc.. Many different components of job satisfaction have been defined and studied, in the frame of a general effort to analyze and promote it. The basis for the investigation and assessment of job satisfaction was formed by the Motivation-Hygiene theory of Herzberg et al. (1959), according to which employees' feelings toward their job are affected by two factors, motivators and hygiene issues. In particular, motivators are able to create satisfaction by fulfilling the individual's needs for meaning and personal growth. They include the work itself, personal achievement, responsibility, recognition and advancement. These factors satisfy a person's need for self-actualization, thus lead the employee to develop positive job attitudes. Hygiene factors, on the other hand, do not actually motivate employees, but if they are properly handled, can minimize the feeling of dissatisfaction. They include physical working conditions, job security, supervision, salary, institution policy and administration, interpersonal relations and benefits. If the hygiene factors are addressed, the motivators will promote the employee's job satisfaction.

1.8 The Impact of Organizational Culture on Job Satisfaction

A basic understanding of culture is essential to the understanding of formal and informal employee behaviors. Organizational culture influences employees both directly

and indirectly. Research shows that organizational culture influences productivity, effectiveness, performance, and job satisfaction. Organizational culture has been identified as an important aspect of organizational behavior and it is useful in elucidating how organizations function. Organizational psychologist, Edgar Schein (1996), suggested: A culture is a set of basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and to some degree, their overt behavior. Scholars of organizational behavior have studied and identified some relationship between organizational culture and employee performance.

According to Silverthorne (2004), employees are likely to assess elements of job satisfaction, especially intrinsic elements and more precisely when the work place or organizational culture is harmonious and supportive. In researching various types of organizational culture, he found out that involvement in an organization that had a bureaucratic culture resulted in the lowest levels of job satisfaction and organizational commitment, on the other hand those who practiced innovative cultures and supportive culture had high level of employee satisfaction. It is easy to imagine that an organization with culture of harmony, respect, trust and productivity, lends itself to an environment hospitable to job satisfaction. Furthermore, other researchers on the relationship between organizational culture and job satisfaction suggests that a productive working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction studies have also shown that employees' feeling of job satisfaction has also been studied in parallel with a specific dimension of organizational culture. Studies have shown that organizations which are flexible and adopt the participative management type, with emphasis on communication and employees' reward, the employee is more likely to be satisfied (McKinnon et al., 2003).

Chang and Lee (2007) investigated the connection between organizational culture and job satisfaction. According to their results, organizational culture influences job satisfaction positively specially when the employee shares in the vision of the organization. As a result, employees corporate not only for the organization's well being but also for their personal completion.

The impact of organizational culture on job satisfaction has also been studied in the light of demographic characteristics. Sommer et al. (2006) for instance found that job commitment of employees from Korea was positively correlated with positions held, tenure and age, indicating that older employees, who have higher positions and for a long time reported higher levels of job satisfaction. According to Hebb (2007), a change in the organizational culture affects the job satisfaction; this is so because job satisfaction is related to organizational

culture. The organizational culture determines the how the work place environment will look like, therefore and organizational culture that encourages and environment where employees are highly motivated and are supported tends to enjoy a high satisfaction level of employees, because the employees feel relevant and are also rewarded for a job well done. Also a culture that encourages communication and relationship between the employee and the employer fosters a positive impact on the job satisfaction of the employee. Organizational culture is an important antecedent of job satisfaction and plays a crucial role in employees' job satisfaction.

2. RESEARCH METHODOLOGY

2.1 Locale of Study

The study is focused on Niger Delta University. Niger Delta University located in Wilberforce Island Bayelsa State in Nigeria is a Bayelsa State Government funded university. It was established in 2000 by Chief D. S. P. Alamieseigha, the then governor of Bayelsa State. The university is located in Wilberforce Island, about 32km from the State capital Yenagoa, and is made up of 3 campuses; the Gloryland campus (main campus), the College of Health Science campus and the campus of the Faculty of Law. The university has nine faculties, which include:

- a) Faculty of Agriculture
- b) Faculty of Arts
- c) Faculty of Education
- d) Faculty of Engineering
- e) Faculty of Management Science
- f) Faculty of Pharmacy
- g) Faculty of Sciences
- h) Faculty of Social Sciences
- i) Faculty of Law

2.2 Research Design

A design is the fabric and core methodology phase of the study as it provides the specification on how associated hypotheses, concepts and constructs have been tested and a satisfactory conclusion drawn (Ahonis & Aina, 1996).

According to Kinnear (1989, p.133), a research design is the basic plan which guides the data collection and analysis phase of a research project. It is the framework which specifies the type of information to be collected and the sources of data collection procedure.

It is the researcher's plan of action for collecting data, answering questions and testing the hypotheses generated. It provides the procedural outline for the conduct of any investigation.

A descriptive survey design was used for this research. This enables the researcher collect original data from a population too large to observe directly.

2.3 Method of Data Collection

The data for this research was collected from both primary and secondary sources.

The primary data used for this research was gotten from the structured questionnaires administered to the staffs of the institution. The questionnaire used for this research contained close ended questions. The respondents were given a number of alternatives from which they selected options they considered appropriate. The questionnaire comprises of 3 sections, section A, B and C. Section A focus on the personal information of respondent, Section B comprise of questions that focus on the knowledge of organizational culture, while section C focuses on the impact of organizational culture on employee performance and job satisfaction.

The secondary data used for the research includes: textbooks, journals, articles and other online sources.

2.4 Methods of Data Analysis

The data are been organized and presented in a tabular form using the simple percentage tool of analysis.

The formula for simple percentage is:

$$\frac{\text{Number of responses} \times 100}{\text{Total no of respondents}}$$

The Chi square statistical method was used to analyze three (3) stated hypotheses of the research. The formula for Chi square is:

$$X^2 = \sum \frac{(fo - fe)^2}{fe}$$

Where: X^2 = Chi square

\sum = Summation

Fo = Observed frequency

Fe = Expected frequency

3. TESTING OF HYPOTHESIS

Hypotheses testing are very crucial in a research. This is so because until a hypothesis has been tested and checked against available data, it is nothing more than a guess. There are various statistical tools that can be used for testing hypothesis, but for the purpose of this research work, the Chi square statistical tool will be used. The Chi square test of goodness of fit is used to test the formulated hypotheses.

Chi square formula:

$$X^2 = \sum \frac{(fo - fe)^2}{fe}$$

Where: X^2 = Chi square

\sum = Summation

Fo = Observed frequency

Fe = Expected frequency

HYPOTHESIS 1:

Ho: there is no positive relationship between organizational culture, employee performance and job satisfaction.

Hi: There is a positive relationship between organizational culture, employee performance and job satisfaction.

In testing hypothesis one, item 9 in section Cc of the questionnaire was used.

Question 9: There is a relationship between organizational culture, employee performance and job satisfaction.

Table 1
Respondents Assessment on the Relationship Between Organizational Culture, Employee Performance and Job Satisfaction

Option	No. of respondent	Percentage (%)
Agree	35	35
Strongly agree	55	55
Disagree	15	15
Strongly disagree	5	10
Undecided	-	-
Total	100	100

The data from the above table would be used to evaluate the above hypothesis, using chi square test of goodness of fit.

Table 2
Computation of X^2

	<i>fo</i>	<i>fe</i>	<i>fo - fe</i>	$(fo - fe)^2$	$\frac{(fo - fe)^2}{fe}$
Agree	35	25	10	100	4
Strongly agree	55	25	30	900	36
Disagree	15	25	-10	100	4
Strongly disagree	5	25	-20	400	16
Total	100				60

Calculating degree of freedom = $(R-1) \times (C-1)$
 Where: *R* = total number of rows
C = total number of columns
 Degree of freedom = $(2-1) \times (4-1) = 1 \times 3 = 3$
 Therefore, degree of freedom = 3
 Tabulated X^2 at 0.001 level of significance of 3 degree of freedom = 16.268

DECISION:

Since the table value 16.268 is lower than the calculated value of 60, we reject the null hypothesis and accept the alternative and conclude that there is a positive relationship between organizational culture, employee performance and job satisfaction.

HYPOTHESIS 2:

Ho: Organizational culture does not determine the increase or decrease of employee performance and job satisfaction.

Hi: Organizational culture determines the increase or decrease of employee performance and job satisfaction.

In testing hypothesis two, question 6 in section C of the questionnaire will be used.

Question 6: The culture of an organization determines the increase or decrease of employee performance and job satisfaction.

Table3
Respondents Assessment on the Influence of Organizational Culture on the Level of Employees Performance and Satisfaction

Option	No. of respondent	Percentage (%)
Agree	36	36
Strongly agree	36	36
Disagree	16	16
Strongly disagree	12	12
Undecided	-	-
Total	100	100

The data from the table above would be used to evaluate the hypothesis

Table 4
Computation of X^2

	<i>fo</i>	<i>fe</i>	<i>fo - fe</i>	$(fo - fe)^2$	$\frac{(fo - fe)^2}{fe}$
Agree	36	25	11	121	4.84
Strongly agree	36	25	11	121	4.84
Disagree	16	25	-9	81	3.24
Strongly disagree	12	25	-13	169	6.76
Total	100				19.68

Calculating degree of freedom = $(R-1) \times (C-1)$
 Where: *R* = total number of rows
C = total number of columns
 Degree of freedom = $(2-1) \times (4-1) = 1 \times 3 = 3$
 Therefore, degree of freedom = 3
 Tabulated X^2 at 0.001 level of significance of 4 degree of freedom = 16.268

DECISION:

Since the table value 16.268 is lower than the calculated value of 19.68, we reject the null hypothesis and accept the alternative and conclude that organizational culture determines the increase or decrease of employee performance and job satisfaction.

HYPOTHESIS 3:

Ho: There is no significant relationship between the type of organizational culture practiced and the level of employee performance and job satisfaction.

Hi: There is a significant relationship between the type of organizational culture practiced and the level of employee performance and job satisfaction.

QUESTION 3: The type of organizational culture practiced in the organization influences employee performance and job satisfaction.

Table 5
Respondents Assessment on the Type of Culture Practiced and Its Influences Employee Performance and Job Satisfaction Level

Option	No. of respondent	Percentage (%)
Agree	42	42
Strongly agree	32	32
Disagree	24	24
Strongly disagree	2	2
Undecided	-	-
Total	100	100

The data from the table above would be used to evaluate the hypothesis.

Table 6
Computation of X^2

	f_o	f_e	$f_o - f_e$	$(f_o - f_e)^2$	$\frac{(f_o - f_e)^2}{f_e}$
Agree	42	25	17	289	11.56
Strongly agree	32	25	7	49	1.96
Disagree	24	25	-1	1	0.04
Strongly disagree	2	25	-23	529	21.16
Total	100				34.72

Calculating degree of freedom = $(R-1) \times (C-1)$

Where: R = total number of rows

C = Total number of columns

Degree of freedom = $(2-1) \times (4-1) = 1 \times 3 = 3$

Therefore, degree of freedom = 3

Tabulated X^2 at 0.001 level of significance of 4 degree of freedom = 16.268

DECISION:

Since the table value 16.268 is lower than the calculated value of 34.72, we reject the null hypothesis and accept the alternative and conclude that there is significant relationship between the type of organizational culture practiced and the level of employee performance and job satisfaction.

SUMMARY

The study is aimed at investigating the impact of organizational culture on employee performance and job satisfaction. Organizational culture is the norms and values shared by members of an organization that controls the way they interact with one another and stakeholders outside the organization. The study reveals that organizational culture fosters performance and satisfaction of employees. In other words, it has an impact on employee performance and job satisfaction. Further, it was discovered that the organizational culture determines if the level of employee performance and job satisfaction either increases or decreases. From the observations and

findings, this can be said to be true because the type of organizational culture practiced in the organization determines the relationship between the employees and managers, the communication patterns in the organization, how acquainted the employee is with his/her job and how they are motivated. All these affect how the employee will perform and how much satisfaction is derived from his/her job. Finally, the study also reveals that an organizational culture that encourages the employees to be innovative, a good reward (motivation) system, sees the employee as part of the organization and includes him/her in the decision making process tends to experience increased performance and satisfaction level of employees which will in turn lead to high productivity of the organization.

The issue of organizational culture cannot be over emphasized in every organization. It has been observed that organizational culture is important in any organization; this is so because organizational culture is powerful and helps organization achieve higher productivity. Even in advanced countries and in most computerized organizations, organizational culture cannot be over looked because it plays a significant role in the organization. It determines kind of working environment and how employees interact and all these affects performance, satisfaction and even productivity of the organization itself. It is therefore important that every organization should develop a culture that will be well understood by its employees, because if employees are well acquainted with the organization's culture they know how to adjust their own values to fit into the culture of the organization thereby performing their duties properly and get satisfied at the end of the day for a job well done. Therefore, every organization should be encouraged to build a culture that incorporates the employees in every activity of the organization so as to enjoy improved performance, satisfaction and high productivity.

RECOMMENDATIONS

The following recommendations are, giving the findings of the study:

Every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job.

In cases where an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance.

Organizations should also develop a culture that encourages employees to be innovative and creative and also see the employees as humans and not logs in machines.

Lastly, organizational culture of must be binding on all member and staff of the company as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

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