

Assessing the Effects of Organizational Culture on Performance

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Abstract

The subject of organizational culture became of much interest to researchers in the 1980's and to date it still carries weight in business cycles, as a results more and more research is carried into this field of study. This work is focused on assessing and defining the effects of organizational culture on the performance of an organization. The purpose is to examine the various concepts/models of organizational culture and tries to find out the relationship between organizational culture and performance in a business setup. Earlier research reviews have shown that there is direct impact or effect on the variety of organization's processes, employees and its performances. Research further indicates that if employees are committed and they have the same norms and values as that of the organization they work in, there is a high chance that there can be an increase in performance towards achieving the overall organizational goals. More research can be done in this area to comprehend the nature and ability of culture in proving that the performance of an organization can be based on the culture that is upheld in it.

The study adopted survey research design and primary data was used for this study. Data was collected through questionnaires that were given out to the selected respondents to answer. Hypotheses were tested and relevant recommendations were made. The conclusion arrived is that organizational culture plays a critical role in an organizations general performance.

The study is an input to organizational culture's literature by showing that if employees would commit themselves to organizational goals and work actively in achieving those goals when they buy into the cultural norms of the organization, this increases organizational performance. Managers and leaders are recommended to develop a strong culture in the organization to improve the overall performance of the employees in the organization.

Keywords: Organizational Culture, Organizational Performance, Employee's Commitments, Organizational Goals.

1. Introduction

Culture is a powerful human tool that has ensured the growth and survival of mankind for many years. It is very varying in perspective and defines the basic pillars of human behavior and perception. This is seen in the book *Primitive Culture*; by Edward B. Taylor (1871) where he said culture is "that complex whole which includes knowledge, beliefs, arts, laws, morals, customs and any other capabilities and habits acquired by man as a member of society". It is therefore clear to note that culture is a natural tendency that cannot be neglected since it defines the foundations of human existence. This further explains why culture plays an integral role in every known human institution or system. For example, culture is prevalent in government, families, organizations, societies, etc. and as such carries the very embodiment of what is necessary for integration and adaptation by humans.

Businesses are now faced with increased competition, globalization, mergers, acquisitions, alliances and various work departments. If these are not properly managed, it could lead to the derailment of the company's efforts at survival, as indicated in a recent international study by (Dixon, 2005) which found out that 30% of mergers and acquisitions fail because of mismanagement of culture. Cultures can also be a liability to the organization as it creates barriers to change, create barriers to diversity or barriers to mergers and acquisitions as implied by Deloitte (2009) that when culture is left on its own, it will only undermine value creation within the organization. This has therefore created a greater need for organizational culture by most firms, as it defines the true nature and personality of the firm; its goals, values, and standards of behaviors in the pursuance of organizational goals. Edgar Schein (2005), defines organizational culture as "a pattern of shared basic assumptions that was learned by a group as it solved its 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 you perceive, think, and feel in relation to those problems. This in simple terms comprises of the assumptions, values, norms and tangible signs (artifacts) of organizational members and their behaviors within the organization. For example, you can

tell the culture of an organization by looking at its arrangement of furniture, what it brags about, how it responds to challenges, what its members wear or by how it treats its customers.

Culture therefore gives the business entity a sense of identity within the business environment and is therefore symbolic to the existence of most organizations; as it defines the parameters within which the organization functions as outlined by The Society for Human Resource Management that culture is determined through the various elements that make up the culture of the organization such as its legends, rituals, beliefs, meanings, values, norms, and how it conducts its operations. Thus an organization's culture encapsulates what it has been good at and what has worked in its favor in the past. Firms must therefore endeavor to make culture within the organization part and parcel of organizational development.

The remainder of this paper is structured as follows. Section 2 will be present both the theoretical background and hypothesis to this study. Section 3 provides the methodology of the study. In section 4, the researchers present the statistical results and discussions of finding. Finally, this study in section 5 discusses the conclusion of the study.

2. Literature Review

The complexity of multinational firms that has locations in multiple geographical locations have brought the firm under considerable pressure in terms of how to manage this diverse workforce by understanding how employee's from different backgrounds makes certain decisions. The ability of firms to manage effectively these norms and believes is of critical necessity. The attitude and behavior of employees can have both a negative and positive impact on a firm's performance and therefore cannot be underestimated. This presents managers with the challenge to harness this diverse action and culture in a direction that will have a positive impact on firm's development (Stewart, 2007). Furthermore it is essential to effectively manage this workforce in order to achieve organizational goal (Doyle, 1994). Organizational culture is a central force in driving organizational performance since it defines how firms treat its customer both internally and externally, and its shareholders. Organizational culture is significantly related to managing diverse workforce. This is achieved through the promotion of social relationship among employees, providing motivation packages that reward employees. This cannot be achieving within trust therefore managers need to create a relatively open environment that will influence employees, customers to have confidence in the organization's goal and operations (Hatton et al 1999). The ability of firm to improve upon its performance over time is essential to its growth and sustainable development. The ability of firms to utilize it resources efficiently contribute to attaining it goals (Draft, 2000). These goals cannot be achieved without effective management of employees that carries out the activities of these firms. Therefore in other to achieve firms' objectives there is the need for firms to development a harmonious environment that promotes result-oriented team's whiles encouraging acceptable behaviors. Furthermore, leadership, management and development training needs to be provided to members of the organization in other to understand the culture and values of organization and how to diffuse it among each other stakeholders (Ricardo & Wade, 2001). As elaborated, the ability of firms to manage a diverse workforce that shares the firm's values and aspirations contributes to the sustainable development of a firm. The following hypothesis was formulated based on this:

H1: A firm's ability to harness and motivate a diverse workforce that shares its value and norm is positively related to the firm's performance.

The role of effective communication among employees in a firm is essential to achieve organization's goals. Furthermore, organizational culture is a communication process for the distribution and processing of information and this is mostly viewed from three distinct perspectives that include verbal communication, behavior acceptability and other (Rothwell et al, 1995, Jandt, 2004). This process aids in the diffusion of organizational goal, norms and value, which forms the bases of it's culture to its employees and various stakeholders. When the issue of organizational culture is addressed, firms are able to achieve its goal. And this leads to the firm gaining and retaining of skilled employees that are experienced and contribute to service quality improvement. In addition to this, customers will have a clear understanding of the firms culture and this will lead to an increase in the customer base of firm whiles increasing revenue (Blumental, 2003). Organizations increase its value when there is effective communication of practices and norms among organizational levels (Hofstede, 1997). During this process a general model or mode of cross-cultural communication through training programs (Graf, 2004). Effective communication improves the confidence of stakeholders towards an organization. More so, it encourages employees to be loyal (Twati, 2006). Our next hypothesis was formulated based on this perspective,

H2: A firms that is able to communicate its value and norms between upstream and down-stream is positively related to the firm's performance.

3. Research Methodology

3.1 Research Design

The method used in the collection and analyses of data is provided in this section. This also includes the method used to test our hypothesis. The focus of this study is to examine the Effects of Organizational Culture on Performance of a firm. In other to explore the subject under study we adopted both a quantitative and qualitative approach. Quantitative method or approach was adopted because of the empirical investigation we conducted into this phenomenon. Data for this section was mainly acquired through the administering of questionnaires to employees of the firm. Data obtained from the survey was used to test the hypothesis by SPSS 20.0 software.

Furthermore, interviews were conducted among members of both the top-middle management in two distinct locations of the firm. This qualitative approach contributed to in depth insight into the variables that cannot be measured quantitatively (Yin, 2009). In addition, a single firm with multiple locations in a particular country was chosen for the case study.

3.2 Case selection

This section of the study describes the process involved in the selection of the firm used as the case for this study. The selection of an appropriate case for a study is a significant step that needs to be approached critically. This has been attributed to the fact that researcher has limited time and therefore can only study limited cases. Therefore this provides the burden to the research to choose cases that are relevant to the subject under study. Choosing a right case should not be overlooked (Pettigrew, 1998).

Furthermore, according to Esienhardt (1989) in his paper how to build theories from case studies he argued in support of the fact that the selection of a relevant case contributes positively towards the reliability of the study. In addition, relevant case is a cornerstone for proper theory building and generalizations.

The firm sampled as case study for our research was Supermaritime Company Limited, Takoradi branch in Ghana was selected because of the following reasons: first, it has continuously provided services in areas of shipping, cargo, freight, warehousing and others in major cities in Ghana over the years; secondly, it is a multinational firm that operates in different parts of the world as well as different agencies in some geographical locations in Ghana. Lastly, the sample firm has a pool of diverse workforce from diverse backgrounds. Given the uniqueness and the large customer base of this firm, it was therefore considered to be suitable for our study.

3.2.1 Background of the Case

The Supermaritime group worldwide is an international group of shipping companies with many agencies in Africa, Europe, South and Latin America with the mother company in Rotterdam in the Netherlands. The Supermaritime Ghana Limited is one of the largest tramp and linear shipping agents in the country with branches in Tema and Takoradi. The Takoradi branch of Supermaritime Company Limited is in the Western Region of Ghana and like the mother company and the other agencies in Africa it offers services such as a tramp and linear shipping agency that offers excellent port – husbandry and protective agencies as well as stevedoring, clearing and forwarding, warehousing, transportation and logistics solutions for the offshore industry. Other services includes cargo and ship brokering and boasts of all types of vessels, tankers, bulkers, reefers and tuner clippers and offshore supply boats. The workforce consists of top managers, middle level employees and other supporting staffs and in all there are about two hundred workers. The company was incorporated in the year 2005.

3.4 Questionnaire Design

In a situation where actors for a particular study are a group, questionnaires are mostly used. In this study the choice of questionnaire was based on the fact that the targeted sample is a collection of people in a given organization. Furthermore the motivate behind the adoption of questionnaires is due to the fact that the study seeks to evaluate the relationship between organizational culture and firm's performance.

In designing the questionnaire some of the factors that were considered was the clarity of questions and free of any ambiguities and also easy to understand and answer. The questionnaire had a fixed choice of variables that the respondent can chose from. Since the aim was to find out the extent to which organizational culture affect firm performance, respondents were asked to rate their level of agreement with the fixed choices that was provided. Meanwhile to test the validity and reliability of the questionnaire before it was sent out, a pilot testing was done to ascertain whether the questions was clear and easy to understand and answer.

3.5 Data Collection

Primary and Secondary data was the source of data for this study. The primary data source was obtained from administering questions and interview session with employees and management. In order to measure the accuracy and objectivity of the information and data we had, we compared the answers given by two respondents and this was evaluated during the administering of our interviews question. The first step was to allow top managers from relevant department including the risk management unit to answer a questionnaire separately, and

then an in-depth interview was conducted among these employees. Each interviewee was asked the same set of questions that included their views on risk evaluation and risk mitigation. After gathering and comparing all these answers obtained from the interview section, we evaluated the responses against that of the questionnaire and found out that the responses obtained through the questionnaire were accurate and had a sense of objectivity. While the Secondary sources includes the data from company achieves, publication in academic and professional journals and etc.

Meanwhile in the survey covered a sample of an individual firm or organization within a specific industry. One of the methods adopted to acquire accurate information and data was to contact the key informant of the organization that happens to be heads of various branches in different locations. As advocated by Campbell (1997), contact the key informant enables the researcher to acquire relevant and accurate data for a particular study.

Firstly, potential respondents were contacted through an email, with a follow up telephone conversation to explain the merits of this study. This helps to gain the concerns of respondents and influence their level of cooperation. A two months' timeframe was used to collect and gather all relevant data. A total of 150 questionnaires were sent out to the firm and its branches, after a period a total of 66 percent that account for 100 answered questions was returned. The main reason for this turnout is attributed to the fact that the number of employees present at site for that timeframe was less than 150 personnel. Employees and Management from departments such as Human Resource department, Corporate Affairs, Customer Service department were contacted.

3.6 Measurement of variables

In order to establish the relationship between the various variables used. The variables were categorized into two distinct categories such as dependent variable and independent variable. The dependent variable in this study is the performance of firm. And on the other hand the independent variables are the set of variables such as effective management of diverse workforce, communication and others that contribute to the attainment of firm's performance. The independent variables was measured on a 7-liket scale, thus 1= extremely disagree and 7= extremely agree. Furthermore, respondents were asked to express their level of satisfaction and agreement of the questions administered according to this scale.

3.7 Validity and Reliability of Data

In order to ascertain the reliability of the data at hand there is the need to examine the validity and consistency of the data. To test the reliability of a dataset the Cronbach's alpha is usually adopted as the measuring scale in social science. An alpha value of 0.5 is considered to be an appropriate and prove that there is to some extent a level of consistency. For our course, two datasets were used to test out two hypotheses, the first dataset that examine how motivation and effective management of diverse workforce has an alpha value of 0.89. While second dataset had an alpha value of 0.85. This shows numerically that there is to a large extent a level of consistency within the various variables examined. These alpha results serve as a strong base for the reliability of the data measured. Collinearly diagnosed was tested by the use of Variance Inflation Factor (VIF). A value of more than ten is considered to be a high collinear. In this study the VIF was 3.14 and 4.2 respectively. The hypothesis formulated for the study was tested by cross-sectional data with the use of statistical software SPSS 20.0. Descriptive statistics Pearson correlation and linear regression was conducted. Interviews carried out among top managers and employees and management served as a base to explain the quantitative findings and its validity.

4.Data Analysis

This chapter discusses and present findings and analysis on data gathered from the survey. The survey was conducted within a timeframe of two months, One hundred and twenty (150) questionnaires were sent out to the firm's employees. After a period, we received one hundred (100) answered questionnaires that accounts for 83 percent of the total questionnaires sent out. The analysis is in consistent with the research questions, objectives and theoretical framework of this study and it is presented in tables to give better understanding. All the tables in the analysis are generated from our data through the use of SPSS 20.0 (statistical package) after being coded on a 7-liket scale.

4.1 Respondents information

This aspect of the analysis presents the basic data on the respondents of the questionnaires. The basic data comprise of the respondents sex and their educational qualification.

Table 4- 1 Demography of respondents (Educational background)

SEX	Masters	Undergraduates	Others
Male	20	30	12
Female	15	15	8

SOURCE: survey, 2014

4.2 Statistical Analysis

This section of the study reports the statistical analysis of the data on effective management of diverse workforce and firm's performance. Table 2 reports a summary of descriptive statistics and Pearson correlation between all variable used. The dependent variable used is the performance of firm (FP). The independent variable used includes; management of diverse workforce (MDW), clear-cut mission statement for employees (CCM), encourages different views on issues (EDV), provision of a harmonious environment (PHE), reward acceptable behavior (RAB). The researcher choose these independent variables because the research has to do more with organizational culture and there are other factors like customer base, sales revenue, and many more that can be used to measure the performance of a firm but the researcher wants to limit the research to questions that has a direct effect on the dependent variable.

4.2.1 Diverse workforce

Table 4- 2 Descriptive Statistics and Pearson Correlation

Variables	N	Mean	SD	2	3	4	5	6
1.FP	100	3.20	0.414	.800**	.680**	.623*	.612**	.547**
2.DW	100	3.22	1.292		.589*	.702*	.460	.462**
3.CCM	100	4.08	1.034			.526*	.634**	.648**
4.EDV	100	3.05	0.175				.234	.590*
5.PHE	100	5.87	0.223					.626*
6.RAB	100	4.15	1.452					

* $p \leq 0.05$; ** $p \leq 0.01$. (2-tailed)

Inferences from the Pearson correlation analysis above prove that all the independent variables had a positive correlation with the dependent variable. Thus all the independent variables had a significant contributes to the significant performance of a firm. Form the correlation table above the effective management of a diverse workforce has the highest Pearson correlation coefficient of 0.800 at $p < 0.01$ (2-tailed). This signals that when organizations are able to harness and management effective employees from different backgrounds it contributes significantly towards the performance of the firm since employee turns to feel they are accepted and therefore edge to put out their best in the discharge of their duties. Furthermore when the different cultures and attitude that different employee brings to the organization from different backgrounds needs to be identified so as to be able to align it with the values and culture of the firm within which they works. When this is done firms can then satisfy employees since firms are aware of their attitudes, behavior and expectations in regards to their jobs.

In addition, other independent variables such as clear-cut mission statement for employees (CCM) and the encouragement of different views on issues by firm (EDV) also have a correlation coefficient of 0.680 at $p < 0.01$ (2-tailed) and 0.623 at $p < 0.05$ (2-tailed) respectively. When firms are able to communicate their mission and values to employees without any ambiguities through the provision of an environment that encourages employee to pour out their opinion on issues affecting both the employees and firms, it enables employees to acknowledge the fact the they are essential to the survive and growth of the organizations and therefore puts out their collective best. And these lead to have a positive impact on the performance of an organization. Furthermore, the firm's ability to provide a work-friendly environment and the reward of acceptable behavior by the firm had a significant correlation with the dependent variable at 0.612 at $p < 0.01$ (2-tailed) and 0.547 at $p < 0.01$ (2-tailed) respectively. According to the statistical findings our first hypothesis was supported and proves that a will managed and motivated workforce contributes to the performance of a firm.

Table 4- 3 Regression Analysis

Models	R-square	Unstandardized coefficients.		Standardized coefficient	t-value
		Beta	Standard Error	Beta	
1. FP	.223	-.405	.059	-.233	-.082
2.FP,DW	.442	-.567	.061	-.640	0.818
3. FP,DW, CCM	.448	-.593	.063	.338	5.908
4. FP,DW, CCM, EDV	.567	-.426	.068	.592	-8.443
5. FP,DW, CCM, EDV,PHE	.716	-.617	.071	.422	-4.532
6. FP,DW, CCM, EDV,PHE RAB	.818	-.413	.089	-.655	-9.421

The regression model was established using the equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$ where: Y is the dependent variable, “ α ” is a regression constant; $\beta_1, \beta_2, \beta_3$ and β_n are the beta coefficients; and $X_1, X_2, X_3,$ and X_n are the independent (predicator) variables. Standardized beta coefficients were put in the regression equation. This revealed that diverse workforce can be predicated as: $Y = \alpha + (-0.23) X_1 + (-.64) X_2 + 0.34 X_3 + \dots + \beta_n X_n$ where: Y is (FP) ; $X_1,$ is (DW) ; $X_2,$ is (CCM); X_3 is (EDV), and X_n is the nth predicator.

4.2.2 Communication up-down streams

Table 4 reports a summary of descriptive statistics and Pearson correlation between all variable used. The dependent variable used continuous improvement of the performance of a firm (IFP). The independent variables used are; effective communication (EC) availability of efficient communication mechanism/channel (CM), feedback loop/mechanism (FBM), and a clearly laid out grievance address procedure/System (GAS). The researcher choose these independent variables because the research has to do more with organizational culture and there are other factors like customer base, sales revenue, and many more that can be used to measure the performance of a firm but the researcher wants to limit the research to questions that has a direct effect on the dependent variable.

Table 4- 4 Descriptive Statistics and Pearson correlation

Variables	N	Mean	SD	2	3	4	5
1.IFP	100	5.20	1.414	.815**	.750**	.800*	.598**
2.EC	100	4.22	0.592		.671*	.508*	.500**
3.CM	100	4.08	1.564			.589**	-.324
4.FBM	100	5.05	1.485				.454
5.GAS	100	2.87	1.983				

* $p \leq 0.05$; ** $p \leq 0.01$. (2-tailed)

The result of the Pearson correlation shows that there is a significant relationship between dependent variable and the various independent variables. The independent variable that has a highest correlation coefficient with the dependent variable is an effective communication process at 0.815 at $p < 0.01$ (2-tailed). From this statistical finding it can be inferred that an effective communication process plays an essential role in the performance of a firm. This proves that when management are able to communicate well their expectation of employee’s job it aids in increasing the performance of an organization. Communication is a two way process therefore firms need to send out information without ambiguities and should be clear as possible. Whiles on the other hand management should provide a feedback process where down-stream employees can also contribute their perspective on diverse issues to management. Furthermore, the availability of an efficient communication channel or mechanism, feedback mechanism and a proper grievances addressing procedure had a correlation coefficient of 0.750 at $p < 0.01$ (2-tailed), 0.800 at $p < 0.05$ (2-tailed) and 0.598 at $p < 0.01$ (2-tailed) with the dependent variable respectively. The statistical finding supports our hypothesis 2 that states that an effective communication between both down and upstream employees is related to a firm’s performance.

Table 4- 5 Regression Analyses

Models	R-square	Unstandardized coefficients.		Standardized coefficient	t-value
		Beta	Standard Error	Beta	
1. IFP	.343	.305	.021	-.103	-.123
2. IFP, EC	.498	.467	.045	-.240	0.818
3. IFP, EC, CM	.560	-.512	.052	.610	5.908
4. IFP, EC, CM, FBM,	.690	-.530	.060	.092	-1.043
5. IFP, EC, CM, FBM, GAS	.860	-.589	.068	-.522	2.501

The regression model was established using the equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$ where: Y is the dependent variable, “ α ” is a regression constant; $\beta_1, \beta_2, \beta_3$ and β_n are the beta coefficients; and $X_1, X_2, X_3,$ and X_n are the independent (predicator) variables. Standardized beta coefficients were put in the regression equation. This revealed that continuous improvement in firms’ performance can be predicated as: $Y = \alpha + (-0.10) X_1 + (-0.24) X_2 + (0.61) X_3 + \dots + \beta_n X_n$ where: Y is (IFP) ; X_1 is (EC) ; X_2 is (CM); X_3 is (FBM), and X_n is the nth predicator.

5. Conclusion

The focus of this paper was to examine the impact of organizational culture on the development and growth of a firm. It evaluated the factors that could aid in harnessing the diverse views and perspective of diverse employees and its significances on an organizational growth and development. In order for any firm to gain a sustainable growth there is the need to both its internal and external customers, thus the employees and firm’s customers outside the firm. When firm are unable to communicated well with its values and mission to its clients and employees, it helps employee to have a clear idea of what is expected of them and how it should be carried out. Furthermore, customer turns to know what a firm stands for and what it believes in. Moreover, the relocation of firm to multinational location presents a challenge in this global business environment, where firms have to be able to understand that to success in each business environment there is the need to understand the acceptable behavior of the market it operates within.

The objective of this study as elaborated earlier, both quantitative and qualitative methods were employed to enable the testing of the formulated hypothesis. The study’s hypothesis was to examine if firms that are able to harness diverse employees and also the role communication plays in the dissemination of firm’s values and accepted behaviors. The statistical findings of our study support our hypothesis. And this is in consistence with previous studies that supports the fact that firms that are able to manage effectively a diverse workforce, and also communicated well its values and believes efficiently to its employees and customers are able to attain sustainable growth. For instance during our interview session with some selected management members it was found out that they were aware of the multinational nature of their workforce and the need to harness these resources in order to survive in this competitive world. As the CEO of the firm said for the firm to gain competitive advantage and survive in this competitive era, there is the need to understand and tolerate employees’ behavior and culture from different background.

Despite, the statistical findings supporting our hypothesis, some variables seem to have a relatively lower correlation coefficient to the dependent variable. This suggests that despite they had some relationship to some extent it was not very significant and therefore need to be improved. These variables include appropriate grievance channels and reward of accepted behavior. Furthermore, the fact that firms implement these processes does not mean it does it to the full extends and this can affect the firm in the long run. Firms need to assess these attitude in both the short and long run if sustainable development is to be achieved. According to Confucius “Virtue is not left to stand alone. He who practices it will have neighbors”. Relating this to the study objective, firms should be able to development a framework for sharing and implementing of its culture and also understanding that of its neighbor’s culture and accepted behavior. According to the finding the following recommendation was made;

Firstly, firms should set up a proper grievance report channels. This channel should be free from strict bureaucracy. The process should be free of ambiguities and should have a strict policy framework that guides its activities. In order to gain the confidence of employee whiles have an objective view of their perspective about

what they expect from the firm there is the need to create the atmosphere that allows employees to spill out their grievance without fear and hesitations. When employees have confidence in the system it boosts morale at work and employees give out their best to the growth of their organization since they feel to be part of it.

Secondly, management should build up an environment that rewards acceptable behavior since employees turn to mimic such kind of behavior. When this happens employees are encouraged to keep up with these attitudes and behaviors that conform to the values and mission of the organization. Effective communication should be a key to reward and encourage acceptable behavior that conforms to values and objectives of the organization. Meanwhile, on the other hand unacceptable behavior's needs to be punished to serve as a deterrent for others. Thus there should be a system in place that checks and balances acceptable and unacceptable attitudes.

Furthermore, since communication is an essential stage in information dissemination. And also for the purpose of an organization communicating its values to its employees there is the need to have effective communicating channels and medium that is free of distortions and ambiguities. This process needs to be topped with a feedback loop so information communicated can be reviewed and changed if not working efficiently. Also employees can share their views on the values shared and how it can be amended to suit the environment within which its business activities are operated. The feedback process will aid to have an understanding of the actual success rate of issues communicated to employees over a period of time.

Organizations need to adopt a pro-active attitude toward employee training and education. Employees' need to be trained and educated about the values and objectives of the firm within which they operate and its external environment. When employees have a clear in-depth idea of the values and culture of their respective organization, it helps mitigate the risk that could arise as a result of wrong interpretation and implementation of organizational values and mission. An educated employee is a key step to achieve efficiency at the workplace.

And lastly, we suggest employees need to be monitored after communication and training have taken place. The firm or top management deems it a responsibility to monitor or put in place monitoring mechanisms to monitor the rate at which employees went by the books and when they did not. This mechanism will help management to identify employees with acceptable behavior and reward these individuals. Furthermore, unacceptable behavior can be identified through this process too.

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