Impact Appraisal of Organizational Culture on Employee'S Performance

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Abstract

The study examined the impact of organizational culture on the employee's performance using a nongovernmental organization in Nigeria (NGO) community based support project CUBS by MSH/Africare as the case study, the choice of the case study was necessitated by the lacunae created in the by the several study on this topic using an Ngos. To ascertain empirical the effects of organizational culture on employee's performance, two hypotheses were advanced;

.The hypotheses were tested and the computed correlation coefficient r is 0.979 at the 0.01 level of significance, which is a very significant outcome. Thus H1 is accepted; in other words, there is a positive and significant relationship between organizational culture and employee's performance in the CUBS project, Nigeria.

In addition to correlation analysis, regression analysis was also done to further show the impact of organizational culture on employee's performance, the result indicates that organizational culture has a significant impact on employee's performance ($F=41.367$, $p < 0.05$). The table also shows that organizational culture has a simple regression (R) of 0.709 with employee's performance and accounted for 50.2% of the total variance in employee performance ($R^2 = 0.502$). The unaccounted variance (49.8%) in the model shows that there are other factors that impact on employee performance not explored in the present study. The results indicate that organizational culture is a predictor of employee performance. Therefore in conclusion, H1 is accepted

Keywords; *Organizational Culture and Employee's performance*

Introduction

The concept of organizational culture has drawn attention to the long-neglected, soft side of organizational life. However, many aspects of organizational culture have not received much attention by the employers and employees. Instead, emphasis has been

Place primarily on the cultural and symbolic aspects that are relevant in an instance without preparing for the future of the organization (Ouchi and Wilkins, 1985.) Culture then is treated as an object of management action with little or no regards to its development. In this regard, Ouchi and Wilkins (1985) note that 'the contemporary organizational leaders often takes the organization not as a natural solution to deep and universal forces but mere values and norms that the organization comes to live with, in it years of existence. The implication of organizational culture on the employee's performance as a rational instrument designed by top management to shape the

behavior of the employees in purposive ways is rather complex and conflicting' thus that has resulted to the waning up or collapse of several organizations . Accordingly, much research on corporate culture and organizational symbolism is dominated by a preoccupation (Ojo, 2009). Another issue of concern is that these, symbols, values, and ideas presumed to be manageable and directly related to effectiveness , yet is not brought to fore for the employees to understand rather many aspects of organizational culture are simply disregarded.

 Employees are brought from different background to for the workforce of an organization with the diverse attitude from where they came from, internalization is also disregarded,

Because of these unconsidered issues or neglected of whether organizational culture is of paramount or negatively to employee's performance, hence the further research this topic. Little attention has been given to NGOs In, despite its organizational excellence. Hence the study is the impact of organizational culture on employee's performance a case study of community based support project CUBS by MSH/Africare in Nigeria. Thus, there is a major gap in the relevant literature on Nigeria, which has to be covered by research.

Organizational Culture

Organizational culture is the bedrock of organizational excellence; it is too complex a concept to be defined in a manner that will provide a common frame of reference for organizational leaders and researchers (Ouchi, 1981). Several definitions only attempt to create a scenario that culture is a set of shared meanings that makes it possible for members of an organization to adopt, interpret and act upon their environment (Ouchi, 1981). In an attempt to define

organizational culture beyond shared values, we need to answer some fundamental questions: How did the culture come to be? What is the culture all about? It is flexible or rigid? (Ouchi, 1981).

It is difficult to distinctly express what organizational culture is, but everyone knows it when they sense it (McNamara, 2002). Organizational culture encapsulates the ways the organization performs it business; handles its employees, customers and the external community; how often autonomy and freedom is allowed in decision making, developing fresh ideas and personal expression; hierarchical order of the channel through which information flows; and the levels of employee commitment towards the collective objectives of the organization (McNamara, 2002). Organizational culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and which 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 (Schein, 1984). It impacts the organization's productivity and performance, and provides guidelines on customer care and service; product quality and safety; attendance and punctuality; and concern for the environment (McNamara, 2002). An organization's culture is not only shared but also consists of values that are invented, learned and shaped within a period to suit the needs of the organization (Schein, 1984).

Furthermore, organizational culture is a distinctive normative system consisting of model patterns of shared psychological properties among members, which result in compelling common affective attitudinal behavioral orientation that is transmitted across generations and different collective activities from each other (Askanasy, 2000). Organizations can realize and implement sustainable change by using organizational culture as a road map, but at the same time, the primary reason for any failure in implementing organizational change is organizational culture (Linnenluecke & Griffiths, 2010).

The following sections provide an overview of the different forms of organizational culture, according to Gregory, Harris, Armenakis and Shook (2009).

Group culture

Group culture refers to the collective ideas and values developed, nurtured and implemented by a group of individuals called co-workers as means of achieving result (Gregory et al., 2009). Group dynamics are very important, as belonging to the group becomes a value that is tightly held. Gregory et al. (2009) further explain that culture also values cohesiveness, participatory decision making and considerate support among co-workers, while managers support and leverage these values through empowerment, mentoring and support of teamwork.

Developmental culture

The argument put forward by Gregory et al. (2009) is an externally focused emphasis on flexibility; it defines the developmental culture as a culture of change and adaptation in the hopes of growing the organization. The leadership supports entrepreneurial ventures and inspires creativity in employees in the hopes of acquiring new resource for the organization (Gregory et al., 2009). This point of assertion is that developmental culture proffers change solutions to enhance culture to meet the leadership challenges of an organization with a view to strengthening the organization.

Rational culture

Gregory et al. (2009) describe rational culture in terms of goal attainment, where goals represent a form of controlling employees' actions while directing behavior towards the external environment. These kinds of cultures tend to value productivity, achievement and competition towards well established criteria. Whatsoever is the rationale behind culture is an attempt to boost productivity and achieve targeted objectives.

Hierarchical culture

This culture is one of uniformity and coordination with an emphasis on internal efficiency, where strict guidelines tend to regulate behaviors and employees value job security in a somewhat rigid environment. According to Gregory et al. (2009), this delves into the issue of the total strict compliance to rules and principles that determined how organization is manage.

Balanced culture

Quinn (1988) cited in Gregory et al. (2009) asserts that a balanced culture in which the values associated with each cultural domain are held strongly also argued that organization with balance culture have a distinct advantage in managing environment shifts.

Model of organizational culture

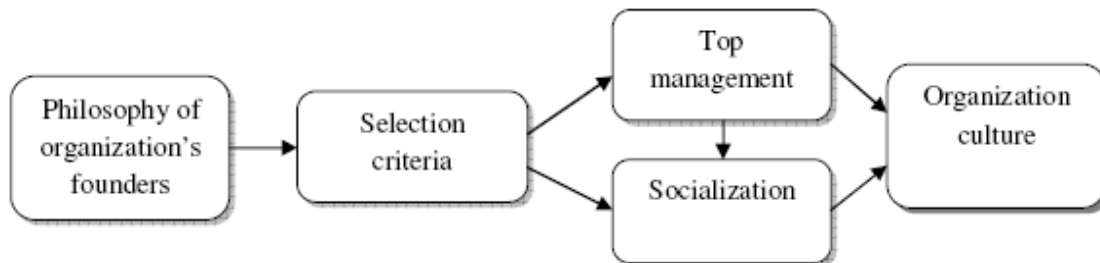Figure shows how organizational culture is formed.

Figure1. Formation of Organizational Culture

Source: Robbins & Judge (2009)

The organizational culture model, above as shown in Figure , explains the process how culture is formed, going through processes or stages, beginning from the philosophy of the organizational founders – the organizational owners who from the inception of the organization have in mind the kind of organization, its purpose and what they hope to achieve. At that stage, the first culture will be introduced bearing the ideology and values preferred by the owners; it will get to the point that there will be so many possibilities, and thus a selection criteria will be proposed based on the culture that supports growth or the interest of the organizational owner.

The culture selected may be examined by a team of organizational experts working in that organization. Usually this consists of the top management which may include the owners of organization who will evaluate the culture in the light of their organizational objectives, then allow it to proceed to the socialization stage to assert its acceptability by employees and the wider environment. When it is accepted, it will be considered the organizational culture. The accepted culture will guide the actions and activities of both the owners and employees of the organization. Performance is mostly determined by the culture of organization, for instance an organization that places greater emphasis on rewards and employee evaluation tends to achieve measurable performance (Robbins & Judge, 2009).

Employees' Performance

As mentioned in the previous chapter, employee's performance refers to the observable behaviors and actions which explain *how* the job is to be done, plus the results that are expected for satisfactory job performance (Alder, 2001). Performance is the extent to which an individual is carrying out his or her assignment or task, i.e. the degree of the accomplishment of the task that makes up an employee's job (Ojo, 2009). It indicates to the employee what a good job looks like (Alder, 2001). This implies that employees must know what they need to do to perform their jobs successfully (Ojo, 2009).

Gruman and Saks (2010) argue that performance management is a critical aspect of organizational effectiveness, therefore it needs close monitoring. Alder (2001) believes that organizations are naturally interested in monitoring their employees' performance, and thus employee's performance monitoring permits organizations to assess whether or not the organization is getting what it is paying for. Measures for performance can be conducted through the following indicators: profit; revenues; accounting measures return on capital employed, profit margin; shareholder value the share price multiply by the number of shares issued also known as the company value; growth in sales, size, market share and share price.

Employees usually feel that profit sharing and gain sharing are good for personal effort, company growth and productivity, and for the workplace atmosphere (Blinder, 1990). Under certain conditions, it has been observed that improved corporate performance can enhance job satisfaction and employee performance, nevertheless, there is no automatic and invariant relationship between the two (Katzell, 1975).

Employee commitment is no longer something that an employer can take for granted, but have to put in great effort to achieve (Senyucel, 2009). By increasing employee participation, the firm will benefit from increased employee productivity and performance due to increased employee commitment (William et al., 1994). This explains the fact that employee's performance is a dependent variable that must be motivated by the organizational culture and HRM in order to produce the desired outcomes.

Performance standard

To determine employees' performance, a performance standard must be set, to serve as an indicator upon which the judgment of performance can be made (Shumen, 2009). Performance standard is a written statement of the conditions that will exist when a satisfactory job is performed; it describes how much, how many, of what, by when, how quickly, how well, how accurate, and the behavioral context of what a person does when performing a primary function (Alder, 2001) The definition put forth by different researchers depict an action of measurement design, from the basis of organizational objectives to be achieved within a given period, though Matthews (1998) argues that performance standard should be free of individual targets but should instead be position-oriented, meaning that a performance standard must be placed on the position in the organization and not on the person, thereby attaching importance to the standard.

The performance standard tells employees *what* is to be done, providing the employees with specific performance expectations for each major duty (Richer, 2005). The purpose of performance standards is to communicate expectations (Gruman & Saks, 2010). They are the observable behaviors and actions which explain *how* the job is to be done, plus the results that are expected for satisfactory job performance (Richer, 2005).

Performance standards should be objective, measurable in terms of quantity and quality, realistic, visible and stated clearly in writing, and should be written in terms of specific measures that would be used to appraise performance (Chen & Martin, 2004). Some supervisors prefer to make them as specific as possible, and some prefer to use them as talking points with the specificity defined in the discussion (Gruman & Saks, 2010). Good performance typically involves more than technical expertise, but also includes certain positive behaviors. It is often these behaviors that determine whether performance is acceptable (Alder, 2001).

Performance appraisal

Performance appraisal is a method by which the performance of an employee is evaluated in terms of quality, quantity, cost, and time by the supervisor through the unity of command channel and sometimes by an external body (Richer, 2005). The performance appraisal is part of guiding, nurturing and managing employee development; a process which gathers, analyzes and records information about employee capability (Shumen, 2009).

Moreover, performance appraisal is the examination of an employee's recorded successes and failures, personal strengths and weaknesses, and is also a determinant factor for the suitability of promotion or the need for training, as well as a job-based assessment (Chen & Martin, 2004). The appraisal provides an employee a voice in the appraisal process, such that if employees are confident in the fairness of appraisal process, they are likely to accept the outcome of a judgment even when it does not favor them (Gary, 2003).

Performance appraisal systems must have two key components in place: Firstly, they must have a technically sound rating process with clearly developed rating procedures, an appropriate, a user-friendly instrument, and a system to monitor compliance and to store appraisal data. Secondly, the other key component is the manager who is placed in the challenging role of performance rater, and must have both the skills and motivation to conduct effective performance appraisals that are imperative in assessing employees' performance on the job (Kumar, 2005).

Organizational Culture and Employee's Performance

Employees have their own behavioral tendencies within an organization, and most organizational managers value those that bring additional success to the entire organization (Barka, 2010). Employees strive for competitiveness when there is determination towards their work and there is an influence coming from the culture within the organization (Collins, 1998). Jaishree (2003) claims that organizations are seen as a rational means to plan, organize, coordinate and control a group of people and their activities through strategy, further argues that organizational culture becomes an implicit yardstick for understanding the organization when viewed as embedded in the wider socio-cultural system. Alternatively, it may be seen as an organizational variable within the organizational context, as a tool to be managed to achieve better control and organizational effectiveness (Jaishree, 2003).

Denison's (1990) research indicates that organizational culture influences organizational performance directly, where an organization whose organizational culture is propagated extensively and profoundly, and practiced in management decision, will experience better repayments in investment and sale than those organizations which do not popularize organizational culture. Therefore, Denison's studies show that cultural factors lead to the realization of a lot of an organization's value achievements, and that culture may be the extreme crucial factor for the success of organizations. In summary, researchers have found that there is a close connection between organizational culture and organizational performance.

Holloway (2001) defines employees' performance as a well organized process of planning work and setting expectations, continually monitoring performance, developing capacity to perform, regularly rating performance in a

summary manner and rewarding good performance. McNamara (2005) suggests that performance includes activities to ensure goals are reliably being met in an effective and efficient manner.

Khan (2006) claims that it is important for individual values to match organizational culture because a culture of shared meaning or purpose results in actions that help the organization achieve common or collective goals. Hence, an organization will operate more productively as a whole when key values are shared among the members of employees; employees need to be relaxed with the behaviors encouraged by the organization so that individual motivation and group productivity remain high, because organizations are comprised of individuals whose unconcealed behaviors are consistent with their secret values (Khan, 2006).

Oaluko (2003) declares that performance is the manner of performing work, assignment or goals to a level of preferred satisfaction. In this study, organizational performance is viewed in terms of the ability of an organization to satisfy the preferred expectations.
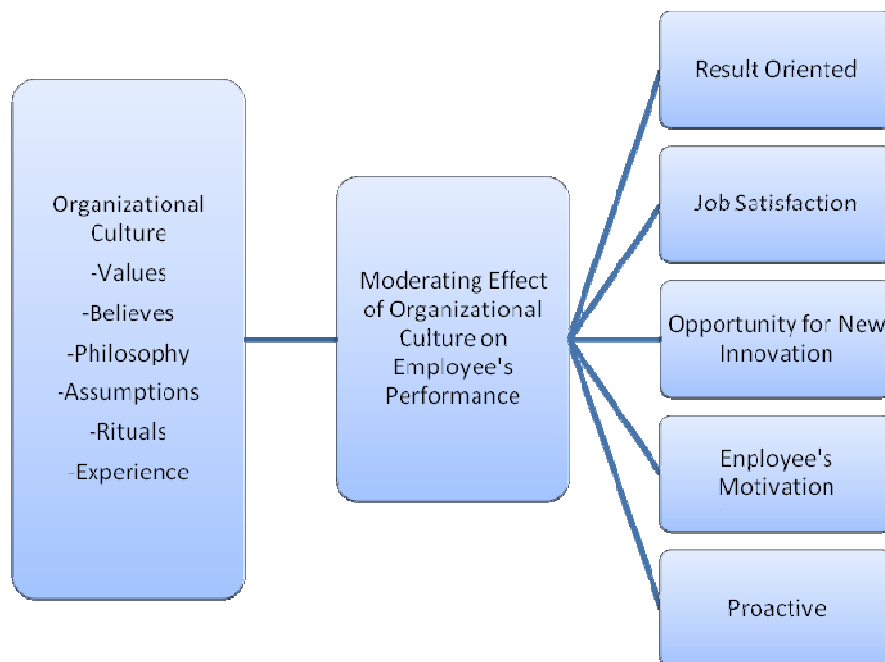
Moderating effects of organizational culture on employees' performance

Empirical studies have proven that organizational culture has great influence on the performance of employees. Ouchi (1981) attests that a distinct organizational culture contributes to performance through facilitating goal coalition, as a common culture makes it easier to agree upon goals as well as the appropriate means for attaining them. What then is employee performance? Employee's performance is the observable behaviors and actions which explain *how* the job is to be done, plus the results that are expected for satisfactory job performance. In other words, they tell the employee what a good job looks like (Ouchi, 1981).

The moderating effect of culture on employees' performance refers to the ability of culture to function in a manner where performance is supported (Ouchi, 1981). Those beliefs and values of the organization will not be static in this situation because the organization has to move from mere values, rituals and beliefs that do not support employee's performance.

Some cultures may inadvertently have negative effects on employees' performance, for example, some cultures may put more emphasis on higher performance without considering the well-being of these drivers that drive the "higher performance", thereby putting less attention on the motivational aspect of the employees and yet anticipating higher performance. But when culture is moderated, its effect is clearly shown; for example, in an organization where employees are required to come to work by 6:00 a.m. and most of the time they sleep off during work, a little adjustment of time from 6:00 a.m. to 8:00 a.m. may give the employees time to have proper sleep and to avoid sleeping at work. Thus performance standard and performance appraisal tools must be designed to reflect the real objectives of the organization, i.e. to drive change from the status quo of mere values to an acceptable situation of things in the work organization (Chen & Martin, 2004).

Figure Model of moderating effects of Organizational Culture on Employee's Performance

Source: Summary of Researcher's Approach (2011)

The Impacts of Organizational Culture on Employee's Performance
There are several views on the relationship between organizational culture on
Employee's performance: the commonly acceptable views are categorizes into four, thus as following:
I. The most common one is the so-called strong-culture thesis. It has often been assumed that commitment of an organization's employees and managers to the same set of values, beliefs and norms will have positive results – that the 'strength' of 'corporate culture' is directly correlated with the level of profits in a company Denison, (1984). Researchers adopting this proposition tend to place new kinds of human relations involving employees in decision-making, allowing them some discretion, developing holistic relations, at the core of organizational culture. Peters and Waterman, (1982); Ouchi, (1981). It is frequently argued that a distinct organizational culture contributes to performance through facilitating goal coalition – a common
Culture makes it easier to agree upon goals as well as appropriate means for attaining them. There are also positive effects on motivation – a shared culture encourages people to identify with the organization and feel belongingness and responsibility for it, it is assumed Brown, (1995).
II. Severe research suggested the contrary relationship between organizational culture and employee's performance: that high performance leads to the creation of a 'strong' corporate culture; this implies that success brings about a common set of direction of development, beliefs rituals and values. A workplace spirit may develop and there may be little carrot or support
 thus forming broad consent and may lead to collectively acceptable, the organizational culture may be more than just a derivative of high performances: values and meanings may reproduce a successful organization and thus contribute to performances. It may also be a source of competitive advantage and a liability in situations calling for fundamental change.
III. Idea was draws upon startling thinking to suggest that under certain conditions a particular type of culture is appropriate, even necessary, and contributes to efficiency. Wilkins and Ouchi (1983), consider culture an important regulatory device in organizational settings too complex and ambiguous to be controlled by traditional means .In corporate situations where these means of regulation function well, corporate control as a distinct form is less important.

IV. Separate version says that 'adaptive cultures' are the key to good performance, this is the cultures that are able to take action to changes in the environment, Such cultures are characterized by people willing to take risk, trust each other, are proactive, work together to identify problems and opportunities, etc. It may be tempting to say that 'adaptive cultures' are self-evidently superior. There easily enters an element of tautology here: 'adaptive' implying successful adaption and this is per definition good for business. Brown (1995) argued that,

there are organizations that are relatively stable and fit with a relatively stable environment, and risk-taking and innovation are not necessarily successful.

Too much change can lead to instability, low cost-efficiency, risky projects and a loss of sense of direction.

Aims and Objectives of the Research

This study would primarily evaluate organizational culture, and employee's performance. Specifically the study sought:

      1.   To describe the community-based support Project as to:
          1.1   Organizational culture
          1.2   Employee performance
      2.   To examine the impact of organizational culture on employee's performance.

      Hypotheses

To answer the research questions and to achieve the objective of this study, the following hypotheses were proposed and tested:

.H1: There is a positive and significant relationship between organizational culture and employee's performance in the CUBS Project in Nigeria.

H0: There is no positive and significant relationship between organizational culture and employee's performance in the CUBS Project in Nigeria.

Methodology

A research method is simply a procedure for collecting data. The choice of research method reflects decisions about the type of instruments or techniques to be used (Richardson et al., 2009). Research methodology includes sampling design, data collection, data analysis, and limitations or constraints that the research faced (Schindler, 1998). Choosing the right research methodology depends on several criteria, such as the aim of the study, the type of information needed, the character of respondents, manipulation of independent variables, the degree of control that the researcher has over the case under study, and constraints of time and money (Sekaran, 2005). The procedures are discussed below

In this study, survey research design is adopted. Survey research design was chosen because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control or manipulate them. (Ojo, 2003)

The population of the study consists of the entire workers of the community based support project CUBS by MSH/Africare, Nigeria. The choice of NGOs stems from the fact that the most of the studies conducted in Nigeria concentrate on the public and commercials. Hence the selection of the NGOs For effective coverage.

The population is a full set of cases from which a sample is taken (Saunders, 2009). The population for this study was forty-three (43) drawn from the heads of civil society organizations in Nigeria spread across seven states and the entire staff of community based organizations, namely the CUBS project. 43 survey questionnaires were administered and all the 43 were filled and returned accordingly.

One important way of ensuring that we have used the right instrument and have taken correct measurement is that our outcome must be in consonance with two major criteria for measuring quality known as validity and reliability (Ojo, 2003).

Content validity

A good questionnaire must be cleansed for content validity (Zikmund, 2003; Sekaran, 2003). Content validity refers to the subjective acceptance or agreement among professionals or scholars that a scale logically appears to accurately measure what it is intended to measure (Zikmund, 2003). It helps to determine the clarity and suitability of statements and questions and to refine and validate the instrument used in the study (Zikmund, 2003).

Accordingly, a content validity check was carried out on the first draft of the questionnaire by three academicians and five heads of CSO who possessed a wealth of experience. They devoted time to scrutinize the questionnaire and sent their feedback. Improvements were made on the content of the questionnaire, such as the choice of words, and the sentence structure. Every attempt was made to ensure the questionnaire was simple and short, with the layout as clear as possible to ensure a high degree of response rate.

Reliability

Reliability is the degree to which measures are free from error and therefore yield consistent results (Zikmund, 2003). The internal consistency method was used in this study to examine the reliability of the questionnaire. The internal consistency is determined by examining the inter-correlation of each item using the most popular test of interim consistency reliability that is the Cronbach's alpha coefficient (Sekaran, 2003) reliability test was conducted using cronbach's alpha through the aid of SPSS. In summary, the Cronbach's alpha test has shown the 35 questions in the questionnaire are reliable and internally consistent,

The raw data from the study was analyzed using Statistical Package for Social Science (SPSS) Version 15.0. The analysis of data included a reliability test for the scales using Cronbach's alpha. The Cronbach's alpha testing was used because it is a commonly accepted reliability test used by social science researchers (Zikmund, 2003). In general, reliabilities less than .60 are considered to be poor, while those in the .70 range are acceptable, and those over .80 are considered good (Sekaran, 2005). Besides descriptive data analysis, statistical analysis was also computed. Simple regression analysis was also carried out to determine the relationship between independent and dependent variables.

Test of Reliability

Table of. Overall Cronbach's Alpha for the Scale

From Table, the Cronbach's alpha of 0.885 indicates the high reliability of the questionnaire.

Data Presentation and Analysis

The data collected was through questionnaires and semi-structured interviews. A total of 43 questionnaires were distributed in the seven states including the federal capital territory in Nigeria. All 43 questionnaires were successfully completed and returned, representing 100 percent of the total questionnaires administered. Table below summarizes the survey response.

Table of Survey response

Description	Quantity	No of respondents
No of questionnaires administered	43	43
No of questionnaires filled and returned	43	43
Responses rate	43/43x100=100%	

Test of Hypotheses

To address the impact of organizational culture on employees' performance, the following hypothesis was submitted:

H1: There is a positive and significant relationship between organizational culture and employees' performance in the CUBS Project in Nigeria.

H0: There is no positive and significant relationship between organizational culture and employees' performance in the CUBS Project in Nigeria

Table Correlation between Organizational Culture and Employee's Performance

Group	Number of Respondents	Computed mean(x)	Computed r	p-value	Decision
Organizational culture	43	2.05	0.979	0.000	H1 is accepted
Employee's performance	43	1.84			

The data in Table shows that the computed correlation coefficient r is 0.979 at the 0.01 level of significance, which is a very significant outcome. Thus H1 is accepted; in other words, there is a positive and significant relationship between organizational culture and employee's performance in the CUBS project, Nigeria.

In addition to correlation analysis, regression analysis was also done to further study the impact of organizational culture on employee's performance.

Table of Regression analysis for impact of Organizational Culture on Employee's Performance

$R= 0.709$ $R^2 = 0.502$ Adjusted $R^2 = 0.490$ Std Error of estimate = 0.29258						
		ANOVA				
Model	Sum of Squares	Df	Mean Square	F	Sig.	Remark
Regression	3.541	1	3.541	41.367	0.000	Significant
Residual	3.510	41	0.086			
Total	7.051	42				

$p<0.05$

Table of indicates that organizational culture has a significant impact on employee's performance (F=41.367, p <0.05). The table also shows that organizational culture has a simple regression (R) of 0.709 with employee's performance and accounted for 50.2% of the total variance in employee performance ($R^2 = 0.502$). The unaccounted variance (49.8%) in the model shows that there are other factors that impact on employee performance not explored in the present study. The results indicate that organizational culture is a predictor of employee performance. Therefore in conclusion, H1 is accepted.

Research Objective 1.1
To describe the community-based support project as to: Organizational Culture.
The findings of the research were derived from both the quantitative and qualitative studies. In the former, a ten-item survey pertaining to organizational culture was conducted on the sample. In the qualitative study, semi-structured questions were posed to three experienced senior executives of the organization. The findings demonstrate that the organizational culture in the CUBS project is one that invests in the welfare of its human resources, where great priority is placed in strengthening its HRM practice management system, which promotes organizational success. Such a system ensures that all employees are treated justly in terms of policies and practice. The results imply that organizational culture is a predictor of human resources management.

Research Objective 1.2
To describe the community-based support Project as to: Employee's Performance.
Thirty items in the questionnaire were related to the description of the employee's performance in the CUBS project. The findings of the survey, which were supported by the semi-structured interviews, reveal that the employee's performance depended on the organizational culture and HRM to function. The results also imply that whenever organizational culture or employee's performance is lacking, this will affect the employee's performance indirectly or indirectly. This observation is further strengthened

Research Objective 2
To address (b) the impact of organizational culture on employees' performance,

Correlation between Organizational Culture and Employee's Performance
The data in Table 4.2A shows that the computed correlation coefficient r is 0.979 at the 0.01 level of significance, which is a very significant outcome. Thus H2 is accepted; in other words, there is a positive and significant relationship between organizational culture and employee's performance in the CUBS project, Nigeria.
In addition to correlation analysis, regression analysis was also done to further study the impact of organizational culture on employee's performance

Regression analysis for impact of Organizational Culture on Employee's Performance
That organizational culture has a significant impact on employee's performance (F=41.367, p <0.05). The table also shows that organizational culture has a simple regression (R) of 0.709 with employee's performance and accounted for 50.2% of the total variance in employee performance ($R^2 = 0.502$). The unaccounted variance (49.8%) in the model shows that there are other factors that impact on employee performance not explored in the present study. The results indicate that organizational culture is a predictor of employee performance. Therefore in conclusion, H1 is accepted.

Conclusion
With all the research objectives addressed and the two hypotheses resolved through both quantitative analyses, the present study has been successfully fulfilled. The conclusions of the study are summarized in the following paragraphs:
The following hypotheses were tested to investigate the relationships between organizational culture, on employee's performance.

H1:   There is a positive and significant relationship between organizational culture and employees' performance in the CUBS Project in Nigeria.

H0:   There is no positive and significant relationship between organizational culture and employees' performance in the CUBS Project in Nigeria

The computed correlation coefficient r was 0.709, while the p-value was 0.000 This result led to the acceptance of H1. Hence, there is a positive relationship between organizational culture and employee's performance. The outcome concurs with the findings of another research by Huang and Wu (2000). In their research, organizational culture of public business agencies was found to have a significant effect on organization commitment

The findings stress the need to monitor organizational culture and to evolve better HRM practices so that good employee's performance is consistently maintained at an optimal level. In other words, these findings have potential practical implications for managers and consultants of management development programs. The findings could also form the basis for prescribed action to drive good human resource management practice through a positive organizational culture that contributes to higher employee's performance in the organization.

Recommendation

Based on the findings of the study, the following are recommendations for the stakeholders of organizations concerned.

(a) Create a unique culture.

Each organization should work towards creating its own unique culture instead of copying another organization's culture. While inspiration and ideas may be drawn from other organizations, culture cannot be borrowed wholesale from a specific organization. Instead, the right cultural elements must be selected, blended and fine-tuned over time to fulfill the unique requirements of one's organization. However, although culture differs from one organization to the other, the same culture must be shared among fellow employees within the same organization in order to synergize and achieve common goals and vision effectively. The creation of culture need not come from the top, but it could also come from the grassroots. Therefore, organizations must get all employees and other stakeholders involved in culture creation, whether formally or informally. An example of how this may be executed is by engaging employees in reflecting upon their company core values, work processes and best practices during team building sessions, training programs or company retreats.

(b) Ensure that organizational culture aims to enhance employees' performance.

It is pointless to practice a certain culture for the sake of an obsolete tradition that serves no benefit. Whatever cultural element the management decides to introduce, it needs to keep this important aim in mind. Sometimes though, cultural practices are not formally introduced by the management but instead, a certain culture may have informally developed among the staff over time. Whatever its origin, any culture that is not beneficial to employees' performance should be promptly discouraged, with the management offering advice on healthier suggestions or alternatives.

(c) Align reward and recognition consistently with individual contribution.

The management must clearly lay out a proper system of rewards, recognition and other benefits coherently. Otherwise, the system might backfire – any perceived inconsistency of the system will de-motivate the staff instead. One recommendation is to offer employees a selection of benefits to choose from. This places the onus of responsibility upon employees themselves as they have to evaluate the advantages and disadvantages of the different options, and then make an informed decision of their own.

(d) Ensure equity in the distribution of rewards and that rewards meet the expectations of employees.

The management must have an efficient delivery system of rewards. Tracking the fulfillment of rewards is important so as not to marginalize any employee. The immediate superiors of employees should work with the HR department to ensure the smooth delivery of equitable rewards instead of leaving the responsibility totally to the HR department. Managers have direct frequent contact with their team members while HR staff members might not have such an opportunity. In addition, the nature of the rewards should commensurate with the effort and skills expended by the employees for that task. If the organization is not familiar with matching rewards to tasks, then it should seek the help of external professionals or consultants, or learn from the examples and best practices of top-rated employers.

On the basis of the foregoing study, the researcher recommends that future researchers use the proposed models of this study as a baseline for their constructs and measurable dependent variables upon organizational culture as independent variable.

All positive moderating efforts on the culture of an organization should be welcome, analyzed and be implemented where necessary. Such efforts need not necessarily come from organizational members but may come from external parties that share the same values as the organization.

In addition to the above, the researcher makes the following recommendations specifically to the CUBS project and other organizations in Nigeria:

The organizations should periodically review their respective cultures during brainstorming sessions involving all organizational stakeholders in order to glean meaningful contribution. Beneficial suggestions should be given a trial as there is no one way to organizational success. Organizations in Nigeria could emulate the organizational success strategy of the CUBS project by MSH/AFRICARE. Furthermore, all other organizations interested in high growth through increased employee participation should never underestimate the crucial role of organizational culture.

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