

**ORGANIZATIONAL CULTURAL CHANGE AND ITS IMPACTS ON  
PERFORMANCE IN PUBLIC INSTITUTION: THE CASE OF TANZANIA  
PUBLIC SERVICES COLLEGE**

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**2013**

**CERTIFICATION**

I the undersigned certify that I have read and recommend the dissertation entitled organizational cultural change and its impacts on performance in public institution: the case of Tanzania public services college and found it to be in a form acceptable for examination.

.....  
**Prof H. Rwegoshora**

**(Supervisor)**

.....  
Date

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I, **Bahati Keneth** declare that this dissertation is my own original work and that it has neither been submitted nor being concurrently submitted.

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**DEDICATION**

This work is dedicated to my family who gave me strength to face every day's life challenges.

## **ABSTRACT**

This study aimed to examine the impacts of organization's cultural change on overall organization performance with specific reference to Tanzania Public services College.

Specifically it aimed to describe the Organizational Culture at Tanzania Public Service College, to examine the employee's performance indicators, to assess the extent to which organizational cultural change is associated with employees' job performance. The study employed a case study design with questionnaires, interviews and documentation as the main data collection methods. Moreover, Qualitative and Quantitative techniques were used in the analysis of the problem, the primary data and secondary data were analyzed processed by using computer program Statistical Package for Social Sciences (SPSS) and indicated clearly on tables and figures. The findings revealed that organization cultural change impacted positively on organizational performance as long as TPSC invest in Technology and Human resource development in the acquired organization to turn around and produce the much desirable consequences. The evidence suggests that the implementation of the Tanzanian Privatization policies which resulted in a between that merge TPSC functions had a positive impact on the performance and competitive behavior of the Company. The structural changes implemented facilitated increase in productivity and efficiencies by outsourcing non-core activities, People development, equipping them with skills enough to manage changes, and operating on a lean management structure that led to lower production costs

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**ABBREVIATIONS AND ACRONYMS**

CEO	-	Chief Executive Officer
CSTC	-	Civil Service Training Centre
DP ARC	-	Deputy Principal – Academic, Research and Consultancy
DP PFA	-	Deputy Principal – Planning, Finance and Administration
HR and Admin	-	Human Resource and Administration Officer
ICT	-	Information and Communication Technology
M & E	-	Monitoring and Evaluation
PALM	-	Public Administration, Leadership and Management
PMU	-	Procurement Management Unit
PSFM	-	Public Sector Financial Management
PSRP	-	Public Service Reform Programme
TPSC	-	Tanzania Public Service College
TSC	-	Tabora Secretarial College

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background Information**

Organizations face increasingly dynamic environments characterized by substantial and often unpredictable technological, political, and economic change. How can organizations respond rapidly to such changes or become more agile. Organizational agility, according to Lee Dyer (2001) requires a judicious mix of stability and reconfigurability. Chandler (1962) originally documented links between the increasing complexity of business cultures, environment and the adoption of multi-division (or M-form) structures in large US firms. In today's highly dynamic and rapidly changing environment, manufacturing scenario has undergone a rapid change in the last two decades, more so in the last few years. The manufacturing units are continuously trying to update themselves by acquiring or developing new technologies.

Moreover, culture in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, motivational, reward mechanisms and working conditions. It provides dynamic interface to the employees in the organization in the form psychologically meaningful and behaviorally pertinent perceptions, which impel them to think, feel

and act in consistently similar ways (Schneider, 1975).

Czinkota and Ronkainen (1993) agreed that culture is based on languages, economy, religion, policies, social institutions, class, values, status, attitudes, manners, customs, material items, aesthetics and education, which subsequently influences managerial values. For instance in Tanzania, these times would be the shift from agriculture age to the industrial age, and more recent one is the influx of the information technology age. These periods have brought along significant change, which has forced organizations to adapt to severe consequences that are coupled with stagnation. Similarly there have been times when relative calm and the winds of change have been light in nature. However when the need for change accelerates, it brings with it new challenges and opportunities. The advent of the information technology age has these elements as we have stepped into the 21st Century. The pace of change is constantly accelerating and organizations are adapting to the challenges that an integrated global communication and information system are bringing to the international business environment. Burnes (1992) argues that to properly initiated change, one has to have a full understanding of the nature of an organization. Gaining this understanding has sparked much debate as how an organization actually operates.

The business environment that an organization operates within will influence its culture. It will also be affected by the geographical region, which relates to Hofstede's (1991) work on the effects of national culture. This is also an evidence to suggest that different cultural attitudes depend on the social strata that exists within a

region. The type of industry that a company is in will similarly have an impact on how a culture develops. Management practices and the formal socialization process also have a strong influence over an organization's culture. It is the way in which a company is actually managed will have influence over the behavior and attitudes of its employees.

Harrison and Carrol (1991) argued that the management has control over various factors that will have an influence on culture. The most important of these factors are recruitment, formal socialization procedures and turnover of employees. Evidently the type of person that an organization employs will have an impact on the culture. However, Strong cultures may, however, impose a level of stability on organizations, and such stability has mixed implications for performance.

Denison and Mishra (1995) found that "stability traits" such as a firm's mission, consistency, and normative integration, were related to its profitability. Specifically, organizations with strong cultures had greater returns on investments, but only in the short run; after three years the relationship between cultural consistency and performance became negative (Denison, 1990). Strong cultures may enhance short-term success but inhibit long-term organizational performance; they may even contribute to long-term failure by preventing organizations from adapting to changing contingencies.

Tanzania is currently implementing a programme on public service reforms. This programme, the Public Service Reform Programme (PSRP) aims at improving the

efficiency, competence and general performance of the Public Service in Tanzania. It also aims at putting the “public” or the citizenry at the focus of every function and activity of the Public Service.

Thus apart from being performance-oriented, the reform process aims at raising the levels of public service delivery; reinstating ethical conduct and values of public servants; and developing leadership, management and technical skills of public servants. While PSRP aimed at improving performance management, restructuring and private sector participation, executive agencies programme, management information systems, leadership, management development and governance; and, programme co-ordination, monitoring and evaluation (Kavura, 2002).

The Tanzania Public Service College (TPSC) was established in August 2000 as an autonomous Government Agency as per the provisions of the Executive Agency Act of 1997. Executive agencies established under this Act have financial and administrative autonomy. They operate at “arms length” with the government. This Agency was launched as part and parcel of the Public Service Reform Programme (PSRP). Whereas PSRP aims at transforming the Public Service into an organ that has the capacity, systems and culture of offering consumer-oriented services efficiently and effectively, TPSC was established to support this programme by improving the knowledge and skills of the Public Service through training and development interventions ((TPSC, 2011).

TPSC was established out of a merger of two old training institutions: the Civil Service Training Centre (CSTC) and Tabora Secretarial College (TSC). CSTC was

established in 1963 to enhance efficiency and effectiveness of the Tanzanian Civil Service through training of junior, middle and senior civil servants. TSC, on the other hand was established in 1973 solely for the purpose of meeting the training needs of the government and private sector in the secretarial cadre (Kavura, 2002).

TPSC was formed in August 2000, as an Executive Agency under the Public Service Management in line with the Executive Agencies, Act of 1997. TPSC has been established within the context of a comprehensive three-phase Public Service Reform Programme (PSRP) – 2000 – 2011. The main aim of PSRP is to transform the public service into an organ that has the capacity, systems and culture of offering customer – oriented services, and a culture of continuously improving these services. The main reason of establishing this college therefore is to support the reforms by improving the leadership, management and administrative skills in the public service.

The TPSC has undergone a lot of organizational changes beyond the original mandates of CSTC and TSC. TPSC is intended to satisfy the training needs of all levels of the public service, including the senior and top levels such as principal officers and permanent secretaries. In other words, TPSC's portfolio will subsequently include the functions of a "staff college". Initially the College will concentrate its efforts in satisfying the sector's training needs at junior and middle levels (TPSC, 2011).

Three reasons justified the establishment of TPSC, these are, an absence of a comprehensive training facility for the Public Service, the changing needs of the

Public Service resulting from the reforms currently taking place; and having a public service college which is efficient and self-sustainable. Tanzania public service college saw the need to carry out a critical review of its activities for the purpose of determining where it is in its endeavors to become a fully-fledged public service college (i.e. incorporating the staff college), and what actions it should undertake to reach this objective (TPSC 2011).

As the College grows vertically and horizontally it will slowly address the senior and top level training needs of the public services, the managerial, leadership and administrative needs. Thus, TPSC is a training and development institution specializing in public service development and reforms. Its prime goal is to contribute to good governance and professional practice in the Public Service. (Kavura, 2002).

Restructuring and change was necessary in terms of organization and culture to enable the TPSC to accomplish its objectives. Before PSRP, CSTC was able to offer efficient and self-sustainable training for public servants but PSRP came to enhance the salient gaps in the changing needs of the Public Service resulting from the reforms currently taking place; and the Need to enhance good governance in the country. CSTC had an organization structure that promotes centralization. The structure lacked adherence to formal rules governing the interactions of units and levels in the structure, and operated without descriptive written agency mission and vision, thus transforming to independent public agency was necessary to turnaround the organization.

### **1.3 Statement of the Problem**

All organizations, everywhere, function within a specific culture, and it is becoming more widely recognized in contemporary discussions of organizational performance that managers and other organizational practitioners have to develop an understanding of their cultural settings if their organizations are to perform effectively. Assessing and improving organizational culture as well as determining when major cultural transformations are necessary is critical to long-term organizational success. Managing differentiated cultures and creating synergies across these cultures is also a critical leadership challenge.

Organizational culture includes beliefs and attitudes of people in performing, organizing, assessing and rewarding their performance when dealing with problems of external adaptations and internal integration, how they think and feel about their organizations (Trompenaars, 1993). These beliefs and attitudes are fruits of the modal of organizational structure within a certain organization.

Organizational culture is characterized by things like incentive system, technological skills, re-structuring of organization structure, vision, mission, core values, training, motivation, recruitment and termination. It happens that these characteristics of organizational culture change from one leadership to another in a given organization. Such changes can be indicated by an increase or decrease of a certain characteristic.

Since several studies (Such as Edgar Schein 1992, Azhar K 2003 and Gary J. Bamossy 1995) have supported the positive link between culture change and

performance, have contributed significantly to the field of culture and performance studies whereby culture has been treated as variable for a specific research purpose.

One leadership may insist and motivate training to employees while another leadership cements mainly on recruitment of newly workers to cover the spaces within the organization. One leadership may put force on the use of technological skills during performance of a given task while the other leadership stresses on motivation to employees and re-structuring. This is typical example of organizational cultural change going hand to hand with the change of leadership within the organization. For sure, change in organizational culture from one leadership to another affects positively or negatively the performance of a given organization. This study deals with the Tanzania Public Services College. The study is, therefore, aims at ascertaining the reasons for and impact of organizational cultural change to the performance of TPSC

#### **1.4 Research Objectives**

##### **1.4.1 General Objective**

The general objective of the study was to examine the impact of organization's cultural change on overall organization performance of Tanzania Public Services College.

##### **1.4.2 The Specific Objectives**

Specifically the study was guided by the following objectives:

- i. To describe the organizational culture at Tanzania Public Service College

- ii. To examine the employee's performance indicators at TPSC.
- iii. To assess the changes in organization from one leadership to another on how it affect employees' job performance at TPSC.

### **1.5. Research Questions**

The study was guided by the following research questions;

- i. What are the organizational cultures changes taking place at TPSC?
- ii. What are the employee's performance indicators at TPSC?
- iii. Is the organization cultural change associated with employees' job performance at TPSC?

### **1.6 Significance of the Study**

The study helped to create awareness and understanding to the concept of organizational culture change on organizational performance and how beneficial it is to public and private organization. Data collected and obtained during the study would be beneficial to various learning institutions especially Human Resources Managers and Public Administration Officers acting as a centre of acquiring knowledge on organizational cultural change and its impacts on organizational performance.

The study shed light to the decision makers such as government and donors in reviewing existing policy, laws and regulations components for efficient performance of making reform program more effective in fostering broad-based development

### **1.7 The Scope of the Study**

Geographically, the study dealt with TPSC within Dar es Salaam. Theoretically, the study intended to assess the impacts of organizational cultural change on performance. The sample covered were views of the civil servants in understanding the organizational cultural change impacts on performance.

### **1.8 Thesis Outline**

This work was divided into five chapters. The first chapter was an introduction of the study. It presented the background, purpose, research questions, and limitation in this study. Chapter two is discussed about the organizational culture theories and empirical studies which contain organizational cultural changes reflections. The third one was about the research methodology where by case study was applied to make the investigation in this work. In chapter four, critical discussion according the collected data and the presentation of all data collected were made. Finally, a conclusion and recommendation of the study were made including policy implications and areas for further study.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents literature review for the study whereby five sections are presented. These are conceptual definitions, theoretical framework, empirical studies, research gap for the study and conceptual framework.

#### **2.2 Definition of Key Concepts**

##### **2.2.1 Culture**

Culture is a universal phenomenon as there is no society in history without a culture. But culture varies from one society to another. Studies of formal organizations in both Western and non-Western societies have shown the implications of varying cultures for ‘organizational operations and performance’.

Multinational organizations operating in different cultural contexts have become increasingly sensitive to the potential impact of the culture of a host country on organizational performance (Hofstede 1991).

Schein (1992) defined culture as “a pattern of shared basic assumptions that the group learned 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.

### **2.2.2 Organization Culture**

Organizations have distinctive culture and personality that demonstrate their values, ways of dealing with problems, decision making and doing things. Organizational culture includes beliefs and attitudes of people in performing, organizing, assessing and rewarding their performance when dealing with problems of external adaptations and internal integration, how they think and feel about their organizations (Trompenaars, 1993).

Most corporate culture reflects value of owners in reinforcing the vision/ mission of the organization to establish the main operating orientation as well as providing members with shared identity. So while it constitutes a bond that holds an organization together it is also an informal control mechanism that facilitates coordination of people efforts.

According to Schein (1990) Corporate Culture has three levels namely Surface, Middle and Deepest. At Surface level it includes visible appearance and behaviors, such as physical layout, dress codes, organization structures, organization policies, procedures and programs and attitudes. At middle level culture is represented by the organization's beliefs and values, while at the deepest level it involves basic assumptions i.e. organization's long learned automatic responses and established opinions.

Most organizations use values to provide direction to and motivation for their employees to ensure their survival and flourish, and register better performance in the market.

### **2.2.3 Types of Organization Culture**

Organizational culture can be analysed across three basic dimensions: Weak versus strong, Low-Performance, and Adaptiveness (Johnson, 1998). A strong culture promotes employees bonding through widely shared values and beliefs. According to Deal & Kennedy (1982) bonding is achieved when business is conducted with clear principles actively communicated to illustrate their relationship to the business operating environment.

Clearer goals decrease staff uncertainty and promote quicker response performances resulting in lower monitoring costs, improving efficiency due to the existence of a strong corporate culture. In a strong culture a leader formulates strong values and practices relevant to the competitive environment; owns organizational commitment to manage according to established principles; and worries for the well-being of stakeholders (Senge 1985).

A weak culture involves having widely different values and beliefs that make staff feel separated from the organization (Smircic, 1983) and that only a small group has loyalty toward management or individuals. This type of culture rarely supports strategic implementation or performance.

According to Kottler et al (1992) in a weak culture the internal environment is too politicized such that issues get solved on the basis of turf and decisions are made based on lobbying; people are hostile to change with innovators being thwarted and lazy getting rewarded; encouragement is only to staff with machine expertise while

entrepreneurial skills and leadership capabilities staff are neglected; and lastly executive short-sightedness.

Adaptive culture promotes spirit of execution at advantage of available opportunities and threats for long-term success without compromising core values and ideals. This involves top management planning response to changing conditions; commitment to “doing the right thing” and satisfying relevant stakeholders; focus on well being, staffs less threatened by job changes and willing to support change; and encouraging, protecting and rewarding innovation and entrepreneurship.

#### **2.2.4 Cultural Change**

Cultural change typically refers to radical versus limited change. It is not easy to achieve; it is a difficult, complicated, demanding effort that can take several years to accomplish. There are three basic types of cultural change (Trice and Beyer, 1991). These are revolutionary and comprehensive efforts to change the culture of the entire organization, Efforts that are gradual and incremental but nevertheless are designed to cumulate so as to produce a comprehensive reshaping of the entire organizational culture and Efforts confined to radically change specific subcultures or cultural components of the overall differentiated culture (Trice and Beyer, 1991).

Implementing culture change needs people involvement through the key phases; ‘unfreezing’ existing culture and ‘refreezing’ the new. Pilot study by change facilitators and champions is vital. Human Resource function needs to be aligned and reinforce recruitment, performance appraisal, career development, recognition and

incentives, and compensation mechanisms while examining the challenges of each. Internal communication is vital in delivering culture change message through the organization.

Thought cascade briefings, newsletters, corporate intranets, and must be reinforced with honest and timely messages that clearly support new cultural ethos. When an organization recognizes people patterns of thought and behavior in the workplace as cultural structures individuals groups integrate within the culture. During change initiatives, a situation of uncertainty, ambiguity, and stress, organizational learning is required to help employees understand and adopt new roles and responsibilities while discarding old ones (Trice and Beyer, 1991).

### **2.2.5 Performance Management**

Field (2001) defined performance management as the style of management that involves open communication between manager and employee in setting goals, providing ongoing feedback to both parties as well as performance appraisal. In essence performance management illustrates how should focus their energy and effort to succeed and in particular on how to manage the big five; Dependency, Cost, Quality, Speed, and Flexibility.

## **2.3 Theoretical Perspectives**

### **2.3.1 Institutional Performance**

According to Richard et al. (2009), organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, and

return on investment) product market performance (sales, market share) and shareholder return (total shareholder return, economic value added). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. Improving the productivity of an institution is essential to its survival in the competitive world. The purpose of all productivity related endeavors is to bring about lasting improvements in the performance of an education institution (Shrestha, 2005). Performance is something for which all education institutions strive for, regardless of their size. Small institutions want to get big, big institutions want to get bigger. Indeed, institutions have to grow at least a bit every year in order to accommodate the increased education needs that emerge over time.

With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other institutional expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher fee. Consequently, performance and growth must occur if the institutions wish to keep up (Smart and St. John, 1996). Institutional performance has the potential to provide small education institutions with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits (for profit making institutions), and increased prestige for institutional members. Many small institutions desire performance because it is seen generally as a sign of success and progress. Institutional performance is, in fact, used as one indicator of effectiveness for small institutions

and is a fundamental concern of many practicing managers (Smart and Hamm, 2003).

Smart and Hamm (2003) further stated that, measuring performance in education is very important. They further observe that, if an academic institution wants to deliver quality graduates through the coursework they offer, then they should know how to do this accurately. If there is anything that an education institution should do, it should be the evaluation of its performance. This is very important, especially in the case of colleges and universities.

This is because the quality of education being offered by these institutions is of vital importance because it is this quality that is instilled in the individuals that they produce in the corporate world in due time. Measuring performance in education is then an essential, and any person employed in the education industry would certainly attest to that. Institutional performance, however, means different things to different institutions.

There are many parameters an institution may use to measure its performance. Since the ultimate goal of most business organizations is profitability, most organizations will measure their performance in terms of net income, revenue, and other financial data. However most education institutions are for-no-profit and the institutional owners may use one of the following criteria for assessing their performance: number of employees, number of students, number of market driven programs, physical expansion, success of their programs, increased market share, financial

sustainability among other parameters. Ultimately, success and performance of an institution will be gauged by how well an institution does relative to the goals it has set for itself (Richard et al., 2009).

### **2.3.2 Organizational Culture and Institution's Performance**

The business world is fascinated by culture. Academics have studied it. Authors have written about it. Great leaders know how to leverage culture to ensure wildly successful business outcomes. Conversely, well-documented case studies demonstrate how incorrect assumptions about organizational values can lead to misunderstandings at best and organizational value systems impact the way change happens, failed projects and lost profit at worst. In the frenzied quest for a silver bullet to understand what culture tells us about the way business should be conducted, there is little debate that organizational value systems have a powerful influence (Prosci, 2010).

It is critical for all institutional managers to understand the underlying values of their institutions because these factors directly influence the institutional performance and how much work will ultimately be required to ensure successful outcomes for the institution (Prosci, 2010). It has been claimed that, "an organizational culture is so important to the organization that, in the long run, it may be the one decisive influence for the survival or fall of the organization" and that a "Culture matters because decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences" (Schein, 2002). Further, Schein (2002) has cautioned that researchers have underestimated the extent to which culture

contributes to the performance of an organization, as either an asset or a liability and as the explanatory construct underlying numerous organizational phenomena.

Azhar (2003) asserted that the phenomenon which often distinguishes good organizations from bad ones could be summed up as “corporate culture.” He says that the well- managed organizations apparently have distinctive cultures that are, in some way, responsible for their ability to successfully implement strategies. He further observes that every organization has a culture (which often includes several sub-cultures) that exerts powerful influences on the behavior of employees and managers. Organizational Culture can be one of the most important means of improving organizational performance. Organizational Culture has become very important in the last 25 years.

Even though it is intangible in nature, it plays a role that is significant and affects employees and organizational operations. It may not guarantee success but companies with strong cultures have almost always, done better than their competitors. The fact that organizations may have a strong or weak culture affects their ability to perform strategically. Culture affects not only the way managers behave within organizations but also the decisions they make about the organization’s relationships with its environment and its strategy (McCarthy, Minichiello & Curran, 2000).

Pearce and Robinson (2004) observed that culture is strength but can also be a weakness. As a strength, culture can facilitate communication, decision making and

control, and create cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change. An organization's culture could be characterized as weak when many subcultures exist, few values and behavioural norms are shared, and traditions are rare. In such organizations, employees do not have a sense of commitment, loyalty, and a sense of identity. Rather than being members of an organization, these are wage-earners. Traits exhibited by organizations that have weak cultures include: politicized organizational environment, hostility to change, promoting bureaucracy in preference to creativity and entrepreneurship, and unwillingness to look outside the organization for the best practices (Kotter and Heskett, 2005).

Rousseau (2000) asserted that, it is essential to recognize that large-scale organizational improvement does not occur in a vacuum or sterile environment. It occurs in human systems, organizations, which already have beliefs, assumptions, expectations, norms, and values, both idiosyncratic to individual members of those organizations and shared. Deal (2005) referred to organizational culture as "the epicenter of change." Harris (2002) believed this so strongly that she asserted that "Successful school improvement can only occur when schools apply those strategies that best fit in their own context and particular developmental needs".

Similar claims on the need to consider school climate and culture as part of the organizational change process are made by many of the leading authorities on school improvement, including Deal and Peterson (2004), who have demonstrated the pronounced effects of school climate and culture on the institutional change process.

Deal and Peterson (2004) illustrated how dysfunctional school cultures, for example inward focus, short-term focus, low morale, fragmentation, inconsistency, emotional outbursts, and subculture values that supersede shared organizational values, can impede organizational improvement.

Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated. Azhar (2003) observes that organizational culture is presumed to have far-reaching implications for organizations performance, making it an important topic to understand. A foundational part of the substance of the organizational culture is its values, which are assumed to be unique to the organization. The culture prevailing in an organization has a serious bearing on its performance. He further observes that the fact that organizations may have a strong or weak culture affects their ability to perform strategically.

He stated that culture affects not only the way managers behave within an organization but also the decisions they make about the organization's relationships with its environment and its strategy. HR marketer (2005) stated that, studies have shown that organizational culture has a direct impact on other vital performance outcomes of any organization, including customer satisfaction and business growth and the strong effects of organizational culture are consistent across a wide spectrum of businesses and industries, from education institutions, churches, automotive sales and service and fast-food retailing to home construction and computer manufacturing. Corporate culture can affect an organization's bottom line. Mercer

(1996) stated that after studying the cultural, behavioural and performance traits of more than 1,000 companies worldwide, Denison found corporate culture can affect sales growth and business performance.

## **2. 4 Theoretical Framework**

### **2.4.1 Elegant Model**

Martin (1992) developed an elegant model of cultures and subcultures by distinguishing between conceptualizations of organizational cultures that were cohesive and unitary, or integrated, and those characterized as collections of subcultures, or differentiated. A fragmented culture is ambiguous and open to members' multiple interpretations. These distinctions imply that an integrated culture precludes differentiated subcultures and vice versa, or that an organization may either have a single culture with no subcultures, or subcultures with no overarching organizational culture.

But, this typology does not consider the possibility that subcultures might co-exist within an overarching culture. Perhaps this reflects a conceptual division among organizational culture scholars; those focusing on the advantages of strong cultures tend to highlight overarching cultures and rarely consider subcultures (Kotter & Heskett, 1992) while those focusing on organizations as collections of subcultures rarely consider that they could be united by a strong, overarching organizational culture (Trice & Beyer, 1993). By considering culture content and strength, we propose that subcultures can develop within strong integrated cultures without weakening the overarching culture.

### **2.4.2 The Sanctuary Model of Change**

The Sanctuary Model initially began as a treatment model for adults who had been traumatized as children. However, the creator of this model has more recently applied the ideas to organizations as a model of change that will assist in improving processes which will enhance overall organizational performance (Bloom, 2005).

The application of this model is now being directed to the systems that actually provide service to patients or clients; which means that we are exploring issues such as organizational dynamics/organization change, leadership, and organizational culture. The theory and research is related to constructs primarily found in the business literature and applied to what Bloom (2005) describes in the evolution of The Sanctuary Model as a “model of organizational change.

### **2.4.3 Theory of Isomorphism**

The theory of isomorphism states that constraining process that forces one unit in a population to resemble other units that face the same set of environmental conditions (DiMaggio and Powell 1983). This theory in practice implies that, the features of an organization can be tuned to some extent for the sake of compatibility and uniformity to suit the surrounding environment of the organization.

Also in most instances, even the numerical value of organizations in an environment, according to the theory is as a result of the capacity or the ability of the environment to contain such organizations. The identity, complexity or even the simplicity of the structure of an organization is a function of the diversity of the

environment in which it operates. This theory also takes the shape of a formal or an informal pressure exerted on an organization by other superior organizations upon which they depend as well as the cultural environment within which an organization operates (DiMaggio and Powell 1983).

The Tanzania Public Service College (TPSC) was established in August 2000 as an autonomous Government Agency as per the provisions of the Executive Agency Act of 1997. Executive agencies established under this Act have financial and administrative autonomy. They operate at “arms length” with the government. This Agency was launched as part and parcel of the Public Service Reform Programme (PSRP).

Thus, PSRP influenced transformation of the Public Service into an organ that has the capacity, systems and culture of offering consumer-oriented services efficiently and effectively, TPSC was established to support this programme by improving the knowledge and skills of the Public Service through training and development interventions.

#### **2.4.4 New Public Management (NPM)**

The public sector reform drive was initiated under several names, one of which is New Public Management (NPM). These reforms came into existence during the 1980s in the advanced capitalist democracies as a response to the economic constraints. Gregory (2001) highlighted five main factors that have led to this change in perspective. They are rebureaucratization; lack of trust in government; lack of legitimacy of the government; politicization of public administration; and redefining

the recipients of service as customer of citizen. In addition to this, Lane (1997) has expressed on how the growing size of the public service contributes to these changes. According to him “in the early 1980s there was a realization that the public sector had a profound problem in relation to how well its various programmes were operating.

The adoption of NPM means the application of private sector practices and solutions to the problems of the public sector. With the growing number of challenges faced today, there are now, more than ever, increased demands on managers and all other staff members to achieve higher levels of efficiency and productivity. The continuously changing nature of most public services today and the high expectations from the general public have increased pressure on public servants to re-evaluate their contributions in the workplace and the way in which they work. The introduction of TPSC as an agency has been one strategy adopted to meet these challenges

#### **2.4.5 Contingency Theory**

Contingency theory means that one thing depends on other things, and for organizations to be effective, there must be a “goodness of fit” between their structure and the conditions in their external environment. As such the correct management approach is contingent on the organization’s situation (Daft, 2001).

Contingency theory represents a rich blend of organizational theory such as organizational decision making perspectives and organizational structure (Lawrence

and Lorsch, 1969; Pugh, 1998 and Donaldson, 2001). The strength of the contingency theory paradigm is that organizational effectiveness results from fitting characteristics of the organization, (such as its cultures) to contingencies that reflect the situation of the organization (Lawrence and Lorsch 1967).

According to Donaldson (2001), organizations seek to attain the fit of organizational characteristics to contingencies which leads to high performance. Therefore the organization becomes shaped by the contingencies (fit) to avoid loss of performance. Thus, there is an alignment between organization and its contingencies, creating an association between contingencies and organizational contextual characteristics (Burn and Stalker, 1961, Woodward, 1965).

Contingency theory is based on the premise that there is no universally appropriate or perfect measurement system which applies equally to all organizations in all circumstances. In fact, it is suggested that particular features of an appropriate measurement system will depend upon the specific circumstances in which an organization finds itself (Otley, 1980).

The study position is that contingency theory offers a useful way of conceptualizing the relationship between certain “contingency” variables and organization structure (PMS design and use). In the view of contingency theorists, the design of accounting information and control systems, i.e. one particular type of PMS, is based upon specific characteristics of the organization and its environment. Contingency theory is essentially a theoretical perspective within organizational theory that emphasizes

how contingent characteristics or contextual factors (Daft, 2001) such as technology, size, environment, culture and strategy affect the design and functioning of organizations (Covaleski, Dirsmith and Samuel, 1996).

## **2.5 Empirical Studies**

Ouchi and Jaeger (1978) made an evaluative study of the differences between American and Japanese cultures. According to them, the American culture is characterized by short-term employment, individual decision-making, individual responsibility rapid evaluation and promotion, explicit, formalized control, specialized career paths and segmented concern. On the other hand, Japanese culture is characterized by lifetime employment, consensual decision making, collective responsibility, slow evaluation and promotion, implicit formal control, non-specialized career path and holistic concern. This description exhibits a sharp and marked contrast between the two cultures.

Aluko (2003) conducted a study on the impact of culture on organizational performance in selected textile firms in Nigeria. The study examined the multidimensional impact of culture on organizational performance in selected textile firm from Lagos, Asaba and Kano in Nigeria. The main finding of the study was that irrespective of their cultural backgrounds, workers in the textile industry appeared to have imbibed the industrial way of life.

The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs

about work, positive work values, attitudes, and norms in all the firms studied. But these positive attributes of the cultural variables did not translate directly to high level of organizational performance in these mills because some other variables were at work. This was an indication that culture was not the sole determinant of organizational performance. Other factors most especially exogenous variables such as the economy, technology and the murky political climate all influence organizational performance significantly and much more than endogenous variable such as size, structure, and style of management.

In another instance, Tayeb (1988) conducted a systematic study of culture and work attitudes among Indian and English employees. In this comparative study, Tayeb found that Indian and English workers were similar with regard to honesty, tolerance, friendliness, attitudes to change, attitude to law, self-control and self-confidence, and acceptance of social differentiation. The two samples were similar with respect to trust in their colleagues, individualism, and commitment to their organization. There were also similarities in the relation between certain work-related attitudes and some non-cultural characteristics of the respondents.

Waigama (2008) conducted a study on Privatization Process and Asset Valuation in Tanzania. The study examined privatization and valuation processes in the context of privatized state owned enterprises in Tanzania. It investigates the implementation of the privatization process and valuation methodology in a developing economy where the market system and its associated institutions are not fully developed. The study found that strategy formulation being undertaken by PSRC did not promote higher

competition, higher prices and higher government revenue; the present Valuation methodology as used by the Valuation firms engaged by PSRC did not improve certainty in the determination of reserve price; further that valuation estimates were not good proxies of sale prices; the issue of wider ownership participation by the people was far from being achieved; and that follow-up on changes of ownership and changes in the physical developments was lacking. Both privatization and valuation stand to yield expected results where the market system and its institutions are well developed and are functioning properly. Had there been reasonable and basic preparations prior to take off, privatization process in Tanzania could have been carried out in better ways and yielded better results than it is now.

Kusaga (2005) conducted another study on Performance of Telecommunications Industry in the wake of Liberalization: the case of Tanzania Telecommunications Company Limited (TTCL). The study found that the partial privatization of TTCL has been a test for the government. Privatization has not been such failure as some people think.

On one hand, it has achieved a number of goals such as attracting inward investment and reducing government participation in the sector in order to encourage competition. Similarly, it has increased efficiency in service delivery. On the other hand, privatization has led to job losses and concerns on affordability and unequal access to services that can follow as government's aims at reducing even more the control and management of the telecommunications sector to private hands.

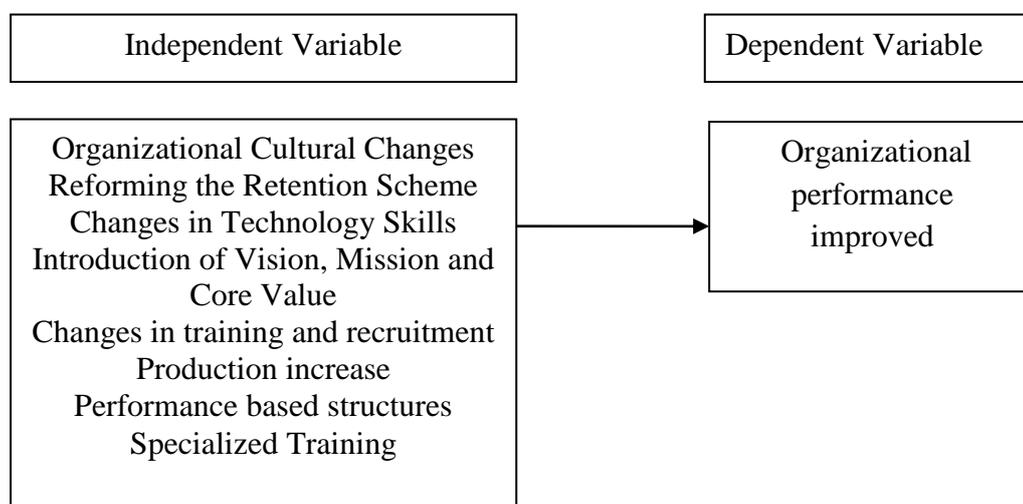
## 2.6 Research Gap

Moreover, Schein (1992) argued that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. In fact, he says, “The only thing of importance that leaders do is create and manage culture” and “the unique talent of leaders is their ability to understand and work within culture.

Thus, the studies above provided the gap of time whereby they were conducted more than 10 years ago and the gap of place where by most of them were conducted in developed countries while this study was conducted in Tanzania which is a developing country. Moreover, since TPSC became an agency, no study has so far been made as an assessment to find out whether changes made on the organization have led to performance improvement, therefore this research bridged the gap of time and place by examining the impact of cultural change on organization performance.

## 2.7 Conceptual Framework

**Figure 2.1 Conceptual framework Problem modeling**



*Source: Researcher's Modeling, 2012*

### **2.7.1 Relationship of Variables**

As indicated in figure 2.1 in the conceptual framework the two variables were interrelated and there was no way they can be separated. Dependent variables were variables were measured in order to establish the change or effect created on them, a dependent variable waits for the effect of an independent variable. Example in this is organizational cultural changes as an independent variable resulting to organizational performance which is dependent because they relies on the effects of the other

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents how the research was done, the technique which was used to gather data/information, and trend of the response rate. Both quantitative and qualitative methods of data analysis were used to examine the effects brought about by PSRP in relation to TPSC performances, such as changes in organizational culture, structures, and competitive behavior, and the resultant social impact on customers and employees.

#### **3.2 Area of the Study**

The study was conducted in Dar es Salaam region. The study was typically based at TPSC Dar es salaam head quarter office. It is of advantage to add that TPSC has other branches in Tanzania like that of Mtwara, Tabora, Singida and Tanga. It was purposely selected because it contained relevant features which are beneficial to the study. Some of the features include the availability of reliable informations as TPSC Dar es Salaam is the headquarter, population size relevant to the study, easily availability of previous publications, projects and documentations. TPSC Dar es salaam head quarter office which is located along Magogoni Street in Ilala municipal and it is boarded with Kinondoni district to its north side and Temeke south side

#### **3.3. Research Design**

A case study design was employed to obtain the necessary and required qualitative data. A case study entails studying a phenomenon within its real-life setting. Rather

than studying a phenomenon in general, a specific example within time and space is chosen for study. This allows a particular issue to be studied in depth and from a variety of perspectives (Kitchin & Nicholas 2000). The purpose of this study together with the nature of data which were collected influenced choice of this research design. What matters mostly in this study is not the number of respondents but the qualitative data from them. Also, the selection of the area of study has reasons. The combination of selection of respondents and area of study made this study a success.

In selecting a case, TPSC was selected because of the available time and resources. The planned study completion time is very short which could not be adequate to conduct a comprehensive study with multiple cases or a major case with sub-cases. In addition to that, multiple cases could require more resources in terms of finance and logistics. A decision is therefore, to select a single case where concrete information is sought and analyzed considering time and other resources available.

Reasons for choosing Dar es Salaam branch over other TPSC branches are obvious. One, other branches of TPSC is new. They did not experience the change of management (leadership) so that they did not experience any change of organizational culture. Two, TPSC teaches upcoming participants of organizational culture. TPSC offers courses which are useful for managerial activities like managerial planning and record keeping.

### **3.3.1 Population Target**

In conducting this study different categories was included, the Population was

comprised with Staffs who divided into three groups such as Top Management, Head of Departments and Other Staffs' However the Researcher targeted to interact with those groups hence was easy to obtain information due to their availability and their experiences in the organization.

### **3.3.2 Sampling Techniques**

Different sampling techniques were used to succeed the study. These techniques include Random Sampling and Purposive or Systematic Sampling.

#### **3.3.2.1 Purposive Sampling**

According to Oates (2008) defines purposive sampling as a deliberate hand-picking of the samples from the population that are likely to produce valuable data to meet the purpose of the research. On the other hand, Kothari (1999) qualifies that purposive sampling helps in accomplishing the purpose of a research and enables a researcher to pick those respondents who will be useful in data collection for research findings.

Purposive sampling was used in this study to straightly reach the aim of the study. Since the main aim of this dissertation was to ascertain the impact of organizational cultural change at the TPSC, it was inevitable to do sampling of stakeholders of the management at the TPSC. The force of having both senior and junior staff at TPSC was high and therefore this study had to succumb.

The purposive sampling, as noted earlier, was done with purpose. Firstly, the author

of this dissertation identified staffs who are daily participating in organizational culture. Secondly, the author of this dissertation checked the contribution of the identified staff towards realization of goals of this study. This was done by assessing the functions and roles of each identified staff in the whole process of organizational cultural practices like promotion of employees, training of employees, use of technological skills and recruitment of employees.

### **3.3.2.2 Random Sampling**

According Kothari (1999) Random Sampling is One of the best ways to achieve unbiased results in a study is through random sampling. Random sampling includes choosing subjects from a population through unpredictable means. In its simplest form, subjects all have an equal chance of being selected out of the population being researched.

Random sampling was done with purpose; this was done by considering that every staff in the organization can have something to share which was so helpful to accomplish this study.

### **3.4 Sample Size**

TPSC DSM campus has 96 staff and 3,320 students. Though purposive sampling demanded the author of this dissertation to use staff only. Therefore, the effectively used sample size of this study is 41 staff. The 41 staff picked are all top management staff, Heads of Department with their respective Assistants. Table 3.1 below shows the sample size.

**Table 3.1: Summary of Sample Size**

SN	Sample groups	Purposively Sampled		Total
		Head of Dept / Unit	Assistants Head of Dept/unit	
1	Top Management	3	0	3
2	HR and Admin	1	0	1
3	Marketing Department	1	1	2
4	M&E Department	1	0	1
5	Chief Accountant	1	1	2
6	HoDs Departments and or Units	10	10	20
7	Office Assistants	1	1	2
8	Other Staff	-	10	10
	<b>Grand total</b>	<b>18</b>	<b>23</b>	<b>41</b>

*Source: Field Data, 2013*

### 3.5 Data Collection Methodology

Primary data were collected by means of structured questionnaire and semi structured interview. Secondary data were collected and they involved a review of relevant information/published documents on, market infrastructure in Tanzania and globally. Other information were gathered from key institutions involved in the design, in an attempt to demonstrate for those themes and hypotheses that they are supported data collection and conditions under which they hold the truth (Barley and Status, 1985).

#### 3.5.1 Questionnaire

One of the methods used to collect data was questionnaire. This method of data collection was used for respondents who had a limited time to conduct interview with

the author of this dissertation. The questionnaire was used for 29 respondents including top management, Human Resource and Administration, Chief Accountant and Heads of Departments and Units. Questionnaire helped the author of this dissertation to get information from respondents who were answering questions set in the questionnaire. Also, the questionnaire made the author of this dissertation able to get useful documents from the said respondents since they insisted on their answers accompanied by documents carrying certain useful data for this study.

In addition to that, questionnaire helped the author of this dissertation to save time and resources. This is because, while respondents receiving questionnaire were responding to them, the author could go on with other methods of data collection like observation and interviewing.

### **3.5.1.2 Observation**

This method of data collection was used by the author of this dissertation throughout this study. The author was blessed to work in the same organization: TPSC. The author of this dissertation is working in Accounting Department. Therefore, it was easy for the author to observe the fresh things which transpire in the whole organizational practices. The useful data were collected in that way. As for the Questionnaire, Observation saved time of the author of this dissertation. Also, Observation made it possible for the author of this dissertation to be a witness of her own. That being so, the author of this dissertation obtained fresh and reliable data from the TPSC revolving the whole thing of this study: impact of organizational cultural change to the performance of the TPSC.

### **3.5.1.3 Documentary Sources**

Documentary review involved review of existing literatures that provided key concepts currently in use in any area of interest. The researcher consulted various material records documents, books, journals and websites. This method data collection was suitable because employees and their manager may fail to respond to all imposed questions due to lack of correct memories and shortage of time. From the documentary sources, the researcher mined piles and pile of information and enough literature over them. The researcher was equipped, by the documentary sources, with gigantic knowledge over the problem under this study and the aim of this dissertation.

### **3.5.1.4 Interviews**

Interviews and focus group discussions were conducted. Amongst the interviewees are officials from TPSC Head offices in Dar es Salaam in order to fill information gaps. These were the key informants for this study where by semi structured interviews, formal discussions and consultation were undertaken by the researcher. The researcher had time and space to probe further for the sake of getting information from respondents. The Interviewing was conducted even to officials who had received and responded to the Questionnaire. This was done in order to ask elaboration and additional information. Interviewing was used from the day the researcher went to the field. That is to say, the researcher used this method of data collection in the huge part of her research. It is the truth that, the researcher got useful, detailed and fundamental data from interviewing.

## **CHAPTER FOUR**

### **4.0 RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter composes five sections starting with respondents characteristics, followed by cultural changes happening at TPSC, exploration of the impacts of cultural changes to organizational performance, challenges facing TPSC in managing change and its reflection to performance and examination of the relationship between organization cultural change and performance.

#### **4.2 Characteristics of the Respondents**

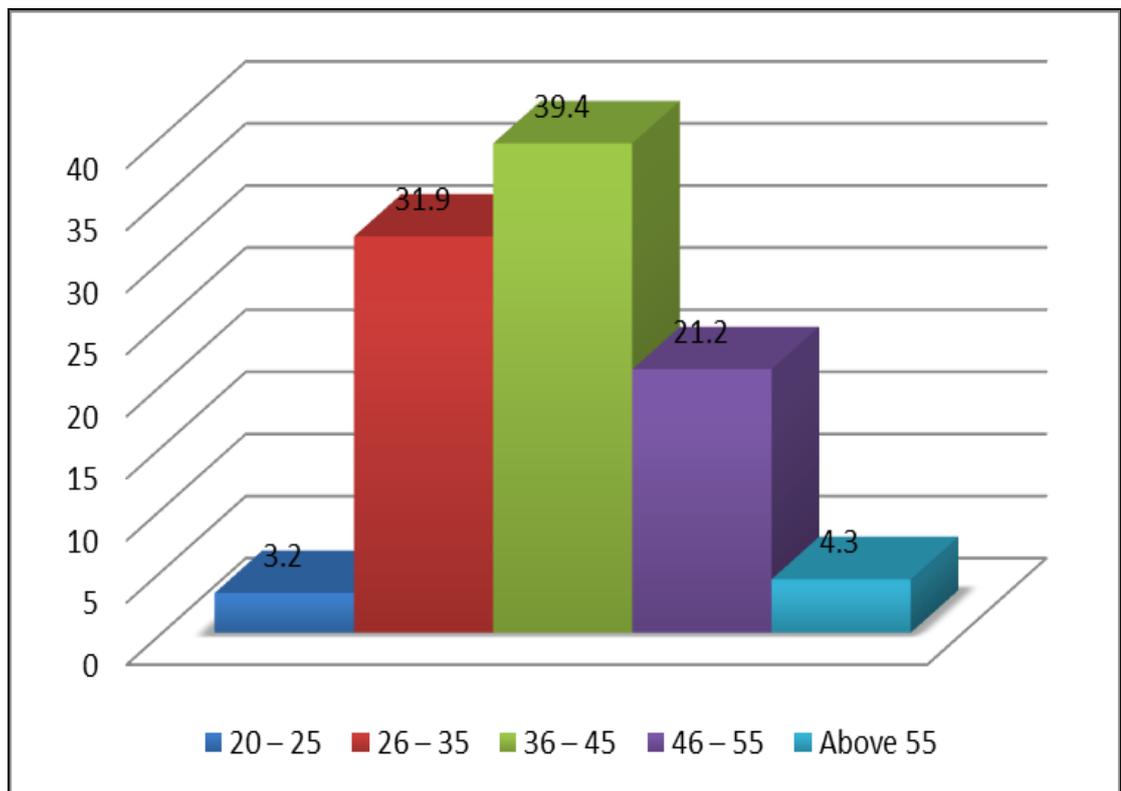
Characteristics of the respondents included age, gender, level of education working and some others. However most of the respondents which make a sample of 94 respondents were mature enough worked or studied at TPSC for more than year. The characteristics were discussed below

##### **4.2.1 Age**

Age refers to the time that a person has lived from birth to date. This is very important variable in analysis as it reflected human resources composition of an organization as well influence on organizational cultural changes and its impact on organizational performance as shown on figure 4.1 below.

Results from figure 4.1 shows that, most respondents were between 36-45 years with 39.4% respondents, followed by age group 26-35 years with 31.9% respondents,

these groups are categorized as youth which reflects organizational cultural changes and the adaptation the age group above 55 years and 20-25 had the lowest respondents of 3.2% and 4.3% respectively. Thus, results reveal that most respondents were in age range of 26-45.

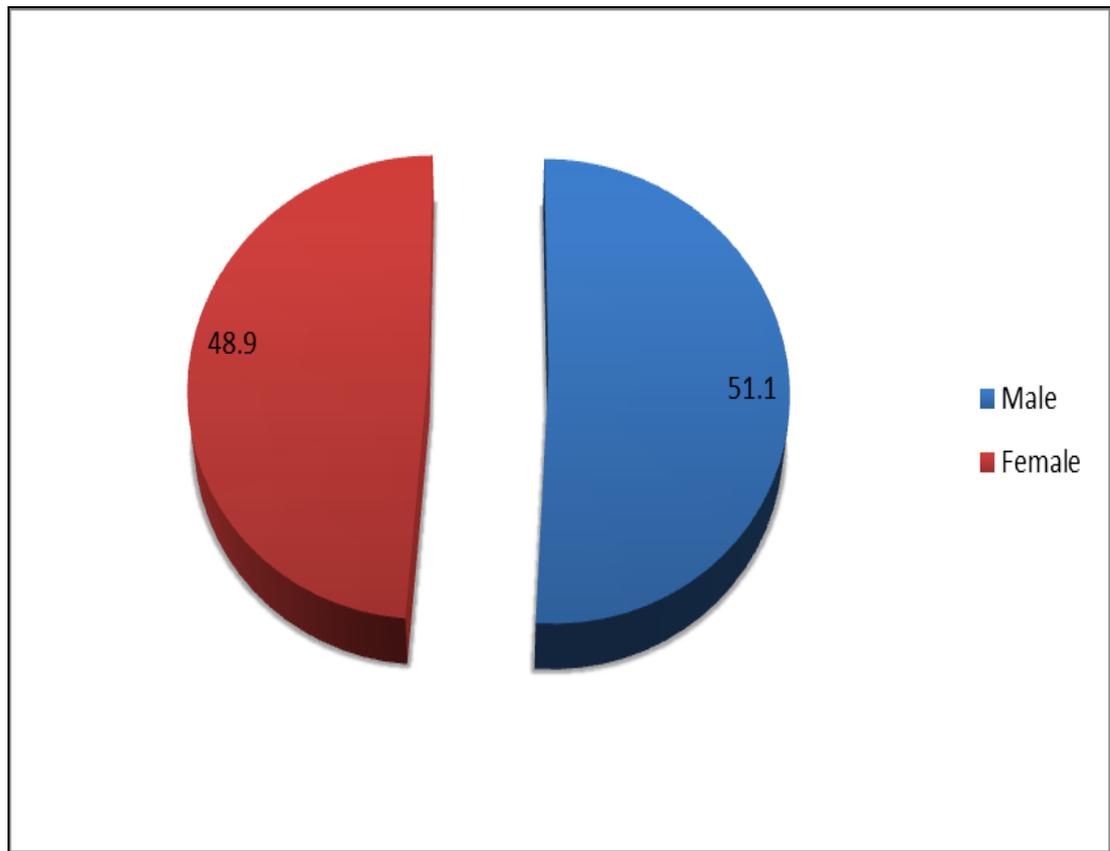


**Figure 4.1: Respondents Age**

*Source: Field Data, 2013*

#### **4.2.2 Gender**

Gender determines division of responsibilities within an organization for the purpose of achieving organizational objectives which ensures their participation in organizational cultural changes on organizational performance as shown figure 4.2 below.



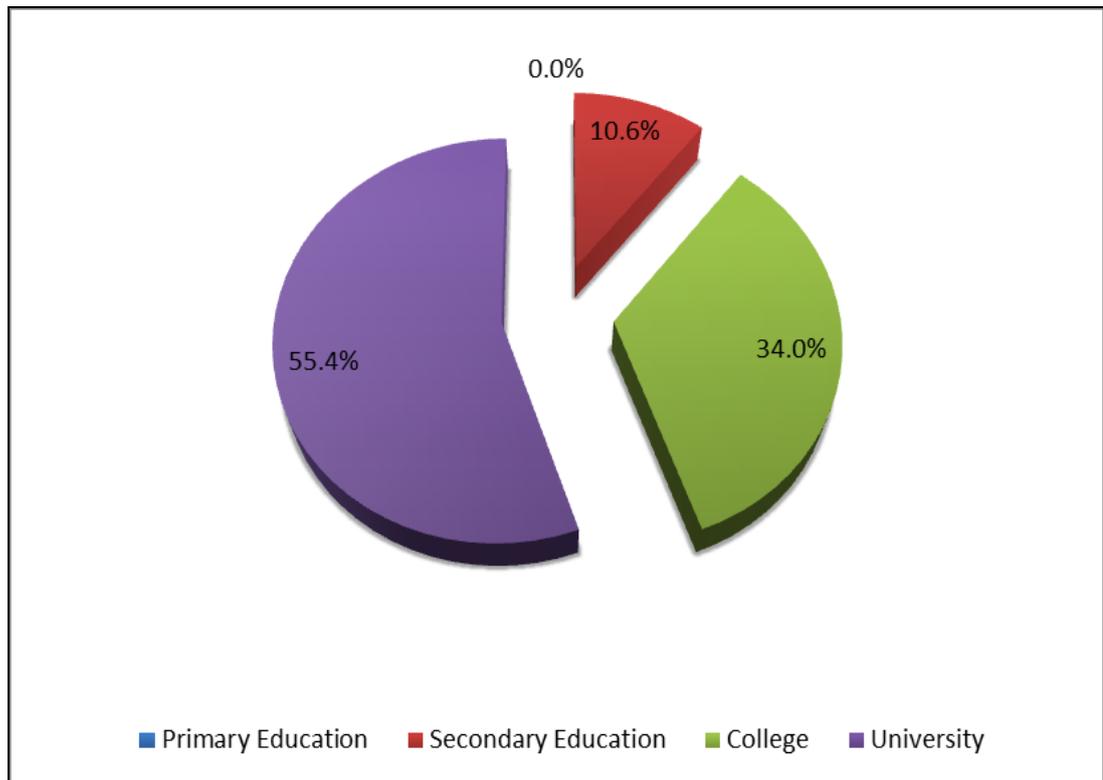
**Figure 4.2: Frequency Distribution by Gender**

*Source: Field Data, 2013*

Results from Figure 4.2.2 shows that, out of 94 respondents 51.1%) were male and the remaining 48.9% respondents were female. As the sample were purposive selected, it was concluded that TPSC employs equal number of males and females.

#### **4.2.3 Level of Education**

Adaption for cultural changes on organization performance depends on the knowledge and skills of the respondents. Respondents were categorized according to their education level such as primary education, secondary education, college and university level as shown on figure 4.3



**Figure 4.3: Frequency Distribution of Respondents by Education Level**

*Source: Field Data, 2013*

The results from figure 4.3 indicated that employees were well educated as 52(55.3%) respondents have university education, 32(34.0%) respondents have college education which most of them were students and only 10(10.6%) respondents had secondary education which most of them were supporting staffs. This implies that TPSC employed well qualified employees due to the nature of work the College it perform.

#### **4.3 Cultural Changes at TPSC**

This part aims at examining the cultural changes which happened at TPSC after the PSRP reforms. The changes are on the incentive system, technology skills,

restructuring organizational structure, vision, and mission and core value. Also, changes in training and recruitment.

It is a thing to note here that such indicators of organizational culture were different before the PSRF reforms. That is why this part of the dissertation is about to depict such notable changes in those indicators of organizational culture at TPSC.

Internal Practices include the organization's structure, job titles, how work is organized and the systems for doing work; recruitment and selection; training and development; performance management; internal communications; and technology. The respondent responses were as follows.

#### **4.3.1 Reforming the Retention Scheme**

Through operational excellence, speed and consistence delivery, TPSC organization structure, after organization cultural change, facilitated employees to become more enthusiastic, active, and successful facilitating teamwork and harnessing collective power. Moreover internal changes involved inner workings of the organization that affect employee relationships, interactions and accomplishments because these changes were closest to the Core Culture, the organization was consistency in aligning them with the Core Culture in order to increase organizational performance as shown on table 4.1 below.

Table 4.1 shows that 100% of the respondents agreed that there were retention scheme that speed reaction of improved decentralized decision-making. It gave lower level managers greater incentives to contribute to the success of the institution which

lead to organization performance. The changes also involved external or internal environment. The respondent responses were as follows.

**Table 4.1 Different Response on Reforming the Retention Scheme**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	14			14	51.8
Staffs	10	-		10	37.03
<b>Total</b>	27	-	-	27	100

*Source: Field Data, 2013*

The findings show that delegation of duties complemented with empowerment, responsibility and ownership by authority is important in enhancing organizational structures. Empowerment and ownership promoted efficacy and initiative and not just on organizational roles and requirements.

The agreement by most respondent that TPSC has positive recruitment to meet internal and external cultural changes of employees including job titles, how work is organized and the systems for doing work; recruitment and selection; training and development; performance management; internal communications; and technology while disagreeing on skill retention and Human Resource influence on staff motivation and suggested that compensation packages offered are not market competitive, or lower than what is offered to employees in parent company. Although TPSC clearly defined compensation management to delivering appropriate financial and non-financial rewards to employees according to their value

to the organization, ideally they failed to compensate people in relation to their job scope, size, and market value. Although staffs enjoy individuality when carrying out their duties, for managing change it is important to have written standards that will remove individuality and instead promote adherence to uniform rules. To a large extent employee motivation in TPSC is influenced by management style, that of working and winning in teams - Team Business.

The organization carried management development by exposing staff to Ministerial Board systems to make reporting and monitoring easier. This is evidenced in bonus payment structure to employees where the bonus is broken into parts to cover individual and team contribution. In motivating staff TPSC extended economic and social considerations such as provision of good food from the canteen, better medical services and attractive remuneration at the beginning of joint venture. A market-related salary system was introduced as a way of retaining staff. In addition it provided in-house on the job training short courses, to 66 staff and 34 long term course in the country and 15 selected employees were sent to overseas Training Institute for advanced managerial education and technical development. The policy adopted regarding management development in TPSC is to improve skills of staff in activities related to the functions of the institute.

The findings concurred with Aluko (2003) who conducted a study on the impact of culture on organizational performance in selected textile firms in Nigeria. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs about work, positive

work values, attitudes, and norms in all the firms studied. But these positive attributes of the cultural variables did not translate directly to high level of organizational performance in these mills because some other variables were at work.

#### 4.3.2 Changes in Technology Skills

When the respondents were asked on the whether the technological changes have improved organization performance, their responses were as on table 4.2 below

**Table 4.2. Different Response on Changes in Technology Skills**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	14			14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	25	-	2	27	100

*Source: Field Data, 2013*

Table 4.2 shows that revealed that 92.5% of the respondents agreed that there were technological changes after cultural changes which lead to improved performance and said that the positive impact created by technological capacity developed is embodied in investment of high tech machinery and equipment as well as in the human capital. while 8.3 % were uncertain. TPSC improved technology is linked to higher productive efficiency and competitiveness, that success is more of a long term trend than a step change which meet all internal and external changes of the organizational culture that employee interacted well with technologic changes

and meet their clients technological needs. The findings revealed that TPSC technological changes brought in updated computers and programs to replace the outdated ones.

The results imply that TPSC is still learning and adapting to advancement over and above diffusion and deployment of current technology, in order to compete with other private colleges. Technological advances will provide continuous wealth creation through automation and standardized products. TPSC need to invest in research and development so as to create new and improved methods of productions, technology and knowledge acquisition necessary for improved performance, and resources

Megginson et al (1994) confirmed the results that Privatized organization places great emphasis is placed on efficiency, thus investing in technology and process, machinery and equipments and quality and this leads to increase in capital investment spending. Also the increase in capital expenditure is facilitated by private fund availability in the equity markets and investments incentives offered. However, investing in the right kind of technological capabilities such as new models of computers and software and training equipments like projectors, video programs, created and sustained competitive advantage, TPSC modernized its machinery, teaching equipment, computer labs and programs, including renovating TPSC college at Dar es salaam and Tabora.

The investment resulted in increased capacity production, transfer of technology and the knowledge to use all those changes in technology, product diversification and expanded

markets due to changes in management and labour practices, rise in turnover, lower operating costs, and better financial outcome.

### 4.3.3. Introduction of Vision, Mission and Core Value

TPSC structural changes enabled collaborative management of organizational culture that provided long term organizational development through improvement of organization's vision, empowerment, learning and problem-solving processes as shown on table 4.3 below.

**Table 4.3 Different Response on Introduction of Vision, Mission and Core Value**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	2	-	1	3	11.1
HODs of Department	6	2	6	14	51.8
Staffs	5	3	2	10	37.03
<b>Total</b>	13	5	9	27	100

*Source: Field Data, 2013*

Table 4.3 and which revealed that 48.1% of the respondents agreed, that Mission, vision, value statements have been introduced improve performance. The Mission of TPSC aimed to improve the quality, efficiency and effectiveness of the Public Service of Tanzania by providing comprehensive training, consultancy and applied research Interventions. 18.5 % disagreed, while 33.3%.were uncertain.

The respondents revealed that new Vision of TPSC is to grow vertically and horizontally into a visible, capable and respectable centre of excellence that will

judiciously deliver practical and competence-based training and development services to the Public Service in Tanzania at lower, middle, senior and top levels.

TPSC's goal is to contribute to good governance and improved performance. Through the transfer of skills and knowledge, TPSC has assisted in the improvement of productivity and performance of the Tanzania's Public Service. In furtherance of this mission and in with ESAM Tanzania and CAADAF other training institutions and client organizations, TPSC is responsive to clients' needs; is committed to professionalism, quality, innovation, change and the use of the latest technology in the service of its clients. Moreover, The Mission of TPSC is to improve the quality, efficiency and effectiveness of the Public Service of Tanzania by providing comprehensive training, consultancy and applied research Interventions

The findings revealed that TPSC new Vision and Values provide the patterns on how its employees should behave at work place and be seen in public. TPSC achievements implies the organization to possess a strong culture, which is vital in facilitating staff to maintain focus both on what to do and how to do it, passionately pursuing institutional organization cause and mission, and assess and rewarding performances. This implies an affective culture where employees tend to be demonstrative with the institutional shared values stimulating trust and linking the organization together, producing corporate identity that is recognized throughout its business areas. In communicating organization values and mission statements, TPSC used various approaches including visual representations, training seminars, and socializing events.

The findings reflected the Denison and Mishra (1995) who found that "stability traits" such as a firm's mission, consistency, and normative integration, were related to its profitability. Specifically, organizations with strong cultures had greater returns on investments, but only in the short run; after three years the relationship between cultural consistency and performance became negative (Denison, 1990). Strong cultures may enhance short-term success but inhibit long-term organizational performance; they may even contribute to long-term failure by preventing organizations from adapting to changing contingencies.

#### 4.3.4 Changes in Training and Recruitment

When the respondents were asked on the changes in training and recruitment is happening at TPSC as results of organizational changes as shown on table 4.4 below.

**Table 4.4 Different Response on Changes in Training and Recruitment**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	1	2	-	3	11.1
HODs of Department	10		4	14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	19	2	6	27	100

*Source: Field Data, 2013*

Table 4.4 shows that 70.3% of the respondents agreed that changes in training and recruitment is taking place 7.4% disagreed while 22.2% were uncertain.

The results show that TPSC was also established to meet the challenges of reforms. It was realized that the need for training and development in the Public Service was more critical now, especially due to the reforms currently being implemented. These reforms call for changes in the way public servants are expected to perform in serving the public: they are expected to be equipped with professional and managerial skills. Furthermore officers in the Public Service are required to be more results- and consumer oriented. As already pointed out, TPSC is being established partly to support the PSRP, and is geared at supporting the Leadership and Management skill Development sub-component of the reform process. To be established at existing training institutions TPSC is intended to meet the training and consulting needs of a Public Service which has appropriate management and leadership skills; is meritocratic, ethical, transparent, and accountable; and is gender sensitive. However, economic factors such as inflations and government relations have lead to internal changes in training and recruitment.

#### **4.4 Impact of Organization Cultural Change To Performance at TPSC**

##### **4.4.1 Production Increase**

An organization that place greater emphasis on profit is expected to use human, financial, and technological resources more efficiently. Table 4.5 revealed that 40.7% of the respondents agreed that production have increased due to organizational cultural changes. They pointed that TPSC improved its profitability due to change from public to agency , as under new ownership its main objective was to maximize profits returns, requiring newly management to put greater emphasis on profit goals. 55.5% disagreed while 3.7% uncertain.

**Table 4.5 Different Response on Production Increase**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	6	8		14	51.8
Staffs	2	7	1	10	37.03
<b>Total</b>	11	15	1	27	100

*Source: Field Data, 2013*

Boycko et al (1996) confirmed the results that other argument of higher profitability comes from transfers of financial control and cash flow to new management team who had in their interest maximization of profits and efficiency relative to the old regime that stood to please the government with higher employment without making The company reduced cost of inventory holdings, raw materials by sourcing some materials locally, increased capacity utilization, and labour productivity.

#### 4.4.2 Performance Based Structures

TPSC restructuring promoted provision of specific goals at lower levels that enabled managers and employees commitment in achieving results, rewards and increased ownership. These changes stimulated improved performance. Respondent's responses were as shown on Table 4.4.2 below.

**Table 4.6 Different Response on Performance based structures**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	14			14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	25	-	2	27	100

*Source: Field Data, 2013*

Table 4.6 shows that 92.59% of the respondents agreed that performance based structure have improved, while 8.3 % were uncertain.

The findings were supported Public Corporation Act (1992). That TPSC Organization structure changes reduced bureaucracies that existed in the old regimes by reducing and flattening it and thus created and enabled timely and efficiently decision making process. The intended focus was creating a structure that could operate successful at all levels.

The findings revealed that The TPSC appointed experts to take over key managerial positions: the result was, quick decision making, recruitment and dismissal with minimal Union interference, efficient program management and training skills, and good short programs were introduced hence the number of students increased. as well. Max Weber (1964) confirmed the results that TPSC changed organization structure categorized work into roles merging them where appropriate into broader organizational entities and redistributing power across the role structure. This division of duties allowed managers to concentrate more in broad-based thinking, visioning, and nurturing, with rationalization of responsibilities for staff to possess skills needed for their tasks.

Moreover, Schein (1992) also confirmed the results by arguing that leadership today is essentially the creation, the management, and at times the destruction and reconstruction of culture. In fact, he says, “The only thing of importance that leaders do is create and manage culture” and “the unique talent of leaders is their ability to understand and work within culture. Leaders must be able to assess how well the culture is performing and when and how it needs to be changed. Assessing and

improving organizational culture as well as determining when major cultural transformations are necessary is critical to long-term organizational success. Managing differentiated cultures and creating synergies across these cultures is also a critical leadership challenge. Effective culture management is also necessary to ensure that major strategic and organizational changes will succeed. Basically, culture management is a key leadership and management competency.

Kotter and Heskett (1992) also supported the result by attempting to make this intriguing, but admittedly inconclusive. They had financial analysts identify the firms they considered most successful and then describe the key factors discriminating these firms from those that were less successful. Seventy-four of the seventy-five analysts indicated that organizational culture was a key factor.

#### 4.4.3 Specialized Training

With introduction of better and more frequent training opportunities, TPSC upgrade specialized skills in teaching organizational cultural changes enabling staff to meet the international high performance requirements as shown on table 4.4.3 below.

**Table 4.7 Different Response on Specialized Training**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	-	-	3	3	11.1
HODs of Department	14			14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	22	-	5	27	100

*Source: Field Data, 2013*

Results from the table 4.7 revealed that 81.4%) of the respondents agreed, that there were specializing training to upgrade skills, develop managerial capabilities of all staff from different functional areas to manage and contribute at improving organizational performance, prepare promising young professionals for future leadership roles in their ministries department and agencies, meet the aspirations and needs of manager to attain professional, practical knowledge in leadership, management as well as administration, improve staffs general knowledge and increase organizational performance, expose staff to the real working environment and address organization training needs, while 18.5% were uncertain.

The results shows that several specialized training have been conducted to TPSC staffs which include customer care and complaints management in the public service, effective group Leadership program, ethics and customer care for public staffs, effective office management and administration, leadership and good governance in the public sector, open performance and review appraisal system, induction course, records and information management in the public sector, financial planning & management in the MDAS & LGAS, retirement planning, monitoring and evaluation, e-records management for effective e-government, management development for executive assistants level I & II, HIV/AIDS at work place programme.

Moreover, another training was conducted recently on public policy analysis which aimed to impact knowledge an skills on public policy analysis to TPSC Staff in addressing public policy in different situations, public participation in Public policy,

capacity development for public policy improvement, policy making. All those specialized training were targeted to TPSC junior, senior officers and managerial positions to meet internal and external changes of employees that they are able to interact with TPSC core values and customers.

Smart and Hamm, (2003) supported the findings by stating that institutional performance has the potential to provide small education institutions with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits (for profit making institutions), and increased prestige seen generally as a sign of success and progress. Institutional performance is, in fact, used as one indicator of effectiveness for small institutions and is a fundamental concern of many practicing.

**Table 4.8 Capacity Building to Staff ( Training and Development Programmes 2012/2013)**

<b>Level</b>	<b>Males</b>	<b>Females</b>	<b>Total</b>	<b>Tanzania</b>	<b>Abroad</b>
PhD	3	1	4	4	-
Masters	14	4	18	12	6
First Degrees	1	11	12	10	2
Advanced Diploma	1	0	1	1	-
Ordinary Diplomas	2	2	4	4	-
Short courses	26	30	56	49	7
<b>Total</b>	<b>47</b>	<b>48</b>	<b>95</b>	<b>80</b>	<b>15</b>

*Source: Field Data, 2013*

## 4.5 Challenges Facing TPSC in Managing Changes

### 4.5.1 Consistency of Culture With Mission, Goals, Strategies, Structures and Processes

TPSC is facing challenges in attaining its mission, vision, goals, strategies, structure and processes. Respondent's responses were as shown on Table 4.9 below.

**Table 4.9 Different Response on Consistency of Culture with Mission, Goals, Strategies, Structures and Processes**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	14			14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	25	-	2	27	100

**Source: Field Data, 2013**

Results from the data above 4.5.1 shows that 92.5% of the respondents agreed that consistency of culture with mission, goals, strategies, structures and processes is a challenge o TPSC. They said this is caused by a weak professional staff capable of delivering the curricula of (Leadership, Management and Administration (LMA) Skills. This calls for recruitment and retention of both full-time and part-time faculty, Concentration in secretarial programmes at the expense of LMA programmes. Low productivity and profitability of TPSC's courses, partly due to unfavorable cost structure and poor financial management, while 7.5% were uncertain.

It is suggested that solution to this problem is to undertake an image building programme designed to improve TPSC's rating. This programme will cover

strategies in other areas of this plan such as upgrading the faculty and management staff; upgrading TPSC's training programmes and upgrading the TPSC's physical facilities and training equipment and Shortage of quality office and classroom space commensurate with TPSC's upgraded obligations and functions. Solutions to this problem lie in the use of rented facilities, and rehabilitation and expansion of the present facilities.

#### 4.5.2 Training and Development for a Changing Public Service

TPSC was also established to meet the challenges of reforms on training and development for changing public services in order to improve service delivery as shown on table 4.10

**Table 4.10 Different Response on Training and Development for a Changing Public Service**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	14	-	-	14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	25	-	2	27	100

**Source: Field Data, 2013**

Results from the table 4.10 showed that 92.5% of the respondents agreed and 7.5 % disagree that training and development for a changing TPSC is a challenge. This implies that the need for training and development in the Public Service is more critical now, especially due to the reforms currently being implemented.

The results shows that these reforms call for changes in the way public servants are expected to perform in serving the public: they are expected to be equipped with professional and managerial skills. Furthermore officers in the Public Service are required to be more results- and consumer oriented. As already pointed out, TPSC is being established partly to support the PSRP, and is geared at supporting the Leadership and Management skill Development sub-component of the reform process. To be established at existing training institutions TPSC is intended to meet the training and consulting needs of a Public Service which has appropriate management and leadership skills; is meritocratic, ethical, transparent, and accountable; and is gender sensitive.

#### 4.5.3 Comprehensive Training Facility

While improvement of effectiveness and efficiency of the Public Service through training and other interventions has been a government concern for quite a long time, the government did not have a comprehensive college catering for all training and development needs of the Public Service in an integrated way as shown on table 4.11

**Table 4.11 Different Response on Comprehensive Training Facility**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	0	3	-	3	11.1
HODs of Department	14			14	51.8
Staffs	10	-		10	37.03
<b>Total</b>	24	3	0	27	100

*Source: Field Data, 2013*

Data from Table 4.11 show that 88.8% of the respondents agreed, 11.1% strongly agreed that TPSC is lacking comprehensive training facility. Training for the Public Service has, in the past, been offered in a fragmented and in-effective way in some management training institutions in the country and abroad. Attempts were made in the eighties and early nineties to offer top executive programmes for senior officers in the government and parastatal organizations by utilizing the expertise of the University of Dar es Salaam, National Institute for Productivity (NIP), Eastern and Southern African Management Institute (ESAMI), and IDM Mzumbe.

It seems that the programmes were not very effective in developing a service orientation in the civil service. In many cases they were too academic and theoretical to support the immediate problem-solving requirements of the Public Service. It is due to the absence of a training centre that is focused on the practical and work-related training and development needs of the Public Service that this College is being established.

The results relied to the theory of isomorphism which stated that constraining process that forces one unit in a population to resemble other units that face the same set of environmental conditions (DiMaggio and Powell 1983). This theory in practice implies that, the features of an organization can be tuned to some extent for the sake of compatibility and uniformity to suit the surrounding environment of the organization which in reality TPSC is forced by cultural changes to have complex training facility to meets the training demand it is facing.

#### 4.5.4 Efficient and Self Sustainable College

TPSC has the autonomy, from central government bureaucracy. It is expected to operate in a more business-like manner resulting in greater effectiveness and efficiency, better quality services and greater value for money. Regarding efficient and self sustainable college as a challenge facing TPSC, responses from respondents were shown on Table 4.12 below

**Table 4.12 Different Response on Efficient and Self sustainable College**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	2	-	1	3	11.1
HODs of Department	9	3	2	14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	19	3	5	27	100

*Source: Field Data, 2013*

The Table 4.12 revealed that 70.3% of the respondents agreed and 11.1% disagreed while 18.5% were uncertain. The findings revealed that though profit making is not the primary objective of TPSC, the College grew into a viable self-supporting and semi-autonomous public institution and were administered on a commercial basis and therefore cease to be a financial burden to the Tanzanian government.

The results relied to New Public Management (NPM) model by which Lane (1997) expressed that the adoption of NPM means the application of private sector practices and solutions to the problems of the public sector. With the growing number of challenges faced today, there are now, more than ever, increased demands on

managers and all other staff members to achieve higher levels of efficiency and productivity. The continuously changing nature of most public services today and the high expectations from the general public have increased pressure on public servants to re-evaluate their contributions in the workplace and the way in which they work.

#### 4.5.5 Financial and Human Resources

With regards to financial and human resources, the respondents response were as shown on Table 4.5.5 below

**Table 4.13 Different Response on Financial and Human resources**

Type of Respondent	Responses			Frequency	Percentage
	Agree	Disagree	Uncertain		
Top management	3	-	-	3	11.1
HODs of Department	12	2		14	51.8
Staffs	8	-	2	10	37.03
<b>Total</b>	23	2	2	27	100

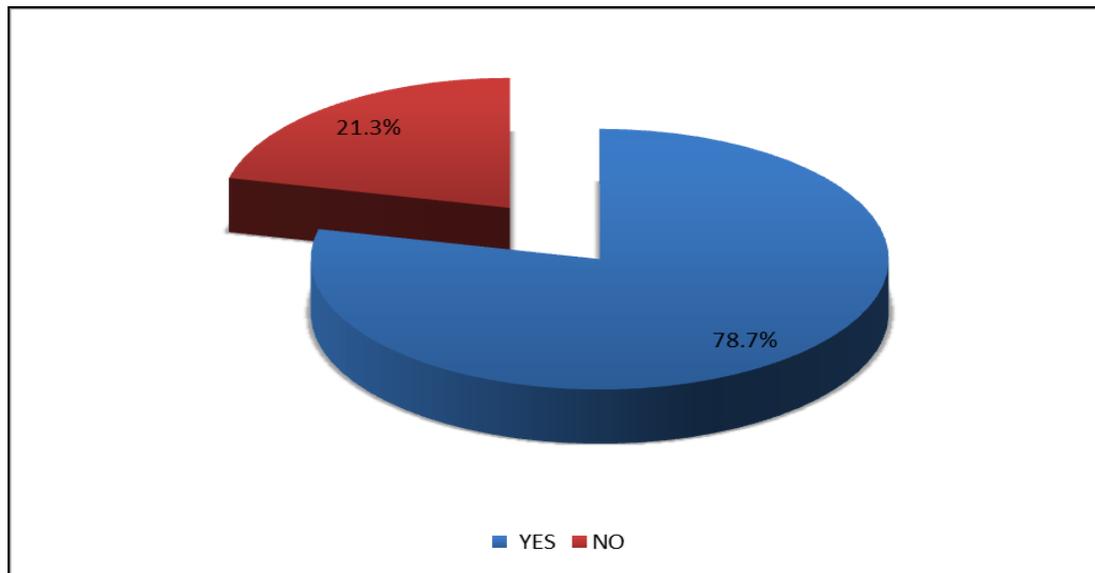
*Source: Field Data, 2013*

The Table 4.13 shows that 85.1% of the respondents agreed that TPSC has the challenges on financial and human resources due to inadequate of budget allocated by the government especially on salary basis. The respondents revealed that the revenue collected is not enough to run all administration costs and meet the competitive market. There for it is recommended that TPSC revenue base should be expanded to support the financial outlays for enhanced salaries to retaining employees and run other administration cost more smoothly. 7.0 % disagreed while 7.0% were uncertain.

This imply that TPSC biggest financial challenge was lack of funding in most of the courses developed by the college due to small training budget in MDAs and Government Directives because the MDAs/ LGAs are the major clients of TPSC. So if this institution fail to allocate enough funds for training that means TPSC also won't get more students hence low income.

#### **4.6 The Relationship Between Organization Cultural Change and Performance**

The objective intended to examine the relationship between organization cultural change and performance. The respondent's response was as shown on figure 4.6.1 below.



**Figure 4.4: The Relationship Between Organization Cultural Change and Performance**

*Source: Field Data, 2013*

Figure 4.4 show that 78.7% of the respondents agreed that there is a positive relationship between cultural change and organizational performance while 21.3%

disagreed. The respondents who agreed indicated that culture embraces change and has a focus on utilizing the intellectual capital that exists within an organization. There is a move towards more de-centralized structures that devolves power down the hierarchy and empowers the members of staff. This culture fosters creativity, innovation and learning, which allows for it to adapt to the changes in the external operating environment.

This implies that TPSC organizational culture changes including organizational structure, organizational values, task organization, climate, and individual values and beliefs) had effect on performance with workers attitudes and task organization activities being the most significant variables. Thus, though culture was resistant to change, they are to some extent flexible and manageable. They helped TPSC managerial in designing appropriate strategies for cultural change. However the benefits resulted from change outweighed any negative or undesirable consequences and increased organizational performance. This study argues that the organizations, which can achieve this type of culture, will ultimately be the ones who survive and prosper.

The results relied to contingency theory of Donaldson (2001) which hold that organizational effectiveness results from fitting characteristics of the organization, (such as its cultures) to contingencies that reflect the situation of the organization organizations seek to attain the fit of organizational characteristics to contingencies which leads to high performance. Therefore the organization becomes shaped by the contingencies (fit) to avoid loss of performance. Thus, there is an alignment between

organization and its contingencies, creating an association between contingencies and organizational contextual characteristics.

## CHAPTER FIVE

### 5.0 CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This Chapter presents out the conclusion for this study derived from the findings. Policy implications have been drawn to cover specific issues which need to be addressed specifically. The chapter also presents conclusion and recommendations for future TPSC organizational performances, changes in organizational culture, structures, and competitive behavior, and the social impact resultant on consumers and employees. It ends by drawing attention to the areas for further research

#### 5.2 Conclusion

The study examined performance of TPSC due to organizational changes brought by PSRP reforms to prove that TPSC stronger improvements results from change in autonomy which place greater emphasis on profit goals and achieve this by investing program designing to increase output and bringing in latest technology that in most cases ends up with improving efficiencies and profitability. The study has proved that the organizational cultural changes increases TPSC performance and financial. These improvements are attributed to an injection of new capital, technological changes and better management

The study has established the fact that the TPSC organization cultural changes has resulted into significant positive shifts in the people management and performances. While it is evident that TPSC has continued to dominate the Tanzanian public services training services, Performance Management (PM) and Expert Management

(EM). These initiatives ensured that talented individuals being the drivers of value addition in TPSC are attracted, retained and developed. In addition TPSC introduced a performance culture and drove it through a well conceptualized and implemented performance management process that linked to key business drivers. Human resource skills have been developed for each activity and supports mastering of competence by employees.

The organizational cultural change at TPSC enabled business profits and better compensation to employees increasing their loyalties to the institute contributing to the Government of Tanzania that led enhancing its image and be recognized as good institutions to the citizen. This research indicates that if greater consistency can be achieved across the service provision in terms of the quality of the staff/customer engagement then levels of customer satisfaction should improve. As indicated above, this implies attention to basic systems, staff recruitment and training, with the latter not just addressing issues of knowledge and competence and approaches to dealing with customers but also broader issues relating to organizational culture.

Thus this study concluded that an institution's culture could be strong and cohesive when it conducts its business according to a clear and explicit set of principles and values, which the management devotes considerable time to communicate to employees and students, and which values are shared widely across the organization. The three factors that seem to greatly contribute to the building up of a strong culture are; a founder or an influential leader who established desirable values, a sincere and dedicated commitment to operate the business of the institution according to these

desirable values and a genuine concern for the well-being of the institution's stakeholders. From the foregoing discussion, there is no doubt that the type of culture prevailing in an institution has a great bearing on its performance. This calls for the development and perpetuation of a strong culture in an institution that supports high performance.

### **5.3 Recommendations**

#### **5.3.1 Adjusted Organization Structure**

As with Cultural and structural change the fact remains that organizational cultural change requires a specific set of measures and actions. It is important to design and implement human resource policies that take into account specific requirements of people management, strengthening recruitment and compensation mechanism. All in all, the future of TPSC its structures, performance and competitiveness is a function of complex interaction of factors discussed. The evidence discussed suggest that implementation of a successful organizational changes must take into consideration all of these factors.

#### **5.3.2 Customer Satisfaction**

TPSC needs to focus on Customers and customer satisfaction as the two elements are important in sustaining the progress that TPSC has registered. Unsatisfied customer will always find new suppliers for meeting their expectations and thus increase competition in the market in favor of its competitors. To provide effective customers service TPSC need to ensure there is greater consistency in terms of staff attitudes, motivation and competence through both recruitment and training programs.

### **5.3.3 Staff Training**

TPSC needs to review whether or not sufficient emphasis is placed in staff training on aspects relating to Customer Service provision. It is vital for all staff to have up-to-date knowledge of service provision relevant to their job. In addition TPSC should improve its customer engagements with increased frequent focus group meetings.

### **5.3.4 Human Resource**

Human Resource as a key resource must be properly managed to enhance employees loyalty by ensuring grievance procedure is maintained and include such opportunities allows employees to make upward appeals and protect individuals from arbitrary action by their direct supervisor, strengthening the Open Door Policy to enable interactions of subordinates with their supervisor as and when they need to do so, strengthening staff counseling and improving the exit interviews to contribute valuable upward information for management correction and problem prevention. By instituting more formal participative techniques programs that may result into more employees' satisfaction, better performance and to encourage subordinate-initiated communication, can be able to maintain their supremacy in institution public services training college in Tanzania.

### **5.3.5 Corporate Cultural Attitudes**

It is recommended that TPSC to continue periodically reviewing employees' compensation in line with market trends. For the purpose of growth the TPSC should strive to be a learning organization, training employees training and promoting corporate cultural attitudes that support both individual and the organization. This

way employee will be on a continuous learning mode and promote faster localization TPSC management.

### **5.3.6 Vision, Mission and Value**

Vision, mission and value statements are important in providing direction and behavioral guidelines for TPSC culture. Attitudes contribute to organizational behavior by enabling staff adapt to their work environment, a basis for future behaviors. In this respect TPSC management should demonstrate behaviors and attitudes that live the company values. TPSC management needs to assess and review existing cultural effectiveness and be able to address key cultural challenges. It is recommended that socialized events such as employees' Family days should be continued and enhanced.

### **5.3.7 Upgrading TPSC's Training Programmes**

In a bid to understand the needs and expectations of these customers, and in order to enable TPSC respond appropriately to their needs, Clients have been segmented in terms of seniority.

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**APPENDIX****TPSC Questionnaire****Confidentiality Statement**

All the information provided will only be used in this research. It will be treated as confidential and not be disclosed to third parties. All references to the data will be anonymous. None of the information will be disclosed in any way traceable to TPSC.

**Section A: Personal Information**

Please circle the correct answer

1. Age (in Years)
  - A. Below 25
  - B. Between 26 and 35
  - C. Between 36 and 45
  - D. Above 45
  
2. Sex
  - A. Male
  - B. Female
  
3. Level of education
  - A. Primary education
  - B. Secondary education

- C. College
  - D. University
4. How long have you been working with TPSC?
- A. 0-5 Years
  - B. 6-10 Years
  - C. 11-15 Years
  - D. More than 15 years
5. Your position at TPSC
- A. Officer
  - B. Director
  - C. Ass. Director
  - D. Lecturer
  - E. Tutor
6. How long have you been working in this position?
- A. 0-5 Years
  - B. 6-10 Years
  - C. 11-15 years
  - D. More than 15 years

**Section B: Objective II: To identify cultural change happening at TPSC**

7. Reforming the incentive system changes

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

8. Changes in Technology Skills

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

9. Introduction of vision, mission and core value

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

10. Changes in training and recruitment

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

**Section D: Objective III:** To explore the impacts of organization cultural change to performance at TPSC

11. Production increase.

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

12. Performance based structures

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

13. Specialized Training is a result of organizational cultural changes happening at TPSC.

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

**Section E: Objective IV: To determine the challenges facing TPSC in managing changes**

14. Consistency of Culture with Mission, Goals, Strategies, Structures and Processes.

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

15. Training and Development for a Changing Public Service.

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

16. Comprehensive Training Facility.

Agree ( )

Strongly ( )

Disagree ( )

Strongly disagree ( )

Uncertain ( )

17. Efficient and Self sustainable College

- Agree ( )
- Strongly ( )
- Disagree ( )
- Strongly disagree ( )
- Uncertain ( )

18. Financial and Human resources

- Agree ( )
- Strongly ( )
- Disagree ( )
- Strongly disagree ( )
- Uncertain ( )

**Section F: objective V: To examine the relationship between organization cultural change and performance**

19. There is a positive relationship between cultural change and organizational performance

- A. YES
- B. NO

20. Please add any other comments you may have

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**Thank you for your participation. Have a nice day**