

**THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATION  
PERFORMANCE: A CASE OF BANK OF INDIA**

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REQUIREMENTS FOR THE DEGREE OF MASTERS IN HUMAN  
RESOURCE MANAGEMENT OF OPEN UNIVERSITY OF TANZANIA**

**2015**

The undersigned certifies that he has read and does hereby recommend for acceptance by The Open University of Tanzania a dissertation titled **“The Impacts of Organizational Culture on Organization Performance: A Case of Bank of India,”** in partial fulfillment of the requirements for the degree of Master of Masters of Human Resource Management of the Open University of Tanzania.

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I, **Kijana M. Athumani**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for similar or any other degree award.

.....

Signature

.....

Date

**DEDICATION**

To my late lovely husband Ally Mlege, my late lovely mother Pilli Said and my sons Karim Ally Mlege and Rahim Ally Mlege. My lovely father Mr Mkangara Athumani, sister Mrs Chiku Issa, brother Athumani Mkangara and lovely young sister Mrs Tiba Mkangara Boma.

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**ABSTRACT**

This study was carried to find out the impacts of organization culture in the employee's performances a case of Bank of India in Dar es salaam .The study had four research objectives which were formulated so as to answer the general problem of the research study, which was clearly elaborated in the statement of problem. This study used case study design. The population of the study consisted of employees from the banks. The researcher used purposive sampling technique to draw a sample size of 70 respondents from the population. Questionnaires and interview guide were generated from the statement of the problem and conceptual framework so as to obtain reliable and valid data. The findings show that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, management style and communication style. At BOI there employees agree that almost all the variable plays the importance role in their performances. This is due to the fact that employees seek work environment that maximizes on their ability to be innovative, creative, and independent of macro-management, cohesion with fellow colleagues among others. It is recommended that organizations need to set out rules that are viewed as fair and practical by employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by Management.

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**LIST OF ABBREVIATIONS**

BOI	Bank of India
EA	East Africa
HRM	Human Resource Management
KPI	Key Performance Indicator
SPSS	Statistical Package for Social Sciences

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Problem

The current economic situation is marked by globalization, high competition and fast developing new technologies. Thus companies become more global and employees with different perceptions, backgrounds and work related attitudes have to deal with each other. This is why organizational culture has been the focus of interest, in both theory and practice, and capture our attention throughout the last decade (Denison, 1990). Companies win or lose based on the cultures they create”, the CEO of comp USA, the largest retailer of personal computer (Alvesson, 2002).

According to Hallett, (2003). The difference between successful and less successful organizations rests in the roots of establishing an organizational culture. The reason for the popularity of organizational culture is the substantial relationship between the concept itself and its outcomes such as gaining competitive advantage, a company’s effectiveness and financial performance.

Normally Organizations want to obtain the commitment of their employees. Management would like its employees to identify with the values, norms and artefacts of the organization, hence the need for organizational culture. Management needs to explain and imbibe its culture in its employees; this will enable the employee to get familiar with the organizational system. During this process of explanation, the employee learns about the organizational culture and decides whether he can cope with it or not. This means that each organization is a learning

environment. It is the proper understanding of the organizational culture that the performance of the employee in the organization. Performance is the extent to which an individual is carrying out assignment or task. It refers to the degree of accomplishment of the task that makes up an employee's job (Cascio, 2006).

The culture of the organization should be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness. To operate successfully across cultures, it is important to be able to recognize cultural differences and be adaptable (Deter, Schroeder, and Mauriel, 2000). Organizational culture finds expression through the thoughts, intentions, actions and interpretations of members of the organization (Hallett, 2003).

The relationship between corporate culture and performance has been the subject of abundant research in several fields, including strategic management, organizational behavior, and industrial organizations. While this topic is rich in studies, many researchers concur on the fact that there is no agreement on the precise nature of the relationship between corporate culture and performance.

Despite the plethora of studies on corporate culture in the last few decades, there is no widely accepted causal relationship between corporate culture and performance. The empirical evidences emerging from various studies about the effect of corporate culture on performance have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results, the question of whether corporate culture improves or worsens employee's performance is still worthy of further research such as the one being undertaken in this study. In addition, despite

the existence of these studies, very little attention has been given to the banking industry. This means that the impact of corporate culture on employee's performance has not received adequate research attention in Tanzania. This research attempts to fill this gap by studying the situation of the Tanzania and providing more empirical evidence on the effects of corporate culture on employee job performance based on individual level data.

## **1.2 Statement of the Research Problem**

Organizational culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provides a direction for the company (Kisa 2010).

Recently efforts have been made and most of firms have turn their eye on the establishment of organizational culture, that set the rules of employees working styles, the nature of operations and the culture sets the nature of relations to be maintained in an organization. Most of such organization cultures are being very bureaucratic. Organizational culture have been adapted so as to ensure uniformity of operations within an organization.

According to Kisa (2010) has argued that in most competitive environment in the business industry, some firms may be forced to change and adapt new culture change so as to cope with the business environment. However with Such adaption and utilization of organizational culture change towards employees, there is no clear

understanding what are the effects of organizational culture change on employees performance within an organization, hence the organizational culture change may be too tightening the freedom of employees on their performance, hence being dissatisfied with the general operations of an organization hence may fail to accommodate the new culture. Bearing in mind that if employees are dissatisfied, their working morale will be low and may even quit the job hence incurring the firm to recruit new employees. Therefore the researcher was amplified to find out the impact of organizational culture change on employees performance with reference to Bank of India.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of this research is to examine the impact of organizational culture on organization performances a case of bank of India.

#### **1.3.2 Specific Objectives**

Specifically the study is founded from the following four objectives,

- (i) To examine on how the management style affects the organization performances.
- (ii) To evaluate the impact of communication style on organization performances.
- (iii) To identify the organization rituals and symbols affects the organization performances.
- (iv) To examine the extent to which organization work environment affects organization performances.

#### **1.4 Research Questions**

This study is going to be guided by the following research questions

- (i) How do the management styles affect organization performances?
- (ii) What are the impacts of communication style on organization performances?
- (iii) What are the effects organization rituals and symbols affects the organization performances?
- (iv) How the organization work environment affects organization performances?

#### **1.5 Significance of the Study**

Due to the growing in competition among companies and increase in turnover among commercial Banks, BOI Bank need to strive to become highly competitive and effective in managements through it culture so as to bring about positive impact on the viable continued operation withinthe organizations.

The significance of this study is to determine the extent that an organization's culture has on the employees that perform within it, and what factors contribute to the overall culture. Based on the climate study conducted of BOI Bank, those factors were identified and determinations made regarding the status of those factors in relation to the employees involved.

The study is useful to the Government, different organization and general public. The findings of the study, if adopted, will be able to identify the key areas specifically in organization culture and its impact on organizational performance. This is also be used by the policy makers in making sure the policies are being formulated in positive bases so as to ensure high productive and employees performances.

The findings of this research contribute the knowledge to society and academicians. It serves as a secondary data for anyone who was interested to carry out research on organizational culture on organization performance. Lastly this study was as part of the course fulfillment for the required degree of Masters of human resource of Open University.

### **1.6 Scope of the Study**

The scope of the study was based on BOI Bank from Dar es Salaam in Tanzania. Dar es Salaam had also been chosen due to its being the main City, the centre of the national economy and as well the headquarters of BOI Bank are located in this area. Furthermore, the selection is based on the researcher's easy accessibility to the data required, limited time required to complete the research study as indicated in the third chapter of this study and also to minimize the research covering cost in general.

### **1.7 Organizational of the Study**

The study is organized along five chapters Chapter one has presented introduction of the study, background to the study, the research problem, the research objectives and the research questions. Additionally, the significance of the study and a highlight on the scope and limitation to the study together with this section on the organization of the study has been presented. Chapter two presents the literature that discusses issues pertaining to service quality. Chapter three contains a description of the research methodology and procedure while analysis and discussion of results are in chapter four. The last chapter, chapter five is present the discussion, conclusion and recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents the literature related to the study. It firstly begins by the key concepts used in the study, the theoretical reflections, empirical reflections and conceptual framework developed to guide the study, furthermore the chapter explains about the organization culture and its impacts on organization performances.

#### **2.2 Conceptual Definitions**

This part is going to elaborate the meaning of key terms used in this research work. Concepts that are discussed include organization culture, employees performance, organization performance are going to be elaborated on this part. Also the part is going to elaborate in brief the relationship between organization culture and employees performances.

##### **2.2.1 Organizational Culture**

According to Pettigrew (1979) cultures are collective phenomena that embody people's responses to the uncertainties and chaos that are inevitable in human experience. These responses fall into two major categories. The first is the substance of a culture. Shared, emotionally charged belief systems that we call ideologies. The second is cultural forms observable entities, including actions, through which members of a culture express, affirm, and communicate the substance of their culture to one another.



According to Schein, 2004 culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems"

As Schein (2004) stated: "This debate is a healthy sign in that it testifies to the importance of culture as a concept, but at the same time it creates difficulties for both the scholar and the practitioner if definitions are fuzzy and usages are inconsistent" (Schein, 2004). This means that in spite of disagreements over some elements of definition and measurement, researchers seem to agree that culture may be an important factor in determining how well an individual fit into an organizational context (O'Reilly, Chatman and Caldwell, 2003).

Then again it can be referred to as a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins and Judge, 2007). Each individual has his or her own unique characteristics and styles of handling business. Different companies have their own unique cultures as well, which shape their operations.

The corporate culture is a set of values, beliefs and behavioral patterns, which forms the core of an organization. A corporate culture can also be treated as a system of shared activities, values and beliefs developed by the members of an organization, which guides the interaction between the members of the organization (Schein 2004).

### **2.2.2 Employee Performances**

The index of organizational performance is a measure of the achievement of an organization in terms of the action towards the target. Before 1980, the financial performance is the main concern of the performance appraisal. Therefore, the focus is on the improvement of profit, effectiveness and efficiency. In order to avoid the incompleteness of the financial indices, we also added other types of indices in our research (Magee, 2002).

Hallett, (2003) There have been two perspectives of performance appraisal of concern: (1) financial indices: the overall performance of a company, the growth rate of the profit, return on investment, the growth rate of turnover, and sales profits; (2) performance of human resources: morale, employee turnover, employees' productivity. In the research on human-resources management and organizational performance, the following indices have been applied: share price, profit, sales volume, customers' satisfaction, productivity and quality of products. It has been pointed out that the selection of those indices depends on the level of units under analysis. For example, on the business level, it is more appropriate to use the capital market approach than to apply the accounting approach.

Another set of indices has been used are as follows: (1) outputs of human resources: the rate of Absence, turnover, the performance of an individual and the performance of a group; (2) outputs of an organization: productivity, quality and services; (3) outputs of finance and accounting: return on assets and return on investment, etc (Hallett, 2003).

### **2.3 Theoretical Literature Review**

This part presents a number of concepts from different author on the organizational culture and organizational performances. Different ideas are presented with regard to the research objectives.

#### **2.3.1 Relationship between Organization Culture and Employees Performances**

According to Kandula (2006) the key to good performance is a strong culture. Differences in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location (ibid). A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement.

Organizational culture has an active and direct role in performance management. Murphy and Cleveland (1995) believe that research on culture will contribute to the understanding of performance management. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other. Organizations dedicated to continuous improvement, with visionary leaders who 'walk their talk' and focus on a set of core values, have been shown to be more financially successful in the long-term (Kotter & Heskett, 1992). Organizational culture has also been shown to be important for successful new product/process innovation and organizational change (Plakhotnik and Tonette, 2005; Umiker, 1999).

Culture is one of the most precious things a company has, so they must work harder on it than anything else,' says Herb. Various studies indicate that companies with strong cultures are more likely to be successful, but only under a particular set of conditions. The effect of organizational culture depends partly in its strength. Corporate culture *strength* refers to how widely and deeply employees hold the company's dominant values and assumptions. In a strong organizational culture, most employees across all subunits hold the dominant values.

These values are also institutionalized through well-established artefacts, thereby making it difficult for those values to change. Furthermore, strong cultures tend to be long-lasting; some can be traced back to company founder's values and assumptions. In contrast, companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organization. A strong corporate culture potentially increases a company's success by serving three important functions:

*Control System:* Organizational culture is a deeply embedded form of social control that influences employee decision and behavior. Culture is pervasive and operates unconsciously.

*Social glue:* Organizational culture is the 'social glue' that bonds people together and makes them feels part of the organization experience. Employees are motivated to internalize the organization's dominant culture because this helps fulfill their need for social identity. This social glue is increasingly important as a way to attract new staff and retain top performers.

*Sense-making:* Organizational culture assists the sense-making process. It helps employees understand what goes on and why things happen in the company. Corporate culture also makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it.

People are constantly surrounded by culture. It forms the background (often invisible) of our work-lives, coloring everything in an organization. Organizational culture also provides a powerful mechanism for controlling behavior by influencing how we attach meaning to our world and how we interpret events.

### **2.3.2 Denison's Model of Organizational Culture**

This was a model developed by Denison in 2000. According to the model, organizations based on relatively more "surface-level" values and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000 in Yilmaz, 2008). Denison's organizational culture model is based on four cultural traits: involvement, consistency, adaptability, and mission, that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995). The four traits of organizational culture in Denison's framework are as follows:

**Involvement:** Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Lawler, 1996). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into

decisions that will affect their work and that their work is directly connected to the goals of the organization.

**Consistency:** Organizations also tend to be effective because they have “strong” cultures that are highly consistent, well coordinated, and well integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.

**Adaptability:** Ironically, organizations that are well integrated are often the most difficult ones to change. Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998). They are continuously changing the system so that they are improving the organizations’ collective abilities to provide value for their customers (Stalk, 1988).

**Mission:** Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Ohmae, 1982; Hamel & Prahalad, 1994). When an organization’s underlying mission changes, changes also occur in other aspects of the organization’s culture.

### **2.3.3 Charles Handy Model of Organization Culture**

Another model of culture, popularized by Handy (1999) – and following work by Harrison (1972) also presents organizational cultures as classified into four major

types: the power culture, the role culture, the task culture, and the person or support culture. Handy illustrates the power culture as a spider's web with the all-important spider sitting in the centre 'because the key to the whole organisation sits in the centre, surrounded by ever-widening circles of intimates and influence.

The closer you are to the spider, the more influence you have' (Handy, 1999). Organizations with this type of culture can respond quickly to events, but they are heavily dependent for their continued success on the abilities of the people at the centre; succession is a critical issue. They will tend to attract people who are power orientated and politically minded, who take risks and do not rate security highly. Control of resources is the main power base in this culture, with some elements of personal power at the centre.

Size is a problem for power cultures. They find it difficult to link too many activities and retain control; they tend to succeed when they create new organizations with a lot of independence, although they usually retain central financial control. (Handy 1999).

This type of culture relies heavily on individuals rather than on committees. In organizations' with this culture, performance is judged on results, and such organizations' tend to be tolerant of means. They can appear tough and abrasive and their successes can be accompanied by low morale and high turnover as individuals fail or opt out of the competitive atmosphere. Working in such organizations' requires that employees correctly anticipate what is expected of them from the power holders and perform accordingly. If managers get this culture right, it can result in a

happy, satisfied organization that in turn can breed quite intense commitment to corporate goals. Anticipating wrongly can lead to intense dissatisfaction and sometimes lead to a high labor turnover as well as a general lack of effort and enthusiasm. In extreme cases, a power culture is a dictatorship, but it does not have to be (Magee2002)

#### **2.3.4 Hofstadter's Cultural Dimensions Model**

Hofstede's cultural dimensions theory is a framework for cross-cultural communication, developed by Geert Hofstede in early 1970's. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis.

**Power Distance:** This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally.

**Individualism vs. Collectivism:** This dimension focuses on the questions about whether people prefer a close knit network of people or prefer to be left alone to fend for them.

**Masculinity vs. Femininity:** Masculinity represents a preference in society for achievement, heroism, assertiveness and material reward for success. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life.

**Uncertainty Avoidance:** This dimension expresses the degree to which the member of a society feels uncomfortable with uncertainty and ambiguity.



**Long-term vs. Short-term Orientation:** Long-term orientation dimension can be interpreted as dealing with society's search for virtue. Societies with a short-term orientation generally have a strong concern with establishing the absolute truth

Even though Hofstede's model is generally accepted as the most comprehensive framework of national cultures values by those studying business culture, its validity and its limitations have been extensively criticized. Aside from Hofstede's 5 cultural dimensions, there are other factors on which culture can be analyzed. There are other levels for assessing culture.

These levels are overlooked often because of the nature of the construction of these levels. There is sampling discrepancy that disqualifies the survey from being authoritative on organizations, or societies, or nations as the interviews involved sales and engineering personnel with few, if any, women and undoubtedly fewer social minorities participating (Moussetes, 2007).

### **2.3.5 Organizational Culture Profile (OCP)**

The Organizational Culture Profile (OCP) developed by O' Reilly, Chatman and Caldwell (1991) has been identified as a measure of culture and values as one facet of culture at the organizational level (Agle and Caldwell, 1999), and as one of the top ten culture instruments in use today.

The tool can be useful as well in assessing organizations in need of culture change, distinguishing subcultures and evaluating potential fit in mergers and acquisitions. Person-organization fit is a useful predictor of job satisfaction and organizational

commitment, which in turn affect performance. The OCP is considered an important instrument to measure the fit between individual's preferences and organizational cultures. Traditional measures of person-situation fit used a limited set of descriptions and situations, thus failing to take into account idiosyncratic differences between individuals and situations, depending on salience and relevance. An additional advantage of the profile is that it allows the assessment of individuals and situation using a common language.

### **2.3.6 Deal and Kennedy Model of Organizational Culture**

Deal and Kennedy's (1982) model, based on two dimensions, suggested that the biggest single influence on a company's culture was the business environment in which it operated. They called this 'corporate culture', which they asserted embodied what was required to succeed in that environment. The two key dimensions were the degree of risk associated with the company's activities, and the speed at which companies – and their employees – get feedback on whether decisions or strategies are successful. By 'feedback' Deal and Kennedy do not mean just bonuses, promotions and pats on the back.

They use the term much more broadly to refer to knowledge of results. In this sense, a goalkeeper gets instant feedback from making a great save, but a surgeon may not know for several days whether an operation is successful, and it may take months or even years to discover whether a decision about a new product is correct. Deal and Kennedy distinguish between quick and slow feedback. Also, by splitting each dimension into high and low they came up with four 'generic' cultures.

1. **The business environment** - the orientation of organizations within this environment - for example a focus on sales or concentration on research and development - leads to specific cultural styles.
2. **Values** - are at the heart of corporate culture. They are made up of the key beliefs and concepts shared by an organization's employees. Successful managers are clear about these values and their managers publicly reinforce them.
3. **Heroes** - personifications of the organization's values, achievers who provide **role models** for success within the company. Heroes have vision and go against the existing order if necessary in order to achieve that vision.
4. **Rites and rituals** - ceremonies and routine behavioral rituals reinforce the culture (product launches, sales conferences, employee birthday celebrations...).
5. **The cultural network** - the carrier of stories and gossip which spread information about valued behavior and 'heroic myths' around the organization.

### 2.3.7 Organizational Culture Model

*Schein's model* of organizational culture originated in the 1980s by *Edgar Schein*. According to Edgar Schein there are direct and indirect mechanisms within organizations. The organizational culture model is directly influenced by direct mechanisms. This includes exemplary behaviour, opinions, status and appointments. Indirect mechanisms do not influence the organizational culture directly however they are determinative. This includes the mission of a company, formal guidelines, corporate identity, rituals and design.

Edgar Schein divided organizational culture into three different levels:

1. **Artefacts and symbols** – Artefacts mark the surface of the organization. They are the visible elements in the organization such as logos, architecture, structure, processes and corporate clothing. These are not only visible to the employees but also visible and recognizable for external parties.
2. **Espoused Values** – This concerns standards, values and rules of conduct. How does the organization express strategies, objectives and philosophies and how are these made public? Problems could arise when the ideas of managers are not in line with the basic assumptions of the organization.
3. **Basic Underlying Assumptions** – Basic Underlying Assumptions are deeply embedded in the organizational culture and are experienced as self-evident and unconscious behavior. Assumptions are hard to recognize from within.

Schein's organizational culture model also provides points of reference to create cultural change. According to Edgar Schein, it's sensible to have discussions with as many employees as possible to discover the underlying backgrounds and aspects of the organizational culture.

#### **2.4 Empirical Literature Review**

Different literatures had addressed the issue of organization culture on organization performances. The following part is going to elaborate different literatures by different scholars on organization culture. The part had been categorized in three section, World related studies, Africa related studies and Tanzania related studies.

### **2.4.1 World Related Studies**

According to Gunter (1993), organizational culture functions as the internal integration and coordination between firms operations and its employees. Internal integration can be described as the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among personals and commitment to the organization. Shared system which forms the basis of communication and mutual understanding in organization is due to its culture and if the organizational culture fails to fulfill these functions at satisfactory level, the culture may have significant negative influence on the efficiency of the employees (Furnhum and Gunter, 1993).

Peters and Waterman's (2003) *In Search of Excellence* was perhaps the most influential among the early popular works in romanticizing the role of cultures in organizations. The authors, colleagues in the renowned consultancy firm McKinsey and Company, chose forty. Three American companies based on financial excellence Criteria related to "growth and long-term wealth Creation "and" return on capital and sales". They then analyzed these companies for common managerial patterns in the hope of uncovering what made these companies successful. They concluded that: Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies. Moreover, the stronger the culture and the more it was directed toward the marketplace, the less need was there for policy manuals, organization charts, or detailed procedures and rules. People way down the line know what they are supposed to do in most situations because the handful of guiding values is crystal clear.

Similarly, Deal and Kennedy proclaimed that "a strong corporate culture has almost always been the driving force behind continuing success in American business" (1982). They added that "one can predict a company's performance by diagnosing [cultural elements such as] heroes, values and so on thus, culture was singled out once more as a source of effectiveness, and it included values as one of its most important components.

Rodgers (2006) made an eloquent case for values, and therefore culture, as the foundation of the phenomenal success of IBM. Using his personal experience as basis, he described how the so-called core values of IBM respect for the individual, service and excellence --"helped" in making the company the phenomenal success that it was. At least one local management expert has likewise extolled the value of corporate culture in bringing out peak performance in companies. Gonzalez (2007) stated that: We are beginning to discover that successful organizations are able to achieve and maintain their leadership positions because of their distinctive cultures. Common and deeply held beliefs and values with characteristics which make superior performance possible. These characteristics are: a high level of shared meanings, a common vision, a "clan-like" attitude among its members, pride in the work and a sense of belonging to the institution, and a high level of behavior integration.

According to socio-technical school (Hall 1993), organizational effectiveness depends on both the technical and social structure of the organization. Some social physiological structure may be superior to others for both employee satisfaction and productivity. Organizational effectiveness results when there is congruence between

social and technical organizational dimension. Organizational productivity is achieved through employee satisfaction and attention to workers physical and emotional needs.

Creativity and innovation also trigger the performance of employees and facilitated by organizational culture. Tushman and O'Reilly (1997) in this context stated that organizational culture lies at the heart of organizational norms that reflects the influence of organizational culture on creativity and innovation. Organizations Culture can play an important role in creating such an environment that enables learning and innovative response to challenges, competitive threats, or new opportunities. Thus, creating and influencing an adaptive culture is one of a manager's most important jobs (Daft, 2010).

Heck (1990) had discussed about the crucial relationship between organizational culture, employee performance and productivity in their research on organizational culture and productivity; and introduced "culture of productivity" where they illustrate the components of a productive culture such as efficient people, job identification, teamwork, trust and support etc are determined by knowledge of job and the performance. Akin and Heck (1990) also argue that a culture of productivity is based on three basic structures and they are: legibility (clarity), coherence (integration of the elements of work) and open-endedness (adaptability to change).

#### **2.4.2 Africa Related Studies**

Findings of research conducted by Renn and Vandenberg (1995) demonstrate a conceptual linkage between organizational culture and employee performance Most

organizations assert its performance as a dependent variable which seeks to recognize other independent variables that produce variations in its performance . Renn and Vandenberg (1995) argue that organizational culture is theoretically related to performance and do have positive influence on it. Explaining the variation in performance of effectiveness, also Bowen et al. (1989) in his relevant work highlighted that the role of culture is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Kopelman et al. (1990) clarified that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency employee efforts and firm's resources.

According to Daft, (2010), A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and Commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future.

Study by Aluko, (2000) in Nigeria found that Ibo culture as a whole is receptive to change and is achievement oriented. The work ethos idealizes egalitarian, individualistic and anarchic pursuits, with due respect to age and traditional. The struggle for survival was characterized by fierce individualistic struggles and ruthless determination to succeed. A certain boisterousness and aggressiveness is expected at



work. The energetic and industrious person who achieved greatness and fame in his chosen vocation was admired. Thus, Ibo people look down on individuals who accepted superiors, depended on them, or relied on them for their progress. Subservience and unquestioning obedience signified weakness and a lack of masculinity.

According to Brown (1993) the African culture emphasizes individual responsibility, decision and a blending of reason and emotion into an urge to act. The philosophy is built on rugged individualism, a strong work ethic and an insatiable desire for new life that could be won only by aggressive, ruthless determination to succeed. Employers who have built vast organizations by rigorous driving ability were unlikely to take kindly to attempts by workers to limit their freedom to hire and fire, and to give orders and have them executed without question.

Nnoli (1980) argued that the structure of authority among the Hausa places a high premium on deference to authority, loyalty, obedience and sensitivity to the interests, opinions, views and demands of one's superiors. Their custom strongly favours qualities of servility, respect for authority, allegiance to management or whoever is powerful, and submissiveness. Such a tradition frowned at the self-assertiveness of the worker as individual initiative and self-instigated actions towards goals not sanctioned by one's superior were negatively evaluated.

### **2.4.3 Tanzania Related Studies**

Thomas (1997) in the study conducted in Dar es Salaam City in DHL and FedEx argues that employee training involves teaching employees skills that can help them

become more efficient and productive workers. Most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. Training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. Many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency. Employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower turnover rates.

According to Neo (2000) in East Africa, the East African Breweries Limited (EABL) conducts personal performance management assessments during the year, resulting in agreed career development plans for each manager for many; this involves training courses held within the group companies to develop particular skills. During the year, EABL delivers over 6,500 days of training – representing an investment by the group of around Kenyan Shillings 24 million the equivalent of USD 300,000. Strong attention is given to providing opportunities for their people to develop their careers within the group. During the year around 90% of all vacancies in EABL companies were filled by internal applicants

According to Robert (2009) Managing director of Micely Construction Limited, a construction company located in the central Arusha which contributes substantially to the development of the country through its roads construction and employment of the country's human resource, training of the company's human resource contributed to the company gaining substantial increase in revenue from 2005 – 2009. (40% increase from 2001 – 2004). He attributed this to the skills and knowledge the

employees gained through the training that helped them be more efficient thus reduced cost on the job thereby gaining more revenue.

According to Jagero (2012) in his study found a significant relationship between the employees training and their resultant performance in accomplishing different tasks. It was found that those employees who have taken trainings were more capable in performing different task & vice versa. Training has direct relationship with the employees' performance. Basically training is a formal & systematic modification of behavior through learning which occurs as result of education, instruction, development and planned experience

## **2.5 Research Gap**

With the existing literature there exists the problem of lack of research focusing exclusively on the impact of culture on organizational performance. And as such, little is known about the nature and uniqueness of the Tanzanian 'culture' and its impact on organizational performance. Also the existing studies much focused on the developed countries and most of the study just base on one kind of nationality in the organization. Therefore this study sough to check the impacts of organizational culture on organization performance taking institution with more than one kind of employees nationality

## **2.6 Conceptual Framework**

According to Mugenda and Mugenda (2003), a conceptual framework is a graphical or diagrammatic representation of the relationship between independent and dependent variables in a study. It helps the researcher see the proposed relationship

between the variables easily and quickly. In this study, the conceptual framework is based on organizational factors affecting as independent variables that are presumed to hinder the organizational performances.



**Figure 2.1: Conceptual Frameworks for Study**

Source: Developed by the researcher

## 2.7 Theoretical Framework

The study framework indicates four independent variables as they relate to one dependent variable. It is hypothesized that the organization cultural variables affects the organization performances' Normally the employees and organization performance is determined by several factors such as technical issues like

organization communication style, organization leadership and management style, organization environmental factors and even the organization rituals and symbols variables. These factors are said to be the independent variable and affects the organization variables which is the dependent variable.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes how the study was designed and conducted. It discusses the research design, data source and collection, the sampling frame, sample size, study area, the sampling procedure, and the data collection procedure. The methods which were used to analyze the data under this study together with the consideration for data reliability presented.

#### **3.2 Research Design**

According to Mugenda and Mugenda (2000) research design encompasses the methodology and procedures employed to conduct scientific research. The design of a study defines the study type; It is a detailed outline of how an investigation will take place. A research design was typically include how data is to be collected, what instruments was employed, how the instruments were used and the intended means for analyzing data collected. It is the blue print of the research methodology. This study was case study design, the study was conducted at Bank of India in Dar es salaam as a case study area for in-depth study. The researcher has selected the bank hence has changed its organizational culture recently , so it becomes a better case to study.

#### **3.3 Study Area**

This study was conducted in Dar es Salaam city. The choice was purposely done due to the fact that Dar es Salaam is the biggest city in the country and one among the

fast growing cities in Tanzania (URT, 2013). Moreover, it is one of the local emerging of both public and private organizations in response to its growth.). It was more convenient to the researcher in the context of scarce resources and time limit for the completion of this research.

### **3.4 Population of the Study Area**

Population is defined as the universe of such group of people or object which a researcher is interested in the research (Nwankwo, 2009). The population of the study is the group of people in which the study draw its sample size for data collection. The population of the study was 106 employees from the bank's ordinary employees' and staff management department. Another group of population studied was BOI customers.

### **3.5 Sampling Design and Sample Size**

Sampling design included, sampling Technique, Sampling Frame and sample size.

#### **3.5.1 Sampling Design**

Sampling is defined as a selection of subset of elements from a larger group of staff (Churchill and Laccobucci, 2002).The study was use purposive sampling technique to obtain the sample size. Purposive (or judgment) sampling as a non-probability sampling technique was used to obtain respondents from BOI bankhave the required knowledge on organizational culture and employee performance (human resource). The study used homogeneous purposive sampling technique in obtaining the respondents.

Homogeneous sampling is a purposive sampling technique that aims to achieve a homogeneous sample; that is, a sample whose units (e.g., people, cases, etc.) share the same (or very similar) characteristics or traits (e.g., a group of people that are similar in terms of age, gender, background, occupation, etc.). In this respect, homogeneous sampling is the opposite of maximum variation sampling. A homogeneous sample is often chosen when the research question that is being address is specific to the characteristics of the particular group of interest, which is subsequently examined in detail (Churchill and Laccobucci, 2002).

### 3.5.2 Sample Size

In a currently study the sampling unit and size includes BOI ordinary staffs, BOI management staffs and their customers. Also Since this study focus on the organization culture on organization performances then BOI Bank and HR Solution as HR specialist were selected as the case study of the study. The employees and their customers constituted the target population of the study since it is difficult for this study to gather data from all BOI employees and customers in Dar es Salaam, the researcher selected the sample.

**Table 4.1: Summary of the Sample Size**

<b>Type of Respondents</b>	<b>Number of Respondents</b>
BOI managements staffs	5
BOI Ordinary staffs	15
BOI customers	50
Human Resource specialists	3
<b>TOTAL</b>	<b>73</b>

Source: Developed by the Researcher



The total sample size of 73, made up of 15 BOI ordinary staff, 5 BOI managements staffs, 50 BOI customers and 3 Human Resources specialist will be selected. The following table summarizes the sample of the study.

### **3.6 Data Collection Methods**

The study employed interviews and questionnaires in data collection. The details of data collection methods/techniques are explained below:

### **3.7 Data Collection Instruments**

#### **3.7.1 Interview**

This is the verbal face-to-face conversation between the researcher and respondents in the study area. There are three forms of interviews namely, structured, semi-structured, and unstructured, (Fontana and Frey, 2005). In this study, both structured and semi structured interview was used. The structured interview mainly involved closed ended questions to solicit demographic information from the respondents and inviting free and open discussion. The semi- structured interview was used to collect information from key informants.

The interviewees were guided by the already prepared interview guide for different for respondents. the interview session were directed to respondents who were human resource managers. Under interview session the researcher obtained information on the nature of management style at the bank as well as on the organizationalstrategies particularly planning, public relations, and corporate identity.

### **3.7.2 Questionnaires**

According to Kothari (2000), questionnaires are tools of data collection which are to be given to respondents. The questionnaires contain both open and close ended questions so as to give the respondents freedom to answer according to understanding. The questionnaires were solicited information from 30 ordinary employees from BOI. The questionnaires are supposed to obtain important information from the respondents so as to obtain data for the study. The researcher obtained information on organizational operation, communication system, staff participation and adaptability on culture change.

## **3.8 Validity and Reliability of the Study**

### **3.8.1 Reliability**

According to Kombo (2000) Reliability is the degree to which the data are correctly presented, which reflects the reality of the current situation. In order to ensure respondents provide the correct data, researcher consider the pre test techniques, through issuing few numbers of questionnaires to a certain set of respondents, in order to determine accuracy of the questions administered. After getting the feedback from the respondents, then researcher prepared set of questionnaires and distribute them to the intended respondents. Finally the researcher cooperated with supervisor to ensure that collected data provide the true report.

### **3.8.2 Validity**

According to Kombo (2000) the concept of validity refers to the extent in which the findings are in the same line with the research objectives. As measure of accuracy

validity intend to determine whether instruments employed in the study provide the correct measurements. Researcher employed comments from supervisor, in order to streamline the accuracy of data collection.

### **3.9 Analysis of Data**

In order to ensure logical completeness and consistency of responses, data editing were carried out each day by the researcher. Identified mistakes and data gaps were rectified. Once editing done with, data was analyzed qualitatively and quantitatively. The qualitative data from interviews and secondary documents were analyzed using content analysis and logical analysis techniques.

A quantitative data analysis was done by the use of Microsoft word 2003- integrated package on a personal computer and the SPSS software. The techniques for quantitative data analysis were the frequency distribution and percentages, which used to determine the proportion of respondents choosing the various responses. These were done for each group of items relating to the research questions. Tables, charts and graphs were used to ensure easy understanding of the analysis.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

The aim of the study was therefore to examine the impacts of organizational culture on organization performances taking the case of BOI bank in Dar es Salaam. The presentation and discussion of the findings are done in a chronological order to enhance the reader's understanding of the results at a glance. This chapter presents the data, which have been collected and analyzed using tables and charts for its interpretation in relation to the research questions and interviews conducted. The chapter comes up with the observation and findings which had been grouped into three sections; the first section provides characteristics of respondents. The second section dwells a specific findings as related to the study objectives.

#### **4.2.1 General Findings**

The respondents drawn from Dar es Salaam and all of which are in touch with this study, which gives much confidence of the respondents knowledge about the study. The respondents include, BOI ordinary staff, BOI managements staffs, BOI customers and Human Resources specialist all from which were drawn within the Dar es Salaam and their characteristics' such as education level, gender, and level is going to be analyzed in general findings.

The researcher expected that 73 respondents would participate in this research study. However, during the execution of the study only 70 respondents returned the dully filled questionnaires. Therefore the response rate was 90%, which is considered as

very satisfactory and wants further analysis. Since the study had two the sample size from two population whereas from BOI customers and employees, the findings are presented separately. Whereas customers were 50 in number and employees were 20, making a total of 70 respondents.

## 4.2.2 Age

### 4.2.2.1 Age of BOI Respondents

The researcher needed to know the age distribution of respondents to help categorize the employees because the Bank of India employs a lot of employees. Table 4.1 below summarizes the data obtained on the ages of respondent

**Table 4.1: Age of the BOI Employees**

<b>Responses</b>	<b>Frequency( N)</b>	<b>Percent(%)</b>
25 - 36 yrs	7	35.0
36 - 45 yrs	9	45.0
above 45 yrs	4	20.0
<b>Total</b>	<b>20</b>	<b>100.0</b>

Source: Field Data Analysis

Analyzing the data obtained from the questionnaire, Table 4.1 reveals that respondents between 36-45 years representing 35.0%, while those aged between 36 to 45 formed the majority with 9 respondents each between the ages of representing 45.0% and those aged above 14 representing 20.0%.

### 4.2.2.2 Age of the Bank Customers

The Bank customers were also asked to indicate their age. The following table 4.2 provides the findings.

**Table 4.2: Age of Bank Customers**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
21 to 39 years	31	62.0
Above 39 years	19	38.0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field data analysis

The Table 4.2 above shows the distribution of the based on their age. It shows that most of the respondents 62.0% were aged from 21 to 39 years old, while the rest of the respondents under the same group 38.0% were aged above 39 years old. These respondents were distributed in this range as it separates youths from adults. So in general the analysis shows that almost all of the respondents attain the age of maturity majority which gives much confidence on the data obtained.

### **4.2.3 Gender**

#### **4.2.3.1 Gender of Bank Officers**

Table 4.3 below present's data on gender of respondents. The table shows that the male respondents formed majority of the target population with a total of 49 representing 70.0%, while 21 respondents representing 30.0% were females.

**Table 4.3: Gender of the Bank Officers**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Male	49	70
Female	21	30
<b>Total</b>	<b>60</b>	<b>100</b>

Source: Field data analysis

#### 4.2.3.2 Gender of Bank Customers

The gender of the bank customers were also analyzed so as to check the composition of the respondents based on their age. This was necessary in order to check if both types of the respondents were give equal chance. The Table 4.3 summarizes the results of the findings.

**Table 4.4: Gender of the Bank Customers**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent(%)</b>
Male	36	72.0
Female	14	28.0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field data analysis

The analysis reveal that also for the banks customers' majority of them are male respondents representing 72.0% of all respondents while 28.0% were female respondents. The table above summarizes the results of the findings. Even though the data analysis shows that males outweighs females but this does not mean that males were more cooperative than females since the distribution pattern of the questionnaire is not given. These results of the findings show that both genders were given chance to express their view as the finding shows above to both groups of respondents.

#### 4.2.4.1 Education Level of the Bank Customers

The bank customers were also asked to mention their education backgrounds to see their knowledge level. The analysis shows that majority of them are diploma holders

as this constitute 32.0% of the respondents, 20.0% of the respondent in this group were degree holders, 40.0% were certificate holder and 8.0% were masters holders. As shown in the Table 4.5.

**Table 4.5: Education of the Customers**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Below certificates	20	40.0
Diploma holder	16	32.0
Degree level	10	20.0
Masters and above	4	8.0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field data analysis

#### **4.2.5 Positions of the Respondents**

BOI as an organization involved in financial services has over the years developed its own organizational structure that flows onto various job positions that require various kinds of consistent, planned and systematic training to enhance their skills, attitudes, knowledge and competencies for improved worker performance. The table below captures the positions of the respondents:

**Table 4.6: Employees Positions**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Bank tellers	3	15.0
Customer service	2	10.0
Managerial level	5	25.0
Bank internal auditors	2	10.0
Marketing and sales	3	15.0
Bank officers	2	10.0
Administrative staffs	3	15.0
<b>Total</b>	<b>20</b>	<b>100.0</b>

Source: Field Data Analysis



Table 4.6 gives the various positions of employees who responded to the questionnaire. 2 bank tellers with 10.0% representation, 3 administrative staffs representing 15.0%, 10.0% bank internal auditors, 15.0% bank sales and marketing guys, 10.0% bank officers and 5 senior officials representing 25.0%. This analysis indicates BOI employs various kinds of job holders who combine their efforts towards the growth and attainment of organizational goals.

#### 4.2.6 Years of Service in the Organization

The study also sought to find out the years of service the respondents have rendered to the organization to enable us put their responses into proper perspective. The Table 4.7 represents the categories of years of service as indicated by the respondents.

**Table 4.7: Years of Services in the Organization**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
1 - 3 yrs	4	20.0
4 - 6 yrs	9	45.0
7-11 yrs	7	35.0
<b>Total</b>	<b>20</b>	<b>100.0</b>

Source: Field Data Analysis

The respondents have served in BOI from 1 to 11 years. This means the organization has a blend of experienced and young professionals who require constant refresher and development.

### 4.3 Findings as Per Study Objectives

This section analyzes the findings of the study in relation to the research objectives and questions presented in the first chapter of this study. Recall that the study objectives were to examine on how the management style, communication style, organization rituals and symbols affects and organization environmental affects employees and organization performances.

#### 4.3.1 To Examine on how the Management Style Affects the Organization Performances

##### 4.3.1 Support from the Managements

The respondents were asked to mention if the support from the management is one of the factor affecting the performance of the employees, the analysis shows that majority of the respondents agree on this. The table 4.8 below summarizes the results of the finding.

**Table 4.8: Support from Management**

Responses	Frequency(N)	Percent (%)
Strongly agree	6	30.0
Agree	7	35.0
Indifference	3	15.0
Disagree	2	10.0
Strongly disagree	2	10.0
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.8 the analysis reveal that majority of the respondents agree on this, this constitute (65.0%) of the respondents, (30.0%) respondents strongly agree on this, (35.0%) respondents just agree, (15.0%) respondents were indifference with the finding and (20.0%) of the respondent disagree on this. Organizational style affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and to what extent their views shape the organization's action.

#### **4.3.1.2 Treatments of Employees/ Dignity and Respect of the Management to the Employees**

The respondent's also mentioned that the respects from the management are one of the important factors in employee performances. Table 4.10 summarizes the results.

**Table 4.9 Treatment of Employees**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree\	2	10.0
Agree	12	60.0
indifference	1	5.0
Disagree	2	20.0
Strongly disagree	1	5.0
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.9 the analysis reveal that (10.0%) strongly agreed, (60.0%) just agree on this, (5.0%) of the respondents were indifference, (25.0%) of the respondents disagree on this. This implies that in order for the ordinary staffs

performs well their jobs they must be well treated by the management and also respected.

#### 4.3.1.3 Management Techniques and Planning

The analysis also reveals that the management's technique and planning is one of the important factors that employee's performance base on them. If the management is not well planning its operations or its management procedures are not good then obvious there will be poor organization strategies which will make the employees performances poor. Majority of the respondents agree on this strongly Table 4.10.

**Table 4.10: Cumbersome Inspections**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree	8	40.0
Agree	6	30.0
Indifference	2	10.0
Disagree	2	10.0
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Data Analysis

The analysis reveals that (70.0%) of respondents agreed, (40.0%) strongly agreed, (30.0%) just agree, (10.0%) of the respondents were indifferent. In addition, (10.0%) disagreed as shown in the table 4.8 above. These findings imply that the performance of the management is one of the important factors that affect the performance of the employees.

#### 4.3.1.4 Complex management structures

The analysis also reveals that the complexity of the management also make complex the overall process in exportation by different organization responsible in providing support in exportation administration of the issues in the organization. This also seems to be one of the important factors in the performance of the individual's staffs.

Table 4.11 summarizes the results.

**Table 4.11: Complex Management Structures**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree\	6	30.0
Agree	6	30.0
Indifference	4	20.0
Disagree	2	10.0
Strongly disagree	2	10.0
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the table 4.11 above it reveals that (30.0%) strongly agreed, (30.0%) just agree, (20.0%) of the respondents were indifferent, (10.0%) disagree and (10.0%) strongly disagree on this. These findings imply that there is need for the organization to make sure its management structure is simple and not complex. A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and Commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future.

#### 4.4.1.5 Appraisal System

The analysis further reveals that the way the employees are being appraised and motivated also play important role in employees performances. If employees are not appraised or if employee's appraisal system is not clear then it will affect much the employee's performances. There the respondents were asked about this majority of the respondents agree on this. The table below summarizes the results of the findings.

**Table 4.12: Appraisal System**

<b>Responses</b>	<b>Frequency ( N)</b>	<b>Percentage (%)</b>
Strongly agree	7	35
Just agree	6	30
Indifferent	5	20
Disagree	2	5
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field data analysis

From Table 4.12 the analysis reveal majority of the respondents agree on this. (35.0%) strongly agreed, (30.0%) just agree, (20.0%) of the respondents were indifferent and (5.0%) disagree on this. The responsible organization and authorities' should reduce the additional payments. Employees perform their job duties to the best of their abilities throughout the year based on guidance from management. Part of a performance appraisal is when a manager and employee review the job description and compare the employee's performance with expectations. This gives

the employee a feeling of clarity and understanding that will help him better perform his job duties.

#### **4.3.1.6 Openness of the Management to Solve Employees Concern**

The analysis also reveals that the way the organizations open in intervening with the employees to solve their concern is also one of the important factor that affects employee's performances. This also seems to be one of the important factors in the performance of the individual's staffs. When the respondents were asked about this, majority of the respondents agree on this. The Table 4.13 summarizes the results.

**Table 4.13: Openness of Management Style**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Strongly agree	4	20
Just agree	8	40
Indifferent	3	15
Disagree	3	15
Strongly disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field data analysis

From the Table 4.13 it reveals that (20.0%) strongly agreed, (40.0%) just agree, (15.0%) of the respondents were indifferent, (15.0%) disagree and (10.0%) strongly disagree on this. These findings imply that the way management solve the employees concern is one of the important factor in employee's performances.

### 4.3.2 Impacts of Communication Style on Employees and Organization

#### Performances

The objective is answered by considering the following.

#### 4.3.2.1 Effectiveness of Internal and External Communication

Internal communication is the way employees and management interact and deliver information in their work also the external information is the way organization interacts with it customers, societies and the suppliers outside the company. When respondents were asked about this most of them agreed that this is one of the important factors in ensuring performance of employees and company at whole. The analysis reveals that Most of the respondents agree on this strongly. The Table 4.14 below summarizes the results of the findings.

**Table 4.14: Internal and External Communication of the Firm**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree\	10	30
Agree	7	35
Indifference	2	10
Disagree	5	25
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Data Analysis

The analysis show that (30.0%) of the respondents strongly agree on this, 35.0% respondents just agree, (10.0%) respondents were indifference on this and the rest of the respondents (25.0%) disagree on this.



#### 4.3.2.2 Openness of Suggestions and Ideas to the Company

The analysis further reveals that the way the employees are open and free to communicate within the company and provide their ideas and suggestions is one of the important factor, in the performance of the employees. When the respondents asked on whether fee to submit their ideas and suggestions to the managements is important for their performances, majority of the respondents agree on this. The Table 4.15 summarizes the results of the finding.

**Table 4.15: Openness of Suggestions**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Strongly agree	5	30
Just agree	7	35
Indifferent	4	20
Disagree	1	5
Strongly disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.15 it reveal that (30.0%) of the respondents strongly agree on this, 35.0% respondents just agree, (20.0%) respondents were indifference on this, (5.0%) respondents disagree on this and the rest of the respondents (10.0%) strongly disagree on this. By having openness in provision of suggestions and ideas this makes the employees feel happy and comfortable with their work.

Today employees want to know what is happening in their surroundings, what their co-workers are doing and how they are participating in the organization, and how the daily functions of the organization are carried out? Today the manager requires more

effective and logical communication in all the directions i.e. upward, downward; lateral etc.

#### 4.3.2.3 Company Corporate Identity

The analysis further reveal that in most areas the way the company expose itself also affects the employee's performance. This means if the company corporate identity is good then the staffs will feel more comfortable with their work. When the respondents were asked about this majority of the respondent agree on this. The Table4.16 summarizes the results of the findings.

**Table 4.16 Corporate Identity**

<b>Responses</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
Strongly agree	4	25
Just agree	8	30
Indifferent	3	20
Disagree	3	15
Strongly disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.16 the analysis show that (25.0%) of the respondents strongly agree on this, (30.0%) respondents just agree, (20.0%) respondents were indifference on this, (15.0%) respondents disagree on this and the rest of the respondents (10.0.0%) strongly disagree on this.

#### 4.3.2.4 Willingness of Condense

The analysis reveals that also the willingness of condense is one of the important factors in the performance of the employees. Majority of the respondent when asked about this agree that this is one of the important factor in the performance of their work. The Table 4.17 summarizes the results of the findings.

**Table 4.17: Willingness of Condense**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree\	8	40
Agree	6	30
Indifference	2	10
Disagree	2	10
Strongly disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.17 the analysis show that (40.0%) of the respondents strongly agree on this, (30.0%) respondents just agree, (10.0%) respondents were indifference on this, (10.0%) respondents disagree on this and the rest of the respondents. (10.0%) strongly disagree on this. These analyses imply that the way staffs concentrate in their work is also one of the important factor in their performances. Also the study by Belly, (2008), finds that that there is Congestion during inspections to different areas like Border and even airports which cost them spend a lot of time.

#### 4.3.2.5 Official Channels of Communications

The more the official channels of communications are available, the more effective the staffs communicate between themselves. This means the availability of official

channel of communication is one of the important factor, in the performance of the employees. So when respondents were asked about this majority of them agree on this. Table 4.18 summarizes the results of the findings.

**Table 4.18: Challenges of Communications at BOI**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree\	4	20
Agree	6	40
Indifference	2	20
Disagree	2	10
Strongly disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From Table 4.18 the analysis show that (20.0%) of the respondents strongly agree on this, (40.0%) respondents just agree, (20.0%) respondents were indifference on this, (10.0%) respondents disagree on this and the rest of the respondents (10.0%) strongly disagree on this.

### **4.3.3 The Extent to Which Organization Rituals and Symbols Affect the Employees and Organization Performances**

#### **4.3.3.1 Promotion Practices**

The respondents also mentioned that organization promotion practices are one of the important aspects of employee's performances. The promotion practices always makes the company products and services well known to the society so will obviously makes the employees works easily and hence results into employees

performances. The analysis shows that majority of the respondents agree on this. The figure below summarizes the results of the findings.

**Table 4.19:Promotion Practices**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree	11	70
Agree	3	30
Indifference	2	40
Disagree	2	15
Strongly disagree	2	15
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.19 the analysis reveal that majority of the respondents agree on this, this constitute (70.0%) of the respondents, (30.0.0%) respondents strongly agree on this, (40.0%) respondents just agree, (15.0%) respondents were indifference with the finding and (15.0%) of the respondent disagree on this.

#### **4.3.3.2 Esteems with the Customer**

The respondent's also mentioned that the way the company treat its customer is another important factor in ensuring the performance of the employees. If the customer are well treated then it symbol also that the employees are also well treated.. When asked most of the respondents agree on this that this is one of the main difficulties that they face in exportation. Table 4.20 below summarizes the results.

**Table 4.20: Esteems with Customers**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent(%)</b>
Strongly agree	10	45
Agree	7	25
Indifference	3	15
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From table 4.20 above the analysis reveal that (45.0%) strongly agreed, (25.0%) just agree on this, (15.0%) of the respondents were indifference, (15.0%) of the respondents disagree on this as shown in the figure above. This is true as the customers are important for any organization to grow. So if the company create a good relationship with the customers then there is high possibility that the staffs will performance better as they will be approaching customers easily.

#### **4.3.3.3 Behavior and Relationship in the Organization**

The analysis also reveals that the relationship between staffs, managements and outsiders is one of the important factors in performance of the employee. Close relationship makes employees feel open to express their ideas and suggestions. When asked about this most of the respondents agree on this. The analysis reveals that (70.0%) of respondents agreed, (40.0%) strongly agreed, (30.0%) just agree, (10.0%) of the respondents were indifferent. In addition, (10.0%) disagreed as shown in the Table 4.21.

**Table 4.21: Relationship in the Organization**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent( %)</b>
Strongly agree\	8	40
Agree	6	30
Indifference	2	10
Disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

#### 4.3.3.4 Language used within the Organization

Language as the symbol and means of communication between individuals, also were found to be one of the important factor in the performance of the employees. At BOI the official language used is English because there are Indians and Tanzanians. But there are some areas Indians are used mostly and other areas Swahili used most. But the respondents mentioned that if this not well taken into consideration there will impacts their performances. Table 4.22 summaries the results.

**Table 4.22 Effects of the Language Use**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent(%)</b>
Strongly agree	11	70
Agree	3	30
Indifference	2	40
Disagree	2	15
Strongly disagree	2	15
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field Data Analysis

From Table 4.22 it reveals that, more than half of the respondents agree on this, this constituted about (70%) of all respondents among which, (30.0%) strongly agreed, (40.0%) just agree, (15.0%) of the respondents were indifferent, (15%) disagree and (15.0%) strongly disagree on this.

#### **4.3.4 Organization Work Environmental Affects Employees and Organization Performances**

##### **4.3.4.1 Technology Adoption**

Normally in order for the exportation to be successful it need good technical adaptability. If the company is using up to date technology such as IT, then there is high possibility of the performance of the staff be high. When respondents were asked about this most of them agree that this is one of the main important factor in their performances. The analysis reveals that Most of the respondents agree on this strongly. The Table 4.23 summarizes the results of the findings.

**Table 4.23: Technology Adaption**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent(%)</b>
Strongly agree	11	40
Agree	4	35
Indifference	3	15
Disagree	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Field data analysis

The analysis show that (40.0%) of the respondents strongly agree on this, 35.0% respondents just agree, (15.0%) respondents were indifference on this and the rest of the respondents constituting only (10.0%) disagree on this.



#### 4.3.4.2 Company Economic Situation

The analysis further reveals that the economic situation of the company impacts much the performance of the employees. Normally the company economic situations will determine the salary level of the employees, the promotion effort of the company, PR activities, and even the way the company meets its short term debt. If the company is not economically stable its will highly impacts its employees performances. When respondents were asked about this the analysis reveal that majority of the respondents agreed as shown in the figure below. The Table 4.24 summarizes the results of the findings.

**Table 4.24: The Company Economic Situation**

<b>Responses</b>	<b>Frequency(N)</b>	<b>Percent (%)</b>
Strongly agree	4	20
Agree	6	30
Indifference	4	20
Disagree	4	20
Strongly disagree	12	10
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Data Analysis

From the Table 4.24 it reveal that (20.0%) of the respondents strongly agree on this, 30.0% respondents just agree, (20.0%) respondents were indifference on this, (20.0%) respondents disagree on this and the rest of the respondents (20.0%) strongly disagree on this.

#### **4.4 Discussion of the Findings**

This part presents a discussion of the findings so as to compare and contrast what has been found in relation to other empirical studies. The discussion is guided by the research objectives.

##### **4.4.1 How the Management Style Affects the Organization Performances**

Under the research objective above, analysis was done on how is support from management, treatment of employees and respondent of the management, management techniques cumbersome inspections, complex management, as well as appraisal system. The findings shows 35% of the respondents do get extensive support from the management. Which influences employees performance at good rate.

However Seput (2007) says that an organizational structure defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. Organizations are a variant of clustered entities.

An organization can be structured in many different ways, depending on its objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual (Kazyoba, 2009).

On the treatment of employees, the findings showed that 60% of the respondents have pointed the treatment is very well and there is a high respect of employees at BOI which makes employees to feel as exact part of the bank.

According to Weelo (2012) says it is surprising how much the relationship between a manager and a worker affects the worker's job performance. Bad management practices deflate employee morale, cause stress that results in sometimes serious health issues, and cost the company more than just the cost of high turnover. Disgruntled and mishandled employees stop caring about how well they perform their jobs, are more likely to demand more money for extra tasks, and may even hurt the company via theft.

As Simba (2009), argues that bad management can impact employees and a company's overall operations. Incompetent managers exist, and they can have challenges relating to staff members and keeping them motivated. In addition, substandard supervisors may not be able to balance budgets, increase revenues or capably perform other crucial tasks. If employees complain about working for your management team, investigate the claims so your organization doesn't suffer irreparably from poor leadership.

Also the findings shows that the cumbersome inspections at the bank and very complex management structures. This has proven to have positive impact on organization performance hence all of operations are inspected and directed to particular individuals. As per Sangao (2012) argues that If management does not clearly define performance expectations or follow up with employees about their

levels of productivity, your organization can experience reduced revenues. When employees join your company, they should receive a performance plan with the standards for their positions listed. Regular appraisals help employees to know that the organization is satisfied with their performance. If management does not set performance standards and follow up with reviews, staff members may not feel appreciated. Continually wondering if they are meeting expected requirements will sap productivity. Without set standards, management will face a disciplinary challenge when poor work performance eventually does affect productivity

This reflects to the arguments presented by Ojo (2014) that organizations are formed by groups of people with the purpose of achieving effects that one person cannot achieve individually. Better results are created as a consequence of organizational effect which directs organization to achieving some organizational goals regarding the purpose of the organization's founding; they can be described as successful (profitable) or failure (non-profitable) ones. To achieve these goals organizations create inner order and relations among organizational parts that can be described as organizational structure.

Also Jupe (2009) says all organizational parts together with relations and mechanisms of their coordination are important for proper functioning of any organization. Organizations are influenced by many factors which come from their dynamic surrounding or from the organization it. Due to the static nature of organizational structure, it sometimes cannot meet requirements of efficiency and adoptability. Classics in the field of organization theory represented many different schools of influencing factors on organizational structure. Some believed that certain

factors, such as size, environment, or technology, determined organizational structure. They argued that these factors imposed economic or other constraints on organizations that forced them to choose a certain structure over others. Organizational structure is partly affected by the firm's external environment .

Research suggested that firms organized to deal with reliable and stable market may not be as effective in a complex, rapidly changing environment. The more certain the environment is, the more centralized hierarchy the firm's organizational structure may have, with formalized rules and procedures. Organizations that operate with a high degree of environmental uncertainty may decentralize decision-making, relying on formal rules and policies, and flatten their hierarchies.

According to Daft, (2010), A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies. A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and Commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future.

One of management styles that has an impact of the organizational performance is appraisal system. The findings shows that 30% of the respondents have argued that the appraisal system at BOI is effective and hence influences employees

performance. As per Cornere (2012) says the employee performance appraisal is an important career development tool for the manager and employee. The manager can help guide the employee on the path to corporate advancement, and the employee gets a clearer understanding of what is expected from her in her daily job duties. Performance appraisals have a wide variety of effects on employees that managers must identify and understand.

Seth (2009) says an employee performance appraisal can act as motivation for an employee to improve his productivity. When an employee sees his goals clearly defined, his performance challenges identified and career development solutions in place to help advance his career, the effect is to motivate the employee to achieve those goals. Creating a comprehensive plan for employee development and giving an employee achievements to strive for will inspire a higher level of efficiency.

Employees perform their job duties to the best of their abilities throughout the year based on guidance from management. Part of a performance appraisal is when a manager and employee review the job description and compare the employee's performance with expectations. This gives the employee a feeling of clarity and understanding that will help him better perform his job duties.

#### **4.4.2 The Impacts of Communication Style on Organization Performances**

As far as this study was done on the impact of organizational culture on organizational performance. Therefore one of the variables of cultural aspects in an organization, analysis was done the finding suggest both internal and external communication at the bank is good but in form of business communication. Also the

findings show that there is openness for suggestions on the banks operations from employees to the management, the findings show that due better communication employees performance. Hence their roles are better communicated to them.

Samabar (2013) says communication plays a vital role in the working of any business. Organizations have to communicate to carry out their business activities. Researches indicate that organizations cannot meet their goals unless they have effective communication. In the triumph of any organization, the relationship between manager and his subordinates plays the significant role. In any business activity manager is a key player. Communication is a ribbon, which binds the management and its official together, and is very obligatory for the success and excellent performance of any organization.

A study by University of East London shows that the concept of communication is immeasurable in modern management, and it seeks to meet clear understanding between manager and all the employees. It explains that employee communication is; infect exchange and clear provision of information, commands and directions between management and employees. And it makes the organization to work properly and employees to be well aware about their responsibilities and duties. (University of East London, 2009).

As per Juongole (2010) Listening is an active process that involves focusing on what is said without allowing other thoughts to invade the process. Small business owners and entrepreneurs who employ serious listening skills and foster this ability from their employees will be the most likely to keep their companies growing.

Concentrate on listening at work and you should see benefits such as increased productivity, faster progress toward goals and more congenial relationships between employees.

#### **4.4.3 The Organization Rituals and Symbols Affects the Organization**

##### **Performances**

Under the research objective above the researcher made analysis on the promotional practices as well language used. The findings shows that promotion to employees is well hence at most times better working employees are better awarded promotions, whereas this as been a culture at the bank as the result employees performance becomes rejuvenated.

As per Kabendela (2012)keeping employees motivated is a task that managers can resolve in a number of ways. Promotions to positions that include more responsibility or authority are among the tools managers have to motivate workers. The possibility of a job promotion can motivate an employee by appealing to career anchors, which are the major career and personal priorities that workers may hold

Even when an employer understands the motivating effects of promotions, it must still establish a policy for administering promotions and managing job advancement. This may include discussing opportunities for advancement during employee performance evaluations or allowing all workers with a given level of experience to apply for executive position openings. In some cases, it may be necessary to recruit from outside the company, but a consistent policy for considering internal candidates can ensure that promotions keep their motivational value.



Also the language used at the bank is well. Not harsh as well this was argued by 35% of the respondents. Language as the symbol and means of communication between individuals, also were found to be one of the important factor in the performance of the employees. At BOI the official language used is English because there are Indians and Tanzanians. But there are some areas Indians are used mostly and other areas Swahili used most. But the respondents mentioned that if this not well taken into consideration ther will impacts their performances

According to Hellweg & Phillips (1982), the worker productivity increases when there is communication within the organization. Besides many other things the communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization lead to the effective decision making.

Smidts, Pruyn, & Riel (2001) define the employee communication as communication transaction in their study. They argues that employees who are well informed about organizational activities as goals and objectives, new developments and achievements can enable the organization's members to develop such characteristics which differentiates it from other organizations.

They found that communication climate is an important variable in the relationship between employee communication and organizational identification. In their point of view the lack of communication within the organization affect the organizational decision making. According to them, it's the foremost duty of the manager to pay

serious attention towards the internal communication climate, by giving each employee opportunities to speak, get involved and be listening and guide them for the fulfillment of goals.

A study by Harshman & Harshman (1999) concludes that the structure of the organizations is changing day by day as the environment is changing. The changing social and economic atmosphere in any country brings change in the work settings of any organization. Organizational communication is the critical function, and it affects the content and structure of the organization. These changes lead to change in formal and informal patterns of communication in the organizations.

The previous researches show that there is a strong bound between communication and other organizational functions. Another study by Monge, Cozzens, & Contractor (1992) shows that communication variables like information sharing and communication between group members leads to innovation in the organization. They found that communication variables have a strong effect on the organizational outcome. They argue the participative environment within the organization, increase its productivity and improve its performance and outcome.

#### **4.4.4 The Extent to Which Organization work Environment Affects**

##### **Organization Performances**

Normally in order for the exportation to be successful it need good technical adaptability. If the company is using up to date technology such as IT, then there is high possibility of the performance of the staff be high. The findings show that (40.0%) of the respondents strongly agree.

As per Mwinuka, (2010), Nowadays, companies need to operate in highly dynamic environments where key resources are scarce and where uncertainty in business opportunities is common. The important, even if it is often disregarded by many entrepreneurs leading small businesses. The high level of competition in the business environment pushes firms towards new learning models, also considering the high value of relationship patterns.

This is because frequently interact – for example with supply chain agents or with members of professional organizations and business unions – thus having the possibility to exchange knowledge and to successfully learn from one another. Moreover, firms can now benefit from analytical tools that were previously a privilege only for big enterprises such as benchmarking methodologies or the diffusion of best practices. The value of a scientific approach in measuring performances and managing knowledge is now widely recognized

The findings further reveals that the economic situation of the company impacts much the performance of the employees. Normally the company economic situations will determine the salary level of the employees, the promotion effort of the company, PR activities, and even the way the company meets its short term debt. If the company is not economically stable its will highly impacts its employees performances. It reveal that (20.0%) of the respondents strongly agree on this, 30.0%

As per Kasongo ( 2010) Lack of firm financial soundness during the period of financial distress becomes a critical factor constraining firm performance. The extent of financial leverage and ability to service the outstanding debt are shown to inhibit

firms' productivity growth as well as the dynamics of exports, employment and investment. Micro and small firms are found to suffer relatively more than larger firms from high leverage in terms of export and employment performance during the recession period.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a conclusion of the study and provides some recommendations based on the findings analyzed in the preceding chapter. Accordingly, the results of the study are summarized below, and recommendations provided, and a conclusion provided for the study.

#### **5.2 Summary of the Main Findings**

Changing business environment has pushed organizations in Tanzania to concentrate on their core activities and expand to the global environment. The findings reveal that communication style, management style, symbol and ritual, and even work environments factors have great impacts on employees performances and hence organization performance at all.

The analysis reveal that the management style of any organization is as important as it determine how the management interact with other employees, how the managements plans, and organize their activities. The organization needs to set out rules that are viewed as fair and practical by employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by management. The findings indicated that Bank of India is more inclined towards a consensual culture; however, it can improve more by having team building initiatives

to help enhance team spirit within the organization. These activities could also be used as an avenue to communicate the values and goals of the organization.

The analysis also find that the communication within and outside the organization is one of the important factor that will make the performance of the employees good. Communications includes top down communication, meaning that the management needs to keep the employees informed about what is happening at not only a store level, but corporately as well. When employees have more information, they feel that they have more ownership and autonomy and the translation is that employees will perform better and be more satisfied.

### **5.3 Implications of the Findings**

Strong corporate cultures indicate that employees are like-minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust quickly ensues. The bonds that the teams build help them avoid conflicts and focus on task completion. Strong corporate cultures ease communication of roles and responsibilities to all individuals. Employees know what is expected of them, how management assesses their performance and what forms of rewards are available.

Organizational cultures can have varying impacts on employee performance and motivation levels. Oftentimes, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. Different cultures operating in one company can also impact employee performance. For example, if the organization maintains a reserved “talk when necessary” culture,

employees may work accordingly; however, if the organization allows one area, say the sales team, to be outspoken and socially active, the organization may experience rivalries among areas. Thus, allowing an area to set up their own culture can affect the performance of the employees deployed elsewhere in the company.

Organizations must structure their recruitment processes to attract and engage incumbents with the same beliefs and values that constitute the organization's culture. This ensures the new employee's assimilation to the company and further strengthens corporate culture. Companies should also ensure that they align corporate culture with performance management systems. When culture and management systems are not aligned, management must redirect them so that employee behavior results in the achievement of organizational goals.

#### **5.4 Conclusion**

The study concludes that there is a strong view in the literature that organizational culture lead to increased organizational performance. However, studies on this relationship often differ as to the extent a practice is likely to be positively or negatively related to performance. Human resource management practices has been argued to affect organizational culture, and in turn lead to firm performance we need to be wary of arguing that current evidence proves this relationship. There could, and probably are, a number of other organizational elements that provide a link between HRM and firm performance.

From the study it is concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work

environment, management style and communication style. At BOI there employees agree that almost all the variable plays the importance role in their performances. This owes to the fact that employees seek work environment that maximizes on their ability to be innovative, creative, and independent of macro-management, cohesion with fellow colleagues among others.

### **5.5 Recommendations of the Study**

Organizational performance management system create career paths for employees as well as groupings of people who remain in the firm for a long enough time for a company culture to form. This outlook suggests that firms can implement such management practices that foster job security and internal career development in order to keep turnover low, and maintain those social phenomena that comprise organizational culture (values, beliefs, norms, assumptions) within the organization, and therefore forming a strong organizational culture.

As for recognizing and rewarding employees within the organization, the right kinds of each are critical to showing the employees that they are important. Recognition and rewards must be given as a motivation, and must be sincere in delivery, or they will fall short of their intended goal. Involving employees in designing and implementing such a reward program would also go a long way in showing that their opinions are respected and would provide more opportunities for building relationships with each other, contributing to a team mentality.

Another recommendation for the leaders of the organizations is to evaluate the communication flow within their respective stores and determine how much of the



information that comes to them makes its way to the employees on the floor. "Information is power: it equips people to do their jobs better. When the employees who are in direct contact with customers have access to important information they have the knowledge they need in order to come up with a solution for the customer, making the customer happy without having to cut through the red tape.

Knowledge about the organization, how it operates, how profits are made, etc - creates a feeling of ownership and responsibility, which are great motivators for performance service. Information can help employees work toward the common goals of the organization, as a team, once again building the relationships within the organization and ensuring its success at the same time.

Managers must empower employees by delegating more to enhance the confidence of its employees which results in more creativity and innovation; delegate tasks that are challenging rather than mundane. The organization needs to set out rules that are viewed as fair and practical by employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by Management.

The organizations, collectively or individually, could develop their own surveys in order to learn more information about the identified areas of concern. This type of survey might include open-ended questions that would allow the employees to offer suggestions about the issues. This may provide leaders of the organization a starting point for making changes within the organization.

## **5.6 Limitation of the Study**

In any study, limitations are inevitable, but most important researcher successfully handles such limitations in order to achieve the objectives of the study. The following were limitations that researcher encountered in the study;

Being a case study, more time is needed in order to study the entire unit in details so as to grasp required data. Time provided may not be enough due to fact that researcher has also to attend other daily activities as per institution schedule. Therefore to tackle such problem, schedule of research activities was prepared, with strictly observation of this time table in order to accomplish the required research on time.

Some of the information needed by research has negative implications to the respective organization. Some respondents did not provide support in terms of providing necessary data. Hence researcher explained the importance of doing study in their organization not for destroying the entire organization but to improve execution of organizations' tasks.

## **5.7 Areas for Further Research**

As the results of different limitations such as financial and Time constraints the researcher was limited to some areas which can be further taken into considerations. The following areas are recommended to be taken into consideration since it need further study. These are has become limited to my research as a results of time and financial constraints.

- (i) As this study was based on Bank's, future studies need to be carried out in other sectors to determine the influence of Organization culture on performance.
- (ii) Further studies can also be carried out to identify the various levels of Organization Culture, their relevance to Organizations and how these levels can be embedded into the Organization Culture.
- (iii) Also the study can be done on the impacts of organization culture on overall organizational performances

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## APPENDICES

### Appendix I: Questionnaire for Customer

*The following questions from Kijana M. Athuman, student at the Open University, Dar campus pursuing Master of Human Resource management undertaking a research on ‘the impacts of organizational culture on organization performance’, [The case of Bank of India].*

*All information about you, as one of the participants in this study, will be kept strictly confidential. Group results of this research will be written in a report, however, names and any other identifying information will not be used. Thank you in advance for your time and reasonableness!*

Please tick  the most correct answer(s) to your case or fill the empty space(s) as appropriate

#### A: Particulars of the respondent

1. Name .....
2. What is your gender?
  - (a) Male
  - (b) Female
3. For how long had you been working with this organization?
  - (a) Less than 2 years
  - (b) 2 – 4 years
  - (c) 4 – 7 years
  - (d) More than 7 years

4. What is your current position at the bank.....
5. What are the roles played by your institution in ports and custom operations  
 .....  
 .....
6. What is the relationship between your performance and management of the employees? *please indicate your responses by marking with a tick (√) the appropriate condition statement which best describes each facility. Whereby*  
 1-Strongly agree 2 Agree 3-Indifference 4 disagree 5. Strongly Disagree

	1	2	3	4	5
I feel management cares about me as an individual					
Management is supportive of my performance					
My ideas/suggestions are taken seriously					
Management treats employees with dignity and respect					
Management regards each employee as important					
Management has the respect of the employees					
Management can be trusted					
I feel management would make personal sacrifices for the team					
Management includes themselves as part of the overall team					
Management works as hard as they					

expect employees to					
I feel comfortable approaching management with concerns/questions					
Management works as a team to reach the same goals					

If others not mentioned please fill in below

.....  
 .....

7. What is the relationship between your performance and work environment in the organization? *please indicate the indicate your responses by marking with a tick (√) the appropriate condition statement which best describes each facility. Whereby 1-Strongly agree 2 Agree 3-Indifference 4 disagree 5. Strongly Disagree*

	1.	2	3	4	5
I am satisfied with my sense of belonging at work					
I feel like I am part of a team					
The employees work together to reach goals					
The employee morale is fairly high					
There is good communication in the store					
Management keeps employees informed					

If others not mentioned please fill in below

.....

.....

.....

8. What is the relationship between your performance and work communication in the organization? *please indicate the indicate your responses by marking with a tick (√) the appropriate condition statement which best describes each facility. Whereby 1-Strongly agree 2 Agree 3-Indifference 4 disagree 5. Strongly Disagree*

	1.	2	3	4	5
There is willingness of condense					
Am feel happy with both internal and external communication					
The employees are fee to submit their ideas and suggestions to the managements					
The company corporate identity is good					
The company PR activities is high and frequently					
There is staff participation in all aspects of organizational operations					



If others not mentioned please fill in below

.....

.....

.....

9. What is the relationship between your performance and organizational Ritual and symbols in the organization? *Please indicate the indicate your responses by marking with a tick (√) the appropriate condition statement which best describes each facility. Whereby 1-Strongly agree 2 Agree 3-Indifference 4 disagree 5. Strongly Disagre*

	1.	2	3	4	5
There is openness in the promotion practices to all employees					
There is openness in the selection of cadre to all employees					
The behavior in the meeting and relation is good in the organization					
The staff company language is well understandable					
There is good way of dealing with the company customers					
There is good way of dealing with visitors or reclamations					

If others not mentioned please fill in below

.....  
.....

10. Please mention any thing regarding the organization culture and employees performances

.....  
.....  
.....

## **Appendix II: Interview Guide to Hr Departments and Management**

The main aim for this interview is to get information on impacts on organizational culture and organization performances

### **Part A (Brief introduction of the interviewee)**

1. Name
2. Level of education
3. Brief introduction on his/her on this organization including his experience and the nature of the work he performs.
4. How do you understand organization culture and employees performances

### **Part B (Specific research based on the research objective)**

5. Do you have any formal policy for the organization culture and employees performances?

*(Interviewee explain based on nature of work perfumed)*

7. How do the bank ensure the management style improve the employees performance? *(The interviewee will explain based on his/her work experience, mentioning all the management's practices)*
8. How do the organization communication style be and how it affect employees' performances'

9. How does the organization work environment organized and how it affects employees' performance (*the respondents will respond based on work nature of each staff*)
10. How do organization ensure its culture improve