The Relationship between Organisational Culture and Performance in a Not-for-Profit Organisation

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Abstract

Title:	The relationship between organisational culture and performance in a not-for-profit organisation
Purpose:	The purpose of this dissertation is to conduct relational research into the relationship between organisational culture and performance in a not-for-profit organisation. A thematic approach was following the four frameworks approach as illustrated by Quinlan (2011) which includes the conceptual, theoretical, methodological and analytical frameworks.
Methodology:	A quantitative research methodology approach was employed for this study. Invitations were emailed out to 200 employees of a not-for-profit organisation inviting them to complete the 48 question Denison Organisational Culture Survey (DOCS). There were 64 employees who completed the survey within the specified time frame. For the performance methodology, 520 of the company's service users were invited to complete a service user satisfaction survey. 279 useable surveys were completed. Pearson correlation statistical analysis was used to test the relationship between organisational culture and performance. Employee attendance and employee training variables were also tested to investigate whether there is a relationship with organisational culture.
Findings:	The findings suggested that there is no statistical relationship between organisational culture and performance in a not-for-profit organisation. It was also found that there is no statistical relationship between either employee training or employee attendance and organisational culture.
Limitations:	There are a number of limitations to the study which include the limitation on performance variables within not-for-profit organisations which backs up the review of literature. A mixedmethods approach could have been implemented if there were no time constraints to the study. The findings may have been different if a qualitative approach was taken and should be considered for when conducting future research into the topic.
Value:	This dissertation has added significant value to the authors knowledge on organisational culture, the Denison Organisational Culture Survey, performance variables within not-for-profit organisations or the lack of performance measurements, statistical analysis and contributes to the overall understanding between both constructs.
Paper Type?	Masters Dissertation

Declaration

I, Gavin Morgan, the author of this dissertation, declares that the work being submitted for examination is wholly my own and that all materials and ideas garnered in the process of researching the dissertation have been properly and accurately acknowledged.

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Introduction

The aim of the study is to show that there is a significant correlation between organisational culture and performance within a not-for-profit organisation. Organisational culture is currently very topical and has become a very important tool for measuring how an organisation operates. For clarification purposes, Moxham (2009) notes that there is no discerning difference between a not-for-profit organisation and a non-profit organisation, therefore the author will use the wording "not-for-profit" throughout this research paper. In a not-for-profit organisation, performance is primarily measured by value outcomes as opposed to financial outcomes that are traditionally measured in a for-profit organisation. The organisation being used for this research is a community-based home care supplier who provide support and professional care services to homes in a specific designated area of Ireland. The company has gone through an organisational change over the past five years which gives the researcher and the organisation the ideal opportunity to benefit from any analysis conducted and evaluated during this dissertation. The author has considered including organisational culture change as part of this research but due to the complexity and vast amount of knowledge available on organisational culture change, the author feels it should be a topic which is researched as a standalone element of organisational culture for future research. Therefore, organisational culture change will not form part of this research.

There are a limited number of research studies conducted on the relationship between organisational culture and performance in not-for-profit organisations primarily due to the constraints of measuring the performance variable of the study. (Neely, 2004) revealed that articles on measuring organisational performance have been at a rate of one in every five hours of every working day since 1994, which shows the importance of this topic, although mainly considering for-profit performance variables as the phenomenon. According to (Deem, Barnes, Siegel, and Preziosi, 2010), even though there is a relationship between organisational culture and performance, future research in this area is warranted.

Culture is part of every single organisation whether the organisation realises it, wants it or is dependent on it. It is irrelevant which type of organisation it is or irrelevant which type of product or service offering the company employs. (Fisher and Alford, 2000) stated that it is plausible that leaders within organisations are hesitant to explore the culture within their own organisation primarily due to the confusion and long-standing disagreements between academics and practitioners on the definition of what organisational culture is. The author of this research paper hopes to further enhance the understanding of what this phenomenon actually is.

The concept of organisational culture is considered to be "one of the most fascinating and yet elusive topics for management researchers" (Harris and Ogbonna, 2002,p. 31), with more than 4,600 articles examining the subject since 1980 (Hartnell, Yi Ou and Kinicki, 2011). According to the authors (Goffee and Jones, 2015), there have been many attempts by practitioners to answer the question of how one company has superior corporate cultures and have track records of high performance against another company with a poor culture and dire performance. This has prompted the authors interest around the dissertation topic as both variables are viewed as being very important for sustaining competitiveness over a long period of time.

The author has found through research, that culture is a very important part of how an organisation operates. Within a small company, it can be a very informal approach to how it operates, and this in-turn can help the culture of the organisation to evolve and develop over time right in front of the managing director's eyes. However, in larger organisations it can be much more difficult to manage and can often lead to subcultures developing within different departmental sectors of the company. Schein (2017) surmised that an important function of leadership is to ensure that sub-cultures are aligned throughout the organisation and are managed towards shared organisational goals. Organisational sub-cultures have become an important topic in recent years where organisations and academics alike seek to analyse culture in finer detail to gain an understanding of interdepartmental cultures, conflicting personalities and power moves. Sub-cultures within organisational culture is a topic which would require detailed research as opposed to including it as an add-on to this dissertation, therefore, the author will not include sub-cultures as part of this dissertation.

According to Griffin (2006), culture is an important part of the internal environment of an organisation. Organisational culture is the set of values, beliefs, behaviours, customs, and attitudes that helps the members of the organisation understand what it stands for, how it does things, and what it considers important. In not-for-profit organisations (NPO's), the financial aspects are viewed by practitioners as not as important as the human and social aspects. Their mission is to deliver services where keeping in touch with end-users is crucial. In such a working environment, the role played by human resources in terms of skills and the personnel abilities to communicate with people and other colleagues is pivotal (Veltri and Bronzetti, 2015).

To conclude, organisations can be made vulnerable by revealing its culture to the outside world Schein (2017). To ensure anonymity, the company analysed will be referred throughout this paper as company x. Research will be conducted over a threemonth period with the aim to progressing the knowledge gap between the relationship of organisational culture and performance in a not-for-profit setting. Within this research paper, the author aims to demonstrate to the reader what the research will attempt to answer, a review of the literature, the methodology which will be used in order to ascertain whether there is a relationship between both constructs or not and how the data received from the methodological instruments can help further advance the academic knowledge within this field of expertise.

Company Profile

The mission statement for company x is to provide a service that is driven by community need and in line with all relevant requirements, regulations and legislation". Company x is a not-for-profit organisation and was established as a home help provider in the 1970's. The organisation employs 200 people (180 care workers, 20 office staff) and is solely funded by government resources where the company is in receipt of two stems of funding, a "generic fund" (primarily home help/care provision) and a "home care package fund" (primarily personal and intimate home care). Homecare is an ever growing and evolving service in Ireland which continues to put extra demands on organisations and government resources particularly as Ireland has

an ageing population. Donnelly (2015) concluded that healthcare costs in Ireland for people over the age of 65 will rise from 6% of GDP to 11% of GDP by 2050. Company x has advanced services to capture technological, social and medical advances, whilst always ensuring that the heart of community care remains unchanged. Care and support is still driven by community needs and the company continues to be the local preferred homecare provider.

Literature Review

The first section of the literature review is primarily focused on the construct of organisational culture in a not-for-profit organisation. Before reviewing the literature, the author would like to question whether there is a difference between the culture in a not-for-profit organisation or a for-profit organisation. Organisational culture encompasses everything about an organisation and how it functions. It takes into consideration various aspects of an organisation including the strategic direction and intent, goals and objectives and vision of the company. One would assume all organisations consider these constructs. It considers the organisations core values, co-ordination and integration. It also examines change creation, customer focus, organisational learning, empowerment of employees, team orientation and capability management. Once again, one would have to assume that all organisations whether profit making or not scrutinises the variables mentioned. (Pinho, Rodrigues and Dibb, 2014) argue that not-for-profit organisations have to be much more creative than forprofit organisations as they are required to manage scarce resources in order to fulfil the organisations social, philosophical or moral values. However, the author counters this argument by stating that either organisation works towards goals and objectives whether it is for profit or not. Both organisations have performance variables in which they strive towards, therefore the organisational culture should remain very similar even if some of the variables may differ slightly depending on the organisations remit. For instance, a financial institution may concentrate more on customer service than core values and a healthcare institution may focus on core values and customer service rather than profitability. After researching 1,448 employees in not-for-profit

and for-profit organisations (Sarros, Cooper and Santora, 2011) found that organisational culture does not differ between a not-for-profit or a for-profit organisation. For the reasons outlined above, this literature review will focus on organisational culture which encompasses all organisations and will attempt to show the issues that have been contested over the past four decades in organisational culture and the complexities in measuring the construct against performance. For the performance element, however, this literature review will examine performance variables within the not-for-profit sector only, as there tends to be a marked difference in the variables measured between for-profit and not-for-profit organisations.

Organisational Culture

The concept of organisational culture was first introduced by Andrew Pettigrew in 1979 with his article "On Studying Organizational Cultures". Since then, there have been many studies conducted on this subject which have included Schein (2017), (Dark, Whiteford, Ashkanasy, Harvey, Harris, Crompton and Newman, 2017), (Goffee and Jones, 2015), (Denison, Ko, Kotrba and Nieminen, 2013), (Hartnell., et al 2011), Handy (2002), (Alvesson, 2002), Smircich (1983) and (Hofstede, 1981).

As pointed out by (Smircich, 1983, p. 344), organisational culture runs the risk of being as "disappointing a managerial tool" as some of the more fad technical and quantitative tools used by managers. One could argue that such conclusions could be made about many of the tools available to managers in today's ever-changing business environment, like everything in business, it is how effective the tool is being implemented. Although organisational culture remains a topic of great interest and importance to academics and consultants, (O'Reilly, Caldwell, Chatman and Doerr, 2014) concluded that academic research on the topic has largely failed to show the relationships between culture and the objective indicators of organisational performance. However, their research concluded that there was a significant correlation between the personality of a CEO and organisational culture, and that culture is related to firm performance. In a recent organisational culture review, (Schneider, Gonzalez-Roma, Ostroff and West, 2017, p. 468) also noted that "although the theoretical literature on organizational culture is replete with discussions

of the influence the founder and upper management have on an organization's culture, empirical studies of that relationship are hard to find". (Detert, Schroeder and Mauriel, 2000) are also critical of the difficulties that have occurred within the realm of organisational culture, concluding that there are not only the disagreements on the definition of what culture is but the dimensions which are associated with it. The key problem with this broad statement is that it lacks any clear methodological approach and fails to resolve some of the contradictions of what organisational culture is.

(Alvesson, 2002, p.48) had an alternative viewpoint to those mentioned earlier, suggesting that high performance can lead to a strong corporate culture, which he explains might lead to a common set of "orientations, beliefs and values". However, there is a recognition that culture can have positive functions and negative functions within an organisation. (Chatman and Eunyoung Cha, 2003) acknowledge the influence that strong cultures enhance organisational performance through energising, shaping and co-ordinating employee's behaviour. The beliefs, values and norms which were expressed by Schein (2017), can focus employees attention on organisational priorities which then guides their behaviour and decision making. Although, (Chatman and Eunyoung Cha, 2003) takes a similar view to Alvesson (2002) that culture can help or hinder an organisation's ability to execute strategic goals and objectives.

In research conducted by (Coetzee, Davidson and Visser, 2007), the data collected illustrated there was a relationship between organisational culture and performance. However, the data collected was very limited and too small to draw significant conclusions in support of the hypothesis. There was also the limiting factor of only conducting research on one organisation. This limiting factor is recognised by the author who will also be conducting research on just one organisation. This seems to be a re-occurring theme when conducting research on the relationship between both constructs. Although, one of the most notable studies ever conducted on organisational culture, Hofstede (1981) who researched over 160,000 IBM employees in 50 countries to study the aspects of culture which might influence behaviour within a particular business unit. It was clear from the literature that there were national, cultural, political and social differences between each region studied. It is important to note that the Hofstede (1981) study was primarily focused on macro-cultures (nations,

occupations, multi-national organisations) rather than micro-cultures (departmental, one company, groups) which is where this research will focus on.

A definition from (Schein, 2017,p.6) which has been cited many times by other academics, has defined organisational culture as:

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

(Schein, 2017, p.6) concluded that "the accumulated learning is a pattern or system of beliefs, values, and behavioural norms that come to be taken for granted as basic assumptions and eventually drop out of awareness". (Chatman and Eunyoung Cha, 2003) observed that Schein's (2004) earlier definition of organisational culture as a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior. (O'Reilly et al., 2014, p.596) also define organisational culture as "a system of shared values defining what is important, and norms, defining appropriate attitudes and behaviours". In addition, Schein (2017) identifies that as an organisation evolves, sub-cultures can develop which can become conflicted with the larger organisational culture.

(Leon, 2014) proposed a more philosophical outlook which suggests that it is very important to understand that an excellent corporate culture alone will not make an organisation successful or make its employees perform wonders. He also added that it is important to know that by not having a positive culture the organisation will not automatically fail.

After making a careful judgement and taking into consideration all aspects of the research topic, the author will use Schein (2017) as the base definition for what organisational culture is as it is the most widely recognised definition amongst researchers worldwide. To conclude, organisational culture can be very complex to manage but also emerges as a fascinating topic to explore.

Performance within a not-for-profit organisation

Not-for-profit organisations rely on funding from various different sources in order to provide the service in which they are required to carry out. As a result, funding performance is often the primary measurement which is used to analyse how successful the organisation is. This supports Moxham (2009), who suggests that there is an increasing pressure on not-for-profit organisations to measure performance particularly from government, funders, donors, employees, volunteers, users and beneficiaries. However, not all funding can be measured as a performance metric. For instance, funding which is derived directly from government policy where there is a competitive bidding or tender process in order to be awarded funding to deliver its services. This type of process can occur every seven to ten years, therefore, it's not the ideal metric to be used to gain insight into an organisations ongoing performance. It can also be the case where several companies come together as a group to tender for such a process, so in this scenario, as a measurement tool it's not a viable option. According to (Dark, Whiteford, Ashkanasy, Harvey, Harris, Crompton and Newman, 2017), health service organisations are coming under increasing pressure to contain costs and improve outcomes. Particularly, where health expenditure is controlled to stay within budget, it is a reality that delivering quality healthcare is not necessarily consistent with this strategy. As surmised by (Boateng, Akamavi and Ndoro, 2016), the difficulty in performance measurement for not-for-profit organisations is due to the fact there is no owner with an equity stake and no profitability requirement which can often lead to an inconsistent accountability problem across the sector. The measures applied to not-for-profit organisations are unclear, imprecise, and do not have accepted, consistent definitions that can be communicated to stakeholders (Glassman and Spahn, 2012). This has become the difficulty for many not-for-profit organisations worldwide. Moullin (2017) stated that most public sector organisations struggle with developing measures of performance that help them improve and assure quality without motivating staff to achieve targets at the expense of poor service to the public. Moullin (2017) concluded that with the correct performance measurement framework which measure outcomes rather than targets, organisational culture and capability can ensure that these outcomes are delivered. Marino (2011) purported in his book 'Leap

of Reason' that not-for-profit organisations measure 'outcomes' rather than traditional for-profit organisations who measure 'key performance indicators'. Governments are demonstrating growing interest in the measurement of performance in the public sector and officials are using performance targets and league tables in order to push through these measures and demonstrate value for taxpayers' money is being delivered (Michelli and Neely, 2010). Although, within this research, it was found that in none of the cases was it possible to see evidence of adequate relationships between performance indicators. It was also noted that there are conflicting priorities found within the organisations researched and their performance management systems. This claim has been a long-standing difficulty amongst practitioners in their quest to measure performance within a not-for-profit organisation.

In their multi-year study of not-for-profit organisations, the "Performance Measurement Project" conducted by (Carnochan, Samples, Myers and Austin, 2014), concluded that performance measurement holds promise as a strategy to strengthen services and improve client outcomes, however, multiple challenges still persist. The study also identified that further research and resources are needed if performance measurement is to fulfil its promise of informing and improving services. (Moullin, 2017, p.447) defined performance measurement in not-for-profit organisations as "evaluating how well organisations are managed and the value they deliver for customers and other stakeholders". However, (Glassman and Spahn, 2012) conclude that counting is a very simple way to measure something but can be one-dimensional. It measures activity, not impact. Analysing reported financial data is meaningless as it provides no information about actual performance and quality. Whilst the author agrees with some measurements being one-dimensional in nature, performance measurement is not only financial metrics, but it can bring in many unique indicators specific to the organisations strategic goals and objectives which can have a big impact on performance.

One of the earliest performance measurement systems was developed by (Seashore and Yuchtman,1967) which relied upon the organisations ability to develop relationships in its external environment in order to secure scarce resources (Boateng, Akamavi and Ndoro, 2016). The most widely used and cited performance

measurement model has been the Balanced Scorecard which was developed by (Kaplan and Norton, 1996). (Kaplan and Norton, 1996) observed and built more than 100 scorecards which revealed that the financial and non-financial measures on a Balanced Scorecard should be derived from the organisations strategy. The Balanced Scorecard provides executives with a comprehensive framework that can translate a company's vision and strategy into a coherent and linked set of performance measures. There have been three generations of the balanced scorecard with each one being refined to allow for better functionality for practitioners. The Competing Values Approach (CVA) of (Quinn and Rohrbaugh (1983) evaluated performance based on internal versus external measures and the symmetry between both the process and the results. However, this approach received some criticism from academics as it sent out conflicting meaning to managers as it required adaptability and flexibility whilst also being stable and controlled at the same time. With any performance measurement system, it must be clear and concise, otherwise, the results will be muddled, misunderstood and relatively ineffective.

From research on six not-for-profit organisations conducted by Moxham (2009), findings from primary and secondary data show that the four main performance measurement indicators were financial, demonstration of achievement, operations and facilitation of continuous improvement. (LeRoux and Wright, 2010) state that the most common performance measurements for not-for-profit organisations include client satisfaction and industry standards. Although, Moxham (2009) found that economic, efficiency and effectiveness should be the primary performance indicators used. However, in a later study Moxham (2010) found that smaller organisations tend to use 'altruistic and other less quantifiable criteria' for measuring performance. According to (Willems, Boenigk and Jegers, 2014), the main not-for-profit performance measurements are financial performance such as donations and funding, stakeholder performance such as volunteer and donor satisfaction, market performance such as image, brand reputation and quality and mission performance based on achieving the mission of the organisation. Although, (Pandey, Kim and Pandey, 2017) found that as a result of not-for-profit leaders failing to recognise the strategic value of a mission statement, attitudes towards mission statements tend to vary. (Kirk and Nolan, 2010)

noted that despite the common perception that a mission statement is of utmost importance to an organisation, there has been very little research conducted on its relationship with performance. One must assume that mission statements have been universally adopted by not-for-profit organisations worldwide but it's this exact variance in attitude and approach as discussed by (Pandey, Kim and Pandey, 2017) which has made it difficult for organisations to use it as a reliable performance indicator. Results yielded from an exploratory study conducted by (Kirk and Nolan, 2010) concluded that there was very little evidence to support the relationship between a mission statement and the not-for-profit organisations performance. However, the author recognises that there are many variables to a mission statement in terms of a strategic approach versus a linguistic approach or whether the organisation is locally focused or internationally focused. This construct in itself, is worthy as a stand-alone dissertation topic and will therefore not be considered as a performance variable within this piece of research.

In conducting this literature review, it is quite clear that whilst not-for-profit organisations have some performance measurements, there is no one-specific model or specific framework which is being used by the majority of organisations. Organisations tend to use the model, framework or measurements system which suits their specific needs only. As (Willems, Boenigk and Jegers, 2014) states, there is no one-size-fits-all solution to performance measurement in not-for-profit organisations primarily due to the complexity and human nature of the services which are provided for.

Conclusion

Due to the diverse nature of not-for-profit organisations, there is no specific framework which can be used for the purposes of this dissertation. It seems from academic and practitioner perspectives that the quest for a framework of outcomes that fits all notfor- profit organisations continues. The author feels that until there is increased pressure and accountability on these organisations to measure and record performance in order to justify funding, then there will be no requirement for organisations to pursue key performance measurements. Financial performance was

one of the performance measurement indicators in which the author views as a key component of how any organisation operates. However, company x is solely funded by the government where a tender process is issued every five years. As part of this tender process, company x joins forces with four other organisations in order to participate in the process. For this reason, the author has chosen not to use financial reporting measurements as a performance measurement indicator. As a result of the literature review set out above and for the purposes of this dissertation, the author has chosen three main performance measures which are used within company x:

1. Client feedback, as concluded by (LeRoux and Wright, 2010) - there is no better judgment on performance than from a client. (Usha Rani, Kundapur, Rashmi and Acharya, 2017) defined client satisfaction as the fulfilment of expectations from a particular product or service. However, if a client's expectations have not been fulfilled by the product or service provided then there is a dissatisfaction from the customer. This can result in a poor satisfaction rating for the organisation. In general, not-for-profit organisations provide a service rather than a product offering. Therefore, there is an expectation from the service user that the service being provided for will not only meet the required level of service but may even exceed expectations, primarily due to the fact that not-for-profit organisations are non-profit making, they tend to be mission oriented. From a not-for-profit performance management perspective, service user satisfaction feedback is a very important measurement tool in how the organisation is performing. For company x who provide home care services to the local community, many of the care workers are based out in the field and may never be in the office environment where feedback can be given on specific service users. The service user satisfaction survey gives the management team a clear indication if expectations are being met on a daily basis. Wilson (2002) claims that far too many client satisfaction surveys are for the purposes of management optics and ensuring management are viewed as performing well. This may be the outcome in some cases, the author views client satisfaction surveys as a good performance measurement tool for not-for

profit organisations whilst also recognising the weakness of using it as a stand-alone measurement tool. The results of the survey provide the management team with reliable feedback from the service users which allows the subsequent analysis of areas in need of improvement. (Piskóti and Nagy, 2009) concluded that a fundamental part of evaluating a customer's requirements in order to meet the level of expectation that is required, it is necessary to conduct a client satisfaction survey on a regular and consistent basis. Based on this, the first performance measurement variable will be from a service user satisfaction survey which was conducted by company x within the past 30 days that will detail the satisfaction rates of service users over the past twelve months based on a specific questionnaire compiled by company x.

2. Training within company x is of high importance due to the nature of the home care services which are provided to service users. Therefore, in the authors mind, training levels are a key measurement in the performance of company x. Marino (2011) concluded that successful not-for-profit organisations create a learning culture and make learning their primary goal for assessment. This also coincides with Moxham (2009) findings that facilitation for continuous improvement is one of the main drivers for performance measurement. Organisations spend billions each year on training employees. This allows the organisation, according to (Salas, Tannenbaum, Kraiger and Smith-Jentsch, 2012), excel, innovate, compete, improve the service offering and reach goals and objectives. By educating the workforce, organisations understand the importance of remaining competitive whilst also allowing employees to enhance their knowledge bank. (Carvalho, Melo and Ferreira, 2016) found in the study of training in non-profit organisations, that the presence of a professional manager and formalised policies relating to performance, are significantly associated with higher levels of training. In the case of company x, one of the organisations goals as part of the overall strategic plan, is to "continually invest in training, education, program development and research". (Birdi, Patterson and Wood, 2007) examined the differences between learning practices in for

profit and not-for-profit organisations. The study showed that not-for-profit organisations offered a lot more opportunities to employees with the findings revealing that training had a more compelling influence on organisational performance in a not-for-profit organisation rather than a forprofit organisation. (Salas et al., 2012) concluded that training is now considered an essential component in the promotion of learning and strengthening on-the-job performance. With the absence of training, organisations cannot continue to grow, innovate and compete with rival competitors. Therefore, training is an essential part of performance in any company. As a result, the second performance variable which will be considered for this research is the number of people who have attended Fetac Level 5 healthcare support training courses within the past 12 months, along with one of the questions asked as part of the service user satisfaction survey "My carer is suitably trained to meet my care needs?".

3. (Verbeeten, 2013, p.430) argues that operational quality is a critical measurement of performance as "more often the real indicators of quality will be that the ordinary, routine things are being done properly and on time". This is a really simple but yet powerful statement and one that can often be overlooked by management on a day to day basis. The organising and planning within any organisation is vital to the operation and efficiency of that organisation. Company x has 180 home care employees who are rostered to work on a weekly basis. Each employee is paid based on the number of service users the employee has cared for within that working week. Up until five years ago, company x had no way of discerning whether a care worker had been to the service user's home, as per the roster, or not. The only way of knowing was if the service user telephoned company x to ascertain why the care worker had not turned up. As a result, the employee was still remunerated for the care provided, regardless if the work had been completed or not. This was not an effective or efficient system of working and certainly not the most accomplished use of resources. In order to streamline operations, the company implemented a technology-based employee time attendance system. Each service user had a small terminal

fitted into the residence and each employee were given a key fob. Once the employee has arrived at the service user's home, the employee uses a key fob to clock-in and record the attendance. This then alerted the administration office of company x that a care worker had arrived as per the roster. According to the CEO of company x, there was an initial saving of over €40,000 per week on the employee payroll. As part of the employee's performance, reliability is of the utmost importance, not only to the organisation providing the service but also to the service user who is heavily reliant on the care workers scheduled attendance. However, there still continues to be issues surrounding the clocking-in system, where employees either forget to clock-in, forget the key fob for clocking-in or fail to show up as requested. This results in a member of the administration office having to ascertain the location of the scheduled care worker. This is using resources ineffectively and inhibits the performance of company x. The author understands the outdated nature of clocking-in and the prevalence of mis-trust that it potentially poses, however, in this particular organisation and for operational effectiveness, efficient use of resources and the ability to measure an employee's performance, it is the most appropriate measurement tool company x can make use of. Therefore, the third performance measurement tool is the measurement of employee attendance within the past twelve months as per the scheduled weekly roster along with an analysis of a specific question within the service user satisfaction survey "Do my carer's come as scheduled?".

Conceptual Framework

The research question being examined is "The relationship between Organisational Culture and Performance within a Not-for-Profit Organisation". Having reviewed the literature on both organisational culture and performance, it has clearly highlighted the difficulty academics and practitioners have had in defining what organisational culture really is, how it is managed and how it relates to performance. However, Khosla (2015), (O'Reilly et al., 2014), Denison, Ko, Kotba and Nieminen, 2013), (Coetzee,

Davidson and Visser, 2007) and (Bititci, Mendibil, Nudurupati, Turner and Garengo, 2004) all concluded that there is a significant relationship between organisational culture and performance. Therefore, the author used the Denison Organisational Culture Survey (DOCS) to examine the existing culture within company x. The indices which are measured as part of the DOCS are shown on pages 29, 30, 31 and 32. The DOCS will provide the researcher with an opportunity to explore the existing culture within company x and to answer the following question:

1. What culture currently exists in company x?

The performance aspect of this research has posed the most difficult component, primarily due to the performance variables required within a not-for-profit organisation. The literature review found varying research results and inconsistent performance variables being considered depending on the particular not-for-profit sector or company being researched. It was concluded that due to the complex nature of notfor- profit organisations, there was no specific framework that could be used for the purposes of this research. Therefore, the author found that the best approach to the performance variables would be to consider three specific variables which are used explicitly within company x as a way of measuring the company's performance. This allows the author to examine the relationship between training, employee attendance and customer satisfaction and performance and to answer the following question:

2. How does organisational culture relate to employee training, employee attendance and service user satisfaction in company x?
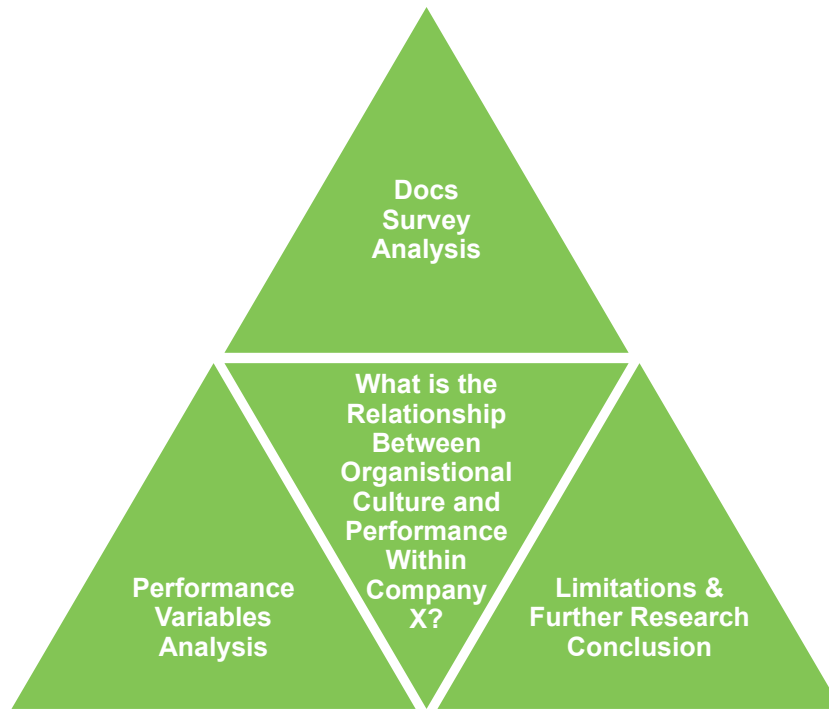
Fig.1 Conceptual Framework

Fig. 1 above illustrates the method with which the author will use in order to achieve the objectives set out and to also answer the overall research question of the relationship between organisational culture and performance in a not-for-profit organisation by examining the results of the DOCS and by analysing the performance variables.

Research Question

The overall purpose of this research is to analyse the data retrieved from company x participants through the Denison Organisational Culture Survey (DOCS) to see if there is a relationship between the cause (organisational culture) and effect (performance) within a not-for-profit organisation. The research question will attempt to answer the following sub-objectives:

1. Using quantitative data results from the Denison Organisational Culture Survey (DOCS), what type of organisational culture currently exists within company x?

2. Based on the performance measures: 1) Service user satisfaction survey conducted from company x's existing service users. 2) Number of employees

who attended and completed a FETAC Level 5 Homecare Support training course within the past twelve months and the results from question 2 on the service user satisfaction survey "My carers are suitably trained to meet my care needs?" 3) Attendance record of care workers as per the organisations new clocking in system and the results from question six of the service user satisfaction survey "My carers come as scheduled?" According to these performance measurements, is company x performing?

3.   Is there a relationship between organisational culture and performance within company x?

Methodology

Appropriate Research Methods

This section will attempt to review the different research methodological approaches used by academics and researchers in order to gain an understanding of which research methods is most appropriate to answer the proposed research question. Quantitative research, according to (Barnham, 2016, p.838), elicits numbers and percentages which tend to be perceived as facts within the limitations of a specific sample. In contrast, qualitative analysis is associated with why questions such as "why customers behave in a certain way?". The really interesting aspect of qualitative research is that even after the why questions are asked, there still seems to be a need to discover "what customers think and do". Which could inevitably conclude that if qualitative analysis is the appropriate method of research, then quantitative analysis should also be used – a mixed methods approach.

Mabila (2017) found that despite the growth in academics and researchers using mixed methods research, which combines both qualitative and quantitative research, there is a scarcity of literature on students' conceptions of this type of approach. The study by Mabila (2017) later found that issues relating to design, data collection, analysis and a lack of understanding of mixed methods research by students which led to a negative effect on the study's acceptability. It can often be the difficulty with

students, that due to the time frame allocated to such studies, a mixed methods approach can lead to below par results and an inadequate understanding of what is required to complete a mixed methods research study.

(Morgan, Pullon, MacDonald, McKinlay and Gray, 2017) argue that direct observation is the best form of qualitative data collection techniques and that current models of research do not account for the unique contribution observational data can make to research. Baker (2006) shares the same belief that the most valuable aspect of observational research is that it allows the researcher to study the participants in their own environment. Schein (2017) notes that observational research methods can identify artefacts and espoused values within the organisation which help the researcher to understand the way things operate. Schein (2017) surmised that this technique can often paint a distorted picture as many employees will act differently when they are being observed. (Baker, 2006, p.187) concluded in her study that observational research is "complex, challenging and requires specialised training in how to observe, what and how to record the data and remain detached and involved at the same time". It can also create ethical, validity and reliability issues as it becomes about the researcher's opinion rather than specific data which can often lead to bias. Having reviewed the various research methods, the purpose of this study is to attempt to answer the question of whether there is a relationship between organisational culture and performance within a not-for-profit organisation, therefore, a quantitative research method will be used.

Methodological Approach to Organisational Culture

(Jung, Scott, Davies and Bower, 2009, p.1092) found that, after exploring 48 different instruments for assessing organisational culture, both qualitative and quantitative in nature, that a "quantitative diagnostic focus tends to be preferred". The quantitative research methodology approach was typically used in the earlier years of analysing organisational culture but has been viewed by many as a limiting factor to accessing quality data from a small group. (Stylianou and Savva, 2016) conducted a qualitative study on culture within multi-national companies using in-depth interviews. It was

concluded that future research was required in order to reach more conclusive results. Longitudinal studies on research, such as the one conducted by Hofstede (1981) produced the most comprehensive and conclusive research on organisational culture. However, a replication and validation study conducted by Minkov (2018) concluded that Hofstede's original model was not validated or replicated, although the new findings were found to be non-sensical. This study was conducted by 53,000 people worldwide and focused its attention on national cultures rather than organisational cultures. For this reason and the time constraints, this type of research will not be conducted. (Denison and Neale, 1999) stated that, for the most part, academic research on organisational culture has not backed up the efforts of practitioners and that research was often theoretical and qualitative in nature which cannot be reliably replicated in the real world, for this reason, and others, the author will conduct a quantitative research methodological approach.

Sampling Method - Organisational Culture

There are over seventy instruments for exploring organisational culture, with the majority of instruments assuming tangible and intangible aspects which may correlate with organisational performance (Jung et al., 2009). Having researched a number of methodologies that have been used to measure organisational culture, the Denison Organisational Culture Survey (DOCS) has been used widely by practitioners worldwide. (Puppatz, Burmeister and Deller, 2017) concluded in their investigation of the three most prominent quantitative methods for assessing organisation culture - Denison Organisational Culture Survey (DOCS) Denison (1984), Organisational Culture Profile OCP (O'Reilly et al., 2014), the Global Leadership & Organizational Behaviour Effectiveness Survey GLOBE), that the DOCS has valuable links between its dimensions and specific performance outcomes. The DOCS also encapsulate discernible patterns and not just individual scores. This correlates with Edgar Schein's definition (Schein, 2017, p.256) of what organisational culture is "a pattern of shared basic assumptions…" The OCP, which was developed by (O'Reilly et al., 2014) measures 40 different characteristics about an individual and assesses how an

individual person can fit the organisation as opposed to how the organisation can fulfil the needs of the person. Alvesson (2002) argued that culture is not primarily 'inside' people's heads and is therefore between a group of people where, as Schein (2017) explains is part of the underlying assumptions within an organisation. For the reasons set out above, the researcher will not be using the OCP for the purposes of this piece of research. The GLOBE culture scales survey, developed by (House, Javidan, Dorfman, Hanges and De Luque, 2006) which was based on the Hofstede (1981) model, is used to measure nine cultural dimensions at both societal and organisation levels which take into account both values and practice. The author views this as an inappropriate measurement tool to be used as the nine cultural dimensions focused on are not areas this piece of research will concentrate on. The nine cultural dimensions used are future focus, uncertainty circumvention, power distance, humane orientation, performance orientation, collectivism 1, collectivism 2, assertiveness and gender fairness. Therefore, the conclusion is to use the Denison Organisational Culture Survey (DOCS) for this research.

Denison Organisational Culture Survey (DOCS)

(Abdullah, Shamsuddin, Wahab and Hamid, 2014) found that the DOCS model was developed over a 15-year period which assessed over 1,000 companies and over 40,000 respondents. The model was based on the Competing Values Framework and uses the 'values' layer of the organisational model developed by Schein (2017). According to (Denison and Neale, 1999), the model is primarily behavioural based, was designed and created within the business environment, uses business language to ascertain business level problems, is quick and easy to implement and is applicable to all levels of the organisation. It is argued that many of the other organisational culture models are psychologically based and are often designed for academic purposes rather than within the business environment.

The four major traits of organisational culture which Denison (1984) identified were Involvement (empowerment, team orientation, capability development) Consistency (core values, agreement, co-ordination and integration) Adaptability (creating change,

customer focus, organizational learning) and Mission (strategic direction, goals and objectives, vision).

One of the clear indicators in the quality of a survey is the Cronbach alpha value. This measures the validity of the survey with an acceptable value of over 0.70. The DOCS has been validated in numerous studies with the Cronbach alpha co-efficient ranging from 0.62 to 0.92, (Abdullah, Shamsuddin, Wahab and Hamid 2014), Givens (2012), (Deem, Barnes, Segal and Preziosi, 2010) and (Coetzee, Davidson and Visser, 2007). Analysis conducted by (Denison and Neale, 1999) found that all of the indexes within the survey had alpha coefficients of between 0.60-0.84. However, just to be thorough with the reliability of the study, the Cronbach alpha for the DOCS will be tested by the author as part of this piece of research findings.

The DOCS four cultural traits of business organisations and the performance of organisations which is benchmarked against 500 other high performing organisations. Whilst the original survey consisted of 60 questions, the most up-to-date version has 48 comprehensive questions for employees of the organisation to complete using a Likert-type scale – strongly agree, agree, neutral, disagree or strongly disagree. According to Denison (2015), the Denison model allows the researcher to "reveal underlying beliefs and assumptions in measurable ways which impact organisational performance". The four cultural traits are as follows:

Four Traits

Involvement	High employee involvement effects performance in every area of the business. The effects on performance generally manifest over a longer period of time e.g. five years
Consistency	The main impact of consistency is on quality and employee satisfaction. This has an obvious effect on performance and cannot be fixed within a short time frame
Mission	A clear and precise organisational sense of mission will affect all areas of performance with the possible exception of innovating within the product development department
Adaptability	Adaptability affects all areas of performance except for profitability and return on assets (ROA)

Table. 1 Denison Organisational Cultural Traits
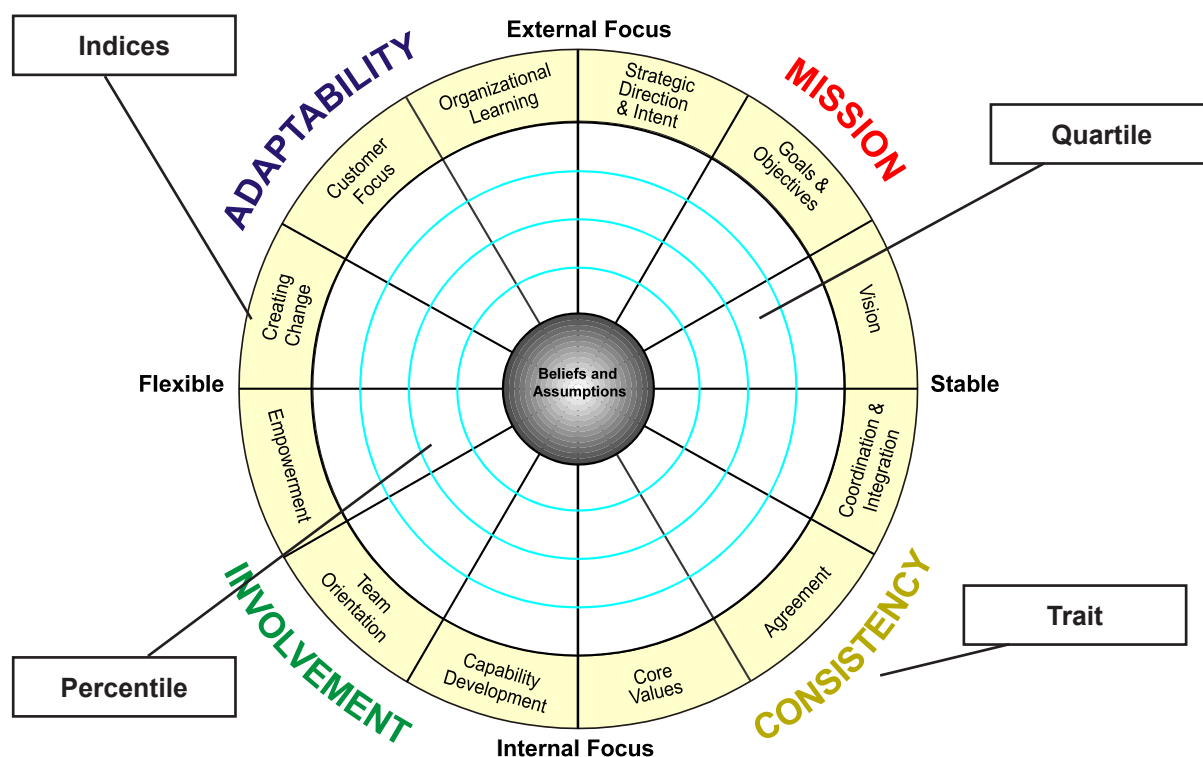
Fig 2. Denison Organisational Culture Survey (DOCS) Circumplex (The blank circumplex above is presented in four quadrants - external (top half) versus internal focus (bottom half) and flexibility (left side) versus stability (right side). Adaptability and Mission focus on the organisations relationship with the external surroundings whereas Involvement and Consistency focuses on the internal workings of the organisation. The vertical split of the circumplex analyses how flexible (left side) which encompasses Adaptability and Involvement and how stable (right side) which encompasses Mission and Consistency which indicates an organisations thirst for stability and direction. Source Denison (2015).

Having researched the DOCS, (Fisher and Alford, 2000) analysed the four cultural traits in finer detail stating that adaptability is not only about knowing your customer needs and wants, it's about understanding what you need to do in order to fulfil those needs and wants. Involvement is not about the manager claiming how involved the employee is, it's about how the employee feels they are involved within all aspects of the organisation from personal responsibility, accountability, authority, skills and team orientation which all relate back to the organisations mission. The mission entails a shared understanding, alignment and ownership of the organisations vision with a direct line from job to mission. Many organisations have a mission framed on the wall located in an area where most front-line employees never get to see it or happen to walk passed it and are never quite sure what it means to their role within the company.

An organisations mission, particularly a not-for-profit organisations mission, is the cornerstone of why the company exists. A mission statement is, as (Patel, Booker, Ramos and Bart, 2015) observes, balances an organisations resources effectively and defines an organisations unique purpose for existence. Although mission statement sceptics argue that the uniqueness of the mission becomes lost in company public relations exercises in order to engage with customers rather than employees who often become disillusioned with the organisations mission. It is a reasonable argument that many mission statements in organisations are effectively obsolete, however, the author would contend that for not-for-profit organisations, a mission statement is something to live-by on an almost daily basis. In their study of mission statement and performance in non-profit organisations, (Patel et al., 2015) concluded that non-profits must be more attentive when it comes to mission statements and it is critical to the organisations performance. Lastly, as (Fisher and Alford, 2000) assert, consistency is about having a prescribed set of behavioural standards, creating a language which is shared amongst employees from the bottom-up to ensure that everything is working smoothly.

After analysing the four main cultural traits of the DOCS, the circumplex is then broken down into three managerial practices per cultural trait (12 in total) which are then measured within the 48-item questionnaire. The managerial practices are broken down as follows:

Adaptability – creating change, customer focus, organisational learning

Mission – strategic direction and intent, goals and objectives, vision

Consistency – co-ordination and integration, agreement, core values

Involvement – capability development, team orientation, empowerment

Each management practice is then further broken down into four different individual statements based on the results of the DOCS (Denison and Neale, 1999).

The individual line item statements are outlined as follows:

Mission

Strategic Direction and Intent

There is a long-term purpose and direction.

Our strategy leads other organisations to change the way they compete in the industry.

There is a clear mission that gives meaning and direction to our work.

There is a clear strategy for the future.

Goals & Objectives

There is widespread agreement about goals.

Leaders set goals that are ambitious, but realistic.

The leadership has clearly stated the objectives we are trying to meet.

We continuously track our progress against our stated goals.

Vision

We have a shared vision of what the organisation will be like in the future.

Leaders have a long-term viewpoint.

Our vision creates excitement and motivation for our employees.

We are able to meet short-term demands without compromising our long-term vision.

Consistency

Core Values

The leaders and managers "practice what they preach."

There is a clear and consistent set of values that governs the way we do business.

When people ignore core values, they are held accountable.

There is an ethical code that guides our behaviour and tells us right from wrong.

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.

There is a clearly defined culture.

It is easy to reach consensus, even on difficult issues.

There is a clear agreement about the right way and the wrong way to do things.

Co-ordination and Integration

Our approach to doing business is very consistent and predictable.
People from different parts of the organisation share a common perspective.
It is easy to coordinate projects across different parts of the organisation
There is good alignment of goals across levels.

Involvement

Empowerment

Decisions are usually made at the level where the best information is available.
Information is widely shared so that everyone can get the information he or she needs when it's needed.
Everyone believes that he or she can have a positive impact.
Business planning is ongoing and involves everyone in the process to some degree.

Team Orientation

Cooperation across different parts of the organization is actively encouraged.
People work like they are part of a team.
Teamwork is used to get work done, rather than hierarchy.
Work is organized so that each person can see the relationship between his or her job and the goals of the organisation.

Capability Development

Authority is delegated so that people can act on their own.
The "bench strength" (capability of people) is constantly improving.
There is continuous investment in the skills of employees.
The capabilities of people are viewed as an important source of competitive advantage.

Adaptability

Creating Change

The way things are done is very flexible and easy to change.
We respond well to competitors and other changes in the business environment.
New and improved ways to do work are continually adopted.
Different parts of the organisation often cooperate to create change.

Customer Focus

Customer comments and recommendations often lead to changes.
Customer input directly influences our decisions.
All members have a deep understanding of customer wants and needs.
We encourage direct contact with customers by our people.

Organisational Learning

We view failure as an opportunity for learning and improvement.
Innovation and risk taking are encouraged and rewarded.
Learning is an important objective in our day-to-day work.
We make certain that everyone is informed about what is going on across the organisation.

Table 2. DOCS line item statements

(Denison and Neale, 1999) notes that it is very important to view specific line items in their own entirety in order to focus on where the organisation can improve as the scores within the DOCS are determined from the unrefined averages of each line item rather than an average of each percentile. For example, if the organisations overall score after completing the DOCS is in the 71st percentile but the "innovation and risk taking are encouraged and rewarded" line item is in the 45th percentile, then the organisational needs to drill down on this specific line item to see where improvements can be made. It must be noted that the average score in the DOCS is within the 50th percentile, so it will be interesting to view what the results from company x will reveal.

As a final note, in a previous study, (Fisher and Alford, 2000) concluded that there is a relationship between organisational culture and performance using the Denison Organisational Culture Survey as there are significant correlations between the four culture traits and performance variables. However, the performance measures used were financial performance measures such as Return on Investment (ROI), Return on Sales (ROS) and Return on Assets (ROA). Therefore, in this study, to make the assumption that there is a relationship between organisational culture and performance in company x by just using the results from the DOCS would be ill-judged as company x cannot measure ROI, ROS or ROA.

Sampling Method – Performance

As mentioned in the literature review, one of the difficulties with this type of research is gaining access to tangible performance measures within a not-for-profit organisation. The traditional return on capital employed (ROCE), earnings per share (EPS) and operating profits cannot be acquired for this type of organisation so other performance measures specific to company x was sought after. Company x conducted a service user satisfaction survey of their existing service users within the past 30 days. The survey was designed and composed by company x's inhouse PhD researcher. The company received a 39.86% feedback on this survey or 279 service users out of a total user base of 520. The following eleven questions were asked to each participant who took part in the survey. There was a requirement that each question would be answered by circling the response which best reflected the opinion of the participant. The answers are precisely the same as the DOCS using a Likert-type scale – strongly agree, agree, neutral, disagree or strongly disagree.

The following eleven questions were used in the survey:

1. The service I receive from company x is excellent?
2. My employees are suitably trained to meet my needs?
3. I have a good relationship with the community management team?
4. I have a home care file detailing the care to be provided to me?
5. I am aware of the policies and procedures in the file and how to make a complaint?
6. My carer comes as scheduled?
7. I am notified of any changes in my schedule?
8. My employee treats me with dignity and respect?
9. I know how to contact company x's office?
10. I believe that without company x's services it would be difficult for me to remain at home?
11. Would you recommend company x to other's?

There is a section included at the bottom for each participant to provide any further comments which they would like to share with company x.

The author must note that the questions used in this survey were provided for by company x, although the author will conduct Cronbach Alpha testing on the survey to ascertain its reliability for this research. However, many of the questions do relate to the performance variables which are being used in this piece of research. They include: My employees are suitably trained to meet my needs? and my employee comes as scheduled? Both questions will be used as part of the performance data analysis to see if there is any correlation between organisational culture and performance.

The second performance variable is the number of employees who have completed a FETAC level 5 healthcare support training course within the past twelve months. Each employee who attends the eight module FETAC Level 5 healthcare support training course will reap the rewards of successfully completing the course over a 39-week period. Each participant will also have to complete 100 hours work experience outside of the allocated 39 classroom-based weeks. Each employee avails of this experience through company x. According to (Lakeman and Lowry, 2018), the employee acquires specialist knowledge, skills and proficiency in the role as a healthcare worker. The individual develops personal and interpersonal skills necessary for working in the healthcare industry. Demonstration of good working practice in the healthcare environment provided for and the creation and maintenance of appropriate relationships with a service user, families of service user's and other professionals involved in healthcare. Application and promotion of the appropriate policies, principles and procedures of health and safety to oneself, others and the workplace. Contemplation on each participant's personal ability and aptitude to work in healthcare surroundings along with the enhancement of personal development and communication skills. The quality of training that each participant receives if of the utmost importance to enhance the performance of the organisation, sustain and improve the levels of care which each individual service user receives on a daily basis and also to stay ahead of the competition. The secondary data information on the number of employees who completed the FETAC Level 5 healthcare training courses was provided by company x to the researcher for the purposes of examining the relationship between organisational culture and training.

The company invested in a new technology-based clocking-in system which is based in each service user's home. Each care worker clocks-in when they arrive at the home and clocks-out when they are leaving. This is then logged on the system in the administration office of company x. So, the numbers who have clocked-in and the numbers who should have clocked-in are recorded on the administration system. The secondary data from the system was provided for by company x to the researcher for the purposes of examining the relationship between organisational culture and employee attendance.

Sampling Technique

The DOCS questionnaire was sent by email or SMS to all 200 employees, excluding the board of directors and senior managers. The employees included in the survey are part-time, full-time and contract staff which are either office based, care workers or employees who alternate between office work and home help. The reason for excluding the board of directors and senior managers was to ensure that the culture within company x was evaluated based on employees only and that the author concluded that a member of the board or senior management may possibly distort the final organisational culture results. Each employee was guaranteed anonymity throughout the entire process. Each employee will be notified prior to completing the survey that, if one wishes, there is no obligation to complete any part of the questionnaire. The questionnaire which consists of 48 questions with each participant given the option to tick one of the following: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree or N/A (not applicable) and takes approximately fifteen minutes to complete with each response mapped against the Denison Organisational Culture Model. The following statement was given to each participant prior to completing the DOCS:

"Please read the following set of instructions and then click the Next button at the bottom of the screen. Many thanks for agreeing to complete the attached survey. I want to reassure you that whilst information and analysis from the survey will be used as part of my dissertation, individual names will not be identified. There is a

total of 48 questions in the survey. Many thanks in advance for being part of this and giving me assistance with my dissertation".

"This survey presents a set of statements that describe different aspects of an organisation's culture. To answer the items, think of your organisation as a whole and the way things are usually done. Use the scale to indicate the extent to which you agree or disagree with each of the statements. Use Neutral when you neither agree nor disagree with the statement. In cases where an item is not applicable, select N/A. When you have finished answering the survey items, you will have a chance to review your answers. Be sure to click Submit to record your answers. If you experience difficulties, click Tech Support at the top of the page to access information about some common technical issues. Please refer to these notes before contacting technical support. Thank you for participating".

(Note: The author did receive prior permission from Denison Consulting to use their organisational culture survey for the purposes of this dissertation)

Analysis of Data – Denison Organisational Survey (DOCS)

A total of 64 employees returned completed Denison Organisational Culture Surveys (DOCS) out of a total of 200 employees. This represents a 30% response rate. Out of the 64 employees who completed the DOCS, 49 are care workers, 7 are office based and 8 are both care workers and office based. There were no management who completed the DOCS.
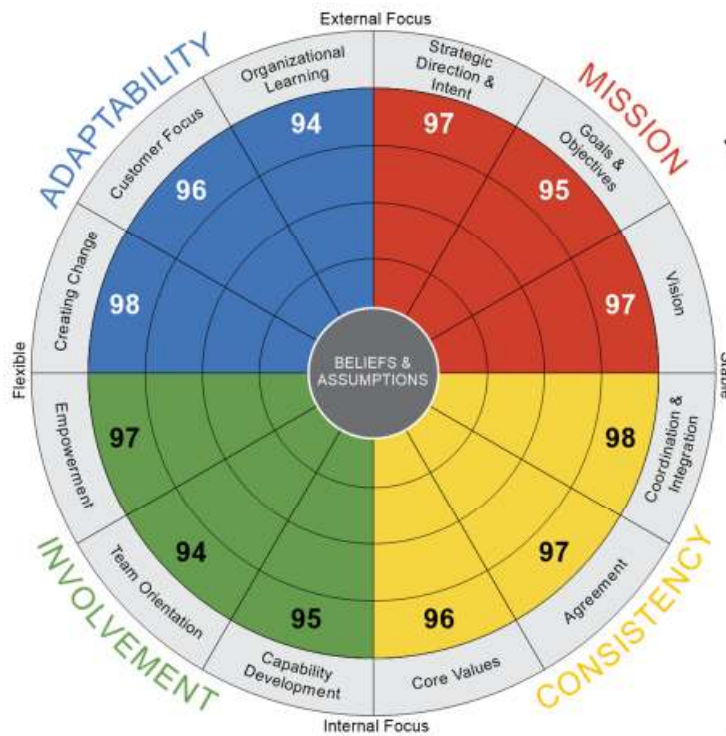
Gavin Morgan Study_ Denison_DOCS_Results Overall

Fig 3: Company x results from completed Denison Organisational Culture Survey Circumplex

The results of the DOCS, as shown in figure 2, show a very strong organisational culture within company x.

Mission	Percentile
	(th)
Strategic Direction and Intent Result	**Result**
There is a long-term purpose and direction.	**89**
Our strategy leads other organisations to change the way they compete in the industry.	**96**
There is a clear mission that gives meaning and direction to our work.	**96**
There is a clear strategy for the future.	**98**
Goals & Objectives	
There is widespread agreement about goals.	**98**
Leaders set goals that are ambitious, but realistic.	**92**
The leadership has clearly stated the objectives we are trying to meet.	**84**
We continuously track our progress against our stated goals.	**76**

Vision	
We have a shared vision of what the organisation will be like in the future.	**96**
Leaders have a long-term viewpoint.	**89**
Our vision creates excitement and motivation for our employees.	**94**
We are able to meet short-term demands without compromising our long-term vision.	**98**

Table 3. Mission results for company x

The mission within company x, as one might expect from a not-for-profit organisation, is very strong which averaged in the 92nd percentile. Although, one of the lowest scores in the survey was in the goals and objectives indices where "we continuously track our progress against our stated goals" was in the 76th percentile. One might make an assumption that a for-profit organisation may score higher in this section of the survey whereas a not-for-profit organisation may not be as focused on goals and objectives and is, according to the results, scoring in the 98th percentile on "there is a clear strategy for the future".

Consistency	**Percentile**
	(th)
Core Values Result	**Result**
The leaders and managers "practice what they preach."	**95**
There is a clear and consistent set of values that governs the way we do business.	**95**
When people ignore core values, they are held accountable.	**97**
There is an ethical code that guides our behaviour and tells us right from wrong.	**91**
Agreement	
When disagreements occur, we work hard to achieve "win-win" solutions.	**96**
There is a clearly defined culture.	**81**
It is easy to reach consensus, even on difficult issues.	**97**
There is a clear agreement about the right way and the wrong way to do things.	**99**
Co-ordination and Integration	
Our approach to doing business is very consistent and predictable.	**97**
People from different parts of the organisation share a common perspective.	**97**
It is easy to coordinate projects across different parts of the organisation	**97**
There is good alignment of goals across levels.	**98**

Table 4. Consistency results for company x

Consistency averaged in the 95th percentile with a number of strong scores in "there is good alignment of goals across levels" and "there is a clear agreement about the right way and the wrong way of doing things". This, in particular, is very important for any organisation where there is a clear understanding from everyone about what is right and wrong. This line item was in the 99th percentile. "There is a clearly defined culture" scored in the 81st percentile, perhaps this is an area where company x could improve upon going forward.

Involvement	Percentile
	(th)
Empowerment Result	**Result**
Decisions are usually made at the level where the best information is available. 98	**98**
Information is widely shared so that everyone can get the information he or she needs when it's needed.	**94**
Everyone believes that he or she can have a positive impact.	**94**
Business planning is ongoing and involves everyone in the process to some degree.	**93**
Team Orientation	
Cooperation across different parts of the organization is actively encouraged.	**89**
People work like they are part of a team.	**90**
Teamwork is used to get work done, rather than hierarchy.	**93**
Work is organized so that each person can see the relationship between his or her job and the goals of the organisation.	**97**
Capability Development	
Authority is delegated so that people can act on their own.	**80**
The "bench strength" (capability of people) is constantly improving.	**96**
There is continuous investment in the skills of employees.	**97**
The capabilities of people are viewed as an important source of competitive advantage.	**86**

Table 5. Involvement results for company x

Involvement scored highly which averaged in the 92nd percentile. One of the lower scores where "authority is delegated so that people can act on their own" was in the 80th percentile. Two of the important line items which clearly relate to the research

when testing the relationship between organisational culture and performance is "there is continuous investment in the skills of employees" which scored in the 97th percentile.

Adaptability	Percentile
	(th)
Creating Change Result	**Result**
The way things are done is very flexible and easy to change.	**96**
We respond well to competitors and other changes in the business environment.	**99**
New and improved ways to do work are continually adopted.	**97**
Different parts of the organisation often cooperate to create change.	**97**
Customer Focus	
Customer comments and recommendations often lead to changes.	**92**
Customer input directly influences our decisions.	**81**
All members have a deep understanding of customer wants and needs.	**99**
We encourage direct contact with customers by our people.	**89**
Organisational Learning	
We view failure as an opportunity for learning and improvement.	**93**
Innovation and risk taking are encouraged and rewarded.	**75**
Learning is an important objective in our day-to-day work.	**97**
We make certain that everyone is informed about what is going on across	
the organisation.	**97**

Table 5. Adaptability results for company x

Adaptability scored in the 93rd percentile with some very high scores in the creating change category and customer focus category. Although one of the lowest scores of the survey came in the organisational learning category "innovation and risk taking are encouraged and rewarded". For a not-for-profit organisation, one would have to assume that this is the case for most like-minded organisations. One of the strongest line items was "all members have a deep understanding of customer wants and needs".

The overall result was in the 93rd percentile. This, according to (Denison, 2015), is one of the strongest organisational cultures that can be achieved.

Denison Organisational Culture Survey (DOCS) Results

Highest Scores

99	All members have a deep understanding of customer wants and needs
99	There is a clear agreement about the right way and the wrong way to do things
99	We respond well to competitors and other changes in the business environment
98	There is widespread agreement about goals
98	There is good alignment of goals across levels

Lowest Scores

75	Innovation and risk taking are encouraged and rewarded
76	We continuously track our progress against our stated goals
80	Authority is delegated so that people can act on their own
81	Customer input directly influences our decisions
81	There is a clearly defined culture

Table 6. DOCS Highest scores and Lowest Scores for company x

Fig 4. Mission results in percentiles for company x

PERCENTILE
0   25th   50th   75th   100th

Core Values

The leaders and managers "practice what they preach."				95
There is a clear and consistent set of values that governs the way we do business.				95
When people ignore core values, they are held accountable.				97
There is an ethical code that guides our behavior and tells us right from wrong.				91

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.				93
There is a clearly defined culture. ⊖				81
It is easy to reach consensus, even on difficult issues.				97
There is a clear agreement about the right way and the wrong way to do things. ⊕				99

Coordination & Integration

Our approach to doing business is very consistent and predictable.				97
People from different parts of the organization share a common perspective.				97
It is easy to coordinate projects across different parts of the organization.				97
There is good alignment of goals across levels. ⊕				98

1st QUARTILE   2nd   3rd   4th

Fig 5. Consistency results in percentiles for company x

PERCENTILE
0   25th   50th   75th   100th

Empowerment

Decisions are usually made at the level where the best information is available.				98
Information is widely shared so that everyone can get the information he or she needs when it's needed.				94
Everyone believes that he or she can have a positive impact.				94
Business planning is ongoing and involves everyone in the process to some degree.				93

Team Orientation

Cooperation across different parts of the organization is actively encouraged.				89
People work like they are part of a team.				90
Teamwork is used to get work done, rather than hierarchy.				93
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.				97

Capability Development

Authority is delegated so that people can act on their own. ⊖				80
The "bench strength" (capability of people) is constantly improving.				96
There is continuous investment in the skills of employees.				97
The capabilities of people are viewed as an important source of competitive advantage.				86

1st QUARTILE   2nd   3rd   4th

Fig 6. Involvement results in percentiles for company x

PERCENTILE
0   25th   50th   75th   100th

Creating Change

The way things are done is very flexible and easy to change. **96**
We respond well to competitors and other changes in the business environment. ⊕ **99**
New and improved ways to do work are continually adopted. **97**
Different parts of the organization often cooperate to create change. **97**

Customer Focus

Customer comments and recommendations often lead to changes. **92**
Customer input directly influences our decisions. ⊖ **81**
All members have a deep understanding of customer wants and needs. ⊕ **99**
We encourage direct contact with customers by our people. **89**

Organizational Learning

We view failure as an opportunity for learning and improvement. **93**
Innovation and risk taking are encouraged and rewarded. ⊖ **75**
Learning is an important objective in our day-to-day work. **97**
We make certain that everyone is informed about what is going on across the organization. **97**

1ˢᵗ   *2ⁿᵈ*   *3ʳᵈ*   *4ᵗʰ*
QUARTILE

Fig 7. Adaptability results in percentiles for company x

Analysis of Data – Performance Variable (Service User Satisfaction Survey)

Each of the company's service users were invited to complete a short feedback questionnaire (n=520). Each service user was asked to rate their level of satisfaction with the service they received within the past 12 months from 1-5 (5: being strongly agreed, 1: being strongly disagreed). There was also a section to document any other comments the service user may feel necessary to complete.

Circle the response which best reflects your opinion	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The service I receive from company x is excellent	5	4	3	2	1
2. My carer is suitably trained to suit my needs	5	4	3	2	1
3. I have a good relationship with the community management team	5	4	3	2	1
4. I have a home care file detailing the care to be provided to me	5	4	3	2	1
5. I am aware of the policies and procedures in the file and how to	5	4	3	2	1
make a complaint	5	4	3	2	1
6. My carer comes as scheduled	5	4	3	2	1
7. I am notified of any changes in my schedule	5	4	3	2	1
8. My carer's treat me with dignity and respect	5	4	3	2	1
9. I know how to contact company x?	5	4	3	2	1
10. I believe that without the services of company x, it would be	5	4	3	2	1
difficult for me to remain at home?	5	4	3	2	1
11. Would you recommend company x to others?	5	4	3	2	1
Any other comments:					

Table 8. Service user satisfaction survey for company x

Q1: Service Excellence

Of the 520 service users on the system, a total of 276 (53.1%) completed and returned survey responses. Overall 96% indicated the service they received from company x was excellent. One service user commented that "Your service is excellent and only for it I would be unable to stay in my home and my carer is so wonderful to me. And cares for all of my needs." Whilst another service user stated that "My appointed carer X is a credit to company x. She has made such a difference to my daily living. I am very lucky to have such a person who treats me with dignity and respect." Only 5 service users disagreed that the service they received in the past 12 months was of an excellent standard, however, the service user provided no further feedback on the reasons why.
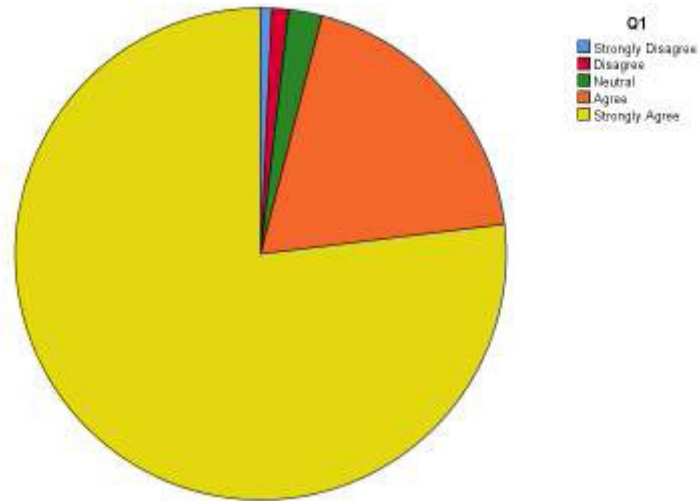
Fig 8. Results from question 1 "The service I receive from company x is excellent?"

Q2: Training

When considering if the carer's were adequately trained to meet their care needs, a total of 95.9% of service users "strongly agreed" or "agreed" with this statement. "Excellent service with well trained staff." Only 3 service users disagreed that the employees were adequately trained with one indicating they were unhappy with a change in their care situation "I would like carer X the older carer back."
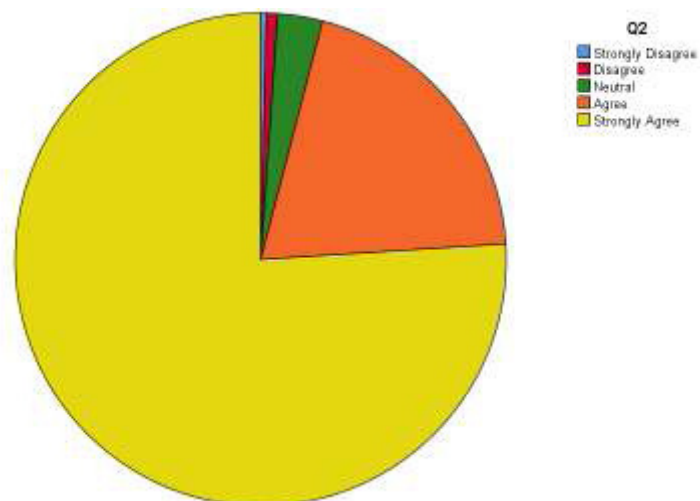
Fig 9. Results from question 2 "My carers are suitably trained to meet my care needs?"

Q3: Community Management Team

In total 86.9% of service users indicated that they had a good relationship with the community management team. The majority of the remaining responses (9.7%) reported a neutral feedback for this question, which may be dependent on the level of interaction in which each service user may have with the community management team. One service user commented that, "It would be better if employees were not scheduled to attend two service users at same time. Also, it would be helpful if service users could always be notified of any changes in the schedule beforehand". No critical comments were documented regarding this relationship. "My home help X is wonderful, kind, very helpful in every way. I would give her 100%. I also want to thank all the staff in company x for all their help and attention."
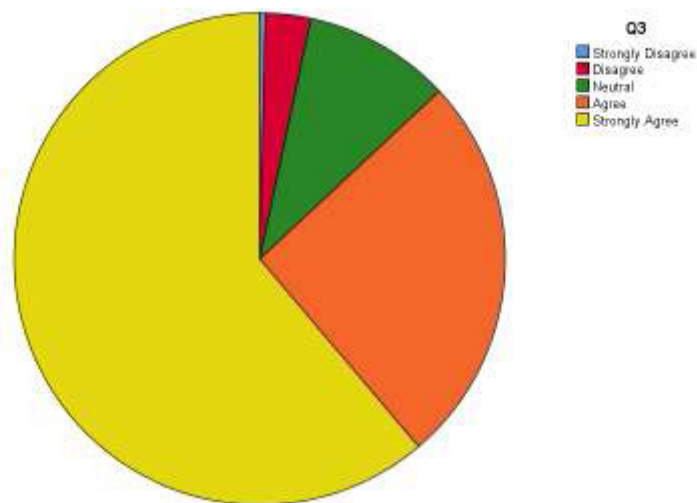
Fig 10. Results from question 3 "I have a good relationship with the community management team?"

Q4: Home Care File

Again, a high score was achieved when service users were asked if they have a Home Care file detailing the care to be provided to them (96.3%). A number of service users

disagreed with or did not complete a score for this statement (n=20), which may indicate they are unaware of their care plan.
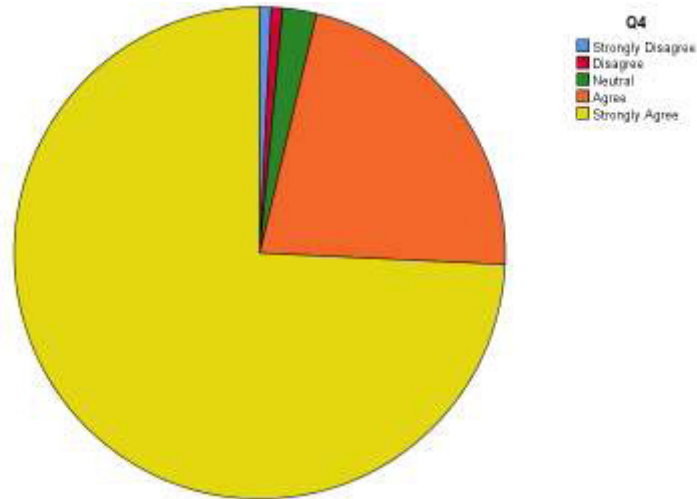
Fig 11. Results from question 4 "I have a home care file detailing the care to be provided to me?"

Q5: Making a Complaint

Overall 91.7% of service users are aware of the policies and procedures in the care file and how to make a complaint. In contrast 21 service users are not familiar with the policies and procedures or how to make a complaint. One service user expressed their concerns regarding the complaints process, "Your survey does not absolutely cover situations. As regards, making a complaint, there is the fear of backlash, and losing the care". In another instance a carer completed the survey on behalf of the service user and noted "X would like to know how to contact the office to make a complaint. I read this out to X and tick it off for his consent." Consideration should be given that some service users may be unable to read and write. Almost all service users reported they knew how to contact the office (95.6%). In total 12 people were unsure.
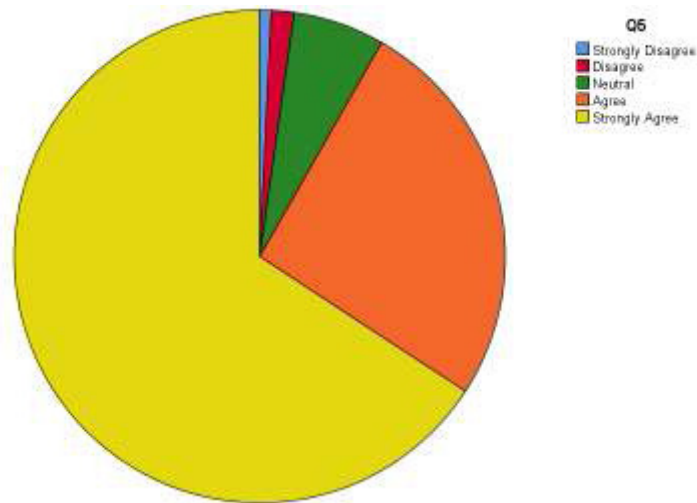
Fig 12. Results from question 5 "I am aware of the policies and procedures in the file and how to make a complaint?"

Q6: Employee attended calls as scheduled

The vast majority of service users "strongly agreed" or "agreed" with this statement (96.3%). This is not universal with all members of staff as one family member reported that "X is a credit to your team, is always on time and very helpful with anything I need. X is late every single day and has told my mother that is her scheduled time". Differences were also highlighted by another service user regarding her mother's weekend care "Needs help getting into bed so needs to know exactly when carer is coming. Times on week days are fine. Sat and Sunday carer's need to come in at 9am. 10am is too late for breakfast, tablets and toileting." Dissatisfaction with timings were noted by many service users, "I am satisfied with my home care, but I find the time schedule is not always satisfactory, sometimes it's quite rushed and only get 1/3 of allocated times, at times this is sufficient for my needs, not always."
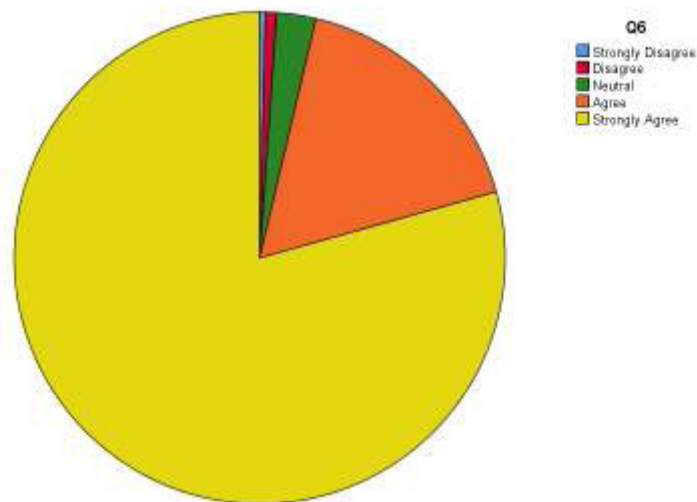
Fig 13. Results from question 6 "My carer's come as scheduled?"

Q7: Notified of changes to my schedule

Whilst 92.2% of service users "strongly agreed" or "agreed" with this statement, the majority of comments returned, expressed disappointment over changes in scheduling and adequate notification of changes. Thirteen percent of all comments referred to issues with timings and notification of changes. "It would be better if carer's were not scheduled to attend two service users at same time. Also, it would be helpful if service users could always be notified of any changes in schedule beforehand". Whilst another service user expressed "I am never given any choice in change of times. I am just told that my time has been changed. Quite a few times I have had to cancel at short notice, previous plans." One service user felt introductions with carer's were important and could possibly support better communication regarding their care schedule. "There is a lack of introductions to carer's. As a result, when main carer's are unavailable, cover is problematic resulting in no clear coherent indication of changes to times and services leaving the service user at a disadvantage."
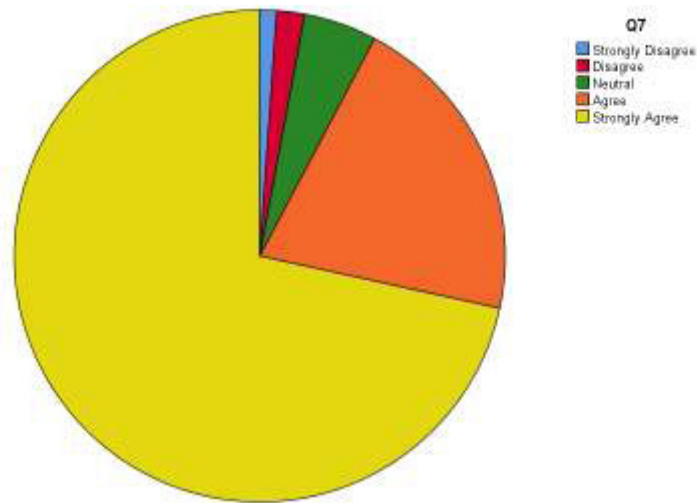
Fig 14. Results from question 7 "I am notified of any changes in my schedule?"

Q8: Being treated with dignity and respect

Almost all service users felt they have been treated with dignity and respect by their carer (98.9%). "My appointed carer X is a credit to company x. She has made such a difference to my daily living. I am very lucky to have such a person who treats me with dignity and respect." These attributes were reported by numerous service users'. "My carer's are very good and I get great respect from them and also they are very honest with things they do for me." Of the 110 comments received n=90 (81.2%) were positive and expressed thanks to specific employees and the team at company x.
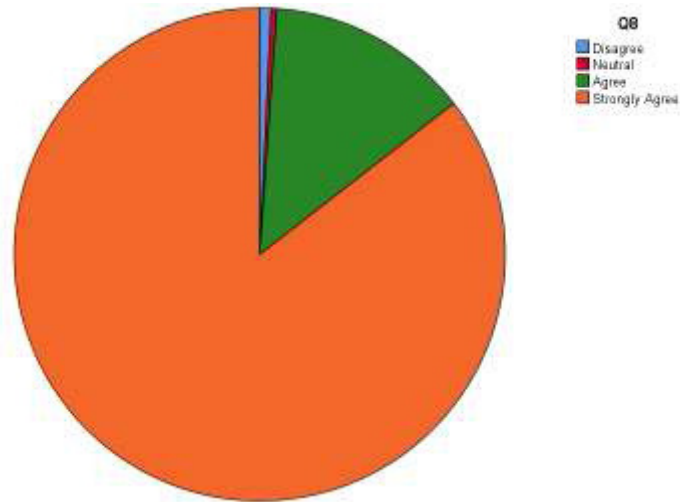
Fig 15. Results from question 8 "My carer's treat me with dignity and respect?"

Q9: I know how to contact company x

78.15% of the client's reported that they strongly agreed with knowing how to contact the company with 17.41% agreeing with this. Only 4 of the 270 clients disagreed with knowing how to contact the company.
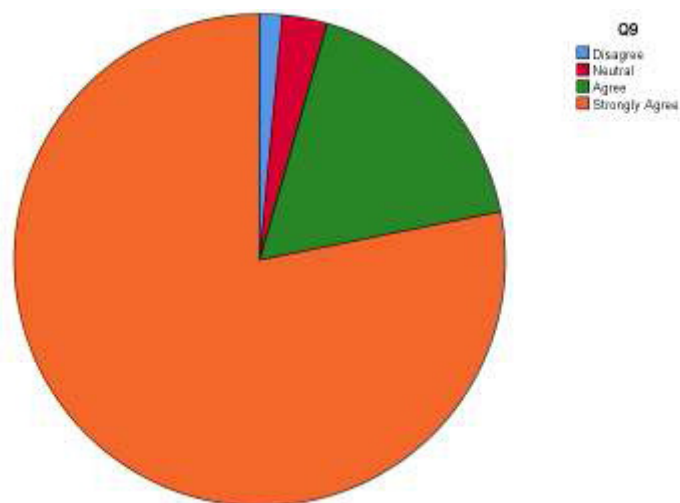
Fig 16. Results from question 9 "I know how to contact company x?"

Q10: Need for the Service

Many service users reported it would be difficult for them to care for themselves without the support of company x (93.3%). "It would be impossible for me to remain at home without the service provided by company x." Whilst another service user described it as her "lifeline", "I really appreciate the help provided by company x over the past 2 years. I regard it as my "lifeline". My present carer X is wonderful- everything you would want a carer to be i.e. caring, cheerful. Takes pride in her work. Thanks again." In total n=13 service users indicated a neutral response for this statement which is ultimately dependent on level of care needs and informal support received. One neutral service user did express positive benefits from receiving the service "Many thanks for the comfort service gives me".
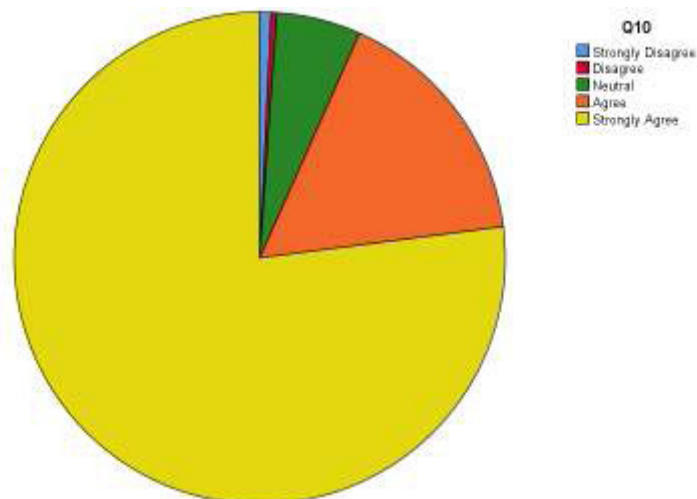
Fig 17. Results from question 10 "I believe that without company x's services it would be difficult for me?"

Q11: Would you recommend company x to others?

Overall 95.6% responded that they would recommend the service to others.
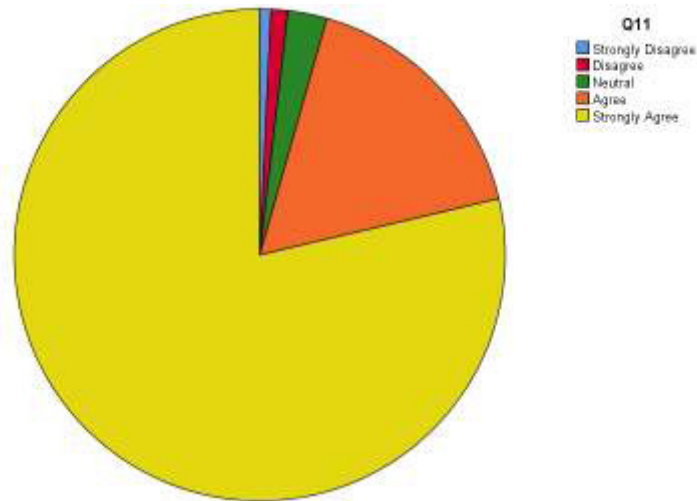
Fig 18. Results from question 11 "Would you recommend company x to others?"

To conclude, the results from the service user satisfaction survey showed that of the 279 completed questionnaires', 74.95% strongly agreed and 20.39% agreed with all eleven questions posed in each survey. This would indicate an excellent satisfaction rate amongst 53.65% (279 of 520 service users) of all company x's service users. One would have to make an assumption that with a strong organisational culture within company x and excellent service user satisfaction feedback, that there is a relationship between organisational culture and performance within company x.

Analysis of Data – Performance Variable (Employee Training)

Of the 64 employees who completed the Denison Organisational Culture Survey, all 64 employees completed the FETAC Level 5 healthcare support training course. Therefore, there is a 100% completion rate as per the 64 employees surveyed. In the results on question 2 (my carers are suitably trained to meet my care needs?) of the service user satisfaction survey, 76.01% strongly agreed and 19.93% agreed with this statement. A total of 260 service users out of a total of 271 either strongly agreed or agreed. This is quite a high percentage who believes that the employee is suitably trained. Having analysed the DOCS which showed a strong culture resides within

company x, one would have to assume that there will be a strong relationship between company x's culture and educational training.

Analysis of Data – Performance Variable (Employee Attendance)

Of the 64 employees who completed the Denison Organisational Culture Survey, all 64 employees had a 100% attendance record when rostered on the company's inhouse rostering system. Therefore, there is a 100% completion rate as per the 64 employees surveyed which includes the results from the customer satisfaction survey. In the results on question 6 (my carers come as scheduled?) of the service user satisfaction survey, 79.34% strongly agreed and 16.97% agreed with this statement. A total of 261 service users out of a total of 271 either strongly agreed or agreed. This is quite a high percentage who believes that the employee is in attendance as scheduled. With the strong organisational culture results within company x, one would assume that there will be a strong relationship between organisational culture within company x and employee attendance.

Findings

The data received from the Denison Organisational Culture Survey (DOCS) and the three performance variables received from company x, were entered into the Statistical Analysis in Social Science (SPSS) software program for analysis to determine if there is a correlation between organisational culture and performance. Correlation analysis techniques have been used by Khosla (2015), (Alshammari, Rasli, Alnajem and Arshad, 2014), (O'Reilly et al., 2014), Givens (2012), and (Tsui, Nifadkar and Yi Ou, 2007) in their research where the authors were looking to explore the impact or relationship between two or more constructs.

Non-parametric statistical analysis will be ruled out for this research as, according to Pallant (2016), is for random samples and independent observations and can often fail to "detect differences between groups". The correct course of action was to use

the Pearson Correlation and scatter plots where the inferential statistics examines the relationship between two or more variables.

The author first investigated the four traits of the Denison Organisational Culture Survey (Mission, Consistency, Involvement and Adaptability) to gauge the reliability of the scale. To do this, the Cronbach alpha was tested for. The Cronbach Alpha was also tested for in the eleven questions used for the service user satisfaction survey.

The results are below show the Cronbach Alpha for each of the four culture traits of the Denison Organisational Culture Survey: Listwise deletion was used on both the DOCS and service user satisfaction survey, where missing data was found from line items in the questionnaire.

Denison Organisational Culture Survey (DOCS) Cronbach Alpha Results
      1. Involvement:
Case Processing Summary

		N	%
Cases	Valid	60	93.8
	Excluded[a]	4	6.3
	Total	64	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Number of Items
.882	12

2. Consistency:

Case Processing Summary

		N	%
Cases	Valid	59	92.2
	Excluded[a]	5	7.8
	Total	64	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Number of Items
.892	12

3. Adaptability:

Case Processing Summary

		N	%
Cases	Valid	61	95.3
	Excluded[a]	3	4.7
	Total	64	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Number of Items
.860	12

4. Mission:

Case Processing Summary

		N	%
Cases	Valid	61	95.3
	Excludedᵃ	3	4.7
	Total	64	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Number of Items
.909	12

The results from testing the Denison Organisational Culture Survey showed the Cronbach Alpha for involvement is 0.882, consistency is 0.892, adaptability is 0.860 and mission is 0.909 which illustrates that all organisational culture traits are greater than the academically accepted reliability of 0.70. This demonstrates that the survey is of excellent reliability.

Service user satisfaction survey Cronbach Alpha Results

Case Processing Summary

		N	%
Cases	Valid	247	88.8
	Excludedᵃ	31	11.2
	Total	278	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Number of Items
.884	11

The results from service user satisfaction survey showed the Cronbach Alpha was 0.884 which is greater than the academically accepted reliability of 0.70. This demonstrates that the survey is of excellent reliability.

The second part of the statistical analysis was to investigate if there was a correlation between the four organisational culture traits in the DOCS which were then tested for where Scatterplots and Pearson correlations were used:
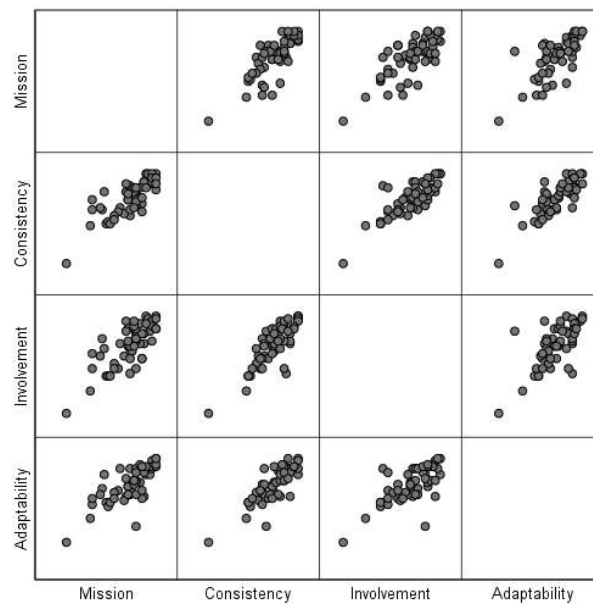
Fig 19. Scatterplot results from the correlation analysis on the four organisational culture traits in the DOCS

Correlations

		Mission	Consistency	Involvement	Adaptability
Mission	Pearson Correlation	1	.792**	.750**	.720**
	Sig.(2-tailed)		.000	.000	.000
	N	61	57	57	59
Consistency	Pearson Correlation	.792**	1	.828**	.801**
	Sig.(2-tailed)	.000		.000	.000
	N	57	59	56	58
Involvement	Pearson Correlation	.750**	.828**	1	.694**
	Sig.(2-tailed)	.000	.000		.000
	N	57	56	60	57
Adaptability	Pearson Correlation	.720**	.801**	.694**	1
	Sig.(2-tailed)	.000	.000	.000	
	N	59	58	57	61

**. Correlation is significant at the 0.01 level (2-tailed).

Table 11. Results from the Pearson Correlation between the four culture traits in the DOCS

As can be seen from the results of the Pearson correlation, there is a high correlation among all four organisational culture traits. All correlations are greater than 0.6 and all are significant at 1% level of significance.

Primary Research Question Results

The third part of the statistical analysis, was to investigate the primary research question of, is there is a relationship between organisational culture (DOCS) and performance (service user satisfaction survey). In order to conduct the statistical analysis, using select cases in SPSS, a random sample of 64 clients were chosen from the service user satisfaction survey and a Pearson correlation analysis was conducted using the random 64 clients and the results from the DOCS. The analysis concluded the following results:

Correlations		Mission	Consistency	Involvement	Adaptability	Total	Service User Satisfaction Survey
Mission	Pearson Correlation	1	.792**	.750**	.720**	.909*	-.047
	Sig.(2-tailed)		.000	.000	.000	.000	.723
	N	61	57	57	59	53	59
Consistency	Pearson Correlation	.792**	1	.828**	.801**	.939*	-.106*
	Sig.(2-tailed)	.000		.000	.000	.000	.436
	N	57	59	56	58	53	56
Involvement	Pearson Correlation	.750**	.828**	1	.694**	.895*	-.223*
	Sig.(2-tailed)	.000	.000		.000	.000	.096
	N	57	56	60	57	53	56
Adaptability	Pearson Correlation	.720**	.801**	.694**	1	.888*	-.068*
	Sig.(2-tailed)	.000	.000	.000		.000	.610
	N	59	58	57	61	53	58

Total	Pearson Correlation	.909**	.939**	.895**	.888**	1	-.116
	Sig.(2-tailed)	.000	.000	.000	.000		.418
	N	53	53	53	53	53	51
Service User Satisfaction Survey	Pearson Correlation	-.047	-.106	-.223	-.068	-.116	1
	Sig.(2-tailed)	.723	.436	.096	.610	.418	
	N	59	56	57	56	51	61

**. Correlation is significant at the 0.01 level (2-tailed).

Table 12. Results from the Pearson correlation analysis between organisational culture and the service user satisfaction survey

The significance results can be viewed on the last row of the table above, highlighted in red colour. The results show that there is a negative correlation and non-significance between organisational culture and performance. This process was repeated three times using random samples from the service user satisfaction survey dataset and all of them revealed negative correlations which were non-significant where all p-values were greater than 5% with Mission (r=-.047, n=59, p=.723), Consistency (r=-.106, n=56, p=.436), Involvement (r=-.223, n=57, p=.096) and Adaptability (r=-.068, n=58, p=.610) with a total (r=-.116, n=51, p=.418). In the majority of research, a p-value greater than 0.05 or 5% is a cut-off for significance. The negative Pearson correlation indicates that high values on one variable are associated with low values on the next variable which shows no significance between the two variables.

To answer the primary research question, no there is no statistical correlation between the first dataset (Denison Organisational Culture Survey) and the second dataset (service user satisfaction survey).

In order to test if there is a relationship between employee attendance which includes question six of the client satisfaction survey ("my carer's come as scheduled") (performance variable) and DOCS (organisational culture) the following results were revealed:

The final analysis was to test the relationship between employee training which includes question two of the client satisfaction survey ("my carer's are suitably trained to meet my care needs") (performance variable) and DOCS (organisational culture), the following correlation results were revealed:

Correlations		Mission	Consistency	Involvement	Adaptability	Total	Q2	Q6
Mission	Pearson Correlation	1	.792**	.750**	.720**	.909**	-.175	-.015
	Sig.(2-tailed)		.000	.000	.000	.000	.184	.911
	N	61	57	57	59	53	59	60
Consistency	Pearson Correlation	.792**	1	.828**	.801**	.939**	-.139	-.057
	Sig.(2-tailed)	.000		.000	.000	.000	.302	.672
	N	57	59	56	58	53	57	58
Involvement	Pearson Correlation	.750**	.828**	1	.694**	.895**	-.060	-.088
	Sig.(2-tailed)	.000	.000		.000	.000	.656	.506
	N	57	56	60	57	53	58	59
Adaptability	Pearson Correlation	720**	.801**	.694**	1	.888**	-.134	-.074
	Sig.(2-tailed)	.000	.000	.000		.000	.310	.574
	N	59	58	57	61	53	59	60
Total	Pearson Correlation	.909**	.939**	.895**	.888**	1	.002	.003
	Sig.(2-tailed)	.000	.000	.000	.000		.990	.984
	N	53	53	53	53	53	51	52
Q2	Pearson Correlation	-.175	-.139	-.060	-.134	.002	1	.366**
	Sig.(2-tailed)	.184	.302	.656	.310	.990		.003
	N	59	57	58	59	51	62	62
Q6	Pearson Correlation	-.015	-.057	-.088	-.074	.003	.366**	1
	Sig.(2-tailed)	.911	.672	.506	.574	.984	.003	
	N	60	58	59	60	52	62	63

**. Correlation is significant at the 0.01 level (2-tailed).

Table 13. Results from the Pearson correlation analysis between organisational culture and Q2 & Q6

The results from the Pearson correlation analysis of question two (employee training) showed a negative correlation (r=.002, n=.990, p=5.1%) and non-significant between the performance variable and the DOCS.

Question six (employee attendance) also showed that there was a negative correlation and non-significant between the performance variable and the DOCS (r=.003, n=.984, p=5.2%)

Conclusion

The study has revealed that the results from the organisational culture survey within company x were particularly strong amongst the 64 employees who completed the survey, with the highest scores relating to adaptability and consistency. The results from the service user satisfaction survey also revealed high satisfaction levels amongst service users with 95.34% of the service users either strongly agreeing or agreeing with the survey statements. The employee attendance and employee training also concluded strong results within company x. However, after testing the statistical relationship between organisational culture (DOCS) and performance (service user satisfaction survey, employee attendance, employee training) in a not-for-profit organisation, the results have shown negative correlations between both constructs. The researcher has assumptively concluded that the reasoning behind the negative correlation and non-significance between both organisational culture and performance is primarily due to the statistical nature of quantitative analysis and the limitation of performance measurements available within company x. To put a finer point on it, all of the data garnered from both the DOCS and the service user satisfaction survey would indicate that there is a relationship between culture and performance although the results have revealed that there is no statistical relationship between the two. Therefore, in order to enhance this research further, the author would suggest conducting both quantitative and qualitative research which may result in there being a relationship between the two variables. One of the main research barriers found in this study, was the unearthing of performance variables within company x, hence the use of bespoke performance measurements. Due to the diverse and complex nature of not-for-profit organisations, there tends to be tailored performance variables used depending on the service offering.

To conclude, the research has provided an insight into the culture and performance within a single not-for-profit organisation although it must be noted that there are several limitations and practical restrictions to the study.

Limitations and directions for further research

One of the clear limitations with this piece of research is not only that it was conducted on one single entity (company x) but there is only a 30% response rate (64 completed surveys) out of a total employee count of 200. A higher response rate would have given a more refined view of how strong the organisational culture within company x actually is. There was also an option to segment the DOCS into different levels of employees or different departments or teams. This could have given a more in-depth view of the possible sub-cultures within company x. Segmenting management from employees would also have given an interesting view as to whether management concluded with the 30% of employees who stated that the organisational culture was very strong. According to Denison (2015), the data becomes really impactful when there is segmentation done. With the segmenting of data, the leadership team often includes a large amount of colour on the circumplex and as you go through the organisation the colour tends to fade away and then in other organisations, the leadership team has no colour and there is lots of colour throughout the organisation which means we just get on with things and we know what we are doing, or the leadership team are really ambitious and frustrated, and they want it to be better. This potentially could have coincided with the conducting a mixed-methods approach to the research where management and employees could have been part of separate focus groups. However, due to the time constraints of this study, this was not possible. Further research might find it interesting to detail down what the employee's daily sense of meaning and purpose is to see if it connects with the CEO's strategy and vision. Company x is also divided into two different geographic locations, albeit within five miles of each other. However, there is a social-class divide between the two areas. Further research may look to segment the survey into the two different areas to analyze whether there is the same strong culture in both areas or is there a divide.

There is the potential bias with the DOCS that the employees really like working in company x and they like the CEO and they want her to look good, hence the strong results. There also might be the possibility of a slight disconnect between management and the care workers as the care workers are rarely in the office. Potential qualitative questions for future research, with management and employee focus groups on organisational culture and performance:

1. According to the survey, the employees are stating that we are really amazing at everything. As a manager, do they think the company is providing this level of clarity and alignment?

2. Are you surprised with these results and would you have the same level of clarity as the employees or are the employees creating their own clarity in what they are doing as there may be a disconnect with the strategic intent? One possible option to really answer this question, is to give the leadership team a blank DOCS circumplex and state that these are the questions, get them to fill in roughly how much colour would be in each section and then compare with the results. One would have to assume that those results would be less confident from the leadership team than the results from the employee survey.

3. Do you, as an employee, really understand what is being asked in the survey?

4. Are you as an employee, fearful that if you aren't harsher with your answers, would it show some sense of disloyalty?

5. Do the managers or office-based staff have the same passion and enthusiasm that the care workers do?

6. What are the organisations goals and objectives, what is the vision and how do you think you are contributing to that?

Answers to the above questions will certainly enhance the research findings in company x and allow for a more detailed insight into the precise organisational culture that currently exists.

With the measurement of performance in a single not-for-profit organisation, there will always be limitations to the research. The primary cause of this is the nature of how not-for-profit organisations measure performance. From the review of literature, many of the organisations analyse organisation-specific performance variables only. The three performance variables (customer satisfaction survey, training attendance and employee attendance) used in this research are specific to company x which therefore limits the value of the concluded results. There was also only a 39.86% response rate to the service user satisfaction survey which might be viewed as a low percentage in order to gain a significant insight into all service users. Other performance measures that could have been considered or may be considered in future research are, undesired turnover, sickness in the workplace, accidents in the workplace, customer complaints, degree of cost and waste.

Limitations, in the authors view, bring opportunities for further exploratory research into the phenomenon that is organisational culture. One would hope that the performance variables within not-for-profit organisation become more generic to allow for a comprehensive and more detailed insight into how such an organisation can utilise its resources more effectively.

Ethics

I confirm that I have read the NCI Ethical Guidelines for Research with Human Participants and I have abided by them throughout the entire process of conducting this research. I also confirm that the information provided on this form is correct.

Signature of Applicant:

_____

Date:

18th August 2018

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Appendices

Circle the response which best reflects your opinion	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The service I receive from company x is excellent	5	4	3	2	1
2. My carer is suitably trained to suit my needs	5	4	3	2	1
3. I have a good relationship with the community management team	5	4	3	2	1
4. I have a home care file detailing the care to be provided to me	5	4	3	2	1
5. I am aware of the policies and procedures in the file and how to	5	4	3	2	1
make a complaint	5	4	3	2	1
6. My carer comes as scheduled	5	4	3	2	1
7. I am notified of any changes in my schedule	5	4	3	2	1
8. My carer's treat me with dignity and respect	5	4	3	2	1
9. I know how to contact company x?	5	4	3	2	1
10. I believe that without the services of company x, it would be	5	4	3	2	1
difficult for me to remain at home?	5	4	3	2	1
11. Would you recommend company x to others?	5	4	3	2	1
Any other comments:					

Service User Satisfaction Survey Results

Q1: The service I receive from company x is excellent

Score	Frequency	Percent
Strongly Agree	210	76.92%
Agree	52	19.05%
Neutral	6	2.20%
Disagree	3	1.10%
Strongly Disagree	2	0.73%
Grand Total	**273**	**100.00%**

Q2: My carer's are suitably trained to meet my care needs

Score	Frequency	Percent
Strongly Agree	206	76.01%
Agree	54	19.93%
Neutral	8	2.95%
Disagree	2	0.74%
Strongly Disagree	1	0.37%
Grand Total	**271**	**100.00%**

Q3: I have a good relationship with the Community Management Team.

Score	Frequency	Percent
Strongly Agree	164	61.19%
Agree	69	25.75%
Neutral	26	9.70%
Disagree	8	2.99%
Strongly Disagree	1	0.37%
Grand Total	**268**	**100.00%**

Q4: I have a Home Care file detailing the care to be provided to me

Score	Frequency	Percent
Strongly Agree	199	74.25%
Agree	59	22.01%
Neutral	6	2.24%
Disagree	2	0.75%
Strongly Disagree	2	0.75%
Grand Total	**268**	**100.00%**

Q5: I am aware of the policies and procedures in the file and how to make a complaint

Score	Frequency	Percent
Strongly Agree	175	65.79%
Agree	69	25.94%
Neutral	16	6.02%
Disagree	4	1.50%
Strongly Disagree	2	0.75%
Grand Total	**266**	**100.00%**

Q6: My carer's come as scheduled

Score	Frequency	Percent
Strongly Agree	215	79.34%
Agree	46	16.97%
Neutral	7	2.58%
Disagree	2	0.74%
Strongly Disagree	1	0.37%
Grand Total	**271**	**100.00%**

Q7: I am notified of any changes in my scheduled

Score	Frequency	Percent
Strongly Agree	194	71.59%
Agree	56	20.66%
Neutral	13	4.80%
Disagree	5	1.85%
Strongly Disagree	3	1.11%
Grand Total	**271**	**100.00%**

Q8: My carers' treat me with dignity and respect

Score	Frequency	Percent
Strongly Agree	230	85.50%
Agree	36	13.38%
Neutral	1	0.37%
Strongly Disagree	2	0.74%
Grand Total	**269**	**100.00%**

Q9: I know how to contact company x?

Score	Frequency	Percent
Strongly Agree	211	78.15%
Agree	47	17.41%
Neutral	8	2.96%
Disagree	4	1.48%
Grand Total	**270**	**100.00%**

Q10. I believe that without company x's services it would be difficult for me

Score	Frequency	Percent
Strongly Agree	208	77.04%
Agree	44	16.30%
Neutral	15	5.56%
Disagree	1	0.37%
Strongly Disagree	2	0.74%
Grand Total	**270**	**100.00%**

Q11. Would you recommend company x to others

Score	Frequency	Percent
Strongly Agree	214	78.68%
Agree	46	16.91%
Neutral	7	2.57%
Disagree	3	1.10%
Strongly Disagree	2	0.74%
Grand Total	**272**	**100.00%**

External Focus

ADAPTABILITY

MISSION

Organizational Learning

Strategic Direction & Intent

Goals & Objectives

Customer Focus

Creating Change

Vision

Flexible

Beliefs and Assumptions

Stable

Empowerment

Coordination & Integration

Team Orientation

Agreement

INVOLVEMENT

Capability Development

Core Values

CONSISTENCY

Internal Focus

Gavin Morgan
Organisational Culture Survey
Gavin Morgan Study_ Denison_DOCS_Results Overall

denison
DENISONCONSULTING.COM

denison
DENISONCONSULTING.COM

Gavin Morgan Study_ Denison_DOCS_Resu lts Overall

1

N = 64

Mission
Gavin Morgan Study_ Denison_DOCS_Results Overall

In this organization...

PERCENTILE
0   25th   50th   75th   100th

Strategic Direction & Intent

There is a long-term purpose and direction.	89
Our strategy leads other organizations to change the way they compete in the industry.	96
There is a clear mission that gives meaning and direction to our work.	96
There is a clear strategy for the future.	98

Goals & Objectives

There is widespread agreement about goals. ⊕	98
Leaders set goals that are ambitious, but realistic.	92
The leadership has clearly stated the objectives we are trying to meet.	84
We continuously track our progress against our stated goals. ⊖	76

Vision

We have a shared vision of what the organization will be like in the future.	96
Leaders have a long-term viewpoint.	89
Our vision creates excitement and motivation for our employees.	94
We are able to meet short-term demands without compromising our long-term vision.	98

1ˢᵗ   2ⁿᵈ   3ʳᵈ   4ᵗʰ
QUARTILE

2

Consistency
Gavin Morgan Study_ Denison_DOCS_Results Overall

In this organization...

PERCENTILE
0   25th   50th   75th   100th

Core Values

The leaders and managers "practice what they preach."	95
There is a clear and consistent set of values that governs the way we do business.	95
When people ignore core values, they are held accountable.	97
There is an ethical code that guides our behavior and tells us right from wrong.	91

Agreement

When disagreements occur, we work hard to achieve "win-win" solutions.	93
There is a clearly defined culture. ⊖	81
It is easy to reach consensus, even on difficult issues.	97
There is a clear agreement about the right way and the wrong way to do things. ⊕	99

Coordination & Integration

Our approach to doing business is very consistent and predictable.	97
People from different parts of the organization share a common perspective.	97
It is easy to coordinate projects across different parts of the organization.	97
There is good alignment of goals across levels. ⊕	98

1ˢᵗ   2ⁿᵈ   3ʳᵈ   4ᵗʰ
QUARTILE

3

81

Gavin Morgan Study_ Denison_DOCS_Results Overall

In this organization...

PERCENTILE
| 0 | 25th | 50th | 75th | 100th |

Empowerment

Decisions are usually made at the level where the best information is available.	**98**
Information is widely shared so that everyone can get the information he or she needs when it's needed.	**94**
Everyone believes that he or she can have a positive impact.	**94**
Business planning is ongoing and involves everyone in the process to some degree.	**93**

Team Orientation

Cooperation across different parts of the organization is actively encouraged.	**89**
People work like they are part of a team.	**90**
Teamwork is used to get work done, rather than hierarchy.	**93**
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	**97**

Capability Development

Authority is delegated so that people can act on their own. ⊖	**80**
The "bench strength" (capability of people) is constantly improving.	**96**
There is continuous investment in the skills of employees.	**97**
The capabilities of people are viewed as an important source of competitive advantage.	**86**

| 1st | 2nd | 3rd | 4th |
QUARTILE

4

Gavin Morgan Study_ Denison_DOCS_Results Overall

In this organization...

PERCENTILE
| 0 | 25th | 50th | 75th | 100th |

Creating Change

The way things are done is very flexible and easy to change.	**96**
We respond well to competitors and other changes in the business environment. ⊕	**99**
New and improved ways to do work are continually adopted.	**97**
Different parts of the organization often cooperate to create change.	**97**

Customer Focus

Customer comments and recommendations often lead to changes.	**92**
Customer input directly influences our decisions. ⊖	**81**
All members have a deep understanding of customer wants and needs. ⊕	**99**
We encourage direct contact with customers by our people.	**89**

Organizational Learning

We view failure as an opportunity for learning and improvement.	**93**
Innovation and risk taking are encouraged and rewarded. ⊖	**75**
Learning is an important objective in our day-to-day work.	**97**
We make certain that everyone is informed about what is going on across the organization.	**97**

| 1st | 2nd | 3rd | 4th |
QUARTILE

5

Gavin Morgan Study_ Denison_DOCS_Results Overall

In this organization...

HIGHEST SCORES

| 99 | All members have a deep understanding of customer wants and needs. |

| 99 | There is a clear agreement about the right way and the wrong way to do things. |

| 99 | We respond well to competitors and other changes in the business environment. |

| 98 | There is widespread agreement about goals. |

| 98 | There is good alignment of goals across levels. |

LOWEST SCORES

| 75 | Innovation and risk taking are encouraged and rewarded. |

| 76 | We continuously track our progress against our stated goals. |

| 80 | Authority is delegated so that people can act on their own. |

| 81 | Customer input directly influences our decisions. |

| 81 | There is a clearly defined culture. |

NUMBERS DENOTE PERCENTILES | 5/23/2018 | 2015 Normative Dataset (D48NE4)
6

83

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q10	Q11
4	5	5	4	5	5	5	4	4
4	4	1	4	1	1	1	1	1
5	4	4	3	3	4	5	4	4
4	5	5	3	5	5	5	4	4
5	4	5	4	4	3	3	2	4
5	4	5	4	4	2	4	4	4
4	4	4	4	4	4	4	4	4
5	4	5	5	5	5	4	5	5
5	5	5	5	5	5	5	5	5
4	4	4	3	4	4	4	5	2
5	1	4	3	4	5	5	4	4
4	4	5	3	3	4	4	4	3
5	2	4	3	4	5	5	5	4
4	4	4	4	4	4	5	5	4
4	4	3	4	3	2	2	4	4
5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	4
5	2	4	2	2	2	5	1	1
4	4	4	4	4	4	4	3	2
4	2	4	4	4	4	4	3	4
4	4	4	4	5	5	5	5	4
4	5	5	5	5	5	4	5	5
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	4
4	4	4	4	4	4	4	4	4
5	3	4	5	4	4	5	4	4
5	5	4	2	5	4	5	4	2
2	2	3	2	4	3	3	4	2
5	4	4	5	5	5	5	4	4
4	4	5	5	5	5	5	5	5
5	5	4	5	5	5	5	4	4
4	3	4	4	5	5	5	5	3
5	4	5	3	5	4	4		4
4	5	5	4	5	4	4	5	4
4	3	4	4	5	4	3	3	0
4	4	5	4	5	5	5	4	3
5	5	5	5	5	4	4	5	5
5	5	4	4	4	4	4	4	4
1	1	5	1	1	1	1		1
5	5	5	4	4	5	5	5	5
5	5	5	4	5	5	5	5	4
3	3	3	3	3	3	3	3	3
4	4	4	5	5	5	5	4	4
4	5	4	4	5	5	5	4	4
4	4	5	3	4	4	4	4	4
5	5	5	4	5	5	5	4	4
4	4	5	4	5	5	5	4	5
4	4	4	4	4	5	4	5	4
3	3	4	3	2	2	2	3	2
5	5	5	3	5	5	5	5	5
4	4	3	3	5	5	5	4	4
5	2	3	5	4	4	5	4	4
1	1	4	4	4	1	1	1	4
4	1	5	4	1	5	0	5	3
5	5	4	4	5	5	4	5	
2	4	2	2	4	4	3	4	5
4	3	4	3	2	3	3	3	3
4	4	2	4	4	2	4	4	4
4	4	4	4	4	4	4	4	0
4	4	4	3	4	4	4	4	1
4	4	5	5	4	5	5	5	4
5	5	4	4	5	4	5	4	5
5	5	5	5	5	5	5	5	5
4	4	4	3	3	4	1	4	4
5	5	5	5	5	5	5	5	5
1	2	3	4	5	6	7	8	9

10	11	12	13	14	15	16	17	18
Q12	**Q13**	**Q14**	**Q16**	**Q18**	**Q19**	**Q20**	**Q21**	**Q22**
4	3	3	3	3	4	5	3	4
1	1	1	1	1	1	1	1	1
4	4	4	3	4	4	5	4	4
4	5	4	4	4	4	4	4	5
3	2	5	3	4	5	5	3	4
4	4	5	4	5	5	5	5	4
4	4	3	3	4	3	3	3	3
5	5	5	5	5	5	5	5	1
5	5	5	5	5	5	5	5	5
3	2	2	2		2	4	2	2
4	3	3	3	3	4		3	3
3	5	4	4	5	4	5	4	4
3	5	4	5	4	5	5	5	3
4		4	4	4	3	5	3	5
4	5	4	3	4	4	5	4	3
5	5	5	5	5	5	5	5	5
5	5	5	5	5	5	5	5	4
4	4	5	3	5	5	5	5	3
4	4	3	4	4	4	4	4	0
4	3	3	4	3	4	4	3	3
5	5	4	5	5	4	5	5	5
4	2	5	5	4	2	5	2	4
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	5	5	3
4	3	4	4	4	4	5	4	3
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3	4	4	2	3	2	4	4	4
5	4	5	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5
3	5	5	4	5	4	5	4	0
4	5	4	5	5	4	4	4	3
4	4	3	4	4	4	3	4	3
5	5	4	4	5	5	5	4	4
3	4	2	5	4	4	4	4	3
5	5	4	4	5	5	5	5	5
5	5	3	5	5	5	5	5	5
4	5	4	4	4	4	5	5	5
5	5	5	1	1	5	1	1	1
4	5	5	4	5	4	5	5	4
5	5	4	4	5	5	5	4	4
3	3	3	3	3	3	3	3	3
5	5	5	5	5	5	5	5	5
5	4	4	5	5	3	4	3	4
5	5	2	4	5	3	5	4	0
5	5	4	4	5	4	5	4	4
4	5	5	5	4	3	5	4	4
0	4	5	4	4	5	5	5	4
4	4	4	2	2	4	4	2	3
5	5	5	5	5	5	5	5	4
5	4	4	4	5	4	5	4	4
4	5	4	5		5	5	4	5
4	1	4	2	4	4	1	1	4
4	4	3	5	5	5	5	4	4
5	5	5	5	5	5	5	5	5
2	4	5	1	4	4	5	3	2
4	3	4	4		3	2	2	2
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4	4	5	4	5	4	5	4	5
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4	5	4	5	4	5	5	4	5
4	5	5	5	5	5	5	5	5
4	2	2	4	4	4	1	4	4
5	5	5	5	5	5	5	5	5

19 Q23	20 Q25	21 Q26	22 Q27	23 Q28	24 Q30	25 Q31	26 Q32	27 Q33
2	4	3	2	4	5	4	4	4
4	1	1	1	1	1	4	1	1
3	4	4	4	4	4	4	4	3
4	4	4	5	4	4	3	5	5
3	3	3	3	4	3	4	4	4
5	5	4	5	4	5	4	0	4
3	3	3	3	4	4	4	4	4
5	4	4	4	4	4	3	3	4
5	5	5	5	5	5	5	5	5
3	4	3	4	3	3	4	4	4
4	4	4	4	4	4	4	4	3
3	4	4	5	3	3	3	5	3
2	3	3	3	0	5	5	4	4
4	4	4	3	3	4	3	4	4
3	4	4	4	3	4	3	3	3
5	5	5	5	5	5	5	5	5
4	5	5	5	5	5	2	5	5
5	4	5	4	5	5	4	5	5
4	4	4	4	0	4	5	4	4
4	4	3	3	3	4	4	4	4
4	5	5	4	4	4	4	4	5
3	4	4	4	3	4	0	3	2
4	4	4	4	4	4	4	4	4
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4	5	4	5	5	5	4	5	5
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2	5	5	5	4	4	4	5	4
2	2	2	3	4	3	2	4	4
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4	4	5	4	5	5	4	3	4
3	4	3	4	3	4	3	4	3
4	3	3	4	4	4	4	4	4
4	5	4	4	4	4	3	5	4
3	4	3	4	3	0	2	4	3
4	4	5	5	4	5	3	4	5
4	5	4	5	5	5	4	5	5
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4	5	4	4	4	5	5	5	5
4	4	4	5	4	5	4	5	5
3	3	3	3	3	3	3	3	3
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4	5	4	4	4	4	4	4	5
4	4	5	5	4	5	4	5	5
4	4	4	4	4	4	4	4	5
3	2	4	2	4	3	2	3	4
3	4	5	4	4	4	3	4	4
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2	3	5	5	4	5	4	5	5
4	1	1	4	4	4	4	4	4
4	5	5	4	4	3	4	5	5
2	5	5	5	5	5	3	5	5
5	5	1	3	2	4	4	3	4
3	3	3	3	2	3	2	3	3
4	4	2	2	4	4	4	4	4
3	4	4	3	3	4	0	4	4
4	5	3	4	0	4	2	0	4
4	5	5	4	4	5	5	5	5
5	5	5	4	4	4	5	5	4
5	5	5	2	3	5	5	5	5
4	4	4	4	0	0	4	0	4
5	5	5	5	5	5	2	5	5

| 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
Q35	Q36	Q37	Q38	Q40	Q41	Q42	Q44	Q45
4	4	4	4	3	4	2	4	4
1	1	1	1	1	1	1	1	4
4	4	4	4	4	4	4	4	3
4	4	4	5	5	4	5	5	5
3	3	2	3	3	4	4	5	3
0	4	4	4	4	5	2	5	5
3	3	3	4	4	3	3	4	3
4	5	4	0	0	5	3	5	5
5	0	5	5	5	5	2	5	5
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4	4	3	3	3	4	4	4	3
4	3	4	4	2	3	3	3	5
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4	4	4	4	4	4	3	4	4
4	4	4	4	4	5	4	5	5
2	1	2	5	2	0	2	5	2
4	4	4	4	4	4	4	4	4
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4	3	3	4	4	4	2	4	4
4	5	4	4	5	5	4	5	4
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4	5	3	4	4	5	2	4	4
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4	4	5	5	5	5	4	5	5
3	3	3	3	3	3	3	3	3
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5	5	4	5	5	5	4	4	5
4	4	3	5	4	3	3	5	4
4	4	4	5	5	4	2	4	4
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2	3	3	4	4	4	2	4	3
4	4	4	4	5	5	3	5	4
3	3	3	4	4	4	3	4	4
5	5	5	5	5		5	5	4
4	4	1	1	1	1	4	1	1
0	4	5	5	5	5	5	5	5
5	5	1	5	5	5	3	5	5
3	2	4	4	4	4	3	4	4
3	2	2	2	3	3	3	4	5
0	3	4	4	4	2	2	4	2
4	4	3	4	4	4	4	4	5
4	4	4	5	5	4	0	4	4
5	5	4	4	4	5	5	5	5
4	3	3	5	5	4	3	5	4
5	5	5	5	5	5	5	5	5
0	4	5	5	5	4	3	3	3
5	5	5	5	5	5	2	5	2

| 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 |
Q46	Q47	Q48	Q49	Q51	Q52	Q53	Q54	Q56
4	4	4	4	3	2	2	2	2
1	1	1	1	1	1	1	4	1
4	4	4	4	4	4	4	4	3
4	4	4	4	5	5	4	4	4
3	3	3	3	3	3	3	2	2
5	3	5	5	4	4	5	5	5
4	4	4	4	4	4	4	3	4
5	4	4	4	4	3	3	3	4
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3	3	4	3	4	4	4	3	
4	4	4	5	4	4	4	3	5
3	5	4	3	5	4	4	3	2
4	4	4	4	4	4	4	4	4
4	5	4	5	5	4	5	3	4
5	5	5	5	5	5	5	5	5
4	4	5	5	4	4	4	4	
4	0	5	5	5	4	4	2	4
4	4	4	4	0	4	4	4	4
4	3	4	4	4	4	4	4	4
4	4	5	5	5	5	5	5	5
2	0	4	5	4	5	5	5	5
4	3	4	4	4	4	4	4	4
5	4	4	5	5	5	5	4	5
5	4	5	5	4	5	5	5	5
5	4	5	5	4	4	4	4	4
5	4	4	5	4	4	4	3	4
4	3	3	3	2	3	3	2	2
4	4	4	4	4	4	4	3	4
5	4	5	5	5	5	5	4	5
5	3	5	5	5	4	4	3	4
4	5	5	5	5	4	4	4	3
4	5	5	4	4	4	4	3	4
5	4	5	4	4	5	5	4	5
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5	5	5	5	5	5	5	5	5
5	3	5	4	4	4	5	4	4
1	5	5	5	5	1	1	1	1
4	4	4	5	5	5	5	4	4
4	4	5	5	5	4	5	5	4
3	3	3	3	3	3	3	3	3
5	5	5	5	5	5	5	5	5
5	5	4	5	5	4	4	4	4
5	4	4	4	3	4	4	4	4
4	4	4	4	5	4	4	4	4
5	5	5	5	5	5	5	5	5
4	4	5	4	4	3	3	0	0
3	3	4	3	3	3	3	3	3
5	3	4	5	4	4	4	4	4
4	3	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	4
1	4	4	4	1	1	1	4	4
4	3	4	5	5	4	4	4	4
5	5	5	5	5	5	5	5	5
4	4	5	3	4	2	2	2	2
4	0	4	3	3	3	4	3	3
4	2	4	4	2	2	0	0	1
5	4	4	5	4	4	5	4	5
3	0	5	4	0	0	0	0	4
4	4	5		5	5		4	5
5	4	5	4	4	0	4	4	3
5	5	5	5	5	5	5	5	5
4	0	4	4	4	3	4	4	0
5	5	5	5					

| 46 | 47 | 48 |
Q57	Q59	Q60
2	2	2
1	1	1
4	3	4
4	4	4
2	2	3
5	4	4
4	4	4
4	3	4
5	5	5
3	4	4
4		4
4	3	4
3	3	3
4	5	4
5	4	5
5	5	5
5	4	4
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5	5	4
4	4	5
4	4	4
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4	5	5
3	3	3
5	5	5
4	4	5
4	5	4
4	4	4
5	5	5
3	0	4
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4	4	4
3	4	4
4	5	5
1	1	1
4	4	5
5	5	5
4	3	4
4	2	4
5	4	0
5	4	4
4	4	4
5	5	5
4	4	4
5	5	5
3	5	4

ID	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9	Question 10	Question 11
1	Strongly agree	Strongly agree	Neutral	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
2	Strongly agree	Agree		Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
3	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
4	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
5	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
6	Strongly agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Agree	Agree	Agree
7	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree
8											
9	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Neutral	Strongly agree
10	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
11	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
12	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
13	Strongly agree	Strongly agree	Agree	Disagree	Disagree	Strongly agree	Neutral	Strongly agree	Disagree	Strongly agree	Agree
14	Disagree	Agree	Disagree	Agree	Agree	Strongly agree	Strongly disagree	Agree	Strongly agree	Neutral	Disagree
15	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Agree
16	Agree	Agree	Agree	Strongly agree	Strongly agree	Agree	Strongly disagree	Strongly agree	Strongly agree	Neutral	Agree
17	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
18	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
19	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
20	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

I really appreciate having company x helping me wout on a daily basis with my needs I don't know what I would do without there help. I look forward to having a bit of company and a friendly face to chat to. Extremely happy with home care

Thank you for providing a great service that allows my parents remain in their own home. I am happy with the care that I get, the girls look after me well. Thank you.

I would like X the old carer back.

My main carer is X. I fond her wonderful. She is always cheerful and in good humour and nothing is too much trouble. I've found any other carer who had to take her place to be excellent too.

There is a lack of introductions to carers. As a result when main carers are unavailable cover is problematic resulting in no clear coherent indication of changes to times and services leaving the service user at a disadvantage.

I would like an independent lady to do a good ---

Cant't praise the service enough

21	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
22	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
23	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree
24	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
25	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree
26	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
27	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
28	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree
29	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree
30	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
31	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree		Strongly agree	Strongly agree
32	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree
33	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
34	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
35	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
36	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
37	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
38	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
39	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree
40	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

Simply the best.

I am happy with company x.

I am satisfied with the service you offer.
X would like to know how to contact the office to make a complaint. I read this out to X and tck it off for his.
All good

Thank you.

My home help X is the kindest most helpful person that would have been assigned to me. I am extremely happy with her. Thank you for sending her to me.

41	Strongly agree		Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
42	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
43	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
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48	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Neutral	Agree	Strongly agree
49	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
50	Agree	Agree	Agree	Disagree	Strongly agree	Strongly agree	Strongly agree	Disagree	Neutral	Strongly agree
51	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree
52	Strongly agree	Agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree
53	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
54	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
55	Agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Agree	Strongly agree	Agree	Agree
56	Agree	Agree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
57	Strongly agree	Strongly agree	Neutral	Strongly agree	Disagree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree
58	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree
59	Agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Strongly agree	Strongly agree
60	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

X is an excellent caregiver and we are very pleased with her.
Thank you very much.
More time with my carer would be beneficial, due to my rapidly declining sight.
Excellent service with wel trained staff.

Thank you.
I have no complaints- whatsoever. I am 93 years plus I am blessed with good health. This is a "good service" as far as I'm concerned. Keep it up.

X is an excellent carer. Always turns up on time. When X is off the service is not as good.
At times my legs hurt so much, I can't walk for hours. This is one reason out of many I need company x. Thank you for my carer, she is good to me.
I wish to thank all in the company x for your caring ways that I can be the home I love at 87 years. Y 2 wonderful carers, the kind office staff and those girls who have come when X and X are off. To one and all I want to express my appreciation for your thoughtful and sincere ways. Love to all and god bless.
So far the service I have received from company x is good.

I am very pleased with the service company x

61	Agree	Agree	Neutral	Agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Neutral	Agree
62	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
63	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
64	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
65	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
66	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
67	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
68	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
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70	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
71	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
72	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
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74	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
75	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
76	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
77	Agree	Neutral	Agree	Agree	Disagree	Neutral	Agree	Disagree	Agree	Agree	Agree
78	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
79	Strongly agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree		Strongly agree
80	Disagree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Disagree	Strongly agree	Strongly agree		Strongly disagree

I am truly grateful for their assistance

Very happy with X

No complaints
I, X, am very happy and grateful for homecare help. I would be lost without this. With thanks and respect.
We are very happy with the care provided to us and it makes things a lot easier for us.
I've been with the nurse and pro gains the lung specialist and he wants me to have my home help 4 days a week, im just waiting on the nurse to het back to me.

I have no complaints, service very good.

Am short of a carer for evening and awaiting response.

81	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
82	Strongly agree	Strongly agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
83	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
84	Agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Strongly agree
85	Agree	Agree	Agree	Neutral	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Agree
86	Strongly agree	Strongly agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Agree	Strongly agree
87	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
88	Agree	Strongly agree	Agree	Disagree	Strongly agree	Neutral		Strongly agree	Strongly agree	Strongly agree
89	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
90	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
91	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
92	Agree	Agree	Neutral	Agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
93	Agree	Strongly agree	Neutral	Agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree
94	Agree	Agree	Strongly agree	Strongly agree	Neutral	Strongly disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
95			Strongly agree		Neutral	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
96	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
97	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree
98	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree
99	Strongly agree	Strongly agree	Disagree	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree
100	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

Thank you for the professional service provided.

I am very happy with my carers. Thanks

I am very happy with my carer.
I am grateful for your excellent service.
X is an excellent carer. I would recommend her anywhere.

Please get home base to come from 10am - 11am Thank you.

Delighted with care from my carers.

Just to say thanks to all my carers who are all very good to me.

ID									
101	Agree	Agree	Neutral	Neutral	Neutral	Agree	Neutral	Agree	Strongly agree
102	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree
103	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
104	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Neutral	Strongly agree	Strongly agree
105	Neutral	Agree	Disagree	Neutral	Disagree	Neutral	Strongly agree	Neutral	Strongly disagree
106	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree
107	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree	Agree	Agree	Strongly agree
108	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
109	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
110	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
111	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
112	Strongly agree	Agree	Strongly agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree
113	Strongly agree	Strongly agree	Neutral	Strongly disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
114	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Agree	Agree
115	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
116	Agree	Agree	Agree	Neutral	Neutral	Agree	Strongly agree	Strongly agree	Strongly agree
117	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
118	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
119	Agree	Agree	Agree	Neutral	Neutral	Agree	Strongly agree	Neutral	Agree
120	Strongly agree	Strongly agree	Neutral	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

X is my main carer and is excellent. Other carers often don't check home care fily and leave things undone, including medication and food.

Services should not be withdrawn unless the next of kin are informed at least 24 hrs in advance. During the snow the carers were stood down. The next of kin was not informed and patient left without care for over three days at least. Meals and wheels were not even informed. Family were stranded in other parts of the country. Neighbours has to be called on. I am filling this form on behalf of Dad. The above are my answers not X he is not in a position to fill out this form due to dementia.

Wonderful assitance from all- very much appreciated.

Please god everything will go well for me with the help of home care.

I have no complaints with staff. Quite efficient.

121	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
122	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Agree	Agree	Strongly agree	Strongly agree
123	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
124	Agree	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Disagree	Strongly agree	Agree
125	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
126	Strongly agree	Strongly agree	Strongly agree		Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
127	Neutral	Neutral	Agree	Agree	Agree	Agree	Agree	Strongly agree	Neutral
128	Strongly agree	Strongly agree	Disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree
129	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
130	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
131	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
132	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
133	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
134	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
135	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
136	Agree	Neutral	Neutral	Agree	Agree	Neutral	Strongly agree	Strongly agree	Strongly agree
137	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Disagree	Strongly agree	Strongly agree	Strongly agree
138	Agree	Agree	Neutral	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
139	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
140	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

Totally happy with my home care.
My carers are very good and I get great respect from them and also they are very honest with thingd they do for me.
I am happy with my carer. Please do not take X from me.
I need more hours because I don't feel great after the treatment. That be more helpful. Thank you.

I would be lost without her. I would not have the comfort I have now.

I am very satisfied with my home care please let it continue for the forseeable future. Thank you very much.
Many thanks for all your care and help.
First class

Very happy with the service I have and I would recommend the service to anyone.

An excellent care giving service, without which I would have difficulty living on my own. Many thanks.

141	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
142	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
143	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Agree	Agree
144	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
145	Strongly agree	Strongly agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree
146	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
147	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
148	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
149	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
150	Strongly agree	Strongly agree	Disagree	Agree	Agree	Neutral	Strongly agree	Neutral	Neutral
151	Strongly agree	Strongly agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree
152	Neutral	Agree	Strongly disagree	Agree	Agree	Agree	Agree	Agree	Strongly disagree
153	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
154	Strongly agree	Strongly agree	Agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
155	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
156	Strongly agree	Strongly agree	Strongly agree	Strongly disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
157	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
158	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree
159	Agree								Agree
160	Strongly agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

I really appreciate the help provided by company x over the past 2 years. I regard it as my "lifeline". My present carer X is wonderful- everything you would want a carer to be i.e. caring, cheerful. Takes pride in her work . Thanks again.
I would like to take this opportrnuity on behalf of the X family to thank all the staff who look after our mom so well.

Yes-help very good.

I have a good relationship with my carer.
My two carers are perfect for me.

Very polite and good at her work.
Thank you very much for all your hep care and assistance.
When regular carer not available, time replacement can call disappointing in that upsets daily routine. Not acceptable at times like carers be a little more "perseusave" in having client do something which to their benefit and not take "no'' as the easy option out.
All the girls are very kind. Thank you.
X is very good and kind.

161	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
162	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
163	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree
164	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Strongly agree
165	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
166	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
167	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Strongly agree
168	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
169	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree
170	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
171	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
172	Strongly agree	Strongly agree	Strongly agree	Neutral	Neutral	Agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree
173	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
174	Agree	Strongly agree	Disagree	Strongly disagree	Neutral	Neutral	Neutral	Strongly agree	Strongly agree	Neutral	Strongly agree
175	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree
176	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
177	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree
178	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
179	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
180	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

It would be impossible for me to remain at home without the service provided by company x.
I am happy with my care.
I feel good because I know someone is coming during the day.

I appreciate all the help that I receive and I find that the co. always facilitaes any changes I may request.
My home help X is wonderful, kind very helpful in everyway. I would give her 100%. I also want to thank all the staff in company x for all their help and attention.
I am more than happy with the care I get from all my carers. I would not manage a lot of daily tasks without them.

Thank you.

I would not have been able to stay in my house without the great care of company x all of the carers are very kind and gentle with my Dad.

181	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree
182	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree
183	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
184	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Strongly agree	Agree
185	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
186	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree
187	Agree	Neutral	Agree	Agree	Neutral	Agree	Agree	Agree	Strongly agree
188	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
189	Strongly agree	Strongly agree	Neutral	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
190	Strongly agree	Strongly agree	Neutral	Strongly agree	Disagree	Strongly agree	Agree	Agree	Neutral
191	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
192	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
193	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
194	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree		Strongly agree	Strongly agree
195	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree
196	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
197	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
198	Agree	Agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
199	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
200	Agree	Agree	Agree	Agree	Strongly agree	Strongly agree	Agree	Agree	Agree

I appreciate the company x.

I have the most caring carer anyone could wish for always thinking about me.
I think some carers' talk to much, possibily to avoid having to do some work and of course, some people can be very rude and discourteous to the carers which I think is totally wrong and should not be allowed. One thing I feel whereever they are they should be allowed to use the toilet if need be- its mature.

I am satisfied with my home care but find the time sceduling is not always satisfying. Sometimes its quite rushed and only get one thirs of allocated time, at times this is sufficient for my needs, not always. THanksy
Our carer X is most friendly and she is very capable and X is very happy with her.
My appointed carer X is a credit to company x. She has made such a difference to my daily living. I am very lucky to have such a person who treats me with dignity and respect.

A sincere thank you to company x and a very sincere thank you yo X my help.

The carer I have does a great job, I wouldn't like anyone else.

ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
201	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
202	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree
203	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
204	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
205	Agree	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree
206	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
207	Strongly agree	Strongly agree	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree
208	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
209	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
210	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
211											Strongly agree
212	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
213	Agree	Agree	Neutral	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Neutral	Agree
214	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
216	Neutral	Disagree	Agree	Agree	Disagree	Agree	Agree	Agree	Strongly agree	Agree	Neutral
217	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
218	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
219	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree
220	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree

X, X are excellent, they have been very good to me.

No comments or complaints. X my home carer is a very good worker and does what I ask her to do. I only need her Mondays and Fridays, as I look after my mum during the week, taking her to hospital appointments, she is 83.
I am quite with the service. Thank you.

Lovely kind people for a hard job.

At times my legs hurt so much, Ic an;t walk for hours. This is one reason out of many. I need company x. Thank you for my carer, she is good to me. X is an excellent carer. Always turns up on time. When she is off the service is not as good.

I would like to have mon-fri the same time 10am-11am except on a Wednesday when I go to Irish Wheelchair Association and I need a call at 9-10am. Due to my disability my memory is short term, am very happy with carers coming in.

221	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
222	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
223	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree	Strongly agree	Strongly agree
224	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Strongly agree	Agree	Agree	Agree
225	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree
226	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Neutral	Strongly agree	Strongly agree	Neutral	Strongly agree	Strongly agree
227	Strongly agree										
228	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree
229	Strongly agree	Agree	Neutral	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Strongly agree
230	Disagree	Disagree	Neutral	Disagree	Neutral	Agree	Agree	Disagree	Disagree	Agree	Disagree
231	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
232	Agree	Strongly agree	Agree	Strongly agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
233	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
234	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Neutral	Agree	Strongly agree	Strongly agree	Strongly agree
235	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
236	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
237	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
238	Agree	Agree	Agree	Agree	Agree	Strongly agree	Neutral	Agree	Strongly agree	Agree	Agree
239	Strongly agree	Strongly agree	Agree	Strongly agree	Agree	Neutral	Strongly agree	Strongly agree	Neutral	Agree	Strongly agree
239	Strongly disagree	Neutral	Agree	Neutral	Agree	Neutral	Strongly agree	Disagree	Neutral	Agree	Strongly disagree
240	Neutral	Neutral	Neutral	Strongly agree	Agree	Agree	Disagree	Agree			

Needs help getting into bed so needs to know exactly when carers are coming. Times on weekdays fine. Sat & Sun carers need to come in at 9am. 10am is too late for breakfast, tablets and toileting. Maybe X could discuss this.

Its very uncertain- the times the carers come in and who comes in. I never know whos coming in. However I am very happy that someone is coming in so its probably not important. I also like the fact that they put on the gloves provided before food prep. That's very important. They used not wash their hands.

Many thanks for the comfort service gives me.

Your survey does not adequetely cover situations so as regards, making a complaint, there is the fear of backlash and loosing the care. The working of the questions, don't allow for, explanations, it is not as simple as the wording- to mark numbers as answers.

As long as X keep coming I'll be happy.

I get two hours every two weeks home care. Sometimes (but very rarely) if I am not here on the Tuesday my carer is due (because of holidays or some other medical apointment) I have been told that my carer cannot come the following Tuesday i.e. I must wait for 2 weeks which leaves me one month without anyone. Can it be arranged that if I miss a Tuesday when my carer is due that she can come the following Tuesday and every two weeks after? My carer is kind and helpful in every way.
My full time carers merit a 5

I am never given any choice in change of times. I am just told that my time has been changed. Quite a few times I have had to cancel at short notice, previous plans.

Thank you so much for being there.

X is a credit to your team, is always on timme and very helpful with everything I need.
X is late every single day and has told my mother that is her scheduled time, she comes in sits down has cup of teaand leaves, she arrives at 9.50am average. When you sent letter about Christmas hours she insisted that was hers to fill in. I have hesitated in contacting you about this matter as my mother is woried she wil know whom reported her and will get fired and she will have no-one calling.

ID									
241	Agree	Strongly agree	Agree	Neutral	Strongly agree	Agree	Strongly agree	Strongly agree	Agree
242	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
243	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
244	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Neutral	Strongly agree	Strongly agree	Agree
245	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
246	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
247	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
248	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
249	Strongly disagree	Strongly disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
250	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
251	Strongly agree	Strongly agree	Agree	Agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree
252									
253	Agree	Neutral	Neutral	Agree	Agree	Neutral	Agree	Agree	Neutral
254	Agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Disagree
255	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
256	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
257	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
258	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
259	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
260	Strongly agree	Agree	Agree	Agree	Strongly agree	Strongly agree	Agree	Agree	Neutral

It would be better if carers were not scheduled to attend two clients at same time. Also it would be helpful if clients could always be notified of any changes in schedule beforehand.

Your service is excellent and only for it I would be unable to stay in my home and my carer X is wonderful to me and cares for all of my needs.

Thank you so much for your kindness to me.

X is unable to answer due to his mental health. I do not wish to answer on his behalf.

I know I'm being cheeky but do check your "apostrophes" – not needed in No 6 and 8.

I am quite happy with my carer.
DO not need personal care as yet. Thank you.

#									
261	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
262	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
263	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
264	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
265	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
266	Agree	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Agree
267	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
268	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
269	Neutral	Agree	Disagree	Strongly agree	Agree	Strongly agree	Strongly agree	Agree	Neutral
270	Agree	Agree	Neutral	Agree	Agree	Agree	Neutral	Neutral	Agree
271	Agree	Agree	Agree	Agree	Strongly agree	Agree	Agree	Agree	Agree
272	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
273	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
274	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
275	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
276	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree
277	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree

On 18/07/2018 the sisters in the Mater Convent met together and completed the above survey. A very thankful group who are very pleased with your service always to them. They feel that the work load on your staff there is increasing also there are files which are not in use now. Maybe I can be of help. Thank you.

Many thanks for your invalauble serivce without it which I could not survive , given I have many longterm painful medical conditions. I feel very priviledged to have X as my carer as she is the kindest, most compassionate caring talented and most selfless lady that I have ever met. She is a true gem.

Extremely happy with company x.

I really appreciate having company x helping me wout on a daily basis with my needs I don't know what I would do without there help. I look forward to having a bit of company and a friendly face to chat to.

Stephen is a fantastic carer, very kind and polite and chatty.

X my homecare is very good, she does everyting I ask her to do, housework plus getting messages for me, plus giving me a wash down. (shower if I needed one), she has been with me a long time now, and I do not want anybody else, thank you. X is a kind and lovely person.

We are grateful for the help and support of the team both for my mother and for us, as a family, who are doing our best to keep my mother at home. IN spite of the complications, advance notice of changes, where possible, is important to us so that we can arrange ourselves around the carers' schedules. Merci beacoup.

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: <u>GAVIN MORGAN</u>   Student number: <u>16107195</u>

School: <u>SCHOOL OF BUSINESS</u>   Course: <u>MSC IN MANAGEMENT</u>

Degree to be awarded: <u>LEVEL 9 MASTER'S DEGREE</u>

Title of Thesis: <u>THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND PERFORMANCE IN A NOT-FOR-PROFIT ORGANISATION</u>

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Signature of Candidate: GAVIN MORGAN

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