

Impact of Organizational Culture on Employee Performance

A Case Study of IHS Towers Nigeria.

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Abstract

For many years, corporate organizations in the telecommunication industry have strived to design corporate cultures rooted in their philosophies and inclinations to guide their operations. This research investigated the impact of corporate culture on employee performance in IHS Towers Nigeria. The study's objectives were hinged on the tenets of Hofstede's (1980) 6-D model. This is because very few studies have used a simplified model of culture, such as Hofstede (1980) 6-D model, to assess the effects of organizational culture on performance in a multinational telecommunication firm with diverse culture, and situated in a growing economy in Africa. This study tackles this gap by examining the effect of organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation and organization's spend culture on employee performance. Being a positivist cross-sectional research, an online structured Likert scale questionnaire was used to survey 286 entry-level to senior staff. The research adopted a quantitative approach to validate and analyze the data received. Multiple regression analysis was employed in testing the six hypotheses developed from existing literature review.

The findings from the data analysis showed that organizational structure, risk-taking, competitiveness, and spend culture did not influence employee performance in the organization. On the other hand, teamwork and strategic goal orientation significantly influenced employee performance. Other interesting findings revealed by the study were that, teamwork can thrive among employees within a high power distance multinational corporate setting. This is contrary to the tenets of the Power Distance Index dimension of the Hofstede (1980) 6-D model. Additionally, strategic goal orientation is largely associated with the employees' intrinsic need for job security, which in turn, is critical to the performance of the employees. Useful recommendations were proffered alongside the costs/implications of implementing each of the recommendations.

Declaration

Submission of Thesis and Dissertation

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Chapter 1. Introduction

1.1 Background

Culture is a general concept which since time immemorial has been an integral part of the society. It is traditionally described as a people's way of life or worldview (Underhill, 2009). This presupposes that a given set of people have shared values with which every of its member reckons (Okafor, 2008). Locke, Crowne and Brownson (2017) argued that there are misconceptions surrounding the idea that culture cannot be confined solely within the concept of uniformity. Every member of a social group is an entity with personal values that may conflict with the overall values of the group at some point. Culture is complex as it involves a combination of collective, plural and individual perspectives (Locke *et al.*, 2017).

For many years, human characteristics have been attributed to organizations particularly corporate firms, as this can be seen in their definition as legal entities with the ability to involve in contractual agreements, bear obligations, incur and pay off debts, sue and be sued in their own right, and to be brought to account for their actions (Business Dictionary, 2020). Just like individuals, organizations have culture too. Organizational culture constitutes the values and conducts that enhance the social and psychological environment within which an organization operates.

Culture determines people's interactions, the way knowledge is generated, people's objection to changes as well as how they disseminate (or do not disseminate) knowledge (Ravasi and Schultz, 2006). Cancialosi (2017) observes that organizational culture outlines the expectations of an organization, their experiences, underlying philosophies and values that regulate personnel conduct. It is manifested in the self-image of organizational personnel, their internal activities, relationship with the exterior environment and their long-run anticipations. Organizational culture

is built on common predispositions, traditions, as well as documented and undocumented guidelines formulated in the past but which are still regarded as significantly valid.

Organizational culture is an essential managerial principle developed to coordinate and moderate behaviours and activities of employees towards the realization of organizational goals through cooperation, harmonization and unified efforts (Owoyemi and Ekwoaba, 2014). Companies design unique cultures to portray what they stand for, why they exist, what they expect to achieve and how the organization, as well as its members, should behave and operate (Kokilia and Ramalingam, 2015).

These being said, it is not an easy task to get all employees in an organization to commit to a certain set of values and beliefs (Mathis and Jackson 2008). Nevertheless, it would appear that with good leadership and clearly-thought out strategies for efficiency and productivity, an organization can successfully get its employees to buy into its unique culture. Organizational culture if not consciously and properly conceived and nurtured could affect job attraction, satisfaction and retention, as well as job performance positively or negatively (Osei-Owusu, 2016; Catanzaro, Moore and Marshall, 2010; Habib, Aslam, Hussain, Yasmeen and Ibrahim, 2014; Saad and Abbas, 2018). Culture, in Human Resources Management, is something that can be created and nurtured over a sustained period of time (Hofstede, 1994).

In light of this recognition, business leaders and corporate strategists are increasingly advocating for the creation and promotion of consistent, clear and innovative corporate cultures among organizations in today's world as a criteria for corporate success (Personio, 2019). For this reason, corporate organizations are designing unique corporate cultures that represent their core values, ideas and philosophies. In the Nigerian telecommunications industry, companies (such as IHS

Towers Nigeria Limited) have strived to design corporate cultures rooted in their philosophies and inclinations to guide their operations in such a competitive industry.

This research was designed to investigate the impact of corporate culture on employee performance in IHS Towers. It provides answers to key research questions that have been formulated around the vision and strategic goals, leadership structure, shared values, teamwork, shared-risk taking and spending pattern, with a view to arriving at helpful findings and recommendations.

1.2 Nature and Relevance of the Research Problem

A great concern of organizations is the need to consistently ensure that employees perform optimally at their respective jobs. This is to achieve specific goals and targets as well as gravitate towards actualizing a clearly-defined vision (Edwards, Ketchen, Short and Try, 2014). Many factors have been identified as contributing to individual performance. Dermol and Čater (2013), for example, identified a combination of an individual's ability such as talents and personality traits and organizational support such as periodic training as necessary for individual performance. Aroosiya and Ali (2014) added good job design and adequate motivation on a daily basis to the foregoing. Good work relationship, work-environment, organizational culture and reward systems among other factors also contribute to performance (Mathis and Jackson, 2008).

Although the last two to three decades have featured a growing number of studies on corporate culture as an essential requirement for corporate success (Personio, 2019), the concept is still not given priority among the different factors. In Nigeria for instance, the strongest motivation for job performance is the reward system which features compensations and high salary (Adebisi and

Oladipo, 2015). Organizational culture is yet to be considered as an element that specifically affects employee performance and organizational performance in general.

The idea of corporate culture seems not to be given appropriate focus by telecommunications companies in Nigeria. Corporate culture appears to be viewed by some telecommunications companies as a mere corporate formality that needs to be present to have a tangible corporate organization. Similarly, even firms with well-designed corporate cultures often face the problem of implementation; it is difficult for them to ensure that employee's behaviour align with the company's corporate culture. Likewise, some companies maintain a rigid and conservative culture that inadvertently prevents employee participation, innovation and strategic change. This results in the inability of employees to effectively and seamlessly perform optimally, thereby inhibiting performance. Furthermore, it cripples the ability of managers to effectively coordinate and synchronize employee's behaviours, and activities for the purpose of realizing organizational objectives and goals.

Furthermore, Ojo (2014) argued that in spite of tremendous amount of studies conducted on organizational culture across the world, no consensus exists on the correlation between organizational culture and employee performance. A lot of research has been done to establish precisely how organizational culture impacts employee performance. However, the empirical findings reveal that the extent to which the former impacts on the latter varies from continent to continent, country to country and organization to organization. It is therefore not out of place to conduct such research as this in as many organizations or sectors in Nigeria as possible.

In this line of reasoning, Schein (2004) suggests that superficial models of culture should be avoided while a deeper understanding of its complexity in a group and in organizations would be

more beneficial to studies. The author also argues that large organizations such as a multinational like IHS Towers have many subsidiaries and corresponding subcultures. Tensions among the subcultures could spell danger for the global brand. The reverse would mean that each sub-culture is able to get the best out of its employees by developing unique ways to align with the company's global vision. What is more, few studies have used a simplified model of culture, such as Hofstede (1980) 6-D model, to assess the effects of organizational culture on performance of multinational companies in Nigeria.

Studies adopting this model either focused on international telecommunication firms (MTN, GLO and Airtel) (OnyezeEbue, Okonkwo and Ochiaka, 2015) or other sectors such as banking (Ojo, 2014), education (Motilewa, Agboola and Adeniji, 2015), petroleum (Peretomode, 2012), public service (Inienger and Udoh, 2018), and textile (Aluko, 2003). IHS Towers is more culturally diverse than the aforementioned international telecommunication firms (MTN, GLO and Airtel). Yet, a study of this nature has not been undertaken in a multinational telecommunication firm with diverse culture, and situated in a growing economy in Africa. These gaps informed the choice of investigation in Nigeria and demonstrate the originality of this research.

1.3 Research Objectives

The broad objective of the study was to investigate the effects of organizational culture on employee performance in IHS Towers. Based on Hofstede's (1980) 6-D dimensions of culture, the specific objectives of this study are:

- i) Examining the impact of organizational structure (power distance index) on employee performance in IHS Towers Nigeria;
- ii) Determining the extent to which employee performance is affected by the level of risk-taking (uncertainty avoidance index) by the organization;

- iii) Investigating the degree to which the level of teamwork (individualism versus collectivism index) in IHS Towers Nigeria affect employee performance;
- iv) Determining the effect of firms' competitiveness level (masculinity versus femininity) on employee performance in IHS Towers Nigeria;
- v) Determining the extent to which IHS Towers' strategic goal orientation (long-term orientation versus short-term orientation) influence performance of employees;
- vi) Examining the degree to which the organization's spend culture (indulgence versus resistance) affect employee performance.

1.4 Research Questions.

The following research questions were designed to guide the study:

1. To what extent does the organizational structure affect employee performance in IHS Towers Nigeria?
2. To what extent is employee performance affected by the level of risk-taking by the organization?
3. To what degree does the level of teamwork in the organization affect employee performance?
4. What role does the level of competitiveness play on employee performance in IHS Towers Nigeria?
5. To what extent does IHS Towers' strategic goal orientation influence performance of employees?
6. To what degree does the organization's spend culture affect employee performance?

1.5 Scope of the Study

This study centered on IHS Towers, a multinational organization which is one of the biggest independent owners, operators and developers of telecommunications infrastructure in Sub-Saharan Africa as well as other parts of the globe (IHS Towers, 2020). The focus was on one of its subsidiaries located in Nigeria. The headquarters of IHS Towers Nigeria has about 1000 employees spread across 18 departments. The hallmark and basis for selecting the study participants are rigorous in chapter three. Notwithstanding, different levels of employees ranging from senior to entry-level staff were surveyed. This method not only helped provide insight into the company's culture but also opened a window through which job satisfaction and performance could be queried.

1.6 Significance of the Study

Holistically, the empirical-based findings of this study would benefit the academia and policymakers in corporate firms such as HR leaders and managers. This study, which examines the impact of organizational culture on employee performance, is an earnest attempt at enhancing the generalizability (or otherwise) of current theories of organizational culture. As such, the study is expected to increase theoretical knowledge regarding the effectiveness of the Hofstede's 6-D model in a developing multi-cultural African country. This is an innovative perspective which will trigger the conduct of future studies on organizational culture or serve as a basis for the comparison of the results of relevant dimensions in related or unrelated circumstances.

In addition to the aforementioned, the significance of this study can be viewed through the case study selected for this research. IHS Towers is a reflection of one of the consequences of globalization—rapid expansion of multinational businesses on the global scale. The study provides

insights into how organizational culture affects employee performance in a subsidiary of a multinational organization in Nigeria as distinct from what obtains from its other subsidiaries in other countries. With Hofstede (1980) 6-D model deployed for the investigation, the study also presents an opportunity to examine the workability of the six cultural dimensions on the topic.

Finally, this study benefits corporate policymakers. HR is often regarded as the "caretaker" of organizational culture. And so, if the culture of an organization is to enhance its general performance, then it has to provide a strategic competitive edge, while beliefs and core values will have to be largely shared and strongly established (SHRM, 2015). This study provides insight into key dimensions that are crucial for optimum performance in telecommunication firms. It also serves as an empirical reference point for the advocacy of shaping and sustenance of organizational culture in Nigeria.

1.7 Dissertation Structure

This dissertation contains six chapters. The outline of each chapter is described below:

Chapter one gives a detailed introduction on the study subject and the research problems being investigated. It describes the background, objectives, questions, and the theoretical and practical relevance of the research.

Chapter two establishes the premise for the research by reviewing related literature by scholars from various fields of study. It discusses the theoretical basis of organizational culture and then adopts Hofstede's dimensions of culture in identifying and clarifying the examined constructs. Within the chapter, current theoretical and evidence-based insights were adopted to develop a conceptual model for the research. The conceptual model formulation process culminates in the

identification of theorized causal relationship between the 6 independent variables of organizational culture and the dependent variable (employee performance). These were tested statistically in later chapters.

Chapter Three is the research methodology, which constitutes the blueprint for the research. The chapter explains the research philosophy adopted, the suitability of the research design and methodologies adopted, and the justification for the methods adopted for collecting and analyzing data. The chapter also discussed the study sample, instrument development, pilot study, and ethical considerations. The chapter also shows the result of the data reliability and validity.

Chapter Four is dedicated to data analysis and interpretation of findings. The chapter contains detailed data analyses done with descriptive statistics using the Statistical Package for the Social Sciences (*SPSS version 26*). The chapter highlights necessary data screening technique adopted and the results of the hypotheses testing.

Chapter five discusses the hypothesis results and critically interprets these results in line with existing theories, literature and empirical documentations. It summarizes the conclusions made from the findings of the study.

Chapter Six Provides empirical and pragmatic implications of the findings as well as recommendations for future research, a personal learning statement which reflects the research journey.

Chapter 2. Literature Review

2.0 Introduction

This chapter reviews scholarly literature on organizational culture and employee performance. It starts by discussing various theories of organizational culture. Subsequently, the theoretical framework underpinning the study is developed and discussed. Key concepts such as organizational structure, risk-taking, teamwork, competitiveness and spend culture are discussed. The discussions will aid the development and clarification of the concept domain for this study. These concepts are discussed alongside their influence on employee performance.

Based on the theoretical literature reviewed, the conceptual model of the study is developed in this chapter. The model tested in this study stems from the conceptual framework developed in this chapter. Based on existing empirical discussion, the hypothesis formulation process is discussed in this chapter. The study hypotheses were formulated by presenting logical assertions and theories-based propositions of the nature of relationships and correlations among the antecedent and consequent variables. This process culminates in the development of the model with which the data obtained from the employees of IHS Towers were tested.

2.1 The Concept of Organizational Culture

‘Culture’ as a word was coined from the Latin word ‘colere’, meaning to tend to the ‘earth and grow, or cultivation and nurture’ (Zimmermann, 2015). Culture is commonly regarded as a style of life of a group of people; encompassing their behaviours, belief systems, norms, thinking pattern, feeling, mode of reaction, dressing, eating pattern, greeting manners, among others. It is also the rising pool of knowledge, experience, predispositions, meanings, hierarchies, religion, society, roles, spatial relations (Irfan, 2016). Culture is regarded as a comprehensive concept due

to the fact that it is sometimes partially shared with residing together in a common social geographical area or region, where it is learned through interaction (Hofstede and Mooij, 2010).

For decades, various scholars have examined the concept of organizational culture. According to Schein (2011), organizational culture is globally regarded as a declaration of an organization's beliefs and ideals that contribute to its sense of identity and defines how tasks are executed through the provision of organizational norms, beliefs, rituals, heroes, and ideals. Armstrong (2012) defines organizational culture as the form of ideals, predispositions, beliefs, norms and suppositions which may not be documented but determine how things are done and people behave in an organization. Also, Ravasi and Schultz (2006) observe that organizational culture is a collection of common presumptions that controls the happenings within an organization by stipulating acceptable conduct for a variety of circumstances. It could also be the form of such accumulated conduct and presumptions that are taught to new staff as a manner of sensing, thinking and feeling. Hence, Nigussie (2018) asserts that organizational culture influences how individuals and groups relate or interface with one another, as well as with customers and other relevant partners.

These definitions suggest that organizational culture entails, but is not limited to, organizational structure, leadership style, goal orientations, rewards system, motivation, and approach to risk. As Nigussie (2018) theorized, culture provides entities with a sense of identity and is determined, by the entity's rituals, heroes, beliefs, ideals, language, morals, and standards. An entity's culture encompasses its areas of strengths and its success stories.

Existing literature suggests that the advantages of organizational culture can manifest in various ways. According to Ojo (2014), a sturdy culture is favorable for business due to the fact that it affords three critical benefits to the organization, namely: corporate culture is a firmly entrenched type of social influence which dictates decisions of employees and their conduct. Secondly,

corporate culture is the social cohesive agent that holds people in unity and enables them feel that they are part of the entity's experiences. The importance of this social cohesive agent is that it enables organizations to easily obtain new employees and retain best performing staff. Thirdly, corporate culture enables an organization's employees to comprehend its occasions, it also enables employees to interact more adequately, thereby attaining greater levels of collaboration with one another since they possess shared mental models of reality (McShane and Glinow, 2005).

Other benefits of organizational culture include deciding how staff members should interface each other in the work environment, and encouraging a flourishing association and competition within the work environment. An entity's culture entails important pre-established principles guiding its staff and provides a sense of direction within the work environment while creating a healthy brand image for the entity. In addition to that, an entity's culture unites all staff on a common stage as social members despite their diversified unique backgrounds (Nigussie, 2018).

2.1.1 Characteristics of Organizational Culture

Entities provide employees with a clear sense of identity. Staff members can strongly align themselves with the entity's mission, and become a part of it if its common perception and ideals are more clearly defined (Nigussie, 2018).

According to Collins and Porras (2008), organizational culture is a system of commonly-shared meaning upheld by employees which differentiate an organization from others. They maintain that these commonly-shared meanings are a collection of seven (7) major features, including: (1) Innovation and risk-bearing; whereby staff members are admonished to be creative and risk-friendly, (2) Attention to detail; the extent to which staff members are anticipated to display exactness, evaluation and attention to detail, (3) Outcome orientation; the extent to which

managerial level focuses on outcomes instead of methods and processes, (4) People orientation; the degree to which managerial-level decisions factor in the effect of results on staff members in the organization, (5) Team orientation; the scope to which job tasks are coordinated in teams instead of individual personnel, (6) Aggressiveness; the extent to which individuals display aggressive or adversarial tendencies instead of being compliant and finally, (7) Stability; which places emphasis on the extent to which an organization's events are more geared towards sustaining the current state of affairs rather than growth (Collins and Porras, 2008).

2.2 Theories of Organizational Culture

Over the years, researchers have propounded various theoretical frameworks in an attempt to explain the concept of organizational culture. Some of these theories include Hofstede 6-D model (1980), Edgar Schein model (1995), Cameron and Quinn model (2011), Deal and Kennedy model (1982), Charles Handy model (1999) and Denison organizational culture model (1995). Although this study is anchored on the Hofstede 6-D model, other related theories are briefly discussed herein.

2.2.1 Hofstede 6-D Model (1980)

The model of national culture, also referred to as 6-D model, developed by Hofstede (1980) encapsulates a variety of organizational philosophies, rituals and beliefs that differentiate it from other organizations. An organization's culture determines the conduct of employees, how they interact with each other or the external environment and also determine their engagement in productive functions. Hofstede (1980) presents six (6) dimensions that affect organizational culture. These include: Power Distance index, Uncertainty Avoidance index, Masculinity versus

Femininity, Individualism versus Collectivism index, Long-term orientation versus Short-term orientation and Indulgence versus Resistance.

Dimension 1: Power Distance Orientation, has to do with the disparities in organizational culture in line with the power allocated to employees. Some organizations believe in assigning team head or managers who are charged with the task of managing their allocated teams. They are also charged with ensuring team members reach their maximum performance potential (Nigussie, 2018). Podrug, Pavicic and Bratic (2006) used several questions to illustrate how power distance index is measured in organization. They ask whether or not the supervisor is right because they occupy the position of “supervisor” (high/large power distance) or only when the supervisor has the right answers (low/small power distance). Do employees carry out their job tasks in a precise manner because their supervisor requires it in that exact manner (significantly high/large power distance)? or because they believe it the most appropriate way (significantly low/small power distance)? This type of power distance configuration can be enshrined in the organization’s structure.

Dimension2: Uncertainty Avoidance, has to do with an organization's comfort level regarding risk-taking. Given that risk and return have become largely associated in organizations, managers must promote a certain and steady comfort level regarding risk taking (Hofstede, 1980).

GLOBE study (2014) defines uncertainty avoidance as the degree to which a group, organization or society depends on social ethos, rules and protocols to mitigate the unstableness of future activities. People possessing a high level of uncertainty avoidance worry about life security; they mostly feel a high need to gain unanimity and documented regulations and probably take fewer risks. Conversely, people with low levels of uncertainty avoidance worry less about security,

regulations and take more risks (Hofstede, 1980). In summary, the uncertainty avoidance index deals with the risk-bearing disposition of an entity.

Dimension 3: Individualism Vs Collectivism. This has to do with the extent to which an entity consolidates a group orientation and encourages a sturdy sense of interdependence (instead of independence) in the entity. Nigussie (2018) asserts that some entities significantly depend on team work to accomplish certain tasks. In these entities, what is often commonly seen are people united around a mutual interest, who collaborate and function as a team. Hofstede (2010) observes that a common culture emphasizes the maintenance of a harmonious relation between employers and their employees. It perceives an entity as a family unit or a group of well united people, which entails a high degree of team effort instead of individual-based effort (Irfan, 2016). In summary, in individual-based entities, individual points of view are encouraged on the basis of one-individual-one-vote. On the contrary, in a collectivism entity, points of view and votes are determined by in-group. Again, task supersedes relationship in individualistic entities, while relationship supersedes task in a collectivism entity (Hofstede, 2011).

Dimension 4: Masculinity Vs Femininity, has to do with the disparities in male and female ideals on organizational culture. There is a common belief that male personnel display higher levels of aggression (they are task-focused) in comparison with their female counterparts, who are believed to be more empathetic and caring (people-focused). This study regards aggressive or empathetic behaviour as the competitiveness level. According to the GLOBE study (2014), in organizations, this dimension indicates the extent to which people are assertive, confrontational and belligerent as they interact with other people. Some entities promote collaboration and unity among employees, whereas, other entities promote rivalry between their employees (Dowling, Festing

and Engel, 2017). In the workplace, Hofstede defines masculine organizations as those whose major social ideals revolve around things, money and success.

Dimension 5: Long Term Vs Short Term Orientation, has to do with the extent to which an entity or culture practically prepares for the future or tries to achieve short-run benefits. Dowling, *et al.* (2017) observed that some entities depend sturdily on short-run horizons, including short-term goals of efficiency and profit maximization. Conversely, other entities are more focused on long-term aims, including increases in market dominance and technological advances. This study views this dimension as the organization's strategic goals orientation.

Dimension 6: Indulgence Vs Restraint, has to do with the sum of expenditure made and accomplishment of organizational needs. A constrained culture probably has stringent regulations and rules for utilizing the firm's resources while an indulgent culture is likely to be more eager to expend more resources on firm's activities. On an individual level, this index or dimension examines the degree to which entities indulge in future-based conducts including stalling gratification, preparing and committing resources to the future (GLOBE study, 2014). This study conceptualizes this dimension as the organization's spending habit or spending culture. According to Gray (2018), spend culture, like the broader idea of company culture, is not one size fits all. What works for one company or industry may not work for another. For example, a spend culture that values decentralized decision-making, empowering lower-level employees to handle day-to-day purchases, might make sense in a biotech company where budgets and purchasing are coordinated at the lab level and supplemented by a rigorous reporting structure. It might not make much sense in a retail environment, where inventory and supplies are centrally controlled and access to information for front-line staff is limited.

2.2.2 Edgar Schein Model (1995)

The Edgar Schein model is premised on the notion that an entity's culture can be unraveled by having an observation of employees' reactions and their choices, as well as making an inquiry into their beliefs and cognitions with respect to issues of rightness and proper conduct (Schein, 1995). The model employs the functionalist notion and views culture as a style of core postulations that are created, found out or forged by a particular set of people as it learns to meet its challenges of exterior adaptation and interior consolidation, which has functioned satisfactorily to be regarded as cogent, and hence is educated to new members as the right manner of thinking, of perception and feeling in relation to these challenges (Schein, 1995). In the view of Schein (1995), an understanding of an entity's culture can begin with studying its artifacts, including its visible surrounding, employee relations, company rules, remuneration mechanisms as well as other visible features.

2.2.3 Cameron and Quinn Model (2011)

This model describes organizational culture using four (4) core values, including stability, flexibility, integration and differentiation. On the basis of the aforementioned values, Cameron and Quinn (2011) identified four (4) different types of cultures. The first is Clan culture which consists of mutual values and shared goals, an environment of collectivity and common assistance, and a focus on authorization and employee development. The second is Adhocracy culture which serves as an ad-hoc institution that can be dismantled once an organization's objectives are accomplished, and quickly re-established at the emergence of new objectives. The third is Market culture which is concerned with the interaction with the outside surrounding of the entity rather than its interior management. It underscores the essentials of achievement of goals. The fourth is

Hierarchy culture which contains a vivid organizational structure, formalized rules and norms, stringent supervision, and clear-cut duties (Cameron and Quinn, 2011).

2.2.4 Deal and Kennedy Model (1982)

The Deal and Kennedy model examines organizational culture using feedback (Nigussie, 2018). The model was introduced by Deal and Kennedy (1982) and it presents four (4) different types of organizational culture, such as: tough-guy macho culture, work hard/play hard culture, bet your company culture, and process culture. The tough-guy macho culture entails a culture in which feedback is obtained quickly and high rewards are given. The work hard/play hard culture entails minimal risk-taking, coupled with fast-paced feedback. The bet your company culture is such whereby high-risk decision-making is made, however results are revealed over some years. Finally, the process culture takes root in entities defined by non-existent or minimal feedback.

2.2.5 Charles Handy Model (1999)

The Charles Handy model adopted organizational structure as building blocks to categorize organizational culture into four (4) classes, including: power culture, role culture, task culture and person culture (Dolan and Lingham, 2012). The power culture entails the engrossment of power among few individuals where control trickles down from the center in a web-like fashion. In the power culture, there are minimal rules as well as bureaucracy. The role culture consists of people with well allocated authorities in a well specified structure. Basically, these entities constitute hierarchical bureaucracies whereby power derives from an individual's rank and minimal scope exists for expert power. Task culture entails one in which teams are organized for the sole purpose of resolving precise challenges. Power stems from competency in as much as teams need competency. Task cultures are mostly characterized by multiple reporting lines of a matrix

structure. Lastly, in a person culture, every person within the entity believes that they are greater than the organization. In such entities, survival is a herculean task because the idea of an organization indicates that a collection of similar-minded persons work toward the achievement of a common set of goals (Nigussie, 2018).

2.2.6 Denison Organizational Culture Model

Denison organizational culture model was introduced by Denison and Mishra (1995). In explaining the theory of organizational behaviour, the model underscores a strong association between culture and performance. It underscores the following elements of culture: involvement, consistency, adaptability and mission. As depicted in Figure 1, every one of these elements includes three other characteristics.

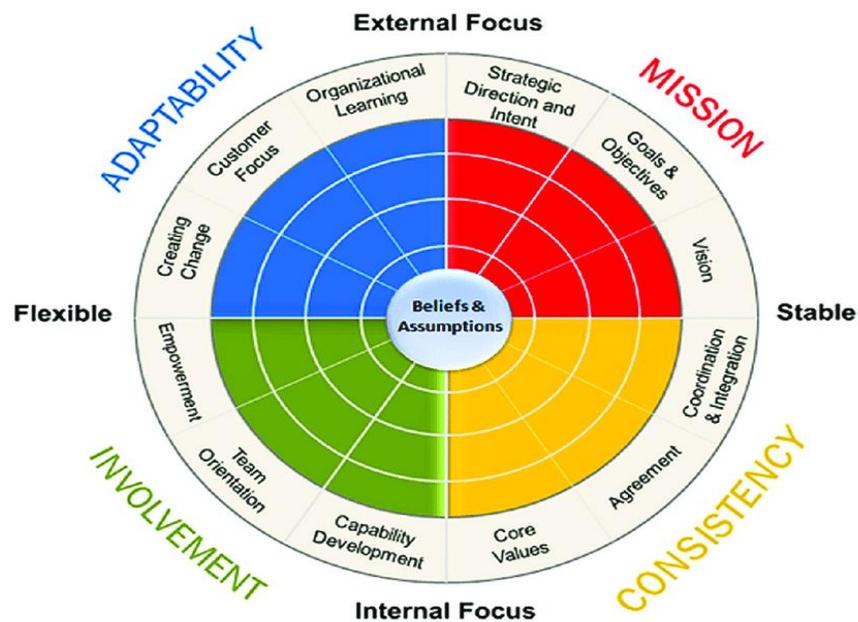


Figure 1: Denison Organizational Culture Model Circumplex
Adapted from Nigussie (2018).

While it is true that these theories are relevant, Hofstede 6-D model seems more ideal for a study on employees' performance. For instance, Denison model, though envied by many scholars, is designed to measure organizational performance holistically. In their study, Denison and Mishra, (1995) acknowledged that not all the organizational culture traits were useful predictors of employee performance and effectiveness. Again, the indexes within each construct are nearly synonymous. This can affect the design of the research instrument by making the scales seem monotonous and cause multicollinearity of scales (Hair, Black, Babin and Anderson, 2014). Hofstede's model on the other hand, is relatively exhaustive and can be easily adapted to any organizational context.

2.3 Measuring Employee Performance

Performance have been defined and measured differently by various scholars. Awadh and Alyahya (2013) view performance as the extent of an accomplishment to which an employee attains an organization's mission at the work environment. Nigussie (2018) asserts that performance entails the physical and psychological capacity of personnel to carry out duties in a precise way which may be rated as low, medium and high scale.

Management scholars have put forward two (2) key elements for employee performance measurement, and these include: action element and outcome element (Campbell 1990; Kanfer 1990; Roe 1999). The action element is the behaviour-based facet regarded as being matched with work circumstance and job definitions. This selective behaviour-based facet is a way of accomplishing goals/objectives, which serves as the resultant dimension or performance facet. Notwithstanding the fact that there is a wide variety of behaviours which may be adopted for performance measurement, Motowidlo (1997), underscores judgmental and evaluative processes that involve massive action-taking while defining performance.

More often, the word ‘performance’ is interchangeably used with productivity. Ricardo (2001) maintains that these two words (performance and productivity) mean different things. Productivity entails that the ratio indicates the mass of tasks accomplished in a time period, whereas, performance is an element of productivity, consistency and work quality. According to Armstrong (2009), performance entails the attainment of a particular job function gauged against pre-determined identified metrics of accuracy, absoluteness, cost and speed. It could also be the efforts of employees aimed at organizational goal accomplishment.

From the arguments above, it is obvious that employee performance forms the foundation for an organization’s success; hence it is regarded as a crucial element in all organizations. Nigussie (2018) maintains that employee performance is the pillar that keeps an organization strong when it results in its effective development. Organizational performance can be advanced when each employee functions in alignment with laid-down standards (Chegini, 2010). Hence, it is rational that job performance is regarded as an indispensable requirement which deals with outcomes and exploits of an organization. In the light of the crucial nature of job performance, it is imperative for management to conduct deep-rooted evaluations of their personnel in order to identify the major factors that contribute to increased job performance.

Several studies have investigated employee performance from different quantitative metrics. Vulpen (2018) of AIHR Analytics recommends 21 employee performance metrics ranging from management by objective to overtime per employee. The balance score card approach by Kaplan and Norton (1992) is also a widely accepted performance measurement tool. It measure organizational performance along four dimensions namely, customer's dimension, internal business dimension, financial dimension and innovation and learning dimension. Though relevant in employee performance appraisal, the balance score card is originally designed to measure

performance at the organizational level (U.S. Office of Personnel Management, n.d.). Silverstein (2018) acknowledged most of these metrics are subjective. Hence, to avoid bias, employee performance measures should be allocated by management or it should be a mix of measures from numerous supervisors and peers.

While providing support to the argument of Silverstein (2018), Na-Nan, Chaiprasit and Pukkeeree (2018) quantitatively measured employee performance from an employee perspective. Using a 5-point Likert scale questionnaire to survey 260 car parts assembly line workers in Thailand, 13 constructs were developed by Na-Nan, Chaiprasit and Pukkeeree (2018). These items (constructs) were first confirmed with the aid of exploratory factor analysis (EFA) and then confirmatory factor analysis (CFA) using three employee performance dimensions, namely, job time, job quality and job quantity. The results of the factor analysis confirmed the validity of the questionnaire as a reliable employee performance evaluation tool, as shown by the composite reliability of 89.4% (CR = 0.894) and the average variance extracted by up to 73.9% (AVE= 0.739). From the results of the factor analysis, Na-Nan *et al*, (2018) argued that these scales are anticipated to aid researchers as well as practitioners test theories in a developing country context. The measures by Na-Nan et al., (2018) are relevant to this study for several reasons. First, the organizations surveyed (auto-mobile assembly plants) is in the high-technology industry. Similarly, IHS Towers is a high-technology telecommunications firm. Secondly, the study area (Thailand) is a developing country and so is Nigeria. Moreover, the findings of the factor analysis indicate that the purported employee performance scale questionnaire can be used in multiple industries and scenarios as it is or with few adjustments.

All the constructs were adopted except the 4 measures of job quantity. Though relevant, these constructs were not applicable to a service firm such as IHS Towers. Rather, the measures are

more appropriate for manufacturing firms. Nevertheless, the way the questionnaire items were structured reflected knowledge of participants' perceptual awareness. Since the study sample consist of employees of IHS Towers, these scales are appropriate because they can generate empirical data about employee performance output on the basis of employee's perspective. Again, the questionnaire is less than 3 years old and captures modern perspectives of today's organization.

2.4 Empirical Review and Hypotheses Development

This section reviews existing studies done on organizational culture and employee performance in various scenarios. Hypotheses were formulated from the reviews and tested in later chapters. Although it is proven by scholars that organizational culture is predictive of organizational performance and employee performance (Irfan, 2016), it would be helpful to review the thoughts and findings of other researchers on each of the organizational culture dimensions on performance.

2.4.1 Organizational Structure and Employee Performance

Organizational structure entails the manner in which members of an organization are organized and the manner in which duties, roles and functions are allocated and assigned. It can also be seen as a formalized orientation between members of an organization with respect to the tasks, duties, roles and functions to be executed within the organization (Ghandi and Chandeur, 2011).

Damanpour (1991) maintains that organizational structure comprises the nature of formalization, hierarchical levels, stages of horizontal consolidation, concentration of authority and modes of interaction. It is how powers and roles are assigned and executed. That is, the configuration and assignment of roles and duties among an organization's employees. An organizational chart or organogram is often times employed to depict such configuration. Similarly, organizational

structure is the blueprint or mechanism that displays business proficiencies, gifts, leadership, and functional interactions and configurations (Rehman and Abdulrahman, 2015).

Organizational structure is the foundation for coordinating, including levels of hierarchy and control spans, roles, positions and tools for incorporation and problem resolution. It entails the interior distinguishing and definition of relations as well as the modes through which entities impose constraints and boundaries for effective performance of employees by restraining roles and resource control (Walton, 1986).

It is essential for all organizations to craft out their unique structures so that operations can be made more effective and efficient. Organizational structure depicts the hierarchy of personnel and their functions. It reveals the acceptable conduct of an entity and the ideals it espouses. According to Rehman and Abdulrahman (2015), the following could be considered as types of organizational structure: divisional structures, bureaucratic structures; matrix structure, and functional structures. A clearly defined and formalized organizational structure specifies and details the flow of authority and duties among employees, therefore serving as a flowchart that facilitates effectiveness in employee performance as well as overall organizational performance (Oyedeki, 1993).

The structure of an organization can be measured by its level of involvement as implied by the Power-Distance Index of Hofstede which can be considered to be the level of bureaucracy. (Hofstede, 1980). An entity that considers formality, rules, standard operating procedures, and hierarchical co-ordination important typically operates within a culture of bureaucracy. In justifying a culture of bureaucracy, Wanjiku and Agusioma (2014) stated that the future concerns of a bureaucratic culture include predictability, consistency and efficiency. Members of such a bureaucratic culture place a premium on standardized products and customer service.

Behavioral norms favor formality more than informality. Managerial personnel regard their duties as being effective coordinators, organizers and implementers of basic norms and standards. Duties, roles, functions, and power for all members of the organization are conspicuously identified and communicated. The entity's various norms, rules and procedures are documented so employees are aware that their obligation is to follow the laid-down rules and norms in executing their duties. Deshpande and Farley (1999) support this view by maintaining that in a culture of bureaucracy, ideals such as formalization, standard procedures and hierarchical coordination are acceptable norms. Their study showed that the bureaucratic structure positively affected employees' performance.

Similarly, Hassan, Anwar, Rafique and Saeed (2014) conducted a study on the "Impact of organizational structure on employees' creativity: A sector-based study". The study found that there is a strong positive association between organizational structure and employees' creativity. Furthermore, Kampini (2018) conducted a study on the "Impact of organizational structure on employee performance". The study revealed that employee performance is significantly influenced by organizational structure. The results also revealed that building a strong and effective organizational structure is critical to enhancing employees' performance because it serves as a drive to boost performance.

Finally, Shabbir (2017) investigated "Organizational structure and employees' performance: A study of brewing firms in Nigeria". This revealed that organizational structure had a significant positive effect on staff performances of brewing firms in Nigeria. Hence, the study recommended that brewing firms should prioritize the development of adequate structures that align with all organizational units and component parts in order to improve employees' performance. To test

these arguments in a multinational organizational context such as IHS Towers, the hypothesis below is postulated:

H1: Organizational structure significantly affects employee performance in IHS Towers.

2.4.2 Risk-Taking and Employee Performance

As emphasized by Hofstede (1980) and Dowling et al., (2017), uncertainty avoidance is not synonymous with risk-avoidance. Organization behaviour researchers argue that rather than avoiding risk, controlled risk taking is required as the entity draw lessons from its past exploits and failings (Nigussie, 2018). Risk-taking, in the context of organizations, is the willingness of employers and employees to embrace risks in order to innovatively execute their tasks, maximize opportunities and resolve problems facing the organization. The willingness to take calculated risks to maximize outcomes has been recognized to be one of the core virtues of entrepreneurs and a driving force for innovation (Blois, Cook and HunSaker, 2007). As such, forward-looking, liberal and innovative organizations have recognized the need to encourage and motivate their members to be risk-willing, instead of being risk-averse, in order to spur employee productivity and the overall performance of the organization (Blois, Cook and HunSaker, 2007).

Given the notion that employee innovation and creativity are born out of the willingness to take risks, most organizations have incorporated risk-taking into their culture as a way of encouraging innovation and creativity in their employees (Garmendia, 2009). Reward systems, conducive work environment, periodic orientations and other efforts are established to encourage risk-bearing attitudes and behaviours among employees (Lunenburg, 2011). Similarly, in some organizations, employees are fully empowered and authorized to take certain actions, where necessary, to solve problems or enhance organizational interests, without having to go through the bureaucracy of

obtaining around-the-clock permission from top management. In such an atmosphere, employees can easily take risks, innovate, and create remarkable means of achieving organizational objectives (Lunenburg, 2011).

However, the principle of risk-taking has to be properly defined to employees in order to avoid oversights and inadvertent outcomes. Employees need to understand that not all risks are worth taking; not all opportunities are guaranteed to yield positive outcomes; and not all situations should be handled unilaterally. At times, employees need to consult with top management, review plans and strategies with appropriate departmental experts before implementation. If such an understanding is not established, then the practice of risk-taking by employees may turn out to be counterproductive, thereby yielding adverse results (Nongo, 2012). On that note, it is crucial for employees to be properly oriented on the principle of risk-taking and empowered accordingly to take risks that generate innovative and creative ways of enhancing their performance on the job, and aggregate organizational performance. The viewpoints above suggest that risk-taking, being a component of organizational culture, significantly enhances employee performance.

Using Hofstede's dimensions, the study of Irfan (2016) revealed that organizations in Sri Lanka have a more risk-willing attitude; hence in Sri Lanka, the uncertainty avoidance index value is relatively low. Wanjiku and Agusioma (2014) assert that risk-taking level is gauged by the entrepreneurial configuration of the entity. Deshpande and Farley (1999) maintain that the entrepreneurial culture underscores values such as creativity, risk-taking, dynamism, and innovation. Such organizations pay more attention to experimentation, innovation, and being on the forefront of leadership. An entrepreneurial culture not only rapidly responds to changes in the business surrounding; it focuses more on change creation. This culture promotes individualistic contributions and versatility, which ultimately catalyzes growth.

The above premise is supported by the empirical study of Shahzad, Iqbal and Gulzar (2013) on the impact of organizational culture on employee job performance in software houses in Pakistan. The study found that innovation and risk-taking significantly and positively impacted employees' performance in Pakistan. Hence, the study concluded that an organizational culture that promotes risk-taking and innovation among employees enhances employees' dedication towards accomplishing organizational goals and facilitates improvements in employees' performance. Furthermore, the association between risk-taking and employee performance is positively supported by the study of Uddin, Luva and Hossian (2013). Using the Bangladeshi telecommunication industry as case study, the authors assessed how organizational culture impacted employee performance and productivity. The findings revealed that risk-taking (and employee involvement) had a significant impact on employee performance in the telecommunication sector in Bangladesh. Hence, the study concluded that organizational culture had a significant impact on employee performance and productivity in the dynamic emerging setting. The hypothesis below is proposed on the basis of the arguments above:

H2: Employee performance is significantly affected by risk-taking level of IHS Towers.

2.4.3 Teamwork and Employee Performance

An organization is a formal collection of various individuals with the mutual purpose of advancing their objectives, interests, or wellbeing. It comprises various individuals from heterogeneous backgrounds who are united by common interests, beliefs, cultures, and agendas. Within organizations, there are departments, which are made up of teams of professionals who must work collaboratively together to actualize the organization's goals/objectives. As such a fault or deficiency in one department may paralyze operations in all departments and undermine the organization's ability to advance its objectives and goals. This is why teamwork is very essential

in organizations (Bakker, Schaufeli, Leiter and Taris, 2008). According to the Michigan State University (2019), a thriving culture of teamwork entails an atmosphere marked by the common idea that the entity can adequately advance concerted efforts and collaboration guide how activities are executed, and how planning and decision-making are done. Organizations operating under a team-based culture gain greater degrees of employee retention; reduced expenditure on staff recruitment/training enlarges the bottom line. Basically, stalwart teams collaborate closer, enhancing their proficiencies and the organization, hence many organizations are increasingly emphasizing the development of teams in order to better achieve organizational tasks efficiently and effectively.

Hofstede (1980) theorized that the level of teamwork displayed in the organization demonstrates the firm's position in the individualism-collectivism index. In a study by Irfan (2016), collectivism is positively employed in government-owned and commercial organizations in Sri Lanka. This is due to the fact that the employer-employee relationship is morally-driven and adequate understanding exists between managerial personnel and other levels. Therefore, organizational performance improves because of the adoption of a collaborative problem-resolution method, speedy decision-making procedures, cooperation and interactions between personnel, as well as robust communication, among others. The GLOBE study (2014) revealed that Nigerian organizations encourage values such as pride, allegiance, and cooperation among their personnel, and greatly appreciate collaboration and shared purpose/goals. The study measured this style in terms of the organization possessing facets such as collective team orientation, team integrator, diplomatic, (reverse scored) malevolent, and administratively competent. In the view of Saad and Abbas (2018), organizing teamwork is essential in creating an effective organizational structure in which every employee is able to align their competency with the task they are anticipated to

accomplish. Hence, each employee can easily identify complementarities between their activities and results. Teamwork is thus essential in enhancing individual and group learning which influences organizational performance.

The association between teamwork and organizational performance is positively supported by the study of Salihu, Salihu and Musa (2016), which revealed that employee teamwork (employee involvement) had a direct and significant impact on employee job productivity. Similarly, the study of Saad and Abbas (2018) revealed that coordinating teamwork positively influences employee job performance. Consequent upon the argument above, the hypothesis below is proposed:

H3: Teamwork positively influences employee performance in IHS Towers.

2.4.4 Competitiveness Level and Employee Performance

In high performing organizations, members search for novel and more effective ways to consistently satisfy the expectations of customers. A study by Wanjiku and Agusioma (2014) provided empirical evidence that workers prefer work spaces that optimize their capacity to be innovative, ingenious, resourceful, self-dependent, interactive with co-workers, etcetera. Their study was executed in a non-governmental organization context. According to Wanjiku and Agusioma (2014), the realization of feasible and pressing aims, particularly monetary and market-oriented ones, indicates a competitive culture. A vibrant competitive drive and an orientation of profit maximization thrive in the entirety of the organization. Within a market-driven culture, the association between employees and the organization is based on contract. Employees are accountable for returns in return. Deshpande and Farley (1999) observe that in a competitive culture, ideals regarding pressing goals, competitive edge, market dominance, and profitability are underscored.

In his study of organizational culture across different countries, Hofstede (2011) stressed that high masculine countries (such as Germany) emphasized income, acknowledgement, promotion, challenge, affluence, great job pressures in the workplace. Conversely, high feminine countries (such as Norway) lay emphasis on empathy towards other people, quality of life; collaboration, cordial environment, job security, collective decision-making; minimal job pressures. Based on the above discussion and the observation that far less is known about organizational competitiveness in Nigeria, the study presents the hypothesis below for testing:

H4: There is a positive relationship between competitiveness level and employee performance in IHS Towers.

2.4.5 Strategic Goal Orientation and Employee Performance

Strategic goals are designed to specify the initiatives and potential accomplishments of the strategies adopted by a business organization. (Schreiner, 2017). Strategic goals as a long-term specification of the core achievements or targets that an organization intends to accomplish given its resources, and other factors in its environment. (Wilmington, 2019). Strategic goals clarify an organization's vision and specify its intended results. Generally, they are set by highest-level management staff, who bear the responsibility of providing the leadership crucial for organizational growth. Strategic goals concretize an organization's vision and enable management to coordinate and drive employees.

Similar to the aforementioned, Manning (2019) maintains that setting strategic goals are capable of significantly impacting the success and productivity of employees. Strategic goals influence how and where employees' energy and resources are used. They also provide employees with solid objectives which will keep them focused and motivated. Generally, setting strategic goals enables an organization to define its priorities, control resource allocation, direct the creation and

maintenance of budgets, influence the formation of teams, and provide focus and motivation for employees. Lastly, it also provides comprehensive data used to measure team's results (Manning, 2019).

A company's strategic goal is usually reflected in its mission and vision. Awadh and Alyahya (2013) hypothesized that in thriving companies the goals/objectives tend to be short-term oriented. They added that precise aims are set to enable personnel comprehend the relationship between their daily tasks and the company's vision. Vision entails the sole purpose for which the entity exists and why it competitively operates in a given industry. In the view of Achua and Lussier (2013), culture presents a common understanding of a company's identity. An appropriately designed culture is capable of making members of the company feel valued and important; thereby serving as extra motivation that enable them collectively work together in pursuit of the corporate goals. Hence, a glitch in one department or team of employee may hinder the organization's overall ability to effectively actualize its strategic goals (Uddin et al., 2013). This underscores the ever-increasing importance of strategic goals orientation in improving employee performance and overall organizational performance.

This premise is supported by the work of Saad and Abbas (2018) carried out on Saudi Arabian public sector work culture. The findings revealed that achieving goals orientations positively impact job performance of employees. The premise is also consistent in an African clime as evidenced from the study of Sarpong (2012). The study examined the effect of employee orientation on performance in the Ghana Education Service. It proved that employee orientation (such as strategic goal orientation) had a significant effect on performance in the Ghana Education Service. On the basis of this finding, the study recommended that frequent orientation programmes

with improved quality should be organized for employees alongside the provision of a suitable work environment as a way of advancing performance.

As revealed by the study of Wanjiku and Agusioma (2014) an employee's consistent dedication to an entity is replaced with the entity's consistent dedication to the employee. Generally, employees believe that the firm will reward their efforts with increased earnings, promotions, among other types of acknowledgements. As a result, employees become answerable to the company for their conducts in the duration of their employment. On the contrary, a recent study by Nigussie (2018) on organizational culture on employee perceived performance found that the firms' mission or strategic goal did not account for employee performance. This quantitative empirical study was undertaken in a banking sector in Addis Abba, Ethiopia. To test the above arguments in a different sector (telecommunications), the following hypothesis is proposed:

H5: Strategic goal orientation significantly influences performance of employees in IHS Towers.

2.4.6 Organization's Spend Culture and Employee Performance

In this study, Hofstede (1980) Indulgence-Restraint dimension is operationalized as the spend culture of organizations. Spend culture has to do with how an organization commits its resources into projects and assets such as personnel, processes, and systems. It is a way of understanding how a company decides to spend its financial resources; it gives insight into the overall company strategy and its management style (Gray, 2018). While it is true that financial resources are critical to firm's operations and performance, different organizations exhibit various spending patterns. Some are more willing to commit financial resources on new projects while others are highly prudent with their budget. Organizations exercising restraint can observe productivity for critical purposes, including corporate planning, improvement, or comparison with competitors. According

to Burke and Friedman (2011) the organization spending pattern cuts across production planning, and control, cost of production, inventory management, operation research, specialization, cost and budgetary control, marketing research, matching demand and supply, replacement of obsolete technology, maintenance, among others. These cost centers facilitate increases in organizational performance (Burke and Friedman, 2011).

A company's spend culture is part of its personality, and how that is reflected is in the way it utilizes and controls its capital (Gray, 2018). In demonstrating the association between organizational spend culture and employee performance, Burke and Friedman (2011) emphasized that in the evaluation of employee performance, cost is an important requirement. Costs of employees and their output are factored in, and the association is identified between cost and benefit. Each employee's time, efforts and expenses are summated. The total output and cost are factored in, before cost per unit is summated. This reveals the comparative value of an organization's employee.

Gray (2018) acknowledged that organization spend culture is usually overlooked by researchers of corporate culture. Nevertheless, the effect spend culture has on the direction, efficiency and performance of a business cannot be understated. The processes, rules and behaviours surrounding the use of funds in an organization have a major impact in its rate of growth and long-term potential. From the above discussions, the following hypothesis is advanced to be empirically tested:

H6: Organization's spend culture significantly affects employee performance of in IHS Towers.

2.5 Conceptual Framework

Based on literature reviewed and the hypotheses development process, the conceptual framework (Figure 2) for this study was developed and tested. In the context of this study, the main objective was to determine how organizational culture affected employee performance with special emphasis on IHS Towers. Consequently, the predictor (independent) variable is organizational culture, while employee performance is the outcome (dependent) variable. As shown in the model, there are six independent variables (organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation and spend culture) and one dependent variable to be tested (employee performance).

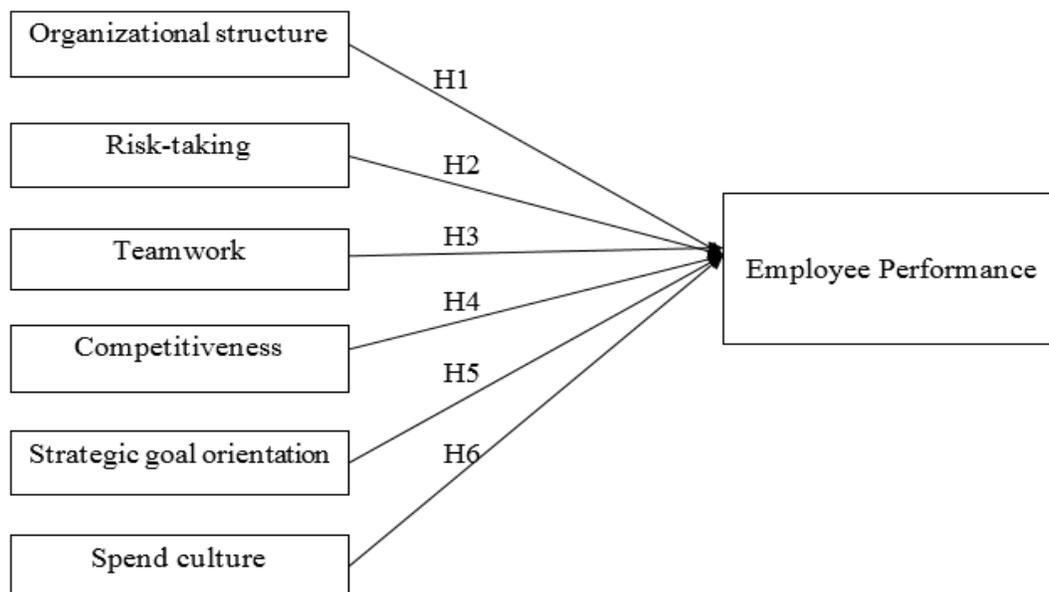


Figure 2: Conceptual framework showing hypothesized relationships.

2.6 Summary

This chapter discussed the concept of organizational culture and employee performance. As seen from the discussions, existing researches on organizational culture and employee performance are usually anchored in theoretical frameworks and models. Some of the models include Hofstede 6-

D model, Edgar Schein model, Cameron and Quinn model, Deal and Kennedy model, Charles Handy model and Denison model. These theories were discussed in this chapter in an effort to justify the adoption of Hofstede's model for this study.

Chapter 3. Research Methodology

3.1 Introduction

This chapter reviews the aim and objective of the research as reflected in Table 1. The research process employed as well as the justification for the chosen research design is also succinctly discussed.

Table 3.1: Research Objectives

<ol style="list-style-type: none">1. Examining the impact of organizational structure on employee performance in IHS Towers Nigeria.2. Determining the extent to which employee performance is affected by the level of risk-taking by the organization.3. Investigating the degree to which the level of teamwork in IHS Towers Nigeria affect employee performance.4. Determining the effect of firms' competitiveness level on employee performance in IHS Towers Nigeria.5. Determining the extent to which IHS Towers' strategic goal orientation influence performance of employees.6. Examining the degree to which the organization's spend culture affect employee performance.

This chapter outlines the research method and design, as well as the research philosophy and strategy employed. The researcher also examines how the study instrument was designed, the survey design, pilot study, target population and sample. Lastly, limitations arising from the research outcomes and ethical considerations are also discussed.

3.2 Research Framework

The research framework for this study was guided by Saunders, Lewis and Thornhill (2019) “Research Onion diagram”. The researcher presumed that the right research strategy can be identified by peeling away each onion layer, and this is evident throughout the chapter and table 3.5 below depicts the research methodology used in this research.

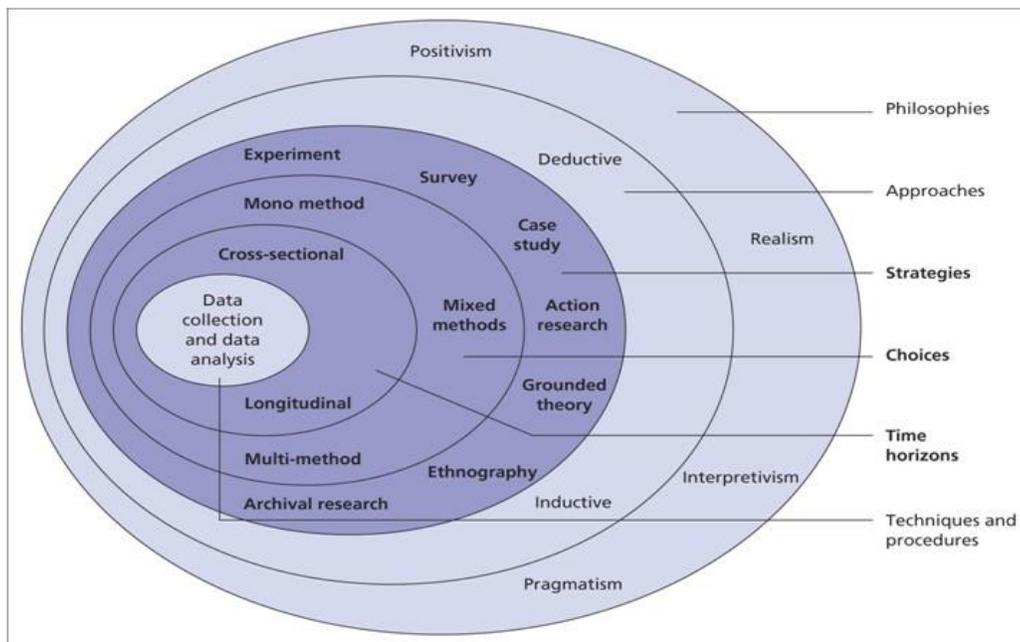


Figure 3: The Research Onion Source: (Saunders et al., 2019)

3.3 Research Philosophy

According to Gill and Johnson (2010), Epistemology and Ontology constitute the two philosophical arguments predominant in research. Epistemology examines the broader, philosophical issues related to the basic makeup of knowledge and what builds ample information (or data) in a research, whereas, ontology sees the world from a distinct perspective related to ongoing changes. This technique promotes a broad view of the meaning of research and its composition, which creates an enormous view of engaging in and completing the study.

In business and management-oriented studies, three (3) primary epistemological orientations are normally employed, including: positivism, realism and interpretivism (Saunders et al., 2019). The nature of research questions designed for this research is one that calls for a method that accelerates data collection for statistically testing the hypothesized association among the study variables (as displayed in Tables 3.2 and 3.3). Therefore, the positivist epistemological philosophical approach is considered suitable for adoption.

Table 3.2: Research Questions

<ol style="list-style-type: none">1. To what extent does the organizational structure affect employee performance in IHS Towers Nigeria?2. To what extent is employee performance affected by the level of risk-taking by the organization?3. To what degree does the level of teamwork in the organization affect employee performance?4. What role does the level of competitiveness play on employee performance in IHS Towers Nigeria?5. To what extent does IHS Towers' strategic goal orientation influence performance of employees?6. To what degree does the organization's spend culture affect employee performance?
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Table 3.3: Research Hypotheses

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|--|
| <p>H1: Organizational structure significantly affect employee performance in IHS Towers.</p> <p>H2: Employee performance is significantly affected by risk-taking level of IHS Towers.</p> <p>H3: Teamwork positively influences employee performance in IHS Towers.</p> <p>H4: There is a positive relationship between competitiveness level and employee performance in IHS Towers.</p> <p>H5: Strategic goal orientation significantly influence performance of employees in IHS Towers.</p> <p>H6: Organization's spend culture significantly affects employee performance in IHS Towers.</p> |
|--|

3.3.1. Rationale for Positivism

The purpose of employing the positivist philosophy in the research is to provide broad causal-explanatory theories for comprehending the association between organizational culture and employee performance. This cause-and-effect relationship are to be verified using methods of sciences (Bryman and Bell, 2011; Hair, Black Jr., Babin, and Anderson, 2010). Positivist approach is most ideal as opposed to realism and interpretivism. Although realism shares a common data gathering and analysis approach with positivism, it avoids the use of the precepts of the natural sciences in the assessment of issues related to social phenomena. Contrarily, interpretivism absolutely discourages the scientific approach and processes for the assessment of social issues, instead, it promotes the adoption of qualitative research techniques (Slevitch, 2011; Saunders et al., 2019).

3.4 Research Approach and Strategy

A research approach entails a strategy or broad configuration of the conduct of a study. Kumar, Aaker and Day, (2002) hold that research approaches are categorized into one of three classes, namely: descriptive study, exploratory study or causal study. Descriptive research approach was employed in this study. Cooper and Schindler (2011), assert that the purpose of a descriptive study

is to identify associations among various variables, and describe the properties of such associations regarding a specific population. Descriptive studies may have hypotheses; however, they tend to be probabilistic or assumptive. Contrarily, the associations evaluated in descriptive research are, by nature, not completely 'causal'. They are solely concerned with ascertaining the rate at which an event happens or the degree to which two variables co-vary (Churchill, 2001).

Exploratory research approach (such as the case study) is mostly concerned with elongated unstructured interviews of individuals engaged in the situation. This approach is useful in hypothesis development and it can be a substantial way of comprehending complicated phenomena. Causal research manifests as field, laboratory or natural experiments in which certain variables are monitored and rigorously gauge disparities relative to the effect, after controlling for immaterial variables which may meddle or trigger such disparities (Bryman and Bell, 2011). These explanations reveal that descriptive research approach was more suitable for the study as it aimed to test (rather than produce) the formulated hypotheses.

Generally, descriptive studies are extensively classified as either longitudinal studies or cross-sectional studies. A longitudinal research is a form of observation-based research in which data on a particular subject are collected over an elongated time period, probably years (Saunders et al., 2019). This method is inappropriate for this research because the study is time-bound. However, cross-sectional survey method was well suitable for this researcher because it prevented the researcher from adjusting or tweaking the research variables. The study primarily sought to collect one-time-only primary data from the target sample in order to examine the association between the specified proxies of organizational culture and employee performance.

3.5 Research Design

Research design presents “the framework for the collection and interpretation of data” (Bryman and Bell, 2011). When choosing a design, Cooper and Schindler (2011) highlight certain dimensions to be considered as explained in the following sub-sections:

3.5.1 Degree of Research Questions Crystallization

Cooper and Schindler (2011) assert that degree of research question crystallization entails the degree of structure and the present purpose of the study. Wrongly-defined research problem, objectives and questions can make the research problem be deemed as loosed. In a situation like that, the appropriate research design is exploratory design that develops clear concepts and insights (Kumar et al., 2002; Churchill, 2001). This study employs exploratory research design in the form of literature review in order to describe the problem and identify key explanatory variables (see chapter 2). In developing the hypotheses for the study and identifying the associations examined, a formal study design was used.

3.5.2 The Purpose of the Study

Exploratory methods are often employed to actualize a study objective seeking to illuminate or explain a concept domain. Descriptive designs are employed to examine studies concerned with determining what, how, when and why (Cooper and Schindler, 2011). This research is concerned with demonstrating the association between organizational culture proxies (independent variables) and employee performance (dependent variable) devoid of intentional adjustment of variables by the researcher. Therefore, the design suitable for the study is descriptive and causal-explanatory design. This is different from causal-predictive design which predicts an influence by modifying or tweaking a variable while holding other variables constant (Cooper and Schindler, 2011).

Despite the fact that cross-sectional design is regarded as less effective at describing causal associations, Bryman and Bell (2011) contend that since certain variables can be regarded as given, it gives us an insight into how inferences can be made in cross-sectional studies. Hence, cross-sectional research design enables causal inferences to be made using sample data. Consequently, this research deems organizational structure, risk-bearing, collective work, competitiveness and spending culture as factors responsible for influencing employee performance. The study objectives and questions will probably be resolved by employing this research method.

3.5.3 Time Dimension

As discussed in section 3.4, this research adopts a cross-sectional one-time-only survey method due to the fact that it is required to be concluded within a specified time period.

3.5.4 Topical Scope

Topical scope reflects the length and breadth of a given research (Cooper and Schindler, 2011). A research subject is regarded as possessing breadth instead of depth if it aims to address population properties by making inferences from a defining sample. Research subjects that underscore complete and rigorous contextual evaluation of minimal situations or phenomena and their associations can be regarded to possess depth instead of breadth. Hypothesis testing is complicated by the fact that case studies depend on qualitative data (Cooper and Schindler, 2011). Judging from the scope of the subject and aims of the study, it is conducted as a statistical research.

3.5.5 The Research Environment

The condition (field condition or laboratory setting) under which a study is conducted and finalized is referred to as research environment. Like a majority of studies in the social sciences, this study views the social aspect of a phenomenon as its best suitable setting. The environment for the

research is IHS Towers. Judging by the above narrative, this research employs causal-explanatory design rooted in the cross-sectional research design. Cross-sectional method facilitates the utilization of structured questionnaire or interviews to obtain primary data from a cross-section of a population of interest at a one-time period, so that the data can be analyzed to identify trends of variation or relationship (Bryman and Bell, 2011). Furthermore, in order to accomplish the research questions and aims, the research design employed enhances the re-applicability (and cogency of generalizations) of the research. This is due to the fact that the research design clearly and conspicuously specifies the procedures for choosing participants and dimensions of variables.

3.6 Research Choice and Method

There are three broad research choices - mono-method (single quantitative or qualitative technique), multi-method research (multiple qualitative or quantitative techniques) and mixed-methods research (integration of quantitative and qualitative techniques) (Creswell and Plano Clark, 2010). Basically, data are in a numerical form and are treated using quantitative techniques in quantitative studies. Conversely, in a qualitative study, information obtained is in the form of text and is analyzed using qualitative data approach. Due to these reasons, the study employs mono-quantitative approach in conformity to its aims. Similarly, the causal-explanatory design is employed. Consequently, obtained data will be treated using multiple linear regression method to ascertain the effect of the multiple independent variables (organizational structure, risk-taking, teamwork, competitiveness and spend culture) on a singular dependent variable (employee performance) (Hair et al., 2010).

3.7 Study Population

Employees of IHS Towers Nigeria constitute the population for this study. IHS Towers, is a subsidiary of IHS Group - the largest independent owners, operators, and developers of shared telecommunications infrastructure across sub-Saharan Africa and other parts of the world (IHS Towers, 2020). Headquartered in Lagos, with branches in various other regions, including Abuja, Port-Harcourt and Ibadan. The organization comprises eighteen (18) departments.

IHS Towers Nigeria reflects one of the consequences of globalization—rapid expansion of multinational businesses on the global scale. Studying this organization will provide insights into the impact of organizational culture on the performance of employees in a subsidiary of a multinational organization in Nigeria as distinct from what obtains from its other subsidiaries in other countries. This position validates the adoption of IHS Towers as a case study for assessing organizational culture and employee performance.

3.7.1 Target Population

The target population of this research consists of headquarter employees of IHS Towers which are about 1000 employees (IHS Towers, 2020). This population is targeted on the basis of the notion that head office employees are better exposure, experienced and abreast of crucial issues of the organization. They are therefore better positioned to comprehend and identify the current working cultures of their organization. The organizational chart constituted the sampling frame which enabled the study sample to be drawn. This sampling frame was made up of Executive, Management, professional and para-professional staff across various departments and divisions.

3.8 Target Sample and Sampling Method

Sample are fitting and sufficient to the extent that they are fit-for-purpose, indicative of the target population, correct and valid (Moy, 2015). Yamane (1964) maintains that obtaining a characteristic sample size for a particular finite population, a scientific method must be employed. To ensure representativeness and accuracy of estimates, the Taro Yamane formula below is adopted to determine the sample size:

$$n = N / (1 + N(e)^2)$$

Where:

N = is the total population

n = is the sample from the population

e = is the error term, which is 5% (i.e. at 95% confidence interval)

$$n = 1000 / (1 + 1000(0.05)^2) = 286 \text{ target respondents}$$

As argued by Hair et al., (2010) a sample size between 100 and 200 is deemed adequate for a research with a fairly large population. Hence, a sample size of 286 is adequate and representative of the population.

Based on the above formula, a suitable method is to employ probability sampling techniques in which all population elements have a propensity of being part of the sample-- a requirement that assists the researcher to ensure the degree of representation of their sample (Saunders et al, 2019). However, to achieve the study objectives, a non-probability sampling design was adopted for several reasons. First, the research objectives and questions require significant level of experience and comprehension level to appreciate the impact of organization's culture. Hence, the target study sample consists of senior to entry level employees. Employees in job positions like; drivers, guards and cook did not form part of the target sample.

Though classified as para-professionals in IHS Towers' organizational chart, it is assumed that they have minimum levels of experience and comprehension level to appreciate the impact of the organization's culture. In addition, employees who have less than one year service experience were also excluded from the study. This research employs a non-probability judgmental/purposive method because it appropriately suits the aims of the research. Also, the lockdown restrictions imposed by regulatory authorities in response to the Coronavirus (COVID-19) pandemic as of the time of conducting this study have caused most employees to work from home. This made it difficult to implement random sampling technique. Hence, common sense was necessary in choosing the sample elements for the study. Kumar et al. (2002) observe that in certain conditions, judgment and common sense can be employed to obtain a sample that represents the properties of a target population.

3.9 Research Instrument and Data Collection Techniques

Firstly, to reduce miscalculations likely to emerge from ineffective questionnaire design, the study considered how the information would be measured or analyzed; the target population; and the most appropriate communication approach (Cooper and Schindler, 2011). A structured questionnaire using Likert scale was adopted to measure the respondents' opinion on pre-specified measurement statements. This scale not only provides interval data that enable statistical analyses; it also highly reliable in comparison with other measures (Cooper and Schindler, 2011; Hair et al., 2010). In concert with the research aims, the research chooses different levels of employees ranging from senior to entry level staff to comprise target population in order to supply relevant information. To reduce measurement miscalculations rising from the choice of participants, only participants abreast of the conduct under study are chosen (Dawes et al., 1998).

The matter of communication relates to the decisions as to the collection of relevant information. This research adopted an online web-based survey for data collection. This was adopted primarily due to inadequate research timeframe and the lockdown restrictions imposed by the government which prevented the researcher from visiting the study area. Nevertheless, the urge to furnish potential participants with greater clarity and guarantees may have led to the adoption of other techniques, like self-completed questionnaire or structured interviews.

In concert with the research design and objectives, the study adopts structured enquiries (or closed-ended enquiries) in order to obtain relevant quantitative data. The use of close-ended enquiries with Likert scale-type metrics indicating the enormity and weight of participants' responses can determine both attitude consistency and steadiness (Raykov and Calantone, 2014). In an attempt to guarantee that the enquiries designed for the study relay understandable meanings to the participants, complex words, double-loaded, individualized, and long enquiries were kept out (Kumar et al., 2002; Churchill, 2001). Each individual question is also rationally presented and ranked in a way that maintains the interests of participants in responding to the enquiries.

3.9.1 Designing the Questionnaire

The questionnaire adopted for this research consists of two categories of measurement questions, including: classification questions and target questions. The classification questions are less sensitive and are applied at the start of the study in order to act like filters for inclusion or exclusion of respondents and to determine trends within them (Cooper and Schindler, 2011). The questions include socio-demographic variables such as, Position in the organization, duration of work experience with the organization, and educational level. Sensitive questions such as Gender and Legality were avoided due to the multi-cultural nature of the organization. For instance, since the study is domiciled in Nigeria, the cultural values rub off on some organizational employees. While

it is crucial to use more than the two basic classification of gender to demonstrate recognition of gender diversity and human right inclusiveness, many Nigerians do not find this comfortable due to cultural and national laws on sexuality.

On the other hand, target questions examine the investigative enquiries of the study (Cooper and Schindler, 2011). The research classifies the target enquiries into subjects that represent the study variables. Every question is designed with a defined set of pre-determined options (close-ended questions). Experts assert that an appropriate measurement instrument needs to effectively show the metrics of the study constructs or concepts. All the measurement items for organizational culture and employee performance are developed from evaluations of existing literary documentations and established metrics as well as instruments adopted previously to measure related concepts/constructs in earlier investigations.

3.9.2 Measurements of Organizational Culture

Each of the six dimensions will be measured from the literature reviewed in Chapter 2. This approach was used because the dimensions of the Hofstede 6-D model were operationalized to fit the study context. Organizational structure measures were adapted from the work of Podrug, et al. (2006); Risk-taking was measured from the findings of Hofstede (1980); and GLOBE study (2014). Teamwork constructs were modified from the studies by Nigussie (2018); Hofstede and Mooij (2010); and Irfan, (2016). To measure competitiveness, the works of GLOBE study (2014); Dowling, *et al.* (2017) were helpful. Constructs on strategic goal orientation were adapted from the studies of Dowling, *et al.* (2017); Wanjiku and Agusioma (2014). Spend culture constructs were obtained from the arguments of GLOBE study (2014); and Gray (2018).

3.9.3 Employee Performance Measurements

As argued by Silverstein (2018) objectivity in employee performance ratings are achieved when ratings are best assigned by executives, multiple supervisors, and peers. This study adopts the peer-review rating of employee performance. This is because unlike executives, employees are readily accessible and easily convinced to take part in the survey due to past working relationship with the researcher. However, to minimize participants' perceptual bias, and achieve objectivity of responses, a well-validated instrument which adopts a peer-nomination metric of behavior is appropriate. This metric is confirmed as methodologically more suitable due to the fact that it is less susceptible to upward (or self-inflation) bias (Dawes et al., 1998). Therefore, to measure employee performance quantitatively, Na-Nan, Chaiprasit and Pukkeeree (2018) 5-point Likert scale questionnaire is adopted and modified because of its robustness, attentiveness to perceptual awareness, authenticity, validity, and relevance to modern firms in developing countries.

Appendix I (Table 1) presents the investigated variables of the study, their measurement metrics, measurement sources and research questions they address. In order to obtain parsimony and avoid having a lengthy questionnaire, items are limited to the most crucial and necessary. There are 21 items in total. The questionnaire options are measured on the five point Likert scales of Very High (5), High (4), Moderate (3), Low (2), and Very Low (1). A 'Don't Know' option (rated 0) is incorporated to achieve objectivity of responses. This option is synonymous with missing response and is treated as such during data analysis (Cooper and Schindler, 2011; Hair et al., 2010).

3.9.4 Pilot Study (Pre-testing the Questionnaire)

The instrument designed for the study was subjected to preliminary testing in order to ascertain that the data it obtained were suitable to its purpose. This was achieved by submitting a provisional

copy of the questionnaire to the research supervisor for validation (face validity). The supervisor's insights guided the readjustment of certain items in the preliminary draft copy of the questionnaire (Kumar et al., 2002).

Subsequently, the researcher conducted a pilot survey using the modified questionnaire in order to statistically determine the extent to which the instrument is valid and reliable (Hair et al., 2010). The pilot study also helps to assess participants' engagement with the questions asked, time span for answering these questions adequately as well as restructure or modify the questionnaire if necessary (Majid, Othman, Mohamad, Lim, and Yusof, 2017). Saunders et al., (2019) caution that a pilot survey needs to be executed on participants who share similar characteristics with the study target sample, even though they are not members of the sample. Hence, the questionnaire was mailed to employees in another IHS Towers branch in Nigeria.

Using the rule of thumb, Whitehead, Julious, Cooper and Campbell (2016) argued that 30 is an appropriate sample size for any pilot study involving a fairly large sample. Accordingly, the pilot survey was executed on 30 employees from IHS Towers, Ibadan branch. This branch is ideal for the pilot survey because, like the headquarters, it is located in the western region of Nigeria. So, both organizations are externally influenced by similar national cultural values. The data obtained from the pilot study will be analyzed statistically using the Statistical Package for Social Sciences Version 26 (SPSS 26) in order to determine the degree of validity and reliability of the instrument.

3.9.4.1 Validity

Validity entails the degree to which a research instrument has the capacity to measure the true meaning of concepts under investigation (Pallant, 2011). To scientifically confirm the questionnaire's constructs, factor analysis, (Principal Component Analysis) was used (Hair, Black,

Babin and Anderson, 2014). Factor analysis was done by executing Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity (BTS) measures on the independent variable items. The dependent variable (employee performance) was exempted from the factor analysis because the scales had already been validated by Na-Nan, Chaiprasit and Pukkeeree (2018). The KMO and BTS measures served to verify the adequacy and suitability of the sampling (Pallant, 2011). The scales designed to measure organizational culture dimensions were pulled under on the basis of Eigenvalues greater than 1 and Varimax with Kaiser Normalization rotation method. The communalities extracted for each scale all had factor loadings exceeding the tolerable level of 0.5 (Hair et al, 2010). The initial Eigen values showed that 73.1% of the total variance was explained by the components. The result showed that KMO and BTS were significant ($p < 0.05$). Hence, the scales were considered to be valid for analysis. The result is shown in Appendix I (Table 2).

3.9.4.2 Reliability

Reliability describes the persistency and constancy of results when a measurement instrument is repeated on the same group of respondents (Oluwatayo, 2012). After the pilot survey on the 30 respondents and the validity for each construct had been determined, the reliability of the questionnaire was established with Cronbach Alpha reliability co-efficient. Alpha gives a measurement of the internal stability of a scale. Tavakol and Dennick (2011) assert that acceptable values of alpha span between 0.70 and 0.95. As seen in table 3.4 below, the Cronbach's alpha coefficient of the organizational culture dimensions (predictor variable) and employee performance (outcome variable) fell within the stipulated benchmark; hence, the conclusion that the questionnaire scales are stable. Thus the instrument is deemed reliable.

Table 3.4: Reliability results

S/N	Constructs	No of Scales	Cronbach's Alpha
1	Organizational Culture	13	.850
2	Employee Performance	8	.901

Source: Fieldwork, 2020

3.9.5 Questionnaire Administration

After ascertaining validity and reliability, the verified questionnaire copy was administered to relevant target participants using the contacts (phone numbers and emails) to be supplied by the IHS Towers' Human Resources (HR) department. More so, in order to facilitate the online questionnaire distribution, an employee in the HR department was assigned as a contact person. That is to say, the contact person served as an enumerator. The enumerator was informed on the purpose of the study and the respondent selection criteria. Research assistants (enumerators) facilitate questionnaire administration effectively and efficiently (Mager and Croome, 2018). **3.10**

3.10 Data Analysis

As stated earlier in section 3.6, multiple regression will be used for hypothesis testing. Various types of descriptive statistics are used to explain patterns in the data and test the multivariate propositions (Hair et al., 2010). For ease of comprehension, the data will be displayed in tables and figures. These would be discussed in detail in Chapter 4.

3.11 Research Limitations

The major constraint of the study was the Covid-19 lock-down situation which made employees work from home. It particularly slowed down questionnaire retrieval which required constant follow-ups. The researcher upon starting this research was optimistic of higher turn-over due to the close relationship and ties with the organization. Notwithstanding, reminders were sent periodically to the respondents to address this issue. Other limitations realized at the completion of the data collection phase, are updated in Chapter 5.

3.12 Ethical Considerations

A good research is ethical therefore, a researcher must be aware of all ethical considerations before commencing a research or while choosing a research topic. This study considered discretionary involvement of participants, the protection of respondent's disclosures as well as, the safeguarding of respondent's information while conducting this research. The study's design did the utmost to ensure adherence to these ethical considerations. As an example, the web-based questionnaire featured an introductory note defining the study's objective and assuring participant's anonymity and privacy of their involvement. It also sought respondents' consent. Again, respondents were requested to respond to the instrument at a time they prefer; however, cordial notifications were sent to them one week after questionnaire administration in order to ensure prompt responses. Lastly, secondary materials adopted for the study were duly cited using appropriate referencing style at all times. In line with good conduct, all ethics was addressed.

Table 3.5: Summary of research methodology used

Philosophy	Positivist/Objectivist
Approach	Descriptive
Strategy	Cross-sectional survey
Design	Causal-explanatory based on deductive logic
Methods	Quantitative methods based on Multiple regression technique
Population	Employees of IHS Towers, Lagos, Nigeria.
Sampling method	Purposive and judgmental
Sampling frame	Organizational chart (Management, professional and para- professional cadre)
Data collection	Structured web-based questionnaires
Unit of analysis	Senior to entry level staff

Chapter 4. Data Analysis and Results

4.0 Introduction

This chapter involves the analysis of data and its interpretation. The chapters further present the results of the data analysis in line with related literature, and findings are presented in line with the six objectives of the study.

4.1 General Description of Variables

From table 4.1 below, a total of 130 questionnaires were filled and returned. However, 1 questionnaire was discarded because it fell within the exclusion criteria (completed by security department staff). This reduced to a total of 129 valid questionnaires, representing 45.10% were used for data analysis.

Table 4.1: Distribution and return of questionnaire

S/N	Item	Frequency	Percentage
1	Number of valid responses	129	45.10%
2	Number of questionnaire discarded	1	0.34%
3.	Number of responses not retrieved	156	54.54%
	Total	286	100

Source: Field Survey, 2020

4.1.2 Demographic data of the respondents

The data presented in table 4.2 shows that the highest occupied portfolio by respondents was professionals at a frequency of 83 (representing 64.3%). This indicates that the respondents are knowledgeable enough to respond to questions on organizational culture and employees' performance. Work experience of 1-5 years range had the highest frequency of 102 (79.1%). This

shows that the respondents were experienced enough to comment on the organizational culture of the company. Bachelor's degree holders were the highest qualification at 69%. This provided evidence that the respondents could read and comprehend the questionnaire items with little or no assistance. The highest number of study participants were drawn from the project management office at 14.7% and other departments were represented as shown in the table 4.2. The responses revealed that every department was adequately represented in the survey except security which fell within the study's exclusion criteria.

Table 4.2: Demographic representation of the respondents

Demographic Variable	Total	Percent (%)
Portfolio		
Executive	8	6.2
Manager	28	21.7
Para-Professional	10	7.8
Professional	83	64.3
Total	129	100
Years of working experience		
1-5 years	102	79.1
6-10 years	16	12.4
> 10 years	11	8.5
Total	129	100
Qualification		
Bachelor's degree	89	69.0
Master's degree and higher	38	29.5
Post Graduate Diploma	1	0.8
ACCA/CPA/CGA	1	0.8
Total	129	100
Department		
Business Development	4	3.1
Commercial	17	13.2
Corporate Social Responsibility (CSR)	2	1.6
Facility	2	1.6
Finance	15	11.6
Fleet	1	0.8
Health Safety and Environment (HSE)	7	5.4
Human Resources	4	3.1
Information Technology	16	12.4
Legal	4	3.1

Network Operations Centre (NOC)	7	5.4
Operations	16	12.4
Procurement	2	1.6
Project Management Office	19	14.7
Real Estate	6	4.7
Site Acquisition (SAQ)	2	1.6
Tech Finance	5	3.9
Total	129	100

Source: Fieldwork, 2020

4.1.3 Descriptive Statistics of Variables

Employees at IHS Towers who met the inclusion criteria for the sample were asked questions that focus on organizational structure, risk-taking level, teamwork, competitiveness level, strategic goal orientation, organization’s spend culture, and their performance at work. The questions were rated on a five-point Likert scale (very low, low, moderate, high, and very high). The mean rating score (\bar{x}) of < 2.5 was considered as low; mean rating score from 2.5 to 3.5 was considered as moderate; and a mean score of >3.5 was considered to be high. The descriptive statistics of the responses are shown in table 4.3. Further insights into the descriptive analysis are presented in the discussion of findings (Section 4.4).

Table 4.3: Descriptive Statistics of Variables

Variables	MV	VL	L	M	H	VH	Mean
Organization culture							
Organizational structure:							
<i>Employees think the supervisor is always right</i>	0	0	3 (2.3%)	59 (45.7%)	60 (46.5%)	7 (5.4%)	3.55
<i>Employees perform tasks in a particular way because the supervisor wants it in that way</i>	0	0	1 (0.8%)	23 (17.8%)	62 (48.1%)	43 (33.3%)	4.14

Risk-Taking:

<i>The organization is comfortable with risk-taking</i>	1 (0.8%)	2 (1.6%)	11 (8.5%)	56 (43.4%)	56 (43.3%)	3 (2.3%)	3.34
<i>The organization relies on clearly stated rules, and procedures to alleviate unpredictability of future events</i>	0	0	2 (1.6%)	25 (19.4%)	59 (45.7%)	43 (33.3%)	4.11

Team Work:

<i>The organization promotes a strong sense of community</i>	0	4 (3.1%)	3 (2.3%)	21 (16.3%)	54 (41.9%)	47 (36.4%)	4.06
<i>Employees work with a common interest</i>	0	1 (0.8%)	7 (5.4%)	32 (24.8%)	54 (41.9%)	35 (27.1%)	3.86
<i>Employees freely express their opinions</i>	0	7 (5.4%)	10 (7.7%)	48 (37.2%)	42 (32.6%)	22 (17.1%)	3.48

Competitiveness:

<i>Employees in the organization compete among themselves</i>	1 (0.8%)	2 (1.6%)	10 (7.8%)	45 (34.9%)	54 (41.9%)	17 (13.2%)	3.55
<i>The organization competes with other firms in the industry</i>	3 (2.3%)	0	6 (4.7%)	21 (16.3%)	43 (33.3%)	56 (43.4%)	4.09

Strategic Goal Orientation:

<i>The organization plans for the future</i>	0	3 (2.3%)	4 (3.1%)	4 (3.1%)	51 (39.5%)	67 (51.9%)	4.36
<i>Employees align personal goals with those of the organization</i>	0	5 (3.9%)	9 (7.0%)	46 (35.7%)	58 (45%)	11 (8.5%)	3.47

Organization's Spend Culture:

<i>The organization is willing to invest in new projects/technology</i>	1 (0.8%)	3 (2.3%)	2 (1.6%)	20 (15.5%)	40 (31.0%)	63 (48.8%)	4.20
<i>The organization is willing to invest on its employees</i>	2 (1.6%)	4 (3.1%)	15 (11.6%)	30 (23.3%)	54 (41.9%)	24 (18.6%)	3.57

Employee Performance

Job Time:

<i>Tasks are normally completed on schedule</i>	0	0	5 (3.9%)	29 (22.5%)	70 (54.3%)	25 (19.4%)	3.89
<i>Tasks are carried out within a reasonable amount of time</i>	0	1 (0.8%)	2 (1.6%)	28 (21.7%)	70 (54.3%)	28 (21.7%)	3.95
<i>The delivery of goods or services is conducted in a timely fashion</i>	2 (1.6%)	1 (0.8%)	2 (1.6%)	30 (23.3%)	69 (53.3%)	25 (19.4%)	3.84
<i>Workers achieve time-related organizational goals</i>	2 (1.6%)	0	4 (3.1%)	32 (24.8%)	66 (51.2%)	25 (19.4%)	3.82

Job Quality:

<i>Tasks are performed attentively and correctly</i>	0	0	0	20 (15.5%)	78 (60.5%)	31 (24.0%)	4.09
<i>Tasks are completed as per the specifications and standards</i>	0	1 (0.85)	0	21 (16.3%)	66 (51.2%)	41 (31.8%)	4.13
<i>Quality inspection is conducted prior to the delivery of goods or services</i>	0	1 (0.8%)	2 (1.6%)	24 (18.6%)	60 (46.5%)	42 (32.6%)	4.09
<i>Services delivered meet the expectations of customers</i>	0	1 (0.8%)	3 (2.3%)	19 (14.7%)	61 (47.3%)	45 (34.9%)	4.13

Key:

MV = Missing Value, VL = very Low, L = Low, M = Medium, H = High, VH = Very High

4.2 Test of Hypotheses

The multiple regression statistical technique was employed in testing (at 0.05 level) for the significance effect of the independent variables (organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation, and organizational spend culture) on the dependent variable (employee performance). The results of multiple regression analysis of the prediction of employee performance using the six independent variables is presented in tables 4.4 and 4.5. Table 4.4 shows the correlation matrix for the variables, while table 4.5 shows the actual results of the multiple regression analysis. The tested hypotheses are stated as follows:

H1: Organizational structure significantly affects employee performance in IHS Towers.

H2: Employee performance is significantly affected by risk-taking level of IHS Towers.

H3: Teamwork positively influences employee performance in IHS Towers.

H4: There is a positive relationship between competitiveness level and employee performance in IHS Towers.

H5: Strategic goal orientation significantly influence the performance of employees in IHS Towers.

H6: Organization's spend culture significantly affects employee performance in IHS Towers.

Table 4.4: Correlation matrix of employee performance and the independent variables

	OS	RT	TW	COM	SGO	OSC
OS	1	0.016	0.008	0.198	0.013	0.123
RT	0.016	1	0.424	0.260	0.304	0.322
TW	0.008	0.424	1	0.124	0.593	0.586
COM	0.198	0.260	0.124	1	0.463	0.477
SGO	0.013	0.304	0.593	0.463	1	0.684
OSC	0.123	0.322	0.586	0.477	0.684	1

Key:

OS = Organizational Structure

RT = Risk Taking

TW = Team work

COM = Competitiveness

SGO = Strategic goal orientation

OSC = Organization's Spend Culture

Table 4.4 shows the correlation matrix among the independent or predictor variables (organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation, and organization's spend culture). It can be seen from the table that the entire correlations coefficients are positive, which implies a positive relationship among all the variables. According to Hair et al, (2014), an absolute correlation coefficient of >0.7 among two or more predictors indicates the presence of multicollinearity. From table 4.4, there is no issue of multicollinearity as all the predictors correlated at <0.7 .

Table 4.5: Multiple Regression Analysis

Source of variation	Sum of squares	Df	Ms	F	Sig
Regression	1270.093	6	211.682	15.947	0.000*
Residual	1619.411	122	13.274		
Total	2889.504	128			

Variables	Unstandardized coefficient		Beta	t-value	Sig(p)
	B	Std. Error			
Constant	16.433	3.728		4.408	.000
OS	-.016	.374	-.003	-0.115	.967
RT	-.453	.326	-.107	-1.388	.168
TW	.750	.193	.385	3.895	.000*
COM	.177	.248	.062	0.711	.478
SGO	1.349	.325	.434	4.157	.000*
OSC	-.192	.260	-.077	-.737	.462

*significant @ $P < 0.05$

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 ^a	.440	.412	3.643

a. Predictors: (Constant), OSC, SGO,OS, RT, COM, TW

b. Dependent Variable: EP

Table 4.5 and 4.6 show the results of the analysis of variance and regression analysis of the prediction of employee performance using organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation, and organizational spend culture. Table 4.5 shows the F-value (15.947) which is significant at 0.05 level. This implies that the six independent variables when taken together do significantly predict employee performance. Table 4.6 shows a composite correlation (R) of 0.663 which is a positive relationship and R² of 0.440 which implies that 44 % of the variance in the dependent variable (employee performance) is accounted for or predicted by the six predictors.

The lower part of the table shows the predictive capability of each of the six independent variables in predicting employee performance. The table shows that the t-value of - 0.042, - 1.388, 3.895, 0.711, 4.157 & -0.737 for organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation, and organizational spend culture respectively. Only teamwork (t= 3.895, p < 0.05), and strategic goal orientation (t= 4.157, p < 0.05), had values of ‘t’ significant at 0.05 level. This implies that these two independent variables had a significant effect on employee performance.

4.3 Summary of Data Analysis

This chapter quantitatively examined the effect of organizational culture on employee performance at IHS Towers. A summarized result of regression results and the decision on each hypothesis is

presented in table 4.7. The research findings are presented in tandem with current studies and organizational culture theories in the next chapter.

Table 4.7: Summary of Regression Result and Hypotheses Testing

Hypothesis	Developed Hypothesis	Model	Beta	Statistical Significance	Test Result	Decision
H1	Organizational structure significantly affects employee performance in IHS Towers.	Organization structure	-.003	.967	Not Significant	Rejected
H2	Employee performance is significantly affected by risk-taking level of IHS Towers.	Risk-taking level	-.107	.168	Not Significant	Rejected
H3	Teamwork positively influences employee performance in IHS Towers.	Teamwork	.385	.000	Significant	Accepted
H4	Firms' competitiveness level significantly affects employee performance in IHS Towers.	Competitiveness level	.062	.478	Not significant	Rejected
H5	Strategic goal orientation significantly influences performance of employees in IHS Towers.	Strategic goal orientation	.434	.000	Significant	Accepted
H6	Organization's spend culture significantly affects	Organization's spend culture	-.077	.462	Not Significant	Rejected

	employee performance in IHS Towers.					
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Chapter 5. Discussion and Findings

5.0 Introduction

This study sought to provide answers on the extent to which the six organizational culture variables affect employee performance at IHS Towers. The research findings are accentuated, discussed and summarized according to the study's specific objectives.

5.1 Discussion of Findings and Answers to Research Questions

5.1.1 To what extent does the organizational structure affect employee performance in IHS Towers?

The results of data analysis show that the organization structure of IHS Towers does not significantly affect employee performance ($\beta = -0.003$, $p > 0.05$). In other words, employee performance is not significantly affected by the organizational structure. This finding is not consistent with the findings of Kampini (2018) and Shabbir (2017) which shows a significant positive effect of organizational structure on employee's performance. The variation in this study finding from available literature can be linked to the fact that IHS Towers is a multi-national firm with varying structure across operational sectors, which may not be obtainable in a single firm or a group of firms in similar industry/sector. The responses presented in table 4.3, provides evidence that IHS Towers has a high Power Distance Orientation (as seen from the high mean of 3.55 and 4.14 for each scale). This is to say that in the firm, employees prefer to perform tasks the way the supervisors require and are expected to act strictly to the directions of supervisors. Although Wanjiku and Agusioma (2014) stated that a bureaucratic culture is admired for its predictability, consistency, and efficiency, the results show that such a bureaucratic pattern does not significantly influence the performance of employees in IHS Towers. Thereby suggesting that IHS Towers

change its structure to reflect one that accommodates the opinions of employees and allows employees to flex or demonstrate their creativity in the firm as supported by the study of Hassan et al. (2014).

5.1.2 To what extent is employee performance affected by the level of risk-taking by the organization?

The result of the second hypothesis showed that risk-taking is not a significant predictor of employee performance ($\beta = -0.107$, $P > 0.05$). Although existing studies reveal that risk-taking significantly impact on employee performance (Uddin et al., 2013; Shahzad, Iqbal and Gulzar, 2013), this finding is supported by the work of Nongo (2012) which empirically proved that the practice of risk-taking by organizational personnel may turn out to be counterproductive, thereby yielding adverse results. To buttress this finding, a closer look at the responses to the risk-taking scales reveals that though IHS Towers is moderately comfortable with risk-taking ($\bar{x} = 3.34$), the organization very likely depend on clearly stated rules and procedures in a bid to reduce the level of uncertainty when taking risk ($\bar{x} = 4.11$). That is to say the firm takes controlled risks which are usually linked to lessons from past exploits and failings (Nigussie, 2018). Unfortunately, this controlled risk-taking culture does not significantly reflect on the employee performance at IHS Towers. Blois, Cook and HunSaker (2007) argued against this finding by stating that rather than controlled risk, firms should take calculated risk. The latter is recognized to be a driving force for innovation. In an atmosphere where employees can easily take risks, there is evidence of innovation and remarkable means of achieving organizational objectives (Lunenburg, 2011).

5.1.3 To what degree does the level of teamwork in the organization affect employee performance?

The result of data analysis shows that teamwork significantly influences employee performance in IHS Towers ($\beta= 0.385, P < 0.05$). Theoretically, this finding is in sync with the theory as postulated by Hofstede (1980) who theorized that the level of teamwork displayed in the organization demonstrates the firm's position in the individualism-collectivism index. From a careful analysis of the mean rating, it is evident that the organization promotes teamwork among employees. This is seen from the very strong sense of community ($\bar{x} > 3.5$) and to a high extent, employees work with a common interest ($\bar{x} > 3.5$). Even though the firm promotes teamwork, the responses showed that to moderate extent, employees freely expressed their opinions. The reason for this moderation could be affiliated to the high power distance culture of the organization, coupled with the notion that tasks should be performed in line with the organizations' set down rules and procedures. This situation reveals that teamwork can thrive even in a bureaucratic organization or one with high power distance culture like IHS Towers. Such teamwork positively affects performance as supported by the findings of Salihu, Salihu and Musa (2016) and Saad and Abbas (2018).

5.1.4 What role does the level of competitiveness play on employee performance in IHS Towers Nigeria?

The result of data analysis shows that competitiveness level lacked a predictive effect on employee performance ($\beta= 0.062, P > 0.05$). The finding showed that competition in IHS Towers is high among employees and within the industry ($\bar{x} = 3.55$ and 4.09 respectively). Interestingly, the firm's competitive culture does not affect the performance of the employees. Although the employees' performance is impressive, as seen from the high ratings of all the performance scales

($\bar{x} > 3.5$), this feat is not associated with the organization's competitiveness. This indicates that competitiveness does not necessarily translate to employees' performance. According to Deshpande and Farley (1999), in a competitive culture, ideals regarding pressing goals, competitive edge, market dominance, and profitability are underscored. These are indices of organizational performance. Hence, it can be concluded that competitiveness affects organizational performance rather than individual employee performance. As noted in the preceding discussions on teamwork culture, employees prefer to work cooperatively even though the firm is structured to be highly competitive. This is supported by the study of Wanjiku and Agusioma (2014) which provided empirical evidence that rather than a competitive environment, workers prefer workspaces that optimize their capacity to be innovative, ingenious, resourceful, self-dependent, interactive with co-workers.

5.1.5 To what extent does IHS Towers' strategic goal orientation influence performance of employees?

The result of data analysis shows that there exists a significant effect of strategic goal orientation on employee performance in IHS Towers Nigeria ($\beta = 0.434$, $P < 0.05$). From the descriptive analysis, the organization is highly strategic in nature as evidence from its long term plan orientation ($\bar{x} > 3.5$). The employees to a moderate extent align their personal goals with that of the organization's long-term plan. Manning (2019) agrees with the findings of this study when he asserted that setting strategic goals are capable of significantly impacting the success and productivity of a company's personnel. This study findings equally agree with that of Saad and Abbas (2018) which revealed a positive relationship between goal orientations and job performance among Saudi Arabia workers in the public sector. In the African context, Sarpong (2012) also corroborates these findings when he found a positive correlation between goal

orientation and job performance among employees in the Ghana Education Service. This indicates that irrespective of the type of organization, strategic goal orientation is critical to the performance of the employees. Employees perform better when they are certain that the organization plan is long-term. This may be associated with the employees' sense of and need for job security. A sense of job security provides employees with concrete objectives that will keep them focused and motivated (Manning, 2019).

5.1.6 To what degree does the organization's spend culture affect employee performance?

The result of the test of hypothesis six shows organization's spend culture does not significantly predict employee performance ($\beta = -.077$, $P > 0.05$). An analysis of the mean rating for the spend culture scales showed that the organization has a very strong spend culture on projects, technology and personnel development ($\bar{x} > 3.5$). Although the firm is willing to spend funds on human and material resources, this does not significantly reflect on employee performance. In fact, from the mean rating, the firm is more committed to investing in new project/technology ($\bar{x} = 4.20$) than on employee ($\bar{x} > 3.57$). This goes a long way to show that the organization's cost centers are those that facilitate increases in the holistic organizational performance and not employee performance in particular (Burke and Friedman, 2011). Burke and Friedman (2011) outline elements of organizational spend culture to include production planning, and control, cost of production, inventory management, operation research. From the spending pattern of IHS Towers, these cost elements increase organizational overall performance, where employee performance as a variable in this study is an integral part of overall organizational performance.

5.2 Summary of Major Findings

As stated in section 1.4, the broad objective of the study was to investigate the effects of organizational culture on employee performance in IHS Towers. The study's findings enabled the realization of its specific objectives as follows:

1. Despite being a multinational firm, IHS Towers' high power distance orientation makes it bureaucratic in nature. This organizational structure does not significantly affect employee performance, thus suggesting a need for a more flexible structure.
2. Concerning risk-taking, IHS Towers largely depend on clearly stated rules and procedures in a bid to reduce the level of uncertainty (controlled risk-taking). Incidentally, this risk-taking habit does not significantly affect employee performance in the firm. This implies that a different risk-taking approach ought to be adopted for employee performance to be improved.
3. The organizational culture at IHS Towers is one which encourages teamwork as seen from the finding that teamwork positively influences employee performance in IHS Towers. It was interesting to find that even in the midst of the bureaucracy, teamwork can thrive.
4. IHS Towers' high level of competitiveness does not necessarily translate to employees' performance. Competitiveness tends to affect organizational performance on a holistic level than an individual level. For employee performance to be impacted, there should be a change in the competition culture among employees.
5. Strategic goal orientation significantly influences the performance of employees in IHS Towers. Employees perform better when they are certain that the organization is long-term oriented. This orientation appeals to the employees' sense of job security which in turn, keeps them focused and motivated with positive effect reflected on their job quality.

6. The spending pattern of IHS Towers is skewed towards projects and technology than it is to human resources. This accounts for the insignificant effect of the firm's spend culture on employee performance.

5.3 Contributions to Knowledge

Contrary to the tenets of the Power Distance Index dimension of the Hofstede (1980) 6-D model, this study has found that within a high power distance setting, teamwork can thrive among employees in an organization. This exception applies to multinational organizations. While employees try to heed clearly stated rules and follow laid down procedures with little or no questioning, they still pay attention to their intrinsic need for belonging or socialization which plays out as teamwork. Hence, firms should acknowledge this need and create an atmosphere for teamwork to thrive if they would like to see improvement in the performance of employees. Additionally, irrespective of the type of organization, strategic goal orientation is largely associated with the employees' intrinsic need for job security, which in turn, is critical to the performance of the employees. The sense of security (another intrinsic variable) coupled with the need for belonging, calls to mind the second and third levels of the Hierarchy of Need theory by Maslow (1943).

Hence, these findings have shown that Hofstede (1980) 6-D model is closely related to Maslow (1943) motivation theory. Both theories can be paired as anchor theories for future studies on organizational culture and employee performance.

Chapter 6. Conclusion and Recommendations

6.0 Introduction

The findings of this study does apply to both IHS Towers' management and employees. Hence, it is proper to make recommendations for each cadre and possibly attach the implications (For Timelines and Costs, see appendix IV).

6.1 Recommendations

6.1.1 Recommendations on Organizational Structure

For Management: The organizational structure should be reviewed to enable a more flexible and less bureaucratic culture, that is, a Matrix structure. Laid down rules and procedures should be flexible enough to accommodate the opinions and creativity of employees. One way to do this is to review the organization's communication channels. During monthly staff meetings, employees should be granted session to speak on innovative ways to move the company forward. Management should also develop an internal media- blog where anonymous feedback and innovative ideas from the employees can be assessed.

For Employees: Currently, the employees feel that supervisors are always right and prefer to perform tasks as dictated by the supervisor. This may not always be true. Hence, while performing assigned tasks, employees should be encouraged to respectfully yet professionally present their opinions and suggestions if they do not quite agree with the supervisors' directives.

Implications: The blog idea and feedback mechanism should be implemented after the pandemic, possibly during the next financial year. The idea should be introduced during the first meeting and implemented throughout the year. At the end of the financial year, the employees' productivity in terms of job completion time and quality should be compared to the performance of the previous year. Creating and managing the blog will require financial and time commitments.

6.1.2 Recommendations on Risk-Taking

For Management: Rather than controlling or minimizing risk, management should take calculated risk(s). The latter is recognized to be a driving force for innovation. IHS Towers need to improve on its risk-taking culture by creating an atmosphere where risk-taking is rewarded. A good way to start is by making provision for innovativeness allowance. This should be an amount set aside as a reward to staff who have taken initiative to improve their performances in innovative way(s) rather than relying solely on stated rules and procedures.

For Employees: Employees should be willing to try new ideas geared at improving their performance in order to be rewarded and recognized as “innovative staff of the month”.

Implications: Awards aimed at rewarding and encouraging risk-taking culture will require careful financial planning. Such awards could be presented periodically (monthly, bi-monthly, quarterly or yearly). Whether an increase in remuneration or simply an award plaque, such awards will come with a monetary cost. These costs should not be viewed as wasteful as they serve as motivation to improve employee performance. They should rather be considered as performance management strategy.

6.1.3 Recommendations on Team Work

For Management: The prevailing teamwork spirit in the organization should be encouraged and sustained. However, this should be enhanced by promoting a flexible atmosphere for expressing and implementing employees’ innovative ideas. When assigning group projects and tasks, management should identify employees with a common interest and assign them to the same workgroup. This social need mapping or segmentation can be done through surveys and analyzed using software with machine learning and artificial intelligence (AI) capabilities. Such software include SproutSocial, Qualtrics, Experian and HubSpot. During the COVID-19 pandemic,

majority of the employees work remotely. To this end, collaborative technology such as Teleconference Projectors should be adopted to foster teamwork.

For Employees: Employees should freely seek opinion from colleagues and readily assist each other. They should continue to view consider each other to be friends than foe.

Implications: Time will be required to understand the backgrounds and social needs of each employee. In the meantime, the firm should sustain the current teamwork tempo while trying to create an employee social need map. Adopting the segmentation software will require financial commitments in terms of survey development, software subscription and software training. The cost of collaborative technology should also be considered.

6.1.4 Recommendations on Competitiveness

For Management: The finding showed that although the firm is currently structured to be highly competitive, employees prefer to work cooperatively. This is not to say that competition should not be encouraged. Instead of having employees compete against themselves, employees should work as a team with a common vision to increase and sustain the firm's competitiveness within the industry in the long-term.

For Employees: Rather than compete with each other, employees should seek to work cooperatively with peers whose skills complement their job/task description in order to improve their performance.

Implications: Group tasks should be those aimed at enhancing the firm's competitive advantage within the industry. This would require research costs and planning specifically, funds will be spent on identifying competitive areas such as Green and Renewable Energy.

6.1.5 Recommendations on Strategic Goal Orientation

For Management: Although IHS Towers have long-term goal orientation, management should communicate the firm's long-term plans and vision to employees during hiring and staff meetings such as breakfast and town hall meetings. A mantra that aligns the firm's goals with those of the employees should be developed. This will impress the firms' strategic orientation on the hearts of the employees and go a long way to boost their performance.

For Employees: Employees should perceive their position as a useful link in the organization's chain. They should perform their job efficiently at the expected time so as to increase their chances of remaining with the firm for a very long time. Thereby, increasing job retention and reducing employee turn-over.

Implications: Mantras such as "I am the I in IHS Towers" IHS" Towers is incomplete without I" should be recited/chanted during staff meetings, and used as motivational lines by supervisors. It should also be encrypted on staff promotional packages, lapels, and included in emails and newsletters, for branding purposes.

6.1.6 Recommendations on Spend Culture

For Management: The firm should revisit its cost center and pay increased attention to spending on human resources in the form of training and staff development projects. Human capital should be invested on, as well as in projects or technology. This should be geared towards improving employees' performance. If employee performance improves, then this would imply success for the entire organization. This could also be in form of investing in mentorship programs for some employees to become in-house mentors, and create a peer-to-peer program for employees at different stages of their career.

For Employees: Employees should be dedicated to trainings and personal development programs put in place by the organization. Such trainings (on new technologies) would enable them perform their tasks effectively and efficiently thereby saving job time.

Implications: Employee development and training could be done online in the face of the pandemic rather than outside the shores of Nigeria. Although online training saves time and funds when compared to physical training, they still require financial implications (on the part of the organization) and time commitments (on the part of the employees). Cost of technology will have to be considered as well depending on the chosen direction.

6.2 Limitations and Suggestions for Further Research

This study was limited to only one branch of IHS Towers, the headquarters in Lagos. Further studies should be undertaken on other branches within and outside Nigeria to validate the organizational culture of IHS Towers in a national and multinational context. Secondly, the study was theoretically limited to Hofstede (1980) 6-D model. Further studies on organizational culture and employee performance of IHS Towers should adopt a robust framework such as Denison Organizational Culture Model Circumplex (Denison & Mishra, 1995) as the theoretical underpinning.

Thirdly, regardless of the relevance of this study, its findings may not be relevant to other multinational companies and industries. This is a critical limitation; hence, future researchers may replicate this study across other industries regarded as Priority Economic Zones in Nigeria (such as textile, agriculture, and biotechnology). This will serve to validate the general applicability of the study findings.

Finally, the cross-sectional approach adopted, posed another vital limitation. As a result of the

inadequate research timeframe, the results missed the dynamic nature of attitudes and opinions on the research subject; thus, it is suggested that future researcher employ longitudinal research methods and mixed-method approaches, which comprises the triangulation of quantitative and qualitative methods. These methods can present deep insights into the issues of organizational culture and further validate the research findings presented.

6.3 Personal Learning Statement

At the conclusion of any study, it is essential to review the research experience and journey travelled. Self-reflections of that sort are helpful in assessing decisions made, observing and taking lessons from limitations so as to do better over the long term. This section articulates my personal reflection during my study at the National College of Ireland, as well as my research on organizational culture and employee performance. I employed Kolb's reflective four-stage learning cycle for my self-reflection.

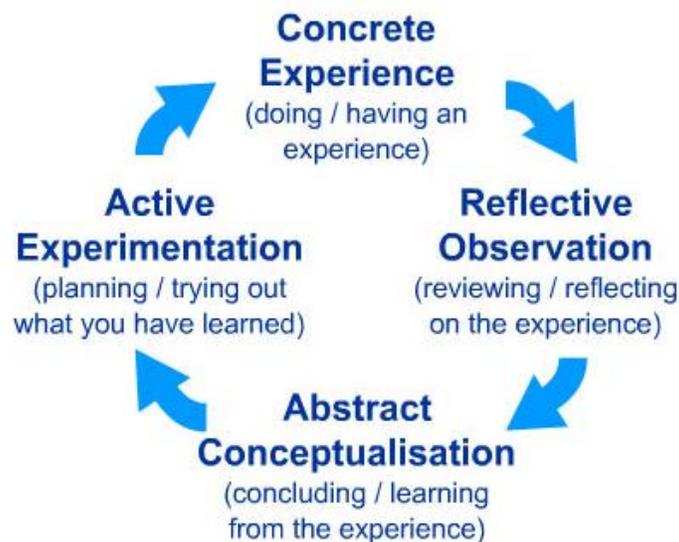


Figure 4: David Kolb's reflective learning cycle

Source: McLeod (2017)

6.3.1 Studying at Ireland

I had never been exposed to foreign education and coming to Ireland was quite daunting. I remember crying through my first assignment as it seemed impossible. Amid the culture shock, I knew that I had to stay focused. Fortunately, I aced my first assignment and this energized me to work hard and maintain a consistently high performance. Working hard and seeing the amazing results kept me motivated. The benefit of hard work was demonstrated in my election as the class governor.

6.3.2 Researching on Organizational Culture

Researching on organizational culture was born from my cultural enthusiastic disposition. Working in Nigeria exposed me to the uniqueness of different corporate cultures. I wanted to investigate the culture of the organization I worked for and confirm if their successes were attributed to the firm's corporate culture. In this research journey, I particularly found quantitative approach exciting especially by learning to use SPSS software. I never knew that quantitative method could unravel a lot on the organizational culture phenomenon. The beauty of this research results increased my appreciation for objectivity in research.

6.3.3 Conclusions and Future Plans

If I could do anything differently, it would be my Research Methods module which I performed poorly. From this research journey, I am more enlightened on conducting quality research and this understanding would have helped improve my score. Notwithstanding, the research journey has inspired me to further my education to the Ph.D. level. I am sure I would perform exceedingly well as a cultural enthusiast at the workplace.

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APPENDIX I

Table 1: Measurement Items

Variables	Measures/dimension indicators	Source of Measures/dimensions	Research Question Addressed
Organizational Structure	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. Employees think the supervisor is always right 2. Employees perform tasks in a particular way because their supervisor wants it in that way 	Podrug, Pavicic and Bratic (2006)	RQ 1
Risk-Taking	<ol style="list-style-type: none"> 1. The organization's comfort level with risk-taking 2. The extent to which the firm relies on clearly stated rules, and procedures to alleviate unpredictability of future events 	Hofstede (1980); GLOBE study (2014)	RQ 2
Teamwork	<ol style="list-style-type: none"> 1. The degree to which the firm promotes a strong sense of community 2. The extent to which employees work with a common interest 	Nigussie (2018); Hofstede and Mooij (2010); (Irfan, 2016)	RQ 3

	3. The extent to which employees freely express their opinions		
Competitiveness	<ol style="list-style-type: none"> 1. The level of competition among employees in the organization 2. The level of competition between IHS and other telecommunication firms 	GLOBE study (2014); Dowling, <i>et al.</i> (2017)	RQ 4
Strategic Goal Orientation	<ol style="list-style-type: none"> 1. The degree to which the organization plans for the future 2. The degree to which employees align personal goals with those of the organization 	Dowling, <i>et al.</i> (2017); Wanjiku and Agusioma (2014)	RQ 5
Spend Culture	<ol style="list-style-type: none"> 1. The extent to which the firm is willing to invest on new projects or technology 2. The extent to which the firm is willing to invest on its employees 	GLOBE study (2014); Gray (2018)	RQ 6
Employee Performance	<ul style="list-style-type: none"> • Job Time <p>The extent to which:</p>	Na-Nan, Chairasit and Pukkeeree (2018)	RQ 1, 2, 3, 4, 5 and 6

	<ol style="list-style-type: none"> 1. Tasks are normally completed on schedule 2. Tasks are carried out within a reasonable amount of time 3. The delivery of goods or services is conducted in a timely fashion 4. Workers achieve time-related organizational goals <ul style="list-style-type: none"> • Job Quality <p>The rate at which:</p> <ol style="list-style-type: none"> 1. Tasks are performed attentively and correctly 2. Tasks are completed as per the specifications and standards 3. Quality inspection is conducted prior to the delivery of goods or services 4. Products or services meet the expectations of customers 		
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Table 2: Factor loadings for instrument scales

Code Name	Items (independent variable scales)	Initial	Extraction
OS1	Employees think the supervisor is always right	1.000	.768
OS2	Employees perform tasks in a particular way because the supervisor wants it in that way	1.000	.885
RT1	The organization is comfortable with risk-taking	1.000	.702
RT2	The organization relies on clearly stated rules, and procedures to alleviate unpredictability of future events	1.000	.747
TW1	The organization promotes a strong sense of community	1.000	.849
TW2	Employees work with a common interest	1.000	.614
TW3	Employees freely express their opinions	1.000	.696
COMP1	Employees in the organization compete among themselves	1.000	.551
COMP2	The organization competes with other firms in the industry	1.000	.747
SGO1	The organization plans for the future	1.000	.783
SGO2	Employees align personal goals with those of the organization	1.000	.737
SC1	The organization is willing to invest in new projects/technology	1.000	.666
SC2	The organization is willing to invest on its employees	1.000	.761
Total Initial Eigenvalues			9.505
Total Variance Explained			73.117
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.653
Bartlett's Test of Sphericity/ Approx. Chi-Square			190.147
Df			78
Sig.			.000

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.



APPENDIX II

Letter to Organisation XXX (Sent via email)

Email Subject: Application for Survey Related Information

Dear Sir/Ma,

I Arogundade Motunrayo a post graduate student undergoing my master's degree at National College of Ireland kindly request for permission to obtain survey-related data from your firm. The data is relevant to my study which is intended to measure the organizational culture and employee performance. Attached herewith is a copy of the proposed questionnaire, which is entirely voluntary. The data to be obtained will be used strictly for academic purposes and strict confidentiality is assured. It will be a great honor if my request is granted as it will benefit academia and also people in management position of your firm and other set-ups at large on the discourse of organizational culture and employee performance. Upon request, results and recommendations will be provided to the organization.

Thank you very much for your consideration.

Yours Sincerely,

Arogundade, Motunrayo

(X188173667)

Researcher

APPENDIX III

Organizational Culture & Employee Performance Survey

I am currently undergoing my master's degree in Human resource management at the National College of Ireland, Dublin. I would like to appeal to you to kindly participate in this survey and most importantly will appreciate your time and responses.

Instruction: Participation in this study is anonymous and voluntary. You can choose to withdraw from this study at any time. This study is primarily concerned with the report on organizational culture and employee performance. You are not required to record your name, residency, or legal status, and the information you provide will be totally confidential. The information you provide will be used for academic purposes only. By completing this questionnaire, you have given your consent to be part of the survey. Please select the appropriate answers and thank you for your participation. For more information, contact: X188173667@student.ncirl.ie
If you want to be informed about the results of this survey, enter your email here:

The researcher realizes how precious your time is and assure you of absolute confidentiality. It will be a great help if you could fill this survey questionnaire as it will not take longer than 240 seconds.

Thank you for your participation.

Section A: Respondent's Profile

-
1. Which of the portfolio best describes your job position? Executive Management staff
 Professional Para-Professional
 2. How long have you been in this organization?
 Less than 1 year 1-5 years 6 -10 years More than 10 years
 3. What is your highest educational qualification?
 High School Diploma Bachelor's Degree Master's Degree or Higher
 Others (please state).....
 4. Which department do you work with: _____?
-

Section B: Organizational Culture

Check One Box for Each Level

Rate the extent/degree/level to which the following applies to your organization:

	Very Low	Low	Medium	High	Very High
Organizational Structure					
Employees think the supervisor is always right	<input type="checkbox"/>				
Employees perform tasks in a particular way because the supervisor wants it in that way	<input type="checkbox"/>				
Risk-Taking					
The organization is comfortable with risk-taking	<input type="checkbox"/>				
The organization relies on clearly stated rules, and procedures to alleviate unpredictability of future events	<input type="checkbox"/>				
Teamwork					
The organization promotes a strong sense of community	<input type="checkbox"/>				
Employees work with a common interest	<input type="checkbox"/>				
Employees freely express their opinions	<input type="checkbox"/>				
Competitiveness					
Employees in the organization compete among themselves	<input type="checkbox"/>				
The organization competes with other firms in the industry	<input type="checkbox"/>				
Strategic Goal Orientation					
The organization plans for the future	<input type="checkbox"/>				
Employees align personal goals with those of the organization	<input type="checkbox"/>				
Spend Culture					
The organization is willing to invest in new projects/technology	<input type="checkbox"/>				
The organization is willing to invest on its employees	<input type="checkbox"/>				

Section C: Employee Performance

Check One Box for Each Level

Please provide ratings on the extent to which:

	Very Low	Low	Medium	High	Very High
Job Time					
Tasks are normally completed on schedule	<input type="checkbox"/>				
Tasks are carried out within a reasonable amount of time	<input type="checkbox"/>				

The delivery of goods or services is conducted in a timely fashion	<input type="checkbox"/>				
Workers achieve time-related organizational goals	<input type="checkbox"/>				
Job Quality					
Tasks are performed attentively and correctly	<input type="checkbox"/>				
Tasks are completed as per the specifications and standards	<input type="checkbox"/>				
Quality inspection is conducted prior to the delivery of goods or services	<input type="checkbox"/>				
Services delivered meet the expectations of customers	<input type="checkbox"/>				

Thank you for your participation!

Approval)						
Strategic Goal Orientation						
Procurements (lapel pins, bags, files, pen, Souvenirs)	8000	8000	8000	8000	8000	\$ 40000
Branding (Costs)	5000	5000	5000	5000	5000	\$ 25000
Spend Culture						
Mentoring Programme Design	2000	2000	2000	2000	2000	\$ 10000
Staff Development Training	10000	5000	5000	5000	5000	\$ 30000
Facilitation Costs	3000	3000	3000	3000	3000	\$ 15000
Post-Implementation Reviews	-	-	-	-	2000	\$ 2000
TOTAL COSTS	53,768	36,168	36,168	36,668	38,168	\$ 200,940.

BENEFITS (COST SAVINGS)	YEAR 1 2021	YEAR 2 2022	YEAR 3 2023	YEAR 4 2024	YEAR 5 2025	TOTAL
Savings from Offshore Training Costs(Travel expenses, Allowances)	100000	100000	100000	100000	100000	\$ 500000
Productivity Gains	50000	50000	50000	50000	50000	\$ 250000
Savings from Structural Changes (E.g. Using green & renewable energy)	-	-	-	-	50000	\$ 50000
Savings from Optimized Information (or Flow)	10000	10000	10000	10000	10000	\$ 50000
Decreased Information Publishing Cost	300	300	300	300	300	\$ 1500
Reduced Staffing Cost (including Overtime)	12200	12200	12200	12200	12200	\$ 61000
Reduced Staff Turnover Costs	50000	50000	50000	50000	50000	\$ 250000
TOTAL BENEFITS (COST SAVINGS)	232500	232500	232500	232500	282500	

APPENDIX V

IHS Towers Job Grade Classification.

Grade	Titling Convention			
	Executive	Management	Professional	Para Professional / Support
1	EVP / SVP			
2		VP		
3		Director		
4		Associate Director		
5		Senior Manager	Principal Specialist	
6		Manager	Senior Specialist	
7		Team Leader	Specialist / Senior	
8			Officer / Engineer Accountant / Analyst	Officer
9				Assistant / Technician / Operator
10				Driver / Caretaker etc.

Note: Country Heads of Function [excluding Group and Nigeria] can retain the Director title at grade 4. And there may be some jobs that do not use the conventions outlined here.



