Impact of Organizational Culture on Productivity and Quality Management: a Case Study in Diamond Operations Unit, DTC Botswana

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ABSTRACT

This article examines the impact of organizational culture on productivity and quality management in Diamond Operations Unit, Diamond Trading Company (DTC) Botswana. It evaluates how the cultural setting of an organization impact productivity and quality management. Organizational culture has received ample attention both in the popular and scholarly press as an important factor predicting organizational effectiveness by inducing employees to behave effectively. The assertion that culture leads to behavior, however, has received only limited empirical support. Based on the cultural setting of Diamond Operations Unit, a structured questionnaire was developed and self-administered to employees of the Unit in DTC Botswana. A total of 50 employees participated in the study. The results showed that there was a significant correlation between organizational culture and organizational commitment. Both the organizational culture and organizational commitment had an influence on the productivity and quality management of the Diamond Operations Unit. The implications of the study are also discussed.

Keywords: Organizational Culture, Quality Management, Productivity, Diamond Operations Unit, DTC Botswana.

INTRODUCTION

Organizations envision to be effective in achieving better results through developing a vigilant business strategy. However, successful implementation of a business strategy occurs when leadership, management systems, organizational structures and organizational culture change are all aligned to the strategy. Organizational culture, which is closely connected to productivity, is critical to the business success as this is the process which an organization develops its internal capacity to be effective in its mandate in the short, medium and long term. Productivity is the art of getting the company's products and/or services to the customer at the lowest possible cost and time. Productivity is also related to quality, to customer needs and to industrial relations. This further goes to imply that productivity and good management are intertwined. Therefore, productivity is a result of motivation, and motivation thrives in a good climate.

Organizational culture provides a meaning system (Parker, 2001, 2006; Hofstede, 2001) for employees who are making sense of their environment (Weick, 2001). As such, organizational culture serves as a vehicle of the organizational influence on the individual's identity and behavior (Parker, 2000) by socializing individuals into specific norms and patterns of behavior (Ravasi and Schultz, 2006) and by providing socially shared perceptions, which create predictability in the organizational environment (Marinova, 2005). Only a limited number of studies have examined the impact of organizational culture on employee behavior, and those have specifically been restricted to studying collectivistic and individualistic organizational cultural norms as predictors of cooperative employee behavior (Clungston, 2000; Konovsky, 2000; Milkovich & Newman, 2000). Consequently, there has been a relative paucity of research examining the impact of a wider range of organizational culture norms on employee behaviors.

The question is: how can management of Diamond Operations Unit in DTC Botswana incorporate the components of organizational culture well to enhance productivity? Is management committed to support the creation of good organizational culture in Diamond Operations? How can Diamond

Operations Unit sustain and transfer good cultures to successive generation in today's dynamic environment? These questions engaged the researcher as he embarked on this paper. The main objective of this paper is to establish the association between organizational culture, productivity and quality management in the Diamond Operations Unit in DTC Botswana. The research objectives aim to address the main objective by dividing the explored area into three specific objectives:

Table1. *Research Aims, Specific Research Questions & Hypotheses*

Research Objectives	Research questions	Hypotheses
Investigation and Evaluation of the current organizational culture at Diamond Operations Unit in relation to productivity and quality management.	What are the current organizational culture at Diamond Operations Unit in relation to productivity and quality management?	H_{01}: The Diamond Operations Unit is NOT characterized by its focus on goal-achievement, leadership, employee-engagement, and innovation to achieve productivity and quality management.
Assessment of the relationship between good organizational culture and productivity in Diamond Operations Unit.	Is there a link between good organizational culture and productivity?	H_{02}: There is NO significant impact of Organizational Culture on productivity and quality management of Diamond Operations Unit.
Identify specific actions Diamond Operations Unit should take to integrate well the various components of good organizational culture.	What steps should Diamond Operations Unit take to integrate the various components of organizational culture in order to enhance productivity?	***NB Hypotheses are dealt with in detail in the Methodology sector.**

The importance of this study is to identify the organization culture of Diamond Operations Unit at DTC Botswana that may be particularly important during times of change, merger or acquisition or when planning the operational business and human resources strategies. The other reason is to acquire knowledge that would be beneficial and important to the company when is expanding; when the leadership may have to decide whether they want to actively monitor the whole culture or allow each new division or section area to develop its own culture. The other significance is to improve understanding of the role of organizational culture in the achievement of organizational objectives in Diamond Operations Unit in DTC Botswana.

METHODOLOGY

This section deals with description of study procedures and the methods employed in the study. Areas covered include the research design, population, sample and sampling techniques, data collection procedures and analysis. The profile of Diamond Operations in DTC Botswana is also considered.The researcher provided testing and quantifying of hypotheses and the analysis of primary data collected among the random selected employees of Diamond Operations Unit in DTC Botswana. The responses to the structured close-ended questions were rated in percentages. The percentage of respondents for each alternative was given and analyzed. The data collected was analyzed using the computer software known as Statistical Package for Service Solution (SPSS).

Chi-Square and Factor Analysis were used to test the hypotheses. Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. Chi-square tests for differences in proportion in the sample. This test assumes that all variables are nominal or categorical in nature (Sheskin, 2003). All the variables used to test for association, were recorded and nominal. The Phi and Cramer's V are measures of strength of association and they range from 0 to 1, where 1 indicates a strong relation (Thompson, 2008). Factor analysis is a test that compares variables to identify if there is correlation among them; it also explains the variance explained by each variable. The common variables are grouped to come up with factors. For the test to be effective, multi-collinearity should be avoided (that is variables more than 0.8 should be removed, except the 1:1 correlation).

A formal standardized questionnaire was designed with prescribed wording and responses to ensure that each respondent receives the same stimuli and to enable rapid completion of the questionnaire during the interviewing process. This was distributed to random selected employees of Diamond

Trading Company Botswana.The focus of study was on attitudes and perceptions of DTCB employees and primary data was of prime importance. However, secondary data was also collected to augment the studies. The researcher collected introductory letter from the leadership of the company before the actual data was collected. The initial activity was introduction and explaining the importance of the study to the affected sections or employees.

The researcher collected data by administering a questionnaire. The semi-structured questionnaire used consisted of closed ended type questions (Neville, 2007; Kothari, 2004; Kumar & Ranjit, 2005). There were 34 questions divided into three sections 'A', 'B' and 'C'. Section 'A' focused on personal details of the respondents. Section 'B' consisted of questions seeking to answer the research questions and Section 'C' consisted of three questions to answer the last research question.

In this research, the target population being DTC Botswana, Diamond Operations Unit employees were studied. In total, a sample of 50 employees was selected from a targeted population of 236 employees of Diamond Operations Unit. Details of the sample are as follows: Nine were from Valuations Department, 15 from Presentation, 13 from Pipeline Department, six from Audit Department and seven from Technical Services.

The study adopted a stratified sampling method to select elements since it requires information from different departments. This ensures a fair representation of each department of the company in the study. Stratified sampling is where the population embraces a number of distinct categories; the frame can be organized by these categories into separate "strata." Each stratum is then sampled as an independent sub-population, out of which individual elements can be randomly selected. There are several potential benefits to stratified sampling. First, the population was divided into distinct, independent strata that enable researcher to draw inferences about specific subgroups that may be lost in a more generalized random sample (Bhattacherjee, 2012).

RESULTS AND DISCUSSION

The data collected from the primary survey was presented and analyzed using different techniques. The chapter begins with the analysis of demographics of employees, and then addresses the characteristics of organizational culture on Diamond Operations Unit.

Table2. *Demographic Analysis*

Variable		Frequency	Percentage
Gender	Male	31	62
	Female	19	38
Age	<25	1	2
	26-44	41	82
	45-60	8	16
Year of service	Up to 5 years	18	36
	6-10	16	32
	11-20	6	12
	>20	10	20
Education	Secondary	12	24
	Tertiary	34	68
	Postgrad	4	8

Table 2 above shows that out of the 50 respondents which participated in the survey, 62.0% of the respondents are male and 38.0% are female and 82.0% of the respondents fall between age group of 26 - 44 years and 16.0% of the respondents fall between 45 – 60 and only 2.0% falls below age group less than 25 years old. Further on the results, 36% of the staff of Diamond Operations Unit has served the Unit up to 5 years; 32% of the staff has served the Diamond Operations Unit between 6 and 10 years while 20 % have served the unit for more than 20 years. The research also revealed that 12% of the staff has served the unit for between 11 and 20 years. Majority of the staff of Diamond Operations Unit are Tertiary degree holders accounting for about 68% of the staff, 24% are secondary certificate holders while 8% have postgraduate qualification.

Results on Analysis of Hypothesis 1: Cross - Tabulation

Table3. *Communication and Participation*

Factors	Strongly Agree		Agree		Disagree		Strongly Disagree		Total
	Fre	%	Fre	%	Fre	%	Fre	%	
Communication messages are effective and understood by all employees	3	6%	25	50%	19	38%	3	6%	**50**
I can trust what Diamond Operations Management tells me	1	2%	22	44%	24	48%	3	6%	**50**
Managers call meetings for good reasons	3	6%	29	58%	14	28%	4	8	**50**
I know in advance of any changes which are planned	4	8%	22	44%	18	36%	6	12%	**50**
I feel I can express my honest opinions without fear of negative consequences	1	2%	27	54%	16	32%	6	12%	**50**
We understand the reasons for the decisions that are made	2	4%	24	48%	20	40%	4	8%	**50**
Total	**14**	**4.6%**	**149**	**49.7%**	**111**	**37%**	**26**	**8.7%**	**300**

Table 3, employees were asked about communication and participation in general; 64% of the respondents indicated that the managers call meetings for good reasons. 52% of the respondents said they understand the reasons for the decisions that are made at Diamond Operations Unit and they know in advance of any changes which are planned, while 44% was of the view that they cannot express their honest opinions in fear of negative consequences. The research further show that 54% of the Staff said they cannot trust what Diamond Operations management tells them, while 56% of the respondents are of the view that communication messages are effective and understood by all employees.

Table4. *Leadership and Decision Making*

Factors	Strongly Agree		Agree		Disagree		Strongly Disagree		Total
	Fre	%	Fre	%	Fre	%	Fre	%	
Our Managers show the drive to achieve	5	10%	24	48%	14	28%	7	14%	**50**
Our Senior Management set good examples	4	8%	18	36%	21	42%	7	14%	**50**
Managers motivate staff	4	8%	23	46%	13	26%	10	20%	**50**
Decisions are followed by the appropriate action	4	8%	25	50%	17	34%	4	8%	**50**
Total	**14**	**8.5%**	**90**	**45%**	**65**	**32.5%**	**28**	**8.7%**	**200**

The existing culture of Diamond Operations Unit does possess some traits of achievement culture, as evidenced by 58% of the respondents believing that their managers show the drive to achieve and that decisions are followed by the appropriate action. The research further reveals that 52% of the respondents were of the view that managers motivate staff to achieve operational goals. The above table shows that the majority (56%) of the employees believe that that Senior Management for Diamond Operations Unit does not set good examples for the organization. This finding, therefore suggests that a power type culture exists.

Table 5, employees were asked whether they enjoyed themselves in this organization and whether professionalism is strongly emphasized by management. 50% of the staff said they enjoy themselves in this organization. 60% of the staff was of the view that management strongly emphasizes professionalism or expertise at Diamond Operations Unit. A further 76% of the staff understands that they are all expected to make the best contribution towards the Operations goals. There is a very strong indication that the organization treats individuals as family or friends who care and support one another. This belief is emphasized by the fact that a further 82% of the staff in the majority said they enjoy the company of their colleagues. So, the existing culture of Diamond Operations Unit does possess some traits of the support type culture as evidenced by the above results.

Table5. *Professionalism and Fun*

Factors	Strongly Agree		Agree		Disagree		Strongly Disagree		Total
	Fre	%	Fre	%	Fre	%	Fre	%	
We are all expected to make the best contribution we can towards the Operations goals	13	26%	25	50%	9	18%	3	6%	50
Professional expertise is strong emphasized by management	4	8%	21	42%	18	36%	7	14%	50
We enjoy ourselves in this organization	3	6%	22	44%	14	28%	11	22%	50
I enjoy the company of my colleagues	3	6%	38	76%	7	14%	2	4%	50
Total	**23**	**11.5%**	**106**	**53%**	**48**	**24%**	**23**	**11.5%**	**200**

Table6. *Organizational Structure and Goal Integration*

Factors	Strongly Agree		Agree		Disagree		Strongly Disagree		Total
	Fre	%	Fre	%	Fre	%	Fre	%	
Managers have the authority to make decisions in their area of responsibility	2	4%	33	66%	12	24%	3	6%	50
We understand how our team's achievements contribute to the goals of the organization	6	12%	64	68%	6	12%	4	8%	50
Performance targets take account of individual and organization's objective	6	12%	30	60%	9	18%	5	10%	50
Different parts of the company co-operate with us to achieve the best for the company as a whole	3	6%	30	60%	14	28%	3	6%	50
Total	**17**	**8.5%**	**127**	**63.5%**	**41**	**20.5%**	**15**	**0.75%**	**200**

Table 6, staff was asked whether Managers have the authority to make decisions in their area of responsibility and whether performance targets take account of individual and organization's objective. About 70% of the staffs said that Managers have the authority to make decisions in their area of responsibility and that performance targets take account of individual and organization's objective. Therefore, there is a strong inclination that role culture exists, with 80% of the respondents understanding how their team's achievements contribute to the goals of the organization. The research reveals further that 66% of the staffs said that different parts of the company co-operate with them to achieve the best for the company as a whole, which is a strong indication that support type culture do exist in different parts of the company, DTC Botswana.

Table7. *Innovation and Customer Focus*

Factors	Strongly Agree		Agree		Disagree		Strongly Disagree		Total
	Fre	%	Fre	%	Fre	%	Fre	%	
Radical ideas are utilized by the management	3	6%	26	52%	18	36%	3	6%	50
Time is made available to explore and develop new ideas	5	10%	25	50%	13	26%	7	14%	50
New ideas are given try	3	6%	24	48%	18	36%	5	10%	50
I can be innovative in this organization	7	14%	32	64%	8	16%	3	6%	50
Feedback from the clients is used to make improvements	4	8%	33	66%	10	20%	3	6%	50
Regular follow-ups are made to ensure that clients are happy with the service	3	6%	37	74%	7	14%	3	6%	50
People are proactive in anticipating the future needs of the client	3	6%	28	56%	18	36%	1	2%	50
Total	**28**	**8%**	**205**	**58.6%**	**92**	**26.3%**	**25**	**7.1%**	**350**

Table 7, staff was asked whether management utilizes radical ideas; values new ideas and implement them; and whether people are proactive in anticipating the future needs of the client. About 58% of the staff said that management utilizes radical ideas and implement them (54%) to achieve operational goals. 62% of the staffs were of the opinion that people are proactive in anticipating the future needs of the client and that feedback from the clients are used to make improvements (74%). The research further reveals that 80% of the respondents said that regular follow-ups are made to ensure that clients are happy with the service.

Results on Analysis of Hypothesis 2: Impact of Organization Culture on Productivity and Quality Management (Chi-Square)

To test hypothesis two which focuses on the impact of organization culture on productivity and quality management of Diamond Operations Unit, four variables were tested using Chi-Square analysis. These included 1. Managers have the authority to make decisions in their area of responsibility 2. Radical ideas are utilized by the management 3. We are all expected to make the best contribution we can towards the Operations goals 4. Our managers show the drive to achieve. The first two variables assessed quality management in relation to organization culture while the last two focused on productivity.

Table8. *Decision Making in Relation to Employee Contribution*

Managers have the authority to make decisions in their area of responsibility * We are all expected to make the best contributuion we can towards the Operations goals Crosstabulation

			We are all expected to make the best contributuion we can towards the Operations goals				
			Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Managers have the authority to make decisions in their area of responsibility	Strongly Disagree	Count	2	0	1	0	3
		% within We are all expected to make the best contributuion we can towards the Operations goals	66.7%	.0%	4.0%	.0%	6.0%
		% of Total	4.0%	.0%	2.0%	.0%	6.0%
	Disagree	Count	0	5	3	4	12
		% within We are all expected to make the best contributuion we can towards the Operations goals	.0%	55.6%	12.0%	30.8%	24.0%
		% of Total	.0%	10.0%	6.0%	8.0%	24.0%
	Agree	Count	1	4	19	9	33
		% within We are all expected to make the best contributuion we can towards the Operations goals	33.3%	44.4%	76.0%	69.2%	66.0%
		% of Total	2.0%	8.0%	38.0%	18.0%	66.0%
	Strongly Agree	Count	0	0	2	0	2
		% within We are all expected to make the best contributuion we can towards the Operations goals	.0%	.0%	8.0%	.0%	4.0%
		% of Total	.0%	.0%	4.0%	.0%	4.0%
Total		Count	3	9	25	13	50
		% within We are all expected to make the best contributuion we can towards the Operations goals	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	6.0%	18.0%	50.0%	26.0%	100.0%

According to the result above, there is a significant relationship between quality management and productivity. The relationship between the authorities to make decisions is significant to employee contribution towards the Operations goals. Table 8 illustrated that about 24% of staff disagree that the managers have authority to make decisions hence the low productivity as compared to the 76% who showed otherwise.

The X^2 results show that there is a strong and positive relationship between decision making and employee contribution with a $X^2 = 29.609$, $p<.01$, Phi 0.770, $p<.01$.

Table9. *Utilization of Ideas by Management*

Radical ideas are utilized by the management * Our managers show the drive to achieve Crosstabulation

			Strongly Disagree	Disagree	Agree	Strongly Agree	Total
			Our managers show the drive to achieve				
Radical ideas are utilized by the management	Strongly Disagree	Count	1	2	0	0	3
		% within Our managers show the drive to achieve	14.3%	14.3%	.0%	.0%	6.0%
		% of Total	2.0%	4.0%	.0%	.0%	6.0%
	Disagree	Count	1	10	7	0	18
		% within Our managers show the drive to achieve	14.3%	71.4%	29.2%	.0%	36.0%
		% of Total	2.0%	20.0%	14.0%	.0%	36.0%
	Agree	Count	5	2	16	3	26
		% within Our managers show the drive to achieve	71.4%	14.3%	66.7%	60.0%	52.0%
		% of Total	10.0%	4.0%	32.0%	6.0%	52.0%
	Strongly Agree	Count	0	0	1	2	3
		% within Our managers show the drive to achieve	.0%	.0%	4.2%	40.0%	6.0%
		% of Total	.0%	.0%	2.0%	4.0%	6.0%
Total		Count	7	14	24	5	50
		% within Our managers show the drive to achieve	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	14.0%	28.0%	48.0%	10.0%	100.0%

According to Table 9, there is an association between utilization of ideas and the drive to achieve operational goals of the organization. About 42% of staff disagree that the managers utilize radical ideas to achieve operational goals, while 58% agree that management utilize ideas to achieve stated goals.

The X^2 results show that there is a strong and positive relationship between decision making and employee contribution with a $X^2 = 28.472$, p<.01, Phi 0.755, p<.01.

Results on Analysis of Hypothesis 2: Factor Analysis

H_{02}: There is NO significant impact of Organizational Culture on productivity and quality management of Diamond Operations Unit.

From the questionnaire, ten variables were manipulated using Factor Analysis so as to test null hypothesis two. The KMO was acceptable at 0.688 p value >0.01 as anything above 0.5 is significant. When looking at the communalities, four variables (part taking, follow up, problem solving and effort) came top with variances more than 0.7. The method extracted four factors (Table 12) where it is clear than the first two factors showed the highest variance explained. This was also shown by the scree plot (Figure 1) where the first two factors have Eintegen more than 1.In overall, 71% of the variance was explained which allows for the null hypothesis to be rejected and confirm that there IS a significant impact of Organizational Culture on productivity and quality management of Diamond Operations Unit.

Table10. *KMO from Factor Analysis*

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	152.941
	df	45
	Sig.	.000

Table11. *Communalities from Factor Analysis*

Communalities

	Initial	Extraction
PROACTIV	1.000	.690
INTERNAL	1.000	.629
PART	1.000	.710
FOLLOW	1.000	.746
FEEDBACK	1.000	.577
PRESSURE	1.000	.590
PROBLEMS	1.000	.772
EFFORT	1.000	.780
INITIATI	1.000	.897
INNOVATI	1.000	.722

Extraction Method: Principal Component Analysis.

Table12. *Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.588	35.877	35.877	3.588	35.877	35.877	3.121	31.205	31.205
2	1.357	13.573	49.450	1.357	13.573	49.450	1.575	15.751	46.956
3	1.166	11.658	61.109	1.166	11.658	61.109	1.277	12.770	59.726
4	1.001	10.007	71.115	1.001	10.007	71.115	1.139	11.389	71.115
5	.826	8.261	79.376						
6	.654	6.539	85.916						
7	.622	6.215	92.131						
8	.325	3.252	95.383						
9	.241	2.407	97.790						
10	.221	2.210	100.000						

Extraction Method: Principal Component Analysis.
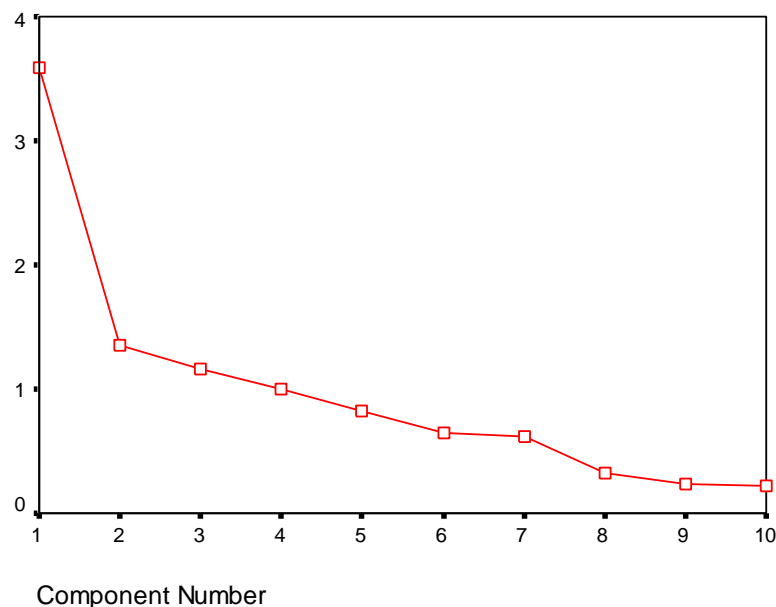
Figure1. *Screen Plot*

CONCLUSIONS

Based on the results obtained from the study, a discussion of the theoretical and practical implications is presented. Recommendations to the management of the selected Diamond Operations Unit, with regards to improving the organizational culture and quality management to achieve operational goals are also presented. Fifty (50) employees were randomly selected to participate in the research. The results in the survey showed that there is a need for senior management of DTC Botswana, Diamond Operations Unit to set good examples for the organization in order to improve the achievement culture which exists. Also there is a need for management to change the culture of fear based culture where employees cannot express their honest opinions in fear of negative consequences. Management view about change and openness to suggestions were also looked at. Steps taken to integrate the various components of good organizational culture in order to enhance productivity and quality management at Diamond Operations Unit were made clear by the employees.

This research has revealed a strong indication that achievement, role, power and support type culture do exist in Diamond Operations Unit of DTC Botswana. The most preferred culture as indicated by the respondents is achievement culture and support type culture. There is also a strong preference for role culture. This finding infers that the employees of this company value trust and open communication. The present culture can be attributed to the company's strong vision and values programme that has helped to articulate the vision and mission of the company. This programme was also aimed at instilling values that are likened to the perceived achievement culture. It is encouraging to say that the vision and values initiative have maintained to achieve its purpose for this organization.

Findings of the study illustrated that, almost all respondents indicated good organizational culture is essential for the organization. From the result or the survey, the majority of the respondents (82%) indicated that they enjoy the company of their colleagues at all levels of the organization. The study also indicated another majority (42%) of the respondents saying management never utilizes radical ideas to achieve operational goals. Moreover, the study discloses (46%) of the respondents saying that management of Diamond Operations Unit infrequently encourages creativity. Another majority of (40%) were of the view that when it comes to creating time for the employees to explore and develop new ideas, management seldom does so with a corresponding (78%) saying as far as innovation is concern; they can be innovative in this organization. When it comes to management utilizing feedback from the clients to makes improvements, the study reveals that a most of the respondents (74%) said management frequently utilize feedback from their clients for improvement. These actions by management must be looked at in order to secure and maintain good organization culture by all the employees.

Lastly, the survey further reveals that there is a significant impact of Organizational Culture on productivity and quality management in Diamond Operations Unit. An organization's culture encompasses everything it does and everything it makes. That is, it not only affects the manner in which managers manage (and consequently shape employee behaviour), but it also affects the way in which the organization processes its product and provides services to its customers. With the use of chi-square test technique, the study showed that there is an association between utilization of ideas and the drive to achieve operational goals of the organization. About 42% of staff disagree that the managers utilize radical ideas to achieve operational goals, while 58% agree that management utilize ideas to achieve stated goals. Also, 71% of variance was explained that there is a significant correlation/relationship between professionalism and fun at work (Figure 1).

The findings of this study would assist in improving understanding of the role of organizational culture in the achievement of organizational objectives in Diamond Operations unit in DTC Botswana. It also serves to add to fill the literature gaps on organizational culture in manufacturing companies in Botswana and Southern African. The findings of this study would be beneficial to the company because it would give them an opportunity to gain a detailed understanding of the organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models linked with the organizational culture and performance.

Organizational culture empowers and challenges companies in today's business world. A system that supports strategic and operational goals can fuel performance and ignite innovation and differentiation. If the culture opposes the company's strategy, however, the results can be disastrous. Many business leaders understand that culture plays an important role in their businesses, but most

have difficulty understanding how to use culture to improve performance. This is where the findings of this study are of great significance.

More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization. Often overlooked in organizations, especially large ones, is the fact that productivity, happiness, and engagement are all interrelated. Employees who are happier and more satisfied at work are more productive and more engaged in the mission of the organization. Culture is a key factor not only in achieving organizational goals, but in attracting and keeping desirable employees, creating a positive public image, and building respectful relationships with stakeholders. There were limitations in this study such as a fairly small sample size, nevertheless, the findings can be generalized to other similar situations.

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