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**THE INFLUENCE OF ORGANIZATIONAL CULTURE ON
EMPLOYEES' PERFORMANCE BASED ON A
TELECOMMUNICATION COMPANY
TELONE HEADQUARTER**

Master's thesis

International Business Administration

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I hereby declare that I have compiled the paper independently and all works, important standpoints and data by other authors have been properly referenced and the same paper has not been previously been presented for grading. The document length is 14336 words from the introduction to conclusion.

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ABSTRACT

The aim of this master's thesis is to create suggestions to managers of headquarter of a telecommunication company in Zimbabwe TelOne on how they can improve their organizational culture to the employees to gain good performances from the employees. In order to achieve this aim, the author of the thesis set the following research questions 1) What are the aspects that influence employees' performance in an organization? 2) How organizational culture can be applied to support employee's performance? 3) How can organizational culture influence the performance of employees?

The sample of this thesis is based on the headquarter of TelOne which is a Telecommunication and internet provider company in Zimbabwe. The author used mixed research methods. Qualitative research was done through five in-depth interviews with managers of TelOne from the IT, Engineering, Procurement, Finance and the Human Resources departments. Quantitative research was done through a questionnaire that was send to 180 employees at the headquarter.

From the findings found on this research thesis, it shows that TelOne has a supportive culture to its employees. It has been found also that the employees of TelOne headquarter are very aware of their organizational culture as resonated by their responses on the question about the attributes of organizational culture in the questionnaire. Respondents of the questionnaire furthermore responded that there is no individualism in their organization thus the work at TelOne is more of collectivism and work is mostly done in teams.

Key words: organizational culture, influence, employees performance, TelOne Headquarter

INTRODUCTION

Like national or human cultures, organizational culture is one of the important foundation for the day to day running of a company. It includes values, norms, behaviors and traditions that are deeply rooted in the organization and shared among employees and employers to give guidance on how things can be done in a certain way. When you walk in different companies, you will experience a certain atmosphere, style of personality as well as a feeling that is unique to leading to the influences the way the employees communicate and relates to their clients. According to Schein (2004), organizational culture is defined as a system of collective shared traditions, values, norms and principles which directs how people should behave in organizations. This means that organizational culture differentiates one organization from the other.

Organizational culture is the core part of development strategy because it binds all subparts of an organization for instance, production, planning, marketing, controlling, motivation and leading. Organizations understand that employees have the power to push a business to work and the culture of an organization links employees to the organization and to the organization overall performance. Each part of the structure of organizational culture has a direct impact on performance and this means that the quality of organizational culture influence performance of employees. The organization culture helps in adopting mutual relationship that leads to manage effective and efficiency of organizational processes.

Organizational culture has different components and these attributes determine the performance of employees or how they behave the way they do. It is formed by organizational values, visions, norms, working language, systems and symbols. According to the Iceberg model (Schein 2004), most of these components are hidden but they bring out those ways how and why employees behave in the way they do in certain way differently to how they do things outside the organization (Iceberg model, Schein 2004). From literature, it seems as the role of organizational culture in performance has received progressively more interest and acceptance over the years. While such a relationship is difficult to prove, but there are some degrees of correlation. Organizational culture has the potential to improve employee's performance, individual satisfaction, the sense of certainty

about how problems are to be handled. It serves as a control mechanism to channel behavior and to protect undesired behaviors.

Understanding the culture of an organization is essential in order to minimize the challenges faced by an organization in the process of making organizational changes. Ezirim, et al (2012) discussed that managers must shape and build a culture and environment that is more favorable to both employees and the organization in order to achieve the needed organizational goals. Culture is decided by leadership in the sense that leaders behaviours, what they say, and what they value determines culture. Moreover, competency measures the extent to which an employee demonstrates his/her ethical business practices and consistency between his/her values and performance and these are part of the organizational culture that employees embrace when they join an organization.

The author has focused this research based on a telecommunication company in Zimbabwe called TelOne. It is one of the largest Telecommunication and internet provider industry company in the Southern part of Africa. From the website of TelOne, TelOne has 2000 employees in 18 cities in Zimbabwe and the headquarter is in Harare (www.telone.co.zw). This research is based on the headquarter where there are 500 employees including grounds men. TelOne like any organizations has its unique culture that is shared amongst its stakeholders.

A lot of research on the influence of employee performance has been carried before but there is still the gap to see how organizational culture influence employee performance. Most researches are based on how organizational culture affects the overall performance of the organization rather than on the performance of employees. Despite the fact there is corruption and nepotism together with political instability in Zimbabwe (according to the corruption index of 2018), there is a significant role that the structure of organizational cultures plays in the way how employees perform their tasks. The author of this thesis has figured out a research problem that employees poor performance may not be as a result of poor staffing strategies and selection but the failure of employees and managers to understand the reflective effect that culture has on employee performance hence the need to carry on this research. There is need to research on how the organizational culture influence of TelOne influence the performance of its employees.

The aim of this paper is to create suggestions to managers of TelOne on how they can improve their organizational culture to be more supportive to employees so as to gain good performances from the employees. It seeks to deeply explore why employees, perform in certain ways in their everyday work and how they aim to achieve overall organizational goals as well as relating their

behavior and performance. In order to achieve this aim, the researcher has set up the following research questions:

1. What are the aspects that influence employees' performance in an organization?
2. How organizational culture can be applied to support employee's performance?
3. How can organizational culture influence the performance of employee?

This thesis is made up of three chapters whereby in the first chapter, the author will give an overview of theoretical perspective and research on organizational culture and employee's performances. In the second chapter, the author will introduce the research sample and will explain further the research methods. This research is done through mixed methods combining qualitative (in-depth interviews with managers of TelOne) and quantitative (questionnaire with employees) methods. After that, the author will describe the two research (managers and employees) methodologies, including gathering research data and data analysis. In the third chapter of the thesis, the author presents the results of the manager and employee research. After that, author makes the discussions and suggestions based on the findings from the research.

1. OVERVIEW OF THEORETICAL PERSPECTIVE AND RESEARCH ON ORGANIZATIONAL CULTURE AND EMPLOYEE'S PERFORMANCES

In this chapter, the author gives theoretical literature on organizational culture and employees performances. It consists of the description on organizational culture, the description of employee's performance, how organizational culture and employee's performance are related. It also has some literature from previous studies on the topic under study.

1.1. Theoretical background to the concept of organizational culture

Ravasi, Schuttz (2006) gave a very concrete definition of organizational culture as a set of shared mental assumptions that guide interpretation and action in the organization by defining appropriate behavior for various situations. This definition goes further to explain organizational values as beliefs and ideas about what kinds of goals members of an organizational members should use to come up with appropriate kinds of behavior organizational members should use to achieve these goals. Organizational culture regulates the life of the organization as well as the interactions amongst the employees. It works as a benchmark for analyzing the factors affecting the performance of the employees and also brings out the ways for figuring out the root causes of the problems within the organization hence leads to solutions.

According to Brown (1998), organizational culture is perceived to be the contribution of non-mechanistic, flexible and visionary tactic from the human resources perspective. It is regarded as the remedy or cause of most organizational problems. He added that organizational culture incorporates those examples of convictions, values and learned methods for adapting to encounter that have been created over the span of the organization which will, in general, show in practices and behaviours of its members. This definition highlights that organizational culture reveals the acceptable ways of doing things or acceptable behaviours in an organization. Researchers have investigated the concept of organizational culture as a perception in organizational theory.

Many researchers have related culture in the organization with a lot of different organizational behaviors and the way employees grip on certain internal guidance. They have recognized the correlation between culture of organization and employee job performance, decision making and productivity (Kopelman *et al* 1990). Luthans (1998) stated that organizational culture has always been present within the organization, but most of the time a lot of organizations had paid less attention to it and it impact productivity in the organization. The culture of an organization infiltrates every important component of the organization because it brings basic shape to behaviour as well as management structure. Culture of a company is also the structure and control system to generate behavioral standards. It includes all the policies and procedures that are shared within the organization and it gives the sense of idea on how things should be done and how employees should perform their jobs.

Maseko (2017) regarded organizational culture as an organization's positioning towards its internal stakeholders that are shared and creates the basic directions which gives a guide on employees behaviours. O'Donnell, Boyle (2008) also viewed that organizational culture is formulated by superficial characteristics for instance patterns of behaviour, noticeable symbols and rituals, underlying values, assumptions and beliefs.

An organizational mission outlines the purpose or wider goal of an organization for its existence for being in existence (Sorensen 2002). Organizational mission is one of the core attributes of a well-structured organizational culture. According to Forest, David (2003), a successful organizations have a clear sense of direction that defines organizational goals and strategic objectives and expresses an image of what the organization will be like in the upcoming future, whilst adding that a sense of mission allows an organization to shape current behavior by envisioning a desired future state. A strong culture is the driver for the performance and the future of the organization. It embodies core values and captures the hearts and minds of the people within the organization, while providing guidance and direction.

According to Goffee et al 1983, organizational culture is reflected in the vision and mission statements of the organization, the attitudes and behaviours of employees and the organization's style of operation. It is the bond that binds the members of the organization together, leading to higher performance effectiveness. The building of an organizational culture is never prompt but it is rather a continuous process that is developed to shape the objectives of an organization. When owners of an organization develop the vision and mission of the organization, it reveals his/her values and beliefs thereby resulting in formation of the early culture of the organization. During

the selection process, recruiters prefer individuals who have values similar to those the organization expounds and practices (Adkins et al 1994). After joining, the organizational values are explained or shared to new members through training, mentoring, counselling, interaction with seniors, participation in organizational events and encounters with organizational concerns and problems (Suar, Khuntia, 2010). Thus, the organizational culture passes on to the beginners and continuously nurtures them through-out the organization.

1.2. Organizational culture models

There are different models that have been developed in explaining organizational culture and a lot of people have been used them a lot. These include models by Schein, Handy, Hofstede and others of which the author explained these three models.

Model by Edgar Schein

According to Edgar Schein, culture is not a one-day adoption thing but it is rather ongoing processes for employee as they drive through numerous changes and adapt to the external environment as well as they solve problems. Hatch (1993) also emphasized that employees navigate into culture through their past experiences and start practicing it every day hence forming the culture of the workplace. It is practical and good to have discussions with employees in order to learn the underlying assumptions and aspects of the organizational culture. The new employees also strive hard to adopt into the new culture as well they enjoy a stress free life. However, Porter (1980 ,1985) assumed that successful and efficient approaches have to reflect market opportunities or unique internal resources of an organization as well as its values, which permits for competitive advantages.

Schein (2004) differentiates between observable and unobservable elements of organizational culture. Observable behavior influences and is influenced by unobservable assumptions through rules, ethic, standards, beliefs and prohibitions. In accordance to this model, organizational culture is defined into three layers that are artifacts and symbols, espoused values and the basic underlying assumptions. It can be called the onion model because it has different layers as onion (Schein ,2004). Artefacts are those elements visible at the surface of the organization. They are the visible elements in the organization for example symbols, structural design, procedures and clothing. In other terms, artefacts are like the tip of the iceberg visible to the world. They are not only visible to the employees but also visible to people outside the organization (Williams et al 1993).

The second element is named as the espoused values. These elements could be referred as standards, values and rules of conduct (ethics) for instance. The way how an organization define its strategies, objectives and values and how are they publicize them. Recently, most organizations call these elements as the core values of the organization. They give direction on how managers and employees should conduct business, how they should set their own goals to attain the overall organizational goals.

The core part of the onion or the third element is called to basic underlying assumptions. These are the grounded roots or the centre on which culture is built. They are difficult to define, are intangible and are mostly really understood by people who have become accustomed to the way the organization operates. These are about how the world works according to the all the people who belong to the organization and stem from experiences and perception.

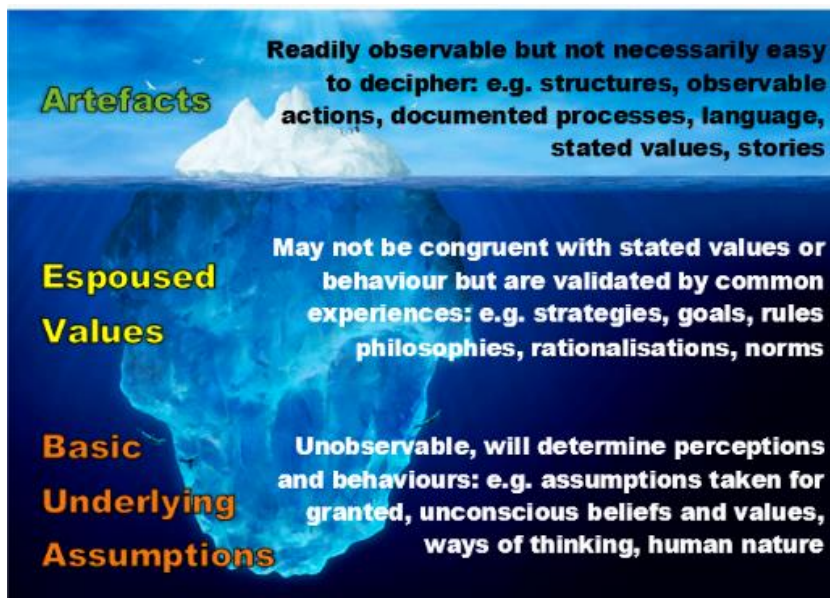


Figure 1. The organizational culture iceberg model
Source: Schein (2004)

Looking through all these layers of the iceberg that Schein explained, it emphasizes that organizational culture is the base for the organizational survival and it has to be deeply rooted amongst the people involved in the everyday life is the organization.

Charles Handy Model of Organization Culture

The model of organizational culture by Charles Handy explains culture as linked to the organizational structure. He identified culture into four types namely power culture, role culture, task culture and person culture.

In an organization that has the power culture type, power is held by just a few individuals who have influences throughout the whole organization. Rules and regulations on how employees should perform are at made from the top level of the organization. What managers or leaders of the organization with influential powers decide is what happens. Employees are usually referenced according to what they achieve rather than how they do things or how they act. A consequence of this can be quick decision-making, even if those decisions are not in the best long-term interests of the organization. as long as they are coming from the top. A power culture is usually a strong culture, though it can be risky and harmful on the other hand.

Role culture refers to a highly defined structured organization in which employees have specified delegated authorities. Employees are highly controlled, everyone in the organization knowing what their roles and responsibilities are. The influence in a role culture is determined by a person's position (role) in the organization. Organizations with a role culture place their strengths in their mainstays, their roles and areas of expertise. The pillars where role culture is visible involve of the finance department and the purchasing department where the interaction between them is regularly controlled by rules and procedures, which are the major methods of influence to behaviour. Conversely, organizations with role cultures are very slow and sometimes resistant in identifying the need for change. If they identify change, they take long time to adopt and to implement these changes into the organization (Handy 1993).

Task culture is defined as job oriented and it is existing in organizations where individuals work as teams and power amongst each member are derived only from expertise and only when required (Handy 1993). There is much of balance in who has the power. Everyone is treated equally and expertise is shared amongst the team. The task culture puts complete emphasis on getting the job done hence, this type of organizational culture attempts to gather the suitable resources, the right employees at a suitable position in the organization (Handy 1993). It is the most type in which managers in middle, team leads and first levels like to work.

Person culture can be explained as the culture that a person portrays is quite unusual and it reflects organization in which individuals believe to be part and parcel to the organization they are employed in. Control systems and management hierarchies are not viable in these cultures except by mutual approval. Influence is mutual and the power-base is usually expert, hence individuals do what they are good at. An organization with a person culture is really just a collection of individuals who happen to be working for the same organization.

Hofstede's Model

According to Hofstede (2001), culture is the collective programming of the mind that distinguishes the members of one group or category of people from others. Culture plays an important role in foreseeing and discerning the behavior of different groups of people (Matsumoto, Juang 2013). In an attempt to find features of culture that might have impact on business behavior, Geert Hofstede implemented one of the broadest studies of how values in the workplace are influenced by culture. There are six dimensions of organizational culture that were identified by Hofstede namely power distance, uncertainty avoidance, individualism vs collectivism, femininity vs masculinity, short-term vs long-term orientation and indulgence / restrain.

According to Hofstede's description, the power distance cultural dimension is associated with the societal recognition of imbalanced allocation of power within an organization or an association. This inequality can be linked with status at the workplace, prosperity and power that the person holds (Bialas 2009, Hofstede 2001). The level of the power distance explains how the culture withstands and nurture pecking regulates, and how actively affiliates it strives to minimize them (Bialas 2009, Mead 2003). In low power distance, employees believe their superiors have the privilege to make decisions without consulting inferiors (Lam, et.al., 2002)

According to Mohamed et al (2013) in their research paper, uncertainty avoidance is the degree to which employees in a company of a society sense to be intimidated by uncertain, indefinite and ambiguous circumstances. It can be observed through the discussion of focus groups. Uncertainty is the point to which the employees of a culture feel threatened by uncertain or ambiguous situations (Love et. al 2008, Hofstede 1980). In attempt to hinge against the sense of uncertainty, employees often form reserved rules and deem in their precision. Cultures that embrace arrogant stages of uncertainty circumstances likes to use rules, structured events and sentiments that are displayed in ways that shows that anything else different is a threat to the person.

People have to surface the point that we do not discern what will happen in the future, therefore, every human society has established means to deal with it. These methods fit to the areas of technology and law. In technology, from the simplest to the most advanced, helps people to avoid uncertainties triggered by nature. Laws attempt to avoid uncertainties in the behavior of other people.

Individualism and collectivism is measured by an index which discloses the extent to which individuals look after themselves or remain integrated into groups, around a society or an organization. In individualism cultures, the connections between individuals are loose. Everyone

is expected to look after himself and her immediate family. In an organization people always work alone not in teams and there is no support from the colleagues. Individualism culture is interconnected with prejudiced comfort when increasing income, human rights and fairness are controlled (Basabe, Ros 2005). Collectivism is defined as the connections and ties for organizations or societies which are integrated into strong, cohesive teams, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty" (Hofstede 2002).

In accordance to Hofstede (1980), masculinity and femininity dimensions are defined under the allocation of tasks amongst the sexual features which is an auxiliary crucial concern for any society to which a collection of answers are invented. Masculinity measurement is the feature of a culture within an organization where social roles are clearly separated and it assumes that men are resilient and prepared on gathering wealth whereas working ladies are humble, sensitive as well as interested in fancy class of life. Moreover, femininity is attributed to a sophistication that leads to social roles intersecting thus, mutually males and females are humble, sensitive and alert on the importance of life (Swaidan, Hayes 2005). Femininity cultures usually resembles fancy ways of doing things.

The other dimension of organizational culture on Hofstede is the short-term versus long-term orientation. This dimension is concerned on how people focus on the present or the future. Cultures with a short-term orientation value respect for tradition, saving face, and fulfilling social responsibilities. In the work environment, cultures that are low in long-term orientation apt to emphasis on short-term consequences of the business relations. These culture apprehend to keep family and business spheres separate. Conversely, cultures that operates in long-term orientation concentrate on building business relationships, market share, and future rewards (Ellis 2012).

The final dimension by Hofstede is indulgence versus restraint. Indulgence view signifies for a society that allows relatively unrestricted satisfaction of basic and natural human desires connected to the enjoyment of life and having fun. On the other hand, the restraint element represents a society that controls fulfilment of needs by means of strict social norms.

The author described these organizational culture models because they help to bring a clear picture of the meaning of organizational culture and it can be reflected in an organization. Organizational culture can be reflected in diverse approaches which are better explained by these models of organizational culture. They give a clear overview of how organizational culture can be embraced for different beneficial reasons.

1.3. Theoretical background to the concept of employees' performance

According to Robbins, Coulter (2003), employee performance is defined as the comprehensive or total output of an employee's actions and activities in an organization. They elaborated that performance of employees in an organization is usually measured by means of attributes such as efficiency, effectiveness, quality, creativity, innovation, satisfaction, commitments, flexibility, cohesiveness, communication designs, customer relations and employee energies towards the organizational goals. Performance of employees can be simply understood as the corresponding actions expected of an individual and how well the activities are accomplished. Then, many organization employee directors analyze the performance of each staff member on an annual or quarterly basis so as to assist employees on suggested areas for advancement and improvements.

Employee performance is a very significant element in every organization that determines the success of an organization. Chegini (2010) affirmed that if an employee performs in accordance to the expected standards, subsequently, the performance of the organization will be enriched and improved as well. It is, therefore, coherent that employees' performance is a tremendously significant criterion that relates to organizational outcomes and success. Considering the importance of employee's performance, management has to carry out an in-depth analysis of their employees and find out the contributing elements that will upsurge high employee performance. Performance management procedure of employees is a process in which an organization or institution creates a work environment that allows employees to work to the best of their abilities and capabilities. This process often varies from one organization to the other. Regardless of these discrepancies from one company to the other, performance management process usually encompasses some form of goal setting, performance appraisal or review and reward (Malcom, Jackson, 2012).

Armstrong (2006) defined employee performance as the aptitude of any employee to effectively and efficiently accomplish the duties and tasks given to him or her within the organization. Furthermore, Armstrong discussed further that employee performance is not a substance of only what a group of employees or an individual employee accomplishes in respect to the set goals, rather, it also has to do with how the employees or an individual employee is willing, energized and driven to support the values of the organization. Top managers are given the duty to assess the employee performance of each staff member on an annual or quarterly basis and ascertain gaps for improvement and performance appraisals. They come up with strategies in relations with the

employees on how they can work to close those gaps. This is the evaluation that is carried to see the work performance of employees by management and to pave ways for improvements.

Employee performance consist of three attributes for example productivity, job quality and job completion (effectiveness and efficiency). The performance of employees on different jobs requires a close management is for success of the organization (Njugi, Nickson, 2014). Every organization has been developed with its objectives or aims that it aims to achieve in the ongoing running of the business. These aims or objectives can only be achieved by making use of the available resources such as people, machines, materials and monetary resources. All of these resources are significant though out of these, the employee is the most important resource because of its flexibility. Employee plays an important role in performing tasks for achieving the objectives. A good atmosphere and culture of the organization is the first positive drive for employees to perform their work efficiently and effectively.

Campbell et al (1993) developed three contributing factors to employee's performances namely knowledge, skills and motivation. The emphasis on this was to explain that these three factors are the essentials of any job performance. An employee should possess the complete knowledge about the task along with the necessary skills to execute that job supported by the motivation to do it to the best. Macey et al (2009) also emphasized that employees share information with their colleagues, customers and employer in the workplace. The better an employee can communicate, the more efficiently they can do their job and the better decisions everyone around them can make. All the employees need these skills and knowledge to deliver what is expected out of them.

Campbell et al (1993) furthermore gave a definition of job performance as an individual level variable. Performance of an employee is to some degree explained as the work that a person does. Employee performance means the contribution by an individual to producing a high quality product or service in his or her every day work. Understanding the performance of employee is a systematic approach that needs to be looked on areas such as assigning work and expectations, supporting and enabling employee efforts, providing assessment and feedback. Likewise, managers ought to understand employee performance as a way to reduce risks of organization in relation to organizational productivity and its overall effectiveness (Campbell et al 1993)

Ojo (2009) defined employee performance as the ability of the employees to manage their time efficiently and allocate resources effectively. This interprets that knowledge and understanding of tasks are connected with required skills to perform tasks, time management and resource allocation and careful thinking as well as responding to customers. Robertson, *et al* (2012), confirms this

idea by stressing out that employment skills comprise of all abilities and skill that the employee needs to successfully perform well his work. Moreover, Robertson et al (2012) affirmed this idea by adding that decision-making is an indicator of performance that shows how well an employee is able to respond a given work situation and respond to it. Robertson *et al* (2012) proclaimed that some organizations prefer employees who take very less time and budge into quick decision-making, the ability to make spontaneous decisions with limited information whereas other organizations favor employees who take their time to think carefully and research before responding to customers or project activities.

Human resource policies and practices impact organizational performance as well as individual performance. Job satisfaction for example, is always seen as a very influential drive to employees' performance as well as commitment. Many researchers, in addition to this have discovered that motivation is the mediating mechanism for morale. Regardless to attention to commitment, motivation is still considered to be an important influence to performance (Torrington et al, 2008). It is that drive and influence that make employees want to reach their targets, perform to their bests. Rewards can be used to upsurge performance by setting targets in relation to the work given for instance reaching outstanding some sales targets. When the employee reaches or exceeds their targets, he or she can be given an additional pay on top of their salary; which will make them to do their best to achieve more (Maund 2001). When individuals or a group employees are appreciated in their work, they tend to improve their performance (Torrington et al 2008).

1.4. Relationships between organizational culture and employee performance

For many years, the research on relationship between organizational culture and employee performance has gained lot of interest in people. This relationship is influenced by an organizations' openness and the way in which look and use information in the market (Stoica et al 2004). The main concern is that, an organizational culture creates the value of an organization besides attitudes and actions of every individual in the organization but as well through the shared approaches and conduct of the organization in carrying out its business (Aksoy, et al 2014).

A strong organizational culture works as an influential instrument to implement innovative ideas, influences employee's behaviors as well as increases performance (Siew, Yu 2004.). When an individual's values and organizational practices are well integrated, it will affect the level of individual and organizational performance. Organizations should focus on their culture in order to motivate and drive their employees perform to their very best. Most employees perceive that an

organizational culture brings a continuous learning, discussion with employees and has a well-integrated structure with good leadership and the more committed they will be to the organizational goals (Joo, Lim, 2009, Joo, Shim, 2010). An organization with shared values and beliefs (culture) will improve its employees' performance. Employees will respond to the shared values through prioritizing the organizational goals by improving their performance and this results in survival chances of the organization.

The idea that maximizing employee's performance requires the execution of policies, practices and procedures that meet the employee's needs. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization (Brooks 2006). The belief that an organization can have a culture that influence the performance of its employees began when scholars within the field of sociology reacted to Max Weber's theory of bureaucracy. Weber explained that bureaucracy in employees is subjected to formalized, together with classified administration through tight defined labor rules, fixed controls, a clear chain of command as well as rules of professional conduct to ensure consistent, objective application of rules to the governed (Nier 2009). These direct to how employees take their responsibilities and how they are willing to take initiatives and challenges in their work. This theory emphasized that bureaucracies are strictly efficient tools of administration because of their traditional rules as well as regulations that permit all employees to perform their duties at their best (Weber 1978, p. 980).

The competing value framework (CVF) classifies organizational culture into four cultural categories as clan, adhocracy, market and hierarchy (Quinn, Robert 2011). According to this school of thought, clan culture builds a warm and friendly work environment where employees can generously share their knowledge. There is high degree of flexibility and internally focused. In these organizations, the relationship between people is central. In an adhocracy organizational culture, there is a dynamic, enterprising and creative work environment whereby employees are encouraged to strive for innovation and use their creativity to create new ideas. Besides innovators, the managers are also risk takers. Such organizations wish to be leaders and at the forefront of new products and/or services. For this reason, they encourage individual initiative and allow the freedom or flexibility in determining what tasks to execute. Market culture creates a work environment through hard driving competitiveness, and result oriented organizations directed by tough and demanding leaders who are hard drivers, producers, as well as competitors (Tseng 2010). The hierarchical culture has an unambiguous organizational structure, standardized policy and procedures, stringent control, and well-defined responsibilities.

Nowadays the business world is inevitably changing together with level of employees' expectations in an organization and their fulfilment of the job is also changing consequently. To hinge against this, organizational culture has to be adjusted overtime to cope up with such vigorous changes and to meet the varying demand of employees' satisfactions and expectations. Therefore, a supportive culture as pointed out by Ritchie (2000) is regarded as motivation that inspires the employees to perform their work efficiently resulting in ensuring better efficiency and effectiveness. A lot of researches has been carried out on various issues of organizational culture, for example, organizational culture types (Tharp 2009) emphasize the stages of culture across the organization whereas organizational psychology (Schein, 1990) focuses on how organizational culture brings influential force on employees' psychology and performance. These two types of organizational culture set up a balance where an organization can achieve its own maximum level of effectiveness and efficiency that shows there is a strong connection between organizational culture and employee performance.

Organizational culture is more of a device that appreciates the determinations and contributions of the employees and gives a broad picture of what and how is to be achieved, how goals are interrelated and how each worker should achieve goals. Hofstede (1980: 25) in his definitions of cultural dimensions concluded that organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. This means that organizational culture could be the means of keeping employees in line and directing them towards organizational objectives. These organizational culture values will then go in line with organizational chosen strategies that led to successful organizations. Although the relationships between organizational culture and employee performance have been widely accepted, some researchers (Willmott, 1993; Legge, 1994; and Ogbonna 1993) still have doubts about this interrelationship. Gordon, DiTomaso (1992) emphasized that cultural features influence individual performance but restricted to a specific perspective. They further argued that culture may lead to higher performance if it fits with changes of environmental factors within the context. In this sense, it shows that organizational culture still has influence in how employees perform within an organization though it moves along with inevitable change.

According to Detert et al (2000), the values of an organization serve as the foundation of cultures that promote process innovation that can lead or hinder performance improvement. It is a system that allows innovation, necessitates a culture of discipline and encourages creativity in the process of solving problems. In accordance to this study, bureaucratic organization has a larger problem in sustaining employee job satisfaction than organizations that have an innovative or supportive

culture. Thus, highlighting that an organization that has a bureaucratic culture results in the lowest level of job satisfaction. A strong support also results in a supportive culture and socialization (Taormina, 2008). A study by Ogbonna (1993) also proven that modest and innovative cultures had a direct relationship with employees' performance, while community and bureaucratic cultures had no direct relationship with performance. Nevertheless, in spite of the substantial argument on innovative culture, many researchers asserted that innovation-supportive culture remains a difficult and unstructured spectacle. These results further indicate that different cultural practices have different effects on employees' performance.

1.5. Previous researches on the links between organizational culture and employees' performance

The topic of organization culture has been carried out for years by many researchers and a lot of them have different views on how it affects the organization at large, how employees behave and how it leads to achievement of the goals of an organization.

Colin Silverthorne carried out a research on "The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan" in 2003 to 2004. He found out that person-organization fit is a crucial component in both the level of job satisfaction that employees experience and also in their level of organizational commitment whether measured by an instrument or turnover rates. An organization is not a passive or stable institution but it progresses and nurtures inside an organizational culture. Involvement in an organization that had an official and strict organizational culture leads to the lowermost levels of job satisfaction and organizational commitment. An innovative organizational culture was a supportive culture that had the uppermost level of employee job satisfaction and organizational commitment. These conclusions confirm that organizational culture partake a significant role in the level of job satisfaction to employees and their commitment in an organization.

Moreover, in 2013, Alharbi Mohammad Awadh and Alyahya, Mohammed Saad also carried out a research in their journal in Malaysia entitled "Impact of Organizational Culture on Employee Performance". Their findings concluded that the values and norms of an organization are built upon employee relationship. They also found out that the main objective of an organization is to increase level of performance by different ways and strategies. Performance management system can be calculated by a balance scorecard and through the understanding nature of the culture of an organization.

Roseann Wangechi Thuku, Isack Odiwuor Abiero, and Dennis Juma did their research under the topic “Influence of Organizational Culture on Employee Performance with a case study of East African Breweries Limited” in Kenya. This research was carried out in 2013. They found out that an organization’s culture may have a big influence on the performance of that organization in any part of the world. Organizational culture should not be an aspect that should be overlooked because it has either positive or negative impacts on how employees perform in an organization. The findings of their study shows that there is a connection between organizational culture and employee performance. The market culture is the most leading feature that affect employee performance as the organization exist specially to do business and maximize in making profits with limited focus on the employees.

Another research was done in 2016 by Linda Florence Odhiambo also in Kenya on “Influence of organizational culture on employee performance at NIC bank limited”. Her conclusions revealed that most employees who responded to her research were in agreement that embraced principles and values, rules, policies, artifacts and management behaviors influence various aspects of employees’ performance in a constructive manner. According to her research, she recommended organizations to engage more in organizational cultures to enhance performance of employees. The research findings also indicated that rules and policies and espoused beliefs and values were the most predominant culture components. This study concluded that for performance of firms to improve, present organization culture should be compatible with the current strategies and day to day running of the activities of employees.

Moreover, another research was carried out on The Impact of Organizational Culture on Employee Performance with a case study of selected manufacturing industry in Enugu in Nigeria by Nnamani Emeka and Agu Philemon in 2012. These two authors were trying to discover if the organizational culture has an effect how employees perform of employee. Their findings were based on to percentages from their questionnaire in which a large number of respondents of 57.7% strongly agreed that organizational culture has an effect on employee performance and a smaller number of 48.7% of the respondents also responded that there are other factors rather than culture that influence employee performance and determine the productivity level of the organization. They concluded that there is a sturdy connection between performance of employees and the culture of an organization (Nnamani Emeka and Agu Philemon).

In 2014 Weerarathna carried out a research in Sri Lanka with a topic entitled “The Relationship between Organizational Culture and Employee Performance”. In order to pinpoint the connection

between organizational culture and employee performance, he developed a conceptual framework which helped him to achieve his aim of the study. He identified dependent and independent variables of organizational culture in order to develop this framework. Organizational culture was selected as the independent variable while employee performance as dependent variable meaning that the performance of employees depends on the organizational culture.

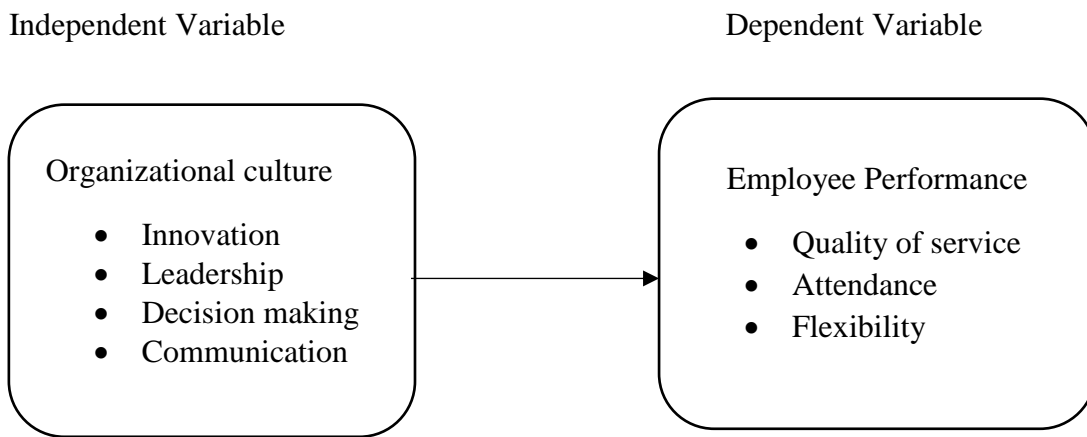


Figure 2: Conceptual framework of organizational culture
Source: Weeraratna (2014, 988)

As a summary of the literature, many of researches that have been done before has findings that strongly agree to the fact that organizational culture has an influence on the performance of employees in whichever organization they are working for. A strong organizational culture which supports employees and that allows them to be engaged in the daily running of the organization tends to have better output than a strict organization. Organizational culture is the base for the organizational survival it has been emphasized by Schein in his model of organizational culture.

2. RESEARCH METHODOLOGY

In this chapter the author explains the research methodology of this research is mixed method which comprise qualitative and quantitative method. The chapter includes the description of the sample, the description of the research carried out in form of in-depth interviews with the managers and questionnaire with employees. Results from the research will be presented and interpreted in the following chapter.

2.1. Description of the sample

The sample of this research is based on the headquarter of TelOne which is a Telecommunication and internet company in Zimbabwe. It is owned by the government of Zimbabwe and it is headquartered in which is the capital city. It is the largest Telecommunication company in Zimbabwe and it has the second largest fixed line network in the Southern Africa following Telkom in South Africa which holds the first position. The primary business of TelOne circles around voice, data and internet products and services. It aims to become the leading Information Communication Technology company, bringing affordable connectivity for everyone everywhere in Zimbabwe.

According to the website and annual reports of TelOne Zimbabwe (www.telone.co.zw), the company has 500 employees who are working at the headquarter and 2000 employees in total in the country in 18 cities. For this research, the author carried the research at the headquarter where there are 500 employees including the grounds men and the cleaning staff. The company is led by a board of directors who are appointed by the minister of the ministry of Information Technology and Courier Services.

During the 2016 to 2017 there were a lot of changes that had happened in the company of which all these were caused by the political and economic system of Zimbabwe. Growth has been shrinking and some employees lost their jobs through this. Lack of money in the country has made the growth of TelOne static but it is still thriving to achieve its goal to be the leading Telecommunications and the leading information communication technology company.

The way business is done every day is well governed by the internal rules and regulations of the company together with the policies and procedures of the government of Zimbabwe.

2.2. Manager's research methodology description

The reason for carrying out manager's research is to get opinions from the managers of TelOne on the idea or organizational culture in relation to the performance of their employees. The topic of organization culture is vague if the managers have no knowledge of these. The objective of the manager's research is to get an overview on how managers of TelOne feel about the organizational culture and to get an overview on how they see its influence to their employees.

The author used qualitative research in collecting data from five managers from five departments in the form of in-depth interviews. The author used qualitative method because it gives an in-depth understanding of the managers' information based on their experiences and feeling about the topic. In-depth interviews were used to interview the managers with the use of an interview guide because an interview guide provides a clear set of instructions for interviewers and can provide reliable, comparable qualitative data of which it was the intention of the interview (Saunders et al, 2007).

The company has many departments and the author was able to get in touch with five managers from Human resources, IT, Engineering, Procurement and Finance since these are the key managers at the head office in Harare.

The manager's names were kept anonymous for privacy and security reasons and the author decided to call them manager A, B, C, D and E. The interviews were conducted through skype as the author was not present in Zimbabwe where the case company is based. The interviews were done on 28 February 2019 and 1st of March 2019, the author together with the managers made the schedule in December. Adjustments for the interview dates were made because most of the interviewees were coming back from the year end vacation of which some of them had some backlogs to cover. Each interview took about 45 minutes and with the permission of the managers, the interview was recorded and later transcribed. Interview background and questions can be found on Appendix 1.

The company is big and all the function managers who are involved in this research have their specifications on how they operate but they are all integrated with the organizational culture with the aim of achieving the same overall goal of the company. Function managers were approached

with the intend to see how they think and see organizational culture has an influence on how employees perform.

Interview questions for managers were based on the model of organizational culture by Schein in 2004 which differentiates observable and unobservable elements of organizational culture. The first part of the interview, author started the interviews by giving a glimpse elaboration of the key elements of the interview to give the managers an understanding of the intention of the researcher. The key element that the author explained to the managers include organizational culture, employees' performance along with the key word influence. The interview was divided into sections thus background questions, the culture of TelOne and how they measure employees' performance. The reason for background questions was to get the idea how the manager is involved and deal with organizational culture.

The second part of the interview focuses on understanding the opinion of managers on the factors that influences the performance of employees in TelOne. According to Schein (2006), organizational culture is a shared value system within an organization that defines the level of how employees perform to achieve organizational goals. The value system and the aspects adopted within the organization will be directed by the people in the organization so that they will directly or indirectly provide strong motivation and influence on the employees in doing their work. Essentially, the elements of culture set by an organization will greatly have an influence on the performance to achieve organizational goals.

The third part of the interview was based on the question to get an understanding from the manager how organizational culture of TelOne can be applied in order to support the performance of employees. It also focused on how they see the performance of the employees being influenced by the culture of TelOne.

The analysis of the interviews is based on the interview transcriptions as interview appendix in a separate document. These transcriptions are analyzed through a cross-case analysis (Appendix 3).

2.3. Employees research methodology description

The reason for carrying out employees' research is to get an understanding of how they are influenced by the organizational culture of TelOne in their work performance. The intention is to get the opinion of employees of TelOne on how the organizational culture affect their way of work and how important is the organizational culture to them. Quantitative research method is used for

the employees' research in form of questionnaire (Appendix 2). A pilot test was sent to one person from every department first before sending out the questionnaire.

Data was collected from a sample of 180 employees of TelOne from the headquarter and the results were later quantified into statistical to find out by how much employees are influenced by organizational culture of the company. There are 500 employees at TelOne headquarter. The author sent out the questionnaire to 180 employees who use computers daily and got back 148 not spoiled answers. The questionnaires were sent in form of Google forms and it was emailed to the selected sample through a link. This took place in the beginning of 4th February 2019 and data collection ended February on 21st of February 2019. The response time to fill the questionnaire was approximately 5-6 minutes. The results of the data collected through Google forms are later exported to excel sheet for statistical analysis. The reason why the author gathered the data through survey from the employees was to get the inside information on how the employees see the effect of the organizational culture of TelOne on the way they are performing their tasks (Saunders et al, 2007). 148 employees out of 180 employees of the sample size answered the questionnaire. Hence the response rate was 82,2%.

The survey consisted of five background questions, questions about organizational culture and the others related to employees' performance. Most of the questions were based on the theoretical perspective of organizational culture and employees' performance. Background questions were based on finding out the respondent's gender, age, the length of time they have been working at TelOne and the department in which they work in. According to the model of Schein (2006), it is important that all values, belief, shared assumptions as well as rituals are shared among all the members of the organization thus the reason to gather data from all departments and see how they see and value the culture of the organization.

The sixth question under the perspective of organizational culture was based on the attributes of organizational culture that applies to TelOne and these are more of the invisible attributes. Organizational culture is made up of visible attributes of which the external environment sees only the tip of the iceberg. The idea of getting the attributes of organizational culture that applies to TelOne was to get an understanding to the drives that give direction on the behaviour of the respondents.

From question seven to question eighteen, all these questions were related to the understanding of the organizational culture of TelOne as well as how they define and understand performance of employees. The first second half of the survey had questions in relation to employees'

performance. These questions were presented using a 5-point Likert scale. The respondents had a choice to choose answers from strongly disagree, disagree, neutral, agree and strongly agree. According to Dr. Herman Aguinis (2013), understanding the goals of the organization by employees is the base for their performance as it shows them what has to be achieved by the organization.

3. RESEARCH RESULTS

In this chapter the author presents the research results of the manager and employees. The results are presented with theoretical literature together with empirical findings. The last part of this chapter consist of the conclusions by the author and the suggestions for further study.

3.1. Results of managers' research

The author conducted five interviews in the manager's research with five key important managers of TelOne from IT, Engineering, Procurement, Finance and Human resources departments. The reason why the author chooses to have interviews with these five managers is that they are the ones who understand the organizational culture of TelOne and they are also have influence in shaping the culture of the company. Managers are also involved in decision making, taking corrective actions and mapping the best possible strategies to drive employees to work well towards the achievement of the company overall objectives. The names of the managers were kept anonymous hence the author called them Manager A, Manager B, Managers C, Manager D and Manager E. Transcriptions of these interviews are found in appendix in a separate document. Summaries and analysis of the interviews are presented in the following subtopics. Moreover, a cross-case analysis based on the interviews is also included in the appendix 3.

3.1.1 Factors that influence employees' performance at TelOne headquarter

All the interviewees in the five interviews pointed that for employees to perform or behave the way they do, there are internal factors of drives that guide them. They agreed that workplace culture is embraced with key aspects that include a shared set of beliefs, customs, values, behavior and goals that are characteristic of the organization and these factors influence the performance of employees.

“An employee's efforts, productivity and crucial contributions are all directly influenced by workplace culture around him or her. If the organizational culture is unchecked well, it can harm

the reputation of the company and negatively impact the employee performance” (Manager A). “When we look at factors that influence the performance of employees we look at aspects like, for instance interdependence of groups and management, social interaction, communication, rewards and motivation. If there is a clear outline on what has to be done and how it has to be done, it is easy for an employee to do his work effectively” (Manager B).

When it comes to the factors that are influential to the performance of employees of TelOne, *“Intellectual ability skills is one of the main key factors to performance. This means that ability that an individual has to put their knowledge in action as well as the ability to learn new things and make connections. When a person has the right knowledge and skills to perform his task it will impact his productivity” (Manager C)*

Manager D said in his viewpoint that *“the performance of employees is sometimes influenced by the experience they have and some are driven to perform better with the length of time that they have been working on the same task”*. Manager C agreed also with manager D but *“he said that experience itself without other factors is not enough for management to track their performance.”* We need new people also who can bring new ideas in improving our performance and productivity. According to Manager E, *“TelOne aims to be a leading company in new technology, bringing people and businesses together and the aspects that are needed in driving the performance of employees is innovation. We need innovation in TelOne in order to achieve our objectives.”*

All the managers agreed that the organizational culture attributes or elements, skills and experience as well as the organizational aims are influential to the performance of employees in TelOne. Internal policies, ethical guidelines give direction to the way employees should follow in order to work towards the aim of TelOne.

3.1.2. Creation of organizational culture as a support drive to employee’s performance

The organizational culture consists of the shared values, beliefs and norms of which some are visible to the world while others are not visible but they exist. Some of the attributes of organizational culture are in black and white and some are through practices.

“If we can create a strong and supportive culture to our employees, it is always related to increased productivity. We can utilize the organizational culture by supporting and engaging our employees in the day to day running of TelOne. The more we give them a friendly and supportive environment, the more we move towards productivity”, (Manager A). Manager B also said that,

“the performance of employees can be supported by organizational culture through the communication ways. I have observed that open communication with employees gives them motivation and having the fact that they are recognized in decision making helps their performance. They feel part and parcel of what the organization is aiming to achieve”

Manager C also mentioned that, “it is easy to look at the balance sheet of TelOne and estimate its success in numbers but the true health of the company rests upon the well-being of the employees meaning the working culture around them. Everyone should feel satisfied with their work and believe they can speak up without their words being used against them. Employees expect a positive and supportive work environment.”

“We can utilize the organization to support employee’s performance by creating a culture that the employees are not afraid of us. We have to reduce some of the bureaucracy that we have to let employees have direct and easy contact with the management. However, setting out good, understandable ethical procedures is one way we can support them to know how they should behave” (Manager D). All managers agreed that the procedures that are put on black and white give a clear direction of what employees should follow. It is clear to figure which rule or policy has to be revised to make the work of employees easier.

Additionally, Manager E said that, *“our organizational culture can support employees by having a culture that rewards employees according their performance. Recognizing the efforts of employees and setting up targets is another way that we can use as management to support and motivate employees”*.

The managers stated that a good working culture always support the productivity of employees. They also agreed that if an organization develops a strong supportive culture, it is more clear and likely to move towards the overall company objectives.

3.1.3. Connections between organizational culture and performance of employees in TelOne Headquarter

Managers see that there is correlation between the organizational culture and employees’ performance. The organizational culture is the backbone of the company and the employees embrace it as the main guide to their output.

Managers A agreed that there is a strong relationship between the organization culture and the performance of the employees. *“As the organizational culture defines the work environment, how*

conflicts are solved, it also goes along with the performance of the employees because it pegs the beginning point for the behaviour and the direction for the next step in their work. Organizational culture has a strong influence to the output of employees which can be positive or negative.”

“The way employees take initiatives is usually led by the culture of an organization by the use of policies, ethics and the like and when we look into this closely, it determines their performance. For instance, if an organization has a culture that employees are afraid of their managers, they perform their work in fear and most likely they don’t enjoy being at work” (Manager B). Manager C also agreed with Manager B adding a point that, “maximizing the performance of employees requires guidance and procedures henceforth there is need for them to learn through the culture of the organization”.

“Organizational culture as the norms, values and beliefs that are shared in an organization automatically has a connection to the performance of the employees of the organization. The reason being that from this definition, values, norms and beliefs are related to performance and the overall output of an organization” (Manager D).

“Employees behaviour is improved if they have full knowledge in addition to the awareness of the organizational culture. This awareness and knowledge of the culture of the organization that the employee works for give them a sense of loyalty and the full knowledge of how things should be done. In a nutshell, there is proper behaviour, performance or act of employees without a certain structure of culture that guides behaviour” (Manager E). Behaviour is performance. “Culture is an outcome from a group of people sharing same norms, values, ways of doing things which in the sense of an organization it is the same. The value and aims of an organization are the products of a group of people (employees) sharing these same values and aims” (Manager E).

All the managers from TelOne headquarter agreed that there is a broad connection between organizational culture and the performance of employees. Employees are impacted and influenced in their behaviour and work performances by the structure and policies of the organizational culture of TelOne headquarter. The elements that make up organizational culture have certain push and influence the daily work of employees. It goes hand in hand with the work performance of employees because that is their identity from any other organization in the same industry of telecommunications.

3.2. Result of employees' research

3.2.1. Background data

180 questionnaires were sent to the employees of TelOne who use computers every day from different departments in TelOne at the headquarter in Harare where there are 500 employees in total. 148 questionnaires were answered which is (82%) response rate out of the 180 sent questionnaires.

Out of 148 of the answered questionnaires, 79 respondents (53%) were males and 69 respondents (47%) were females. There are more males who answered the questionnaire than females.

Responses were also compared based on the time the respondents spent working in TelOne. TelOne was established in 1980 when Zimbabwe became independent. Results showed that TelOne has employed the respondents were more young people in the recent years (See table 1). The reason why the author gathered this data is to see if the respondents understood the culture of TelOne according to the number of years they have spent working in the organization, also in addition to see if the company has a culture of embracing, accepting new and young people into the company.

Table 1. Visualized results based on the number of years spent working at TelOne

Time spent at TelOne (years)	Frequency (number of responses)	Percentage
Below 5	52	35.1%
5-10	40	27.0%
11-15	23	15.5%
16-20	18	12.2%
More than 20	15	10.2%

Source: created by the author

It was mandatory for respondents to share the departments that they work in. This was done with the aim to get an overview of how all departments feel impacted in their performance by the culture of TelOne. It came out that a bigger percentage of 33.1% of the responses came from the IT departments, 21.6% from Engineering, 20% from the Procurement department, 18.2% from Finance department and 7.1% from Human Resources department. The main reason could be that

those department employees use computers more in their everyday work. Response rate based on departments summary:

IT- 49 (33.1% of all responses)

Engineering- 33 (21.6% of all responses)

Procurement- 29 (20% of all responses)

Finance- 27 (18.2% of all responses)

HR- 10 (7.1% of all responses)

Most responses based on departments came from the IT because TelOne is more into the technical and Engineering tasks in trying to improve the telecommunication industry.

3.2.2. Culture and performance at TelOne

Questions that fall under this block was aimed at getting an understanding of the type of culture and organizational practices that are present or reflected at TelOne through the opinions given by the respondents. The fifth question was a checkbox type of question whereby respondents were given unlimited choice of answers from the ones stated that reflects, and/ important to the structure of the organizational culture of TelOne. They were allowed to mark all that they felt applies to TelOne (respondents were allowed to choose more than one answer from the list).

Table 2. Survey question: What are the attributes of organizational culture do you think applies to TelOne?

Attribute of organizational culture	Frequency	Percentage
Ethics	99	66.9%
Policies	108	73.0%
Team orientation	138	93.2%
Individualism	0	0
Innovation and support	138	93.2%
Trust	40	27.1%

Source: created by the author

The sixth question is based on trying to get an understanding from the opinions of the respondents whether they have a clear understanding of the policies of TelOne. This question was presented in a 5 point Likert scale based on how much they agree or disagree to the question. Out of 148

answered questionnaires- 46 (31.1%) answered strongly agree- 77 (52.0%) answered agree- 17 (11.5%) remained neutral- 5(3.4%) answered disagree- 3 (2%) answered strongly disagree. Based on these results, the author also grouped the results according to departments since it was visible to see the departments where the responses were coming from.

The author carried out One-way Anova test to analyze the responses from different departments. There was no significant difference from the data. $\alpha= (0.05)$, ($P=0.592554$), ($F=0.713284$). Since the P-value of 0.592554 is greater than alpha (0.05) it shows that there was no significant difference from the response from different departments.

The seventh question aimed to gather information to see if the respondents fully understand the goals of their organization. This question was drawn in order to understand if the respondents really know what they are working to achieve for the base of performance and behaviour. Out of 148 answered questionnaires-72 (48.6%) answered strongly agree-58 (29.2%) answered agree-18 (12.2%) answered neutral- 0 (0%) answered disagree- 0(0%) answered strongly disagree.

Based on these responses, all the 148 responses have full and partial knowledge of the goals of TelOne and what is expected out of them in performing their tasks.

The author also analyzed the results based on departments. One-way Anova was carried to make an analyses of responses from departments. From the One-way Anova, $\alpha= (0.05)$, ($P=0.659095$), ($F=0.611616$). P-value is greater than α , this shows that there is no significant difference from the departments results.

The eighth survey question was based on understanding the structure of the culture of TelOne whether respondents felt that they have a friendly atmosphere at their organization. All the respondents confirmed that the atmosphere of TelOne is friendly as their responses ranked from strongly agree and agree only without anyone disagreeing. Out of 148 respondents- 106 (71.4%) responded strongly agree – 42(28.6%) answered agree- 0(0%) answered neutral- 0(0%) answered disagree- 0(0%) answered strongly disagree. From these results, it illustrates that the atmosphere at TelOne is very friendly to its employees.

The author also carried out One-way Anova test to compare if responses from departments were significantly different. There was no significant difference found. With, $\alpha= (0.05)$, ($P=0.837609$), ($F=0.354837$) it shows that there is no significant difference from the opinions from departments. This means that all the respondents have a great feeling that the atmosphere of TelOne is very friendly.

The ninth survey question is based on understanding the engagement of employees with their fellow colleagues during coffee breaks. The idea was to get an overview from the perspective of employees whether they have a culture of informal relations amongst each other at the workplace or it is strictly business. Out of 148 respondents -68 (45.7% answered strongly agree- 63 (42.9%) answered agree- 4 (2.9%) answered neutral- 13 (8.6%) answered disagree- 0 (0%) answered strongly disagree.

As data collected was compared amongst departments, the author carried out One-way Anova test to analyze these results. It came out that there was no significant difference between the departments. With an alpha ($\alpha= (0.05)$), results produced were that ($P=0.578845$), ($F=0.735094$).

The tenth question was based around getting an overview of how employees engage with their managers informally in coffee break times in form of a Likert scale type question. It came out that out the 148 respondents – 9 (5.9%) answered strongly agree – 44 (29.6%) answered agree – 13 (8.8%) answered neutral – 68 (46.1) answered disagree – 14 (9.6%) answered strongly disagree.

To analyze these responses based on departments, the author carried out One-way Anova t-test. This test was carried out with an alpha ($\alpha= (0.05)$), and results produced that ($P=0.4118406$), ($F=1.038933$). Because the P-value is greater than alpha, the shows that there was no significant difference amongst the departments. A bigger percentage lies at disagree and strongly disagree, this interprets that TelOne has a culture of employees having limited informal relations with the employees.

The eleventh survey question is based on how punctuality is valued and prioritized in the organization. It was also asked through a 5 point Likert scale. From 148 respondents- 63 (42.9%) respond strongly agree- 63 (42.9%) answered agree- 13 (8.8%) answered neutral- 0 (0%) answered disagree- 9 (5.7%) answered strongly disagree.

To make an analysis of this data from different departments, the author carried out One-way Anova t-test. The One-way Anova t-test was tested with ($\alpha= (0.05)$), and the results came out as ($P=0.519321$), ($F=0.834261$). There was no difference found from the responses that came from the departments. Punctuality is valued and prioritized at TelOne as shown from the responses.

In trying to get deep into an understanding of the culture at TelOne, the twelfth question asked was through a statement asking about respondents that when they have a challenge on their job they can easily ask for assistance from the manager. This question also assessed the performance of employees with or without the assistance from the managers. The question was answered in form

of a 5 point Likert scale. Out of 148 respondents- 4 (2.9%) answered strongly agree- 47 (31.4%) answered agree- 80 (54.3%) remained neutral- 13 (8.6%) answered disagree- 4 (2.9%) answered strongly disagree.

The author compared the results from departments. To analyze this data, the author carried out One-way Anova t-test. With ($\alpha= (0.05)$) the results came out as ($P=0.6192542$), ($F=0.6717241$). There was no difference found from the responses that came from the departments. Most of the responses lies on the neutral category.

In relation to the previous question, the question that followed asked about getting assistance from the fellow colleagues if challenges in the job comes up. The results showed that out of 148 respondents- 59 (40%) answered strongly agree-74 (50%) answered agree- 7 (4.3%) answered neutral- 8 (5.7%) answered disagree- 0 (%) answered disagree.

Out of these responses, the author carried out One-way Anova t-test to analyze the responses from departments. With ($\alpha= (0.05)$) the results came out as ($P= 0.6207584$), ($F= 0.6694158$). There was no difference found from the responses that came from the departments since the P-value is greater than alpha. It is easier for colleagues to as for assistance amongst each other when challenges occur in their tasks.

The next question was asking about the allowance of employee by management in contributing ideas in the organization. It aimed to get an understanding on how much employees are allowed to contribute ideas in their organization. the question was structured as a 5 point Likert scale. Out of 148 returned questionnaires- 17 (11.4%) answered strongly agree- 81 (55%) answered agree- 35 (22.9%) remained neutral- 8 (5.7%) answered disagree- 7 (5%) answered strongly disagree.

The author carried out One-way Anova t-test to analyze results from departments. There was no significant difference found amongst departments. With ($\alpha= (0.05)$) the results came out as ($P= 0.5315813$), ($F= 0.813173$).

To a larger extent, employees at TelOne are allowed to contribute ideas in the organization as reflected by the responses that came from the questionnaire.

The fifteenth survey question was asking about if there is motivation for employees to be really committed to the achievement of the organizational goals. The idea was to get an idea if the culture of driving employees towards the achievement of the organization has been built in TelOne. Out of 148 responded questionnaires- 30 (20%) responded strongly agree- 110 (74.3%) answered agree- 0 (0%) answered neutral- 4 (2.9%) answered disagree- 4 (2.9%) answered strongly disagree.

The author carried out One-way Anova t-test to test if there was significant difference from the results from departments. There was no significant difference found. With an alpha ($\alpha = (0.05)$) the results came out as ($P = 0.808576$), ($F = 0.3967413$).

From the responses reflection, TelOne has a culture of motivating its employees in order to achieve the goals of the organization.

In trying to get a deeper understanding of the cultural practices present in TelOne, the author drawn up a question asking if employees are rewarded in proportion to the excellence in quality of their job performance. From 148 responses- 47 (31.4%) answered strongly agree- 76(51.4%) answered agree-17(11.4%) answered neutral- 8 (5.7%) answered disagree- 0 (0%) answered strongly agree.

The author carried out One-way Anova t-test to analyze the results grouped in departments. There was no significant difference from the results from departments. With an alpha ($\alpha = (0.05)$) the results came out as ($P = 0.576239$), ($F = 0.7392789$).

TelOne rewards its employees in proportion to the excellence in quality of their job performances as a bigger percentage from all departments agreed to the statement that they are being rewarded in the quality of their job performance.

The last question was in form of a 5 point Likert scale also and it was asking about if the organizational culture of TelOne has influence on the performance of employees. The influence could be negative or positive but as long as to get an overview if the respondents felt influenced by the culture of their organization. Out of 148 answered questionnaires- 72 (48.6%) responded strongly agree- 68 (45.7%) answered agree- 0 (0%) answered neutral- 4 (2.9%) answered disagree- 4 (2.9%) answered strongly disagree.

The author carried out One-way Anova t-test to analyze results categorized in terms of departments. With an alpha ($\alpha = (0.05)$) the results came out as ($P = 0.666108$), ($F = 0.6012345$). This means that there was no significant difference found as the P-value is greater than alpha.

Organizational culture of TelOne has influence to the performance of its employees as replicated to the given opinions by the respondents.

3.3. Discussion and suggestions

In this section, the author brings out conclusions of the research results together with suggestions to the management of TelOne on how they can view organizational culture as an influential factor on the performance of employees. Conclusions presented are based on research questions.

Additionally, the author also brings out conclusions of research findings from the theoretical literature.

The main aim of this research is to get a deep understanding on how organizational culture can influence the performance of employees in an organization. From literature reviewed it is clear that organizational culture has a strong influence on the performance of employees. By developing a strong and supportive culture, an organization can yield quality performance from the employees. Setting out grounding rules, policies, support systems, acts of behaviour gives direction to employees in what and how things should be done to attain their targets or organizational goals.

The first research question of this thesis was “What are the aspects that influence employees’ performance in an organization?”

Managers of TelOne has brought out related ideas of the aspects that influence the performance of employees in their organization. They identified aspects of influence to performance as engagement of employees in decision making, motivation, the culture around them, skills and innovation within employees. If employees are supported they will retain quality performance on their jobs which leads to the achievement of the goals of the company. The values of an organization serve as the foundation of daily culture in the organization that promotes process innovation which in return leads to or hinder performance improvement. This relates to the literature about employees’ performance.

Managers of TelOne also outlined that if there are clear procedures and rules on how things should be done, it is clear and easier for an employee to know his responsibilities and boundaries on how he should behave. To support this, an employee should possess the required skills and knowledge as well as commitment on the task to be performed. Performance of employees can be basically understood as the equivalent actions expected of an employee and how well the tasks are achieved.

Based on the opinions given by the employees in the questionnaire, it also shows that employees felt influenced in their performance by the culture of TelOne. From the questionnaire, 48.6% strongly agreed that their performance is influenced as well as 45.7% agreeing to the same fact that organizational culture of TelOne. This means that 94.3% of the respondents confirmed that organizational culture of TelOne has an impact in their performance. They have agreed well that they are motivated that means they are supported in their work to achieve their objectives. From the managers’ research, they pointed out that employees’ efforts and productivity are directly influenced by the workplace culture around them. If the organizational culture is not checked well, it can produce negative energy to employees and demolish the reputation of the organization

because change is always happening and it is inevitable. This is also resonating with the responses from the employees on the questionnaire that the atmosphere at TelOne is very friendly.

The second research question of this thesis was “How organizational culture can be applied to support employee’s performance?”

From the managers’ research, it shows that a strong and supportive organizational culture increases productivity of employees. Managers of TelOne through the interview agreed that they can utilize organizational culture as a supportive tool to employees’ job performance by engaging and collaborating them in day to day running of TelOne. Engagement, diversification and collaboration are some practices that TelOne has adopted as their culture which gives the employees a sense of belonging to the overall goals of TelOne. Additionally, from the theoretical literature organizations should focus on their culture in order to motivate and drive their employees perform to their very best. Most employees remark that an organizational culture conveys a continuous learning process, engagement of employees and managers, and if an organization has a well incorporated structure with good leadership, the more committed they will be to the achievement of the organizational goals.

An organization can utilize organizational culture to support the performance of employees by creating a friendly and welcoming atmosphere. This was revealed by previous researchers under this topic while in the situation of TelOne, it is reflected that they have a culture of creating a very friendly atmosphere to their employees. This was also reflected by the responses from the employees on the questionnaire. 71.4% of the respondents strongly agreed that the atmosphere of TelOne is very friendly and 28.6% respondents agreed to this. This shows that 100% of the respondents agreed to the fact that TelOne has a very friendly environment.

Organizational culture can be applied as a support tool to employees’ performance by drawing the lines of what is expected out of employees, how they should communicate and behave to achieve their targets. Rules and ethics as part of the values and norms of an organization, can help to shape employees in doing their job hence these can be maximized by management to help employees realize the direction they should follow. If an organization has a learning culture, it allows its employees to review their performance and work towards a better change.

The third research question of this thesis was “How can organizational culture influence the performance of employee?”

Based on literature reviewed under this topic an organizational culture creates the value of an organization besides attitudes and actions of every individual in the organization but as well through the shared approaches and conduct of the organization in carrying out its business. All the managers of TelOne agreed that the organizational culture defines the work environment, how conflicts are solved, it also goes along with the performance of the employees because it pegs the beginning point for the behaviour and the direction for the next step in their work. Organizational culture is the stepping stone for employees to have a clear understanding of what the organization is working towards which gives them an understanding of what their company is about, how they take responsibilities on challenges and what values an organization possess.

Culture of an organization is reflected from a group of people sharing same norms, values, ways of doing things which in the sense of an organization it is the same. The value and aims of an organization are the products of a group of people (employees) sharing these same values and aims. There is no performance from the employees if there are no values, norms and codes of conduct. It is also reflected well from the responses on the questionnaire from the employees that there is a strong influence that organizational culture of TelOne brings on the performance of its employees.

Majority of the employees answered that they have a very friendly environment at TelOne which I think is one of the factors that keeps employees comfortable at their work. The fact that TelOne allows teamwork makes their culture strong in the sense that employees can collaborate and support each other. If a company allows teamwork, it is easier for employees to take initiatives and challenges because they know that they have a backup in case things get really tight. It means that the culture of TelOne is designed in a way to be positive influence on how employees perform.

From the discussions, the author now brings suggestions to the management of TelOne on how they can view and have the organizational culture impact the performance of their employees.

- As the main aim of this thesis is to create suggestions to managers of TelOne on how they can create a supportive organizational culture to the employees to gain good performances from the employees, from the findings that came from both management and employee, TelOne management should amend or create an organizational culture where employees are free to ask for assistance in cases of challenges. From the way it is, it shows that TelOne has a culture where hierarchy gap is so high that employees are a bit scared of their bosses.

The author suggests that the company should create kind like a flat organizational structure where management have close conduct with their employees, it will bring positive energy to employees. Employees perform well when they know that they have full support from their managers rather than being scared to take challenges to their managers.

- Another suggestion that the author gives to the management of TelOne is to open up more for employees to contribute their ideas and getting employees involved more in decision making or suggestions for improvements. Sometimes employees can figure out most efficient ways performing a task and if TelOne allows this flexible culture, it gives more sense of belonging to employees.
- Because the company aims to be more innovative in bringing people and businesses together, the author suggestion is that, TelOne should improve and create training and development opportunities where they bring trainings to employees and they will stay up to date with the inevitable change. The environment at TelOne should be a learning environment where people can have career development inside the company. By this they will be able to get increased performance and output. A learning culture nurtures its employees the way they want them to be and they should increase also training opportunities to the employees to improve their capabilities.

CONCLUSION

The aim of this thesis was to create suggestions to managers of TelOne on how they can improve their organizational culture to be more supportive the employees so as to gain good performances from the employees. It targets to explore why employees, perform in certain ways in their everyday work and how they target to achieve overall organizational goals as well as relating their behavior and performance. In order to achieve this aim, the researcher has set up the following research questions:

1. What are the aspects that influence employees' performance in an organization?
2. How organizational culture can be applied to support employee's performance?
3. How can organizational culture influence the performance of employees?

This thesis was done through a mixed method of qualitative and quantitative research methods. It was done through a Telecommunication company based in Zimbabwe. In the qualitative research method, the author conducted five in-depth interviews with five key department managers from the IT, Human Resources, Procurement, Engineering and the Finance department. All the interviews were done through Skype. Quantitative research method was done through a questionnaire that was send to 180 employees of TelOne at the headquarter in Harare.

To summarize the findings from the theoretical literature, the author found out that there is correlation between organizational culture and performance of employees. It has been found by many researchers that organizational culture of an organization has influence in how employees perform. If an organization culture is not checked well, it can influence negatively the way employees perform. Employees also need motivation and they want to be recognized if they go an extra mile in their work.

From the findings found from the research of this thesis, it shows that TelOne has a supportive culture to its employees. The employees of TelOne are also quite aware of what is expected out of them. They mostly understand the goals of the company which means that they know what the company aims to achieve which in return gives them a sense of direction on where they are putting

their efforts towards. It has been found also that the employees of TelOne are very aware of their organizational culture as resonated by their responses on the question about the attributes of organizational culture in the questionnaire. Respondents of the questionnaire furthermore responded that there is no individualism in their organization. This means that the work at TelOne has a culture of collectivism as it has its work mostly in teams.

The author made some suggestions to the managers as of TelOne on how they can improve the organizational culture of the company as to achieve the research aim. The author suggested that there should be more engagement of employees in making decisions as well as suggestions for improvements. Additionally, the author suggested that the hierarchy gap between the employees and the managers should be shrink so that the employees feel free to ask for assistance to their managers as way to have a low power distance. There is high distance culture in the company which the author thinks that the employees are afraid to reach out to their managers.

The author also brings limitations of this thesis. One of them is that the responses were gathered only at the headquarter of TelOne of which there are other branches in 18 cities in Zimbabwe. Secondly, the interviews were conducted through Skype of which it is possible that the managers were formal and polite for their opinions. The author feels that if she was really involved at TelOne, she was able to see the reality on how culture is playing a role in how employees perform their tasks.

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APPENDICES

Appendix 1. Interview background and questions

Interview background

The aim is to understand your opinions as a manager of TelOne on how the culture of an organization influence the performance of employees. As the author of this research thesis, I am carrying a research on the topic: The influence of organizational culture on employees' performance in Telone. I would like to ask you some questions to get an understanding on the role of organizational culture at TelOne and how it affects the performance of your employees.

Your answers in this interview will be recorded down and transcribed later. You will be called your names as a manager A, B, C, D or E not by name to guarantee your anonymity. Participation in this interview is voluntary and you are allowed to stop the interview at any moment you feel like stopping. Feel free to give your opinion. Your responses will be used for this research purposes

Introduction and definition of terms

Organizational culture are those values, beliefs, assumptions and norms that an organization shared with a group of its internal stakeholders which are employees and management. The collective traditions that you share within the organization.

In other words, organizational culture can be defined as the summation of values, attitudes and behaviours (can be stable, observable an non observable patterns of behaviour as well as the organizational policies, processes and incentives (financial and non-financial rewards, acknowledgements, advancement and permissions) that shape the attitudes and behaviours of people in an organization. All the attributes that are shared in the organization and what makes it unique to other cultures of any organization.

Employees performance refers to the productivity, outcome, efficiency and effectiveness of employees. It refers to how employees do the quality of work as well as competence that employees portray and holds. It is the significant part of every organization as it determines success of an organization.

Interview questions:

How well do you understand the concept of organizational culture in TelOne?

How are you involved or impacted by the organizational culture of TelOne and to your subordinates also?

What do you think when we talk about employees' performance?

How do you measure performance of employees in TelOne?

What are the factors that you think affect the performance of employees in TelOne?

How can you create an organizational culture to be a support drive to employees' performance?

Do you think organizational culture and employees' performance of employees in TelOne has a relationship?

Appendix 2. Questionnaire

Questionnaire for Employees

Dear Respondent,

I am a student of Tallinn University of technology and I am carrying out a research on the influence of organizational culture on employees' performance in TelOne for my master's thesis. It takes about 5 minutes to complete the survey. Your responses will be used confidentially by the researcher and used for this research purpose only. Feel free to give out your opinion and your answers are confidential.

Thank you for taking time in this survey.

Yours sincerely,

Mary Kuronzwi

* Required

1. Gender *

Mark only one oval.

- Female
 Male
 Prefer not to say

2. Age *

Mark only one oval.

- 20-25 years
 26-30 years
 31-35 years
 36-40 years
 41 years and above

3. How long have you been working in TelOne? *Mark only one oval.*

- Below 5 years
 5-10 years
 11-15 years

- 16-20 years
- More than 20 years

4. Which department do you work in? * Mark only one oval.

- Human resources IT
- Engineering
- Procurement
- Finance

5. What are the attributes of organizational culture do you think applies to TelOne? * Check all that apply.

- Ethics Policies
- Team orientation
- Individualism
- Innovation and support
- Trust

6. Policies of the organization are clearly defined. * Mark only one oval.

	1	2	3	4	5	
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>						
Strongly Disagree						Strongly Agree

7. I fully understand the goals of our organization * Mark only one oval.

	1	2	3	4	5	
<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>						
Don't understand at all						completely understand

1 2 3 4 5

Strongly Disagree Strongly agree

13. When you have a challenge on your job you can easily ask for assistance from the colleagues. *

Mark only one oval.

1 2 3 4 5

Strongly disagree Strongly agree

14. Employees are allowed to contribute ideas in the organization. * *Mark only one oval.*

1 2 3 4 5

Strongly disagree Strongly agree

15. There is motivation for employees to be really committed to the achievement of the organizational goals? *

Mark only one oval.

1 2 3 4 5

Strongly disagree Strongly agree

16. Employee are rewarded in proportion to the excellence in quality of their job performance. *

Mark only one oval.

1 2 3 4 5

Strongly disagree Strongly agree

17. There is two-way open communication between the manager and the subordinate.

*

Mark only one oval.

1 2 3 4 5

Strongly disagree

Strongly Agree

18. Organizational culture of TelOne influence the performance of employees * *Mark only one oval.*

1 2 3 4 5

Strongly disagree

Strongly Agree

Appendix 3. Cross-case Analysis

Question	Manager A	Manager B	Manager C	Manager D	Manager E
What are the factors that you think affect the performance of employees' in TelOne headquarter?	-Workplace culture -Influenced -Efforts -Productivity	-Interdependence -Social interaction -Communication -Rewards -Motivation -Clear outline	-Intellectual ability -Performance -Knowledge -Connections -Productivity	-Influenced -Performance -Management -Driven	-Driving -Bringing -Innovation -Leading
How can you create an organizational culture to be a support drive to employees performance?	-Strong and supportive -Friendly environment	Communication ways -Open communication -Recognized -Part and parcel	-True health -Well-being of employees -Satisfied -Positive -Environment	-Not afraid -Reduce bureaucracy -Easy and understandable -Ethical procedures	-Rewards -Recognizing -Setting targets -Motivate
Do you think organizational culture and employees performance of employees' in TelOne headquarter has a relationship?	-Strong relationship -Defines -Conflicts are solved -Pegs -Beginning point -Behaviour -Direction	-Initiatives -Led -Culture -Policies -Ethics -Determines -Performance -Fear -Enjoy	-Guidance -Procedures -Culture -Learning	-Values -Norms -Beliefs -Automatically -Overall output	-Knowledge -Awareness -Organizational culture -Sense of loyalty -Behaviour -Outcome -Products

Source: Created by Author