



Assessing the impact of organizational culture on employee performance of public healthcare organizations in South Africa

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Abstract

The study assesses the impact of organizational culture on employee performance of public healthcare organizations in South Africa. The study employed the explanatory research design to ascertain the relationship between the study variables. The simple random technique was used to collect data from 220 employees in the South African public healthcare sector. Data analysis was by the use of Statistical Package for Social Sciences (SPSS) version 21. It was found out that cultural trait of organizational mission, employee involvement and consistency impact employee performance. However, employee involvement received a higher beta value of .868 followed by organizational mission and consistency respectively. Conclusion, managerial implications as well as suggestions for future are presented.

Keywords: Organizational culture, employee performance, public healthcare, South Africa

Introduction

Organizational development has been given increased attention due to the competitive nature of the business environment. Studies have shown that employee's performance is the back bone of the organization as it plays indispensable role in the development of the organization (Burke, 2022) ^[8], hence, the need for organizational culture. Defined as a distinguish attribution chest that articulates organization itself and from others as well (Assoratgoon & Kantabutra, 2023) ^[5], culture is a massive mind thinking's that brought difference among members of one group to another (Iskamto, 2023) ^[16]. The South African public healthcare sector is characterized by competition stemming from private healthcare institutions. The need to building a vibrant organizational culture has become significant than ever before if the public healthcare sector is to topple the competition. In buttressing this, Paais & Pattiruhu (2020) ^[21] intimate that organisations do not exist in a vacuum but in a specific culture or socio-cultural environment that influence the way their employees think, feel and behave. Work place culture is a very powerful force that influences employees' work life. Paais & Pattiruhu (2020) ^[21] assert that it is the very thread that holds the organisation together. Hence, managers and employees do not work in a value-free environment; they are governed, directed and tempered by the organisation's culture. Thus, organisational culture has a strong influence on employees' performance and work attitude. For employees, it is either the glue that bonds people to an organisation or what drives them away. It involves standards and norms that prescribe employees behaviour in a workplace (Iskamto, 2023) ^[16]. Hence, organisational culture is the underlying values, beliefs, principles and practices that constitute its management system. In the views of Assoratgoon & Kantabutra (2023) ^[5], organization will find it difficult to complete without organizational culture. Spicer (2020) ^[24] defines organizational culture as "it is encompassed of essential ideology, notions as well as verdicts that are shared by members of an organization".

According to Azeem *et al.* (2021) ^[6], a strong culture does not only enhance organization's competitiveness but employees' performance as well. Performance according to Triansyah *et al.* (2023) ^[25] is the extent to which an individual is carrying out assignment or task. It refers to the degree of accomplishment of the task that makes up an employee's job (Anakpo *et al.*, 2023) ^[3]. Job performance is the net effect of an employee's effort as modified by abilities and roles or task perceptions (Rivaldo & Nabella, 2023) ^[22].

In every industry, organizations have their own unique culture and the public healthcare sector in the South African is no exception. However, the culture of the organization should be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness. As a performance management policy, public healthcare managers in the South African assess their staff performance to ensure the continual improvement in the performance. However, the question of whether organizational culture improves or worsens employees performance has not yet received any research in South African healthcare industry in the public sector, because no attention has been given to the effect or impact of organizational culture on employee performance in the sector. Again, some studies such as Kyei (2021) ^[20] aver that there is no agreement on the precise nature of the relationship between organisational culture and performance. The question then is: How have organizational culture impacts employee performance in the public healthcare sector in South Africa?

Results of the study should contribute to our knowledge of the relationship that exists between organisational culture and performance. This will enhance managerial effectiveness and organizational success in the South African public healthcare sector. Management in the sector will be exposed to the nuances of organisational culture which should aid in building a strong culture to engender employee performance and also develop the sector.

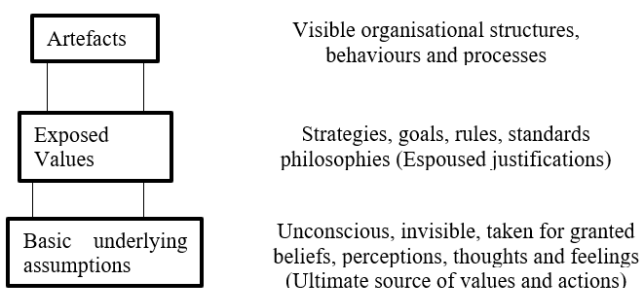
Statement of hypothesis

1. Cultural trait of organisation mission has positive effect on employee job performance.
2. Cultural trait of employee involvement has positive effect on employee job performance.
3. Consistency as an element of organisational culture has positive effect on employee job performance

Theoretical review

The study is underpinned by the Schein's model of organizational culture

Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artefacts. She distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains. Visible behaviour influences and is influenced by unobservable assumptions through rules, stand. This is further clarified in figure 1 Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc. Espoused beliefs and values are the next level of organisational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. Basic underlying assumptions are the base level of organisational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness. The most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality



Author: Schein (2004)

Fig 1: Schein's model of organizational culture

Concept of organizational culture

There are many ways to visualize the concept of organizational culture (as portrayed in figure 1). Schein (1992) portrays culture as existing at three levels of awareness. The most apparent are artefacts, which are visible organizational structures and processes. Artefacts represent the first level and include what one sees, hears,

and feels when first subjected to a culture. These include visible organizational structures and processes, language, technology, emotional displays and other observable behaviors. While at this level one can visibly observe various artefacts, one's interpretation of culture will still emerge from personal feelings and reactions to what is visible. Somewhat less evident are espoused values which are the strategies, goals and philosophies expressed by managers and other members of the organizational culture. Least evident is what he calls the basic underlying assumptions which are unconscious and taken for granted beliefs, perception, thoughts and feelings. He sees the latter as the —ultimate source of values and action”

The second level of culture, espoused values, helps to predict what people will say in various situations, as a result of assertions made by group members (often leaders). However, like artefacts, this may not indicate how they might actually behave. Not until espoused values transform into shared beliefs and assumptions (through experience), can one identify the true culture of the organization. The espoused values are the strategies, goals and philosophies expressed by management and other members of the organization.

The third level, basic assumptions, emerges from the members of the organization which have supported espoused values. The basic underlying assumptions are unconscious and taken for granted beliefs, perceptions, thoughts and feelings. At this level, assumptions about people's behavior become embedded and reinforced in the minds of members. Until one recognizes the pattern of basic assumptions, the interpretations of artefacts and espoused values will not uncover the ideational essence of culture. This includes developing and understanding the underlying assumptions and values that emerge among members of organizations. Schein sees basic assumptions as the “ultimate source of values and action”

Determinants of organization culture

The “Denison Model” is a framework that examines Organization culture based on four key traits: Mission, Adaptability, Involvement, and Consistency (Denison, 1990) [10].

Mission: The Mission trait focuses on the clarity and alignment of an organization's purpose, values, and goals. It assesses whether organization has a shared understanding of the organization's mission and whether it guides their actions and decision-making. A strong mission trait involves a clear and compelling mission statement, a sense of direction, and a shared commitment to the organization's purpose (Denison, 1990) [10].

Adaptability: The Adaptability trait refers to an organization's ability to respond and adapt to changing external environments and internal demands. It involves being open to change, embracing innovation, and continuously improving processes and practices. Organizations with a strong adaptability trait are flexible, responsive, and capable of adjusting their strategies and operations to meet evolving challenges and opportunities (Cameron & Quinn, 2011) [11].

Involvement: The Involvement trait focuses on employee engagement and empowerment within the organization. It assesses the extent to which Organization are involved in decision-making, problem-solving, and the overall functioning of the organization. A strong involvement trait includes a participatory culture, where Organization is encouraged contributing their ideas, sharing feedback, and actively participating in shaping the organization's direction (Hofstede, 1980) ^[15].

Consistency: The Consistency trait examines the degree of coherence and integration within an organization. It involves the alignment of systems, processes, and behaviors with the organization's values and goals. A strong consistency trait is characterized by clear and consistent communication, shared norms and behaviors, and the presence of systems and practices that reinforce desired behaviors and outcomes (Hofstede, 1980) ^[15].

These four traits of the Denison Model provide a comprehensive framework for understanding and assessing Organization culture. By evaluating an organization's mission, adaptability, involvement, and consistency, the model offers insights into its strengths and areas for improvement, helping organizations develop a culture that supports their goals, fosters employee engagement, and enhances overall performance

Employee performance

Employee performance has been underscored by extant literature (Bolatito & Mohamoud, 2024; Triansyah *et al.*, 2023) ^[7, 25] since they have a direct influence on organization's success and productivity. Performance is the extent to which an individual is carrying out assignment or task. It refers to the degree of accomplishment of the task that makes up an employee's job (Andreas, 2022) ^[4]. Iskanto (2021) ^[17] defines performance as "a multi-dimensional construct, the measurement of which varies depending on a variety of factors. According to Triansyah *et al.* (2023) ^[25], employee performance is the overall work result achieved by employees in accordance with predetermined criteria and quality standards over a certain period of time. The category of good or bad employee performance can be seen from the aspect of employee work results seen from the aspect of quality and quantity of working time, as well as cooperation to achieve the goals set by the organization

Empirical review

Using a sample size of 120 staff from three universities in Edukasia, Rojak *et al.* (2024) ^[23] assessed the influence of transformational leadership and organizational culture on employee performance. The quantitative methods was used while data analysis techniques include validity, reliability, classical assumption tests, normality, heteroscedasticity, autocorrelation, multicollinearity, t test and multiple regression was employed. The results were obtained through SPSS (26). The study showed that organizational culture significantly affects staff performance positively.

Kuswati (2020) ^[19] sought to examine the influence of organizational culture on employee performance. The study used descriptive and survey methods by processing and analyzing quantitative data through a parametric statistical

approach. The calculation was conducted using the SPSS version 19 program. The parameters used were variable X which was organizational culture and variable Y which was employee performance. According to Robin, organizational culture includes innovation and risk placement, clear attention, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Thus, t-arithmetic was greater than the t-table. Therefore, H₀ was rejected and H₁ was accepted. In other words, there was a positive and significant influence between organizational cultures (X) on employee performance (Y).

Similarly, the study of Hassan (2023) examined the effect of organizational culture on organizational learning, employee engagement, and employee performance in the banking sphere of Indonesia, involving 215 cashiers, customer service staff, and security guards. Data were analyzed for direct and indirect effects using SEM PLS, with organizational culture as an independent and organizational learning, employee engagement, and employee performance as dependent variables. It was found that organizational culture indirectly affects employee performance through organizational learning and employee engagement, which produced the most significant effect. This serves as evidence that the administration of personnel in the banking sector must be carried out comprehensively, taking into account the needs of employees and adjusting to organizational needs and capabilities.

Using 186 employees working in the Palestinian banking sector, Aboramadan *et al.* (2020) ^[11] investigated the links between organizational culture, innovation and banks' performance in Palestine. The data gathered were analyzed using the PLS-SEM approach. The findings of the study show that organizational culture and marketing innovation have a positive impact on banks' performance.

All these findings point out that organisational culture has an influence on performance of employees. However, in terms of employing cultural trait of organisation mission, employee involvement, and consistency as cultural dimensions proposed by Denison (1990) ^[10], model at the health sector, there has not been enough research in that sphere. Thus, in this study, these hypotheses are suggested;

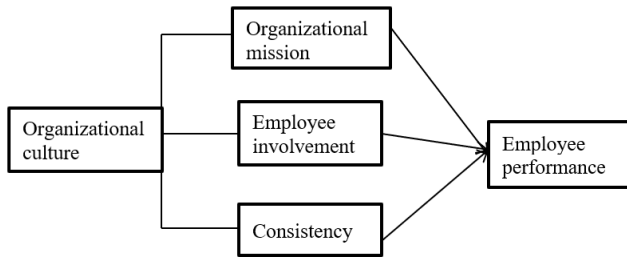
H1: Cultural trait of organisation mission has positive effect on employee job performance.

H2: Cultural trait of employee involvement has positive effect on employee job performance.

H3: Consistency as an element of organisational culture has positive effect on employee job performance

Conceptual framework

Based on the overall review of related literatures and the theoretical framework, the following conceptual model in which this specific study is governed was advanced. As illustrated in the literature, organisational culture has significant positive influence on employees' performance. Organisational culture has been taken as independent variable while, employee performance as dependent variable. In the independent variable, organisational culture includes three dimensions which include: Organisation mission, Employee involvement, and Consistency. The relationship of the variable for this study is referred to as follows:



Source: Author’s Construct, 2024

Fig 2: Conceptual framework depicting the effect of organisational culture on employee performance South African Public Sector Organizations

Methodology

Research design

The study adopted the explanatory research design in order to identify the nature and extent of cause-and-effect relationships (Ghauri *et al.*, 2020) [12]. The authors posited that it is characterised by hypotheses testing that shows the nature and direction of the relationship between the variables being studied. The explanatory survey was, therefore, adopted as the current study tested hypotheses to explain the effects and nature of relationships among organisational culture dimensions and employee performance.

Study population

Population refers to the complete set of individual (subjects), objects or events having common observable characteristics in which the researcher is interested in studying (Agyedu *et al.*, 2007) [2]. Therefore, the population of the study consists of five public health organizations in Johannesburg.

Sampling technique

The sampling technique used in this study was simple random technique. Specifically, the lottery method was used to select the respondents to make up the sample size. This gave all units of the accessible population an equal chance of being selected

Sample size

A sample size represents a set of respondents selected from a larger population for the purpose of a survey. The main reason to sample is to save time and money. As a result, a sample of 220 employees of five public health organizations in Johannesburg was selected. This constituted the doctors, nurses, pharmacist and physiotherapist. According to Dillman (2000), a sample size of more than a hundred (100) is sufficient to provide a fair representation of the study population. Table 1 demonstrates the distribution of population and sample size.

Table 1: Distribution of Population and Sample Size

Hospitals	Estimated Population	Sample Size
Hospital A	110	38
Hospital B	105	30
Hospital C	130	55
Hospital D	120	42
Hospital E	130	55
Total	595	220

Source: Researcher’s field work, 2024

Source of data

The data collection source for the study was through field survey with questionnaire being the main instruments used. Data collection through questionnaire is well-known particularly in cases of big inquiries. The study’s questionnaire was administered personally by the researcher. This was preferred because it is cheap or low cost (Agyedu *et al.*, 2007) [2].

Questionnaire distribution

The distribution of questionnaire took longer than usual due to the large sample size and the. The researcher took over a month to administer the questionnaire and respondents spent close to 15 minutes to complete the questionnaire. The purpose of the study was well explained to each respondent. Confidentiality and anonymity was ensured. Each respondent participated at will

Validity and reliability of data

Saunders *et al.* (2009) defined validity as “the extent to which the data collection method accurately measures what it was intended to measure. The study’s validity was ascertained by pre-testing the questionnaires. This was done by administering 30 questionnaires to respondents of the target population but could not take part in the study. After pre-testing of the questionnaire, minor modification was made to ensure the study accurately measures what it was intended to measure. Reliability on the other hand is an indicator of a measure of internal consistency, as well as, how the appropriate items on the test measure the same construct”. The Cronbach alpha was used to ascertain the reliability of the study

Data analysis

The analysis of data was done with the use of Statistical Package for Social Sciences (SPSS) version 21 after all the information received from respondents through data collection were entered and coded. In ascertaining the relationship between the independent variables and the dependable variable, the regression analysis was carried out.

Results and discussion

Demographic characteristics of f respondents

From the dataset, the gender of respondents, female respondents were 130(59.1%) as against 90(40.9%) of male respondents. Clearly, the dataset is an admission of female dominance in the South African health sector.

The dataset on age groupings of respondents revealed that the age group 22-26 years were 42(19.1%), the age group 27-31 years were 50(22.7%), the age group 32-36 years were 55(25.0%), the age group 37-41 years were 38(17.3%) and the age group of 41 and above years were 35(15.9%). Evidently, the age group 32-36 years fairly majority, from the dataset

Regarding job designation, 50(22.7%) of the respondents were doctors, 120(54.5%) of the respondents were nurses, 30(13.7%) of the respondents were pharmacist, 20(9.1%) of the respondents were physiotherapist. The dataset demonstrates the preponderance of nurses in the South African health sector. This was envisaged prior to the study. On education attainment, bachelor degree holders were the majority (40.9%). Master degree holders accounted for (13.6%) professional certificate holders accounted for (18.2%) whilst other certificate holders accounted for (23.7%).

Reliability statistics

Internal consistency is vital to ascertain how the appropriate items on the test measure the same construct. The Cronbach's Alpha is said to be the appropriate tool for this measurement. As indicated by Zikmund *et al.* (2010), a scale with coefficient alpha values between 0.6 and 0.7 indicate fair reliability. However, Cronbach's Alpha coefficient of 0.7 or above is considered acceptable and adequate to determine reliability in most social science research situations. As can be observed, the study's reliability value is 0.808 which is above 0.7 and hence considered acceptable and adequate. This is presented in table 2.

Table 2: Reliability statistics

Cronbach's Alpha	Number of Items
0.906	4

Source: Researcher's field work, 2024

Correlation analysis

The statistics from the correlation analysis obtained revealed a positive correlation between organizational mission (independent variable) and employee job performance (dependent variable). The findings demonstrate a positive relationship such that ($r= .520, p=0.0001$). The results are presented in table 3.

Table 3: Pearson's Correlation between organizational mission and employee performance

		EP	OM
Employee performance	Pearson Correlation	1	.520**
	Sig. (2 tailed)		.000
	N	220	220
Organization mission	Pearson Correlation	.520**	1
	Sig. (2 tailed)	.000	
	N	220	220

Source: Researcher's Field Work, 2024

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

*** EP and OM denotes Employee Performance and Organizational Mission respectively

The statistics analysis establishes the relationship between the independent variable (employee involvement) and the dependent variable (employee performance). The correlation between the two variables shows $r=0.670$ and $p=0.0001$. The strength of the relationship can be said to be significantly positive in that a unit increase in employee involvement will result in 0.670 increases in employee performance. Table 4 presents the results

Table 4: Pearson's Correlation between employee involvement and employee performance

		EP	EI
Employee performance	Pearson Correlation	1	.520**
	Sig. (2 tailed)		.000
	N	220	220
Employee Involvement	Pearson Correlation	.520**	1
	Sig. (2 tailed)	.000	
	N	220	220

Source: Researcher's Field Work, 2024

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

*** EP and EI denotes Employee Performance and Employee Involvement respectively

The statistics analysis demonstrates the relationship between the independent variable (consistency) and the dependent variable (employee performance). The correlation between the two variables shows $r=0.440$ and $p=0.0001$. The strength of the relationship shows positive given that a unit increase in consistency will result in 0.440 increases in employee job performance. Table 5 presents the results

Table 5: Pearson's Correlation between Consistency and employee performance

		EP	CO
Employee performance	Pearson Correlation	1	.440**
	Sig. (2 tailed)		.000
	N	220	220
Consistency	Pearson Correlation	.440**	1
	Sig. (2 tailed)	.000	
	N	220	220

Source: Researcher's Field Work, 2024

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

*** EP and CO denotes Employee Performance and Consistency respectively

Model summary

The entire summary of findings is shown by the regression analysis where R square shows the variation in the independent variables (organizational mission, employee involvement and consistency) and the dependent variable (employee job performance). The R square value of .860 signifies that 86.0% influence on the dependent variable (brand loyalty) is as a result of source credibility, source attractiveness and source expertise (independent variables). Table 6 presents the results.

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668 ^a	.802	.688	.68602

a. Predictors: (Constant), organizational mission, employee involvement and consistency

b. Dependent Variable: employee job performance

ANOVA

In determining the level of significance of the survey results and also to determine the rejection of the null hypotheses or acceptance of the alternative hypotheses, the ANOVA test was conducted. From the test, the statistics show a significant level of 0.000a which is less than .05 indicating acceptances and show strong impact of organizational mission, employee involvement and consistency on employee job performance. Table 7 presents the results.

Table 7: ANOVA

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	60.204	4	16.642.	62.442	.000a
	Residual	21.462	684	.720		
Total		81.666	688			

a. Predictors: (Constant), organizational mission, employee involvement and consistency

b. Dependent: employee job performance

Hypothesis 1: Cultural trait of organisation mission has a significant positive effect on employee job performance

From the regression analysis, the beta value of .864 showed a significant relationship between organisation mission

(independent variable) and employee job performance (dependent variable). The .842 beta value is explained that 84.2% variation in employee job performance is as a result of organisation mission whilst about 15.8% is explained by other variables. Hence, we accept the null hypothesis of the study H0: cultural trait of organisation mission has a significant positive effect on employee job performance whilst we reject the alternative hypothesis and conclude that a significant relationship exists between cultural trait of organisation mission and employee job performance. Table 8 presents the results.

Findings of the study support prior research. In a quantitative study, Yeboah & Kusi (2021) [27] findings in the field of organisational culture show the existence of a positive relationship between organizational mission and employee performance. The result is also in tandem with extant literature. Denison (1990) [10] posited that a strong mission trait provides a clear and compelling mission statement, a sense of direction, and a shared commitment to the organization's purpose. Such cultural trait has the potential to enhance employee job performance in that, it provides room for management to assess whether the organization has a shared understanding of the organization's mission and whether it guides their actions and decision-making. In an effective organisational culture, managers use the organisation's mission and vision to determine the organisation short and long-term goals. According to Hassan (2023), managers use the organisation mission to provide appropriate direction to employees which is good, in that, it can enhance job performance as employees are well directed

Hypothesis 2: Cultural trait of employee involvement has positive effect on employee job performance

The result of the statistics demonstrates a significant positive relationship between employee involvement (independent variable) and employee job performance (dependent variable) in the South African health sector as showed by a beta value of .868. The value of beta .868 implies that 86.8% variation in employee job performance is explained by employee involvement whilst about 13.2% is explained by other variables. Hence, the null hypothesis of the study is accepted H0: Cultural trait of employee involvement has positive effect on employee job performance as we reject the alternative hypothesis. The results are presented in Table 8

Results of the study corroborate earlier findings. In the study of Kayode (2022) [18] in Nigeria, the author found that employee involvement accounted for 44.2 % of the total variance in employee performance of part time lecturers in public universities. Studies confirmed that there would be benefits enjoyed by planning and implementing employee involvement programs (Verčič, 2021) [26]. Human resources activities such as performance appraisals and compensation systems can be linked to the employee involvement initiatives in order to achieve effectiveness to enhance employee performance. Therefore, organizations need to develop a cross-functional relationship and to exploit employees' total potential through their involvement in problem solving and decision making which are recipe for good performance.

Hypothesis 3: Consistency as an element of organisational culture has positive effect on employee job performance

Findings from the statistics showed a significant positive relationship between consistency (independent variable) and employee job performance (dependent variable). From the statistics, the beta value obtained is .742 implying that 74.2% variation in employee job performance is explained by consistency whilst about 25.8% is explained by other variables. Hence, we accept the null hypothesis of the study H0: that, Consistency as an element of organisational culture has positive effect on employee job performance and reject the alternative hypothesis. Table 8 presents the result. The results of the study support extant literature. Research findings recognize the consistency of an organization as a reflection of the effectiveness of organizational culture (Fidyah, & Setiawati, 2020) [11]. Iskanto (2023) [16] identified consistency as one of the key factors for creating an effective organizational culture and enhancing organizational and employee performance. Organizations should have strong consistency trait which characterized by clear and consistent communication, shared norms and behaviors, and the presence of systems and practices that reinforce desired behaviors and outcomes to engender employee performance. However, Hafsa (2023) [23] posited that a high degree of consistency in the organization does not directly influence the commitment of employees and organizational performance.

Table 8: Coefficients

Model	Unsolicited B	Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
Constant	.624	.402		.764	.219
organisation mission	.688	.622	.842	28.02	.039
employee involvement	.824	.448	.868	40.24	.025
Consistency	.604	.824	.742	24.82	.139

Dependent Variable: employee job performance

Conclusion

The study assesses the impact of organizational culture on employee performance with evidence form the South African Health Sector. Given the competitive business environment, a strong organizational culture is considered indispensable to employee performance. The study presented a synthesis of extant literature on the impact of organizational culture on employee performance. Specifically, organizational culture traits such as organizational mission, employee involvement and consistency and employee performance were ascertained. It was found that cultural traits of organizational mission, employee involvement and consistency impact employee performance. However, employee involvement received a higher beta value of .868 followed by organizational mission and consistency respectively.

The findings have implications for managers. Healthcare managers are required to build a strong embedded with unambiguous and compelling mission statement to provide a sense of direction, and a shared commitment to the organization's purpose to endanger employee job performance. It behoves health management to develop a cross-functional relationship and to exploit employees' total potential through their involvement in problem solving and

decision making which can serve as a fertile environment for performance enhancement. Also, healthcare managers should ensure a strong consistency trait which is characterized by clear and consistent communication, shared norms and behaviors in amalgam with the presence of systems and practices to help reinforce desired behaviors and outcomes to engender employee performance.

Direction for future studies

The study focused on only three cultural traits: organizational mission, employee involvement and consistency and how they impact employee performance. Future studies should consider the other cultural traits. Also, the study is quantitative in nature. Future studies could explore its qualitative aspect

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