



ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE
STUDIES

ASSESSMENT ON HIGH PERFORMANCE CULTURE: THE CASE OF HUNAN
HUANDA ROAD and BRIDGE CORPORATION (HHRBC) CHINAS COMPANY
ADDIS ABABA

BY

TIGIST AGONAFER MABERJA

JUNE, 2020

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY UNIVERSITY, SCHOOL OF GRADUATE
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DECLARATION

I, the under signed, declare that this thesis is my original work prepared under the guidance of Dr. Solomon Markos All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either impart or in full to any other higher learning institution for the purpose of earning any degree.

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Signature

June, 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, school of Graduate studies for
Examination with my approval as a university advisor.

Advisor

St. Mary's University, Addis, Ababa

Signature

June, 2020

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Acronyms

ERA	-----	ETHIOPIAN ROAD AUTHORITY
G.C	-----	GREGOREAN CALLENDER
HHRBC	-----	HUNAN HUANDA ROAD and BRIDGE CORPORATION
HRM	-----	HUMAN RESOURCE MANAGEMENT
MBNQA	-----	MALCOLM BALDRIDGE NATIONAL QUALITY AWARD
EFQM	-----	EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT
SAEM	-----	SOUTH AFRICAN EXCELLENCE MODEL

Abstract

The objective of this study was firstly, to assess high performance organizational culture on the Hunan Huanda Road and Bridge Corporation. The questionnaire was administered to a sampling frame of 206 company site employees of that all of them Completed questionnaires (response rate 100%) were returned and used for the analyses. The aim of this study is to expand the base of knowledge and empirically test the relationship between the employees and the organizational culture and performance management practices. The study adopted the exploratory research approach to explore the impact. In this study, primary data was collected through questionnaires from 206 employees at Tulubolo and Wolayita sodo site. The sample consists of both male and female faculty members. The results from the statistical analysis show that, the company must strive to improve the employees need and try to handle their complaints and problem in well-structured way similarly, the other dimensions of organizational culture have a positive significant relationship with the performance management practices.

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CHAPTER 1.INTRODUCTION

Recent literature proved that management of human resource in company has become an increasingly important for firm performance and business vision achievement. Employee sare considered as valuable assets to an organization, which require effective management of these employees in firms. Many researchers (e.g., Denison, Haaland, & Goelzer in Yilmaz, 2008) have called to investigate the phenomenon of organizational culture in different cultural context.

Organizational culture and performance relation has been examined by many researchers (Ogbonna & Harris, 2000; Rousseau, 1990; Kotter & Heskett, 1992; Marcoulides & Heck, 1993), not much research has been done on organizational culture as a contextual factor of performance management (Magee, 2002). People are constantly surrounded by culture (often invisible) that forms the background of their work lives in organizations. Culture provides a powerful mechanism for controlling behavior by influencing how we view the world round us.

Organization do not exist in 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 an employee's work life. It is the very thread that holds the organization together. Hence, managers and employees do not work in a value free environment; they are governed, directed and tempered by the organizations culture (Ritchie, 2000). Thus, culture has strong influence on employee's performance and work attitude. For employees, it is either the glue that bonds people to an organization or what drives them away. It involves standards and norms that describe employees' behavior in a workplace (Martin, 2003). Hence, culture is underlying values, beliefs principles and practices that constitute its management system (Denison, 1990).

The culture of high performance depends on its environment, objectives, and belief system and employee style. A strong organizational culture indicates that employees are likeminded and hold similar beliefs/ethical values while a weak organizational culture indicates that employees are unlike-minded and hold dissimilar belief/ethical values. Thus, organizations can only achieve their goals by aligning their organizational culture with their job performance system (Robbins & Judge, 2012).

The culture of an organization is the typical way of doing things in the organization. It particularly relates to behavior patterns and relationships. The culture of an organization develops over time. It is created by the people that work for the organization – its managers and workforce. What the organization stands for (its values) and the dreams that it seeks to turn into reality (its vision) are fundamental in creating a dynamic culture. A ‘high performance culture’ exists when everyone in the organization shares the same vision and where they trust and value each other’s contribution.

Since 1994, the South African markets have been characterized by a range of comprehensive changes of which the opening of the local markets to global competition was perhaps the most challenging. Leadership in organizations found themselves having to change their thinking and align themselves to a global mindset. Besides being challenged by the global economy, organizations also had to face increased customer demands and diversity, shareholder expectations, e-business and increased competition by rival businesses (Clemmer, 2005; Darling, 1999). Only a few companies found that they had the experience and the skills to effectively compete in a multi- national or a global market.

In order to counter these challenges many corporations opted for operating their businesses under leaner structures within a framework of reduced costs, but with a view of increased productivity. According to Darling (1999), this approach was feasible, but only to a point, and had only resulted in marginal gains being achieved by these organizations. The ability to satisfy customers and employees has gained increasing attention as “the competition for both market

share and people has become stiffened and the ability to measure employee and customer satisfaction especially has received increasing attention” (Dahlgaard, Kristensen & Kanji, 1998 cited in Eskildsen, Juhl & Kristensen, 2001, p. 785). According to Neely (1999), these non-financial indicators are forcing businesses to change their strategies and performance measures to stay competitive.

The focus of many local companies for the last decade has been to grow their capabilities and skills and to develop a high performance culture. These capabilities and skills supported by a high-performance culture would enable companies to compare their actual performance with the best in their class and to continually search for ways to even further improve their performance. This is re-iterated by Eygelaar (2004, p. 8) who states that “regardless of the type of organization or the size of the organization, to strive for excellence, an organization must be able to measure its performance.” This can only be achieved if companies have cultivated what is known as a ‘high performance culture’.

In adopting a collaborative culture in the execution of its activities HHRBC empowers its employees to exercise greater control/autonomy over their work thus influencing their performance management, commitment, self-confidence and self-esteem. It is against this background that it becomes relevant to discuss organizational culture and employee’s performance in HHRBC.

1.1 Background of the Organization

HHRBC is established since 4/5/2004 G.C. at initial capital of 687,741,339 \$ by representative Chinas government which is located at kirkos sub city lancha wereda 07 house number 077. Here in Ethiopia its first project was Dansha Humera road project then Adigoshu-Lugdi, Dansha Dejna, Harara- Jgjiga and Bitna-sodo road projects were constructed. Now a days it has two site projects which are Sodo-Omo and Tulubolo having 13 permanent employees and beyond 230 site workers.

To enhance its impact, HHRBC places a special focus on roads construction. HHRBC's thematic areas of focus are construction, whereas urban areas. In order to evaluate the success of an organization by ERA, culture and performance management practice are among the key influential factors. It is well recognized that an organization's success indirectly depends on its existing culture and norms. Hunan Road & Bridge Construction Group (HHRBC) is one of the first highway construction enterprises granted with the general contracting qualification for highway construction. Its business scope covers road and bridge works, tunnel works, environmental protection works, municipal works, rail traffic, real estate as well as investment management. Up to date, HHRBC has completed a total of 2400 km expressways and nearly 1000 large bridges, in a dozen provinces in China and countries around the world, including Kenya, Uganda, Mali, Rwanda, Mongolia, Fiji, the Philippines, and Congo etc. Hunan Road and Bridge Corporation, established in 1993, is a wholly state-owned subsidiary under Hunan Highway Administration. Its main businesses include roads, bridges, maintenance, and municipal construction. Its construction qualifications issued by the Ministry of Housing and Urban-Rural Development include highway construction general contracting (Class A), bridge construction professional contracting (Class A), highway pavement construction professional contracting (Class A), highway sub grade construction professional contracting (Class A), road traffic engineering traffic safety facilities professional contracting (Class A), tunnel engineering contracting (Class B), municipal public works construction general contracting (Class C), road maintenance practitioners category I and category II (Class A), and road maintenance practitioners category II (Class B). The company's projects over the years can be found all over the country and in Southeast Asia, South Asia and East Africa, and it is the first company in Hunan Province that has received direct international construction orders.

1.2. Statement of the Problem

The recent scientific literature highlighted that human resource management has become an essential tool to increase performance and to achieve the business vision. In the new context of economic changes, employees are considered to be valuable assets to an organization. Therefore, effective management of employees is needed for the purpose of this study is to reveal interpretation of HHRBCs cultural factors and the relationship to performance. Mainly, to identify how HHRBC can achieve high level of efficiency in the work it does. Knowing subconsciously that culture matters, especially on how HHRBC employees respond to changing environment, how they see connection between the works they do with the goal of HHRBC and how they prioritize values and systems. The prime focus of this research is to narrow the gaps of the employee need on the organization management performance hence the company managers primary communication language is Chinese but the employees in the company is Amharic in other way both the employee and the managers are not that much good in spoken English this create communication gap between them. However, all this things create gap on the performance of the project and decrease the employee efficiency. Though the company does not pay enough salary for its employee due to this much of the employee left the company and searches other better job. However to solve all this problems this paper title is chosen for the high performance of the company.

1.3. Objectives of the study

1.3.1 General Objectives

The overall objective of this is to assess high performance culture in the case Hunan Huanda Road and Bridge Corporation.

1.3.2 Specific Objective

- To identify the clear expectation, goal and deadlines on employee performance focused organization culture in case of HHRBC.

- To pinpoint and examine employee performance appraisal practice.
- To show and examine clear feedback on high management performance of the company by the employee.
- To identify and examine manager and employee training needed on performance focused organization culture in case of HHRBC.

1.4. The Research Questions

- What is the clear expectation of the employee from the organization?
- What type of training is needed for the manager and the employee in advance?
- What are the challenges' for the organization performance?
- In what way can appraise the employee's performance?

1.5. The significance of the Study

This study will provide important results for the organization manager, employee, stakeholders, and those who engage in the organization and determine the degree of company performance and accountability of the company as well as can be the source of information for further studies for professionals. Thus, the results have the following significances for manager; the organization under studied it is important to take appropriate measurement, it is important for compare and contrasting the technical aspect it that of the particular applicants, for the academic purpose it is important for to be a best reference for culture researcher, serves as an input for projects easily to identify the core and sub problematic area. At the time the study provides opportunities to initiate other companies to look at their status to take action or keep the strengths in the city level.

1.6. The Scope of the Study

The scope of the study will cover assessment of high performance focused culture with qualitative and quantitative research methodology in Hunan Huanda Road and Bridge Corporation in the Kirkos sub-city of Addis Ababa.

1.7. Limitation of the Study

The most constraints of the study will be; time was limiting from doing an in-depth study. Furthermore, the employees felt uncomfortable and others felt not bothered to provide required information. Thus, there was some kind of limitation to the research in obtaining information. Insufficiency of referencing materials for review previously conducted studies and sufficient funding to collect data.

1.8. Organization of the Paper

The preliminary pages will contain the title page, table of content, and acronyms. The body of the text will be organized into five chapters. The first chapter will contain the introduction part which will comprise the background information, statement of the problem, objectives, research questions, significance, scope and limitations of the study. The second chapter will contain a literature review. The third chapter will contain research methodology, research design, data source, sampling, data gathering tools, and data analysis and data presentation. The fourth chapter will contain the results and discussion part of the study which concerns data presentation and discussion. The fifth chapter will cover the conclusion and the recommendation of the study.

CHAPTER 2. LITRATURE REVIEW

2.1 Introduction

Defining a High Performance Culture Different interpretations exist in the explanation of a high performance culture. In an attempt to source a definition of a high performance culture, it was found that a high performance culture could be described in many ways and that each literature source offered its own perspective. One perspective is that high performance culture could be understood as an extension of organizational culture. McNamara (1999) compares organizational culture to that of an individual's personality comprising of a set of assumptions, norms, values and signs (arte facts) which can be seen in the organizations' members and their behaviors. In a similar way, the way a person dresses, speaks and behaves is a reflection of their personality and their behavior is influenced by their own set of assumptions, values, beliefs and norms (McNamara, 1999). Some writers hold the view that an organization's culture influences the way people think consciously and subconsciously, the way they make decisions and extends to the way they feel and behave (Hansen & Wernerfelt, 1989; Schein, 1990 cited in Lok & Crawford, 2004). It has been argued that this kind of influence could have considerable impact on organizations in terms of their performance (Deal & Kennedy, 1982; Peters & Waterman, 1982 cited in Lok & Crawford, 2003).

Further review of the collection of literature, revealed that to assign an exact definition to the concept of high performance culture was a challenge. In turn, the authors found that the terms High Performance Culture or High Performance Organizations, World-Class Organizations and Organizational Performance Excellence were used interchangeably in the literature studied. Clemmer (2005) asserts that high performance organizations integrate the intangible elements of their character (that which give meaning to the people in the organization) with the tangible elements (the organization's management processes and systems). These tangible elements are said to translate the ideals of the organization into action (Clemmer, 2005). Eygelaar (2004) conceptualizes organizational performance excellence as a goal which is based on the

organization's corporate culture, values and belief systems which are underlined by an integrated framework and strategic determinants. The strategic determinants form the foundation upon which organizations are able to build their competitiveness (Eyelaar, 2004, p. xx). For the purpose of the paper, high performance culture or organizational performance excellence as posited by Eyelaar (2004) was viewed as the most appropriate definition.

An organization's level of performance is measured by its impact on society, customer and people satisfaction as well as supplier and partnership performance. The level of excellence is determined by the effectiveness of the company's processes supported by its policies and strategy, customer and market focus, people management, resource and information management which is driven by its leadership. The common elements that are revealed by the models discussed above allude to the fact that organizational performance excellence or high performance organizations are driven by strong leadership that ensure excellence is achieved through effective management of the enablers of the organization. These enablers include the strategies, policies and procedures, systems and processes as well as resources of the business. The organization is evaluated against not only financial results but also by its impact on the customer and broader society. These models suggest that high performance culture contains the elements of strong leadership, operate within a framework of policies and procedure and manage their resources effectively. Notwithstanding that the emphasis on the customer, the employee and the community is explicit. (Vanheerden & Roodt, 2007 p.19).

Organizational culture is an emerging focus in sport psychology interventions. Factors such as organizational climate and culture have been identified as having a significant impact on performance all the way to the Olympic level (Gould, Greenleaf, Guinan, & Chung, 2002; Greenleaf, Gould,& Dieffenbach, 2001). In the majority of cases, athletes have to prepare and perform under considerable pressure. In a qualitative interview study with international athletes, Fletcher and Hanton (2003) demonstrated that the sources of such pressure were not only competition and training demands but, rather, that a considerable part of the athletes' stressors stemmed from organizational sources, including ambiguous or inappropriate selection

processes, a poorly organized training or competition environment, leadership issues, lack of cohesion, team tensions, and lack of communication among athletes or between athletes and staff. Indeed, elite athletes experienced more demands associated with the sport organization than with competitive performance (Fletcher, Hanton, & Mellalieu, 2006; Mellalieu, Neil, Hanton, & Fletcher, 2009).

Fletcher and Hanton (2003) advocated that sport organizations at an elite level need to pay careful attention to the environment within which their performers are operating.

Although creating high-performance cultures has been identified as an important future task for the sport psychology practitioner, limited research attention has been paid to factors associated with optimal organizational functioning or excellence in sport (Wagstaff et al., 2012), and “incoming managers (and their supporting consultants) have little domain-specific guidance for transforming an underperforming team culture” (Cruickshank & Collins, 2012a, p. 211). Cultural change is a lengthy process and often at odds with the short-term perspective of coaches, who are often under pressure to deliver instantaneous performance-enhancing change (Cruickshank & Collins, 2012a). We still need to expand our understanding of the role that a sport psychology practitioner can play in this process.

With the introduction of the Holistic Ecological Approach (HEA) to talent development in sport (Henriksen, Stambulova, & Roessler, 2010a, 2010b, 2011), Henriksen and colleagues took a step towards redirecting the focus in talent development from the individual athlete to the environment in which talented athletes develop. These researchers investigated successful athletic talent development environments (ATDEs), and paid considerable attention to the organizational context of the environment. They suggested that successful ATDEs are unique but also share a number of features, including (a) opportunities for inclusion in a supportive training community; (b) role models; (c) support of sporting goals by the wider environment; (d) focus on long-term development rather than short-term success; (e) the integration of factors outside of sport, such as school, family and other components of the environment; and (f) a coherent organizational culture (Henriksen, Larsen, & Christensen, 2014).

A central element in the HEA is the role and function of the organizational culture. A strong and coherent organizational culture in the club or team has been linked to its success. According to Schein (1990, 2010), all groups are faced with two basic tasks. First, they must survive and grow through adapting to the constantly changing environment. Second, they must retain group functionality through internal integration. Organizational culture emerges as a set of solutions, actions, and values that, in contributing to the group's ability to solve these two tasks, becomes integrated to a degree where it is no longer questioned. The interactions of the member's constantly shape and refine the culture and, at the same time, the culture stabilizes these interactions.

Schein (1999) asserted that organizational culture consists of three layers: At the surface is the layer of cultural artifacts. Cultural artifacts include stories and myths told in the environment and also customs and traditions, as well as physical cultural manifestations such as clothing, buildings and organization charts. The artifacts are easy to observe but hard to decipher and a deeper familiarity with the culture is needed to determine what they disclose about the culture. Espoused values are the social principles, norms, goals and standards that the organization shows to the world; they exist in the minds of the members and serve as visible motivations for actions, although these espoused values (i.e., what the members say they do) do not always correspond to the enacted values (i.e., what they actually do). Basic assumptions are at the "core" of the culture and are the ultimate and underlying source of actions. Basic assumptions consist of beliefs and assumptions that are no longer questioned but are taken for granted and which exist at a level below that of the members' consciousness, and are therefore derived by the researcher or consultant. As one move closer to the core, cultural components become more difficult to observe, measure, and change, but all three levels of culture must be addressed in a culture change effort.

The cultural aspect of the definition was seen to relate to an organization's character, where the collective behavior patterns of its members is an indication of the way things are typically done in an organization (Bower, 1966; Quinn, 1988). The underlying framework and strategic determinants were the elements that created the character. One method of extracting the key elements of a particular framework is made possible through culture measurement.

Culture measurements can be classified as subjective or objective. Subjective culture measurement entails indirect assessment of an organization using instruments that assess subjective perceptions of organizational members. Objective culture measurement involves the direct assessment of the organization that is not based on any theoretical explanations (Payne & Pugh, 1976), but rather "on a more visible level the behavior patterns or style of an organization" (Kotter & Heskett, 1992, p. 4)(Also compare White, 1991). It was apparent from the literature evaluation that different streams of thought existed on performance excellence and high performance culture and the observable characteristics that identify them. The schools of thought are discussed further with reference to selected exemplary models. Further review of the collection of literature, revealed that to assign an exact definition to the concept of high performance culture was a challenge. In turn, the authors found that the terms High Performance Culture or High Performance Organizations, World-Class Organizations and Organizational Performance Excellence were used interchangeably in the literature studied. Clemmer (2005) asserts that high performance organizations integrate the intangible elements of their character (that which give meaning to the people in the organization) with the tangible elements (the organization's management processes and systems). These tangible elements are said to translate the ideals of the organization into action (Clemmer, 2005). Eygelaar (2004) conceptualizes organizational performance excellence as a goal which is based on the organization's corporate culture, values and belief systems which are underlined by an integrated framework and strategic determinants. The strategic determinants form the foundation upon which organizations are able to build their competitiveness (Eygelaar, 2004, p. xx). For the purpose of the paper, high performance culture or organizational performance excellence as posited by Eygelaar (2004) was viewed as the most appropriate definition.

Having established that organizational culture comprises a range of complex social phenomena, it is not surprising that scholars have identified corporate culture as a multi-layered construct which can be divided into layers according to these phenomena's observe ability and accessibility.

Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Owens1987; Schein, 1990). The organization's internal environment is represented by its culture and is construed by the assumptions and beliefs of the managers and employees (Aycan et al., 1999).

Organizational Culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm's competitive advantage (Hall, 1993; Peteraf, 1993)since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008).

High performance organizations Similar to describing an individual's personality, organizations said to have a high performance culture display certain common attributes or trends. Some of these trends have already been alluded to above. According to Samson and Challis (1999), these trends are observable patterns within the organization that include: a single integrated strategy aimed at improving the company; a conscious focus to create principles that will guide the management of behavior in organizations; active management of performance; linking rewards for all employees to the success of the business; benchmarking themselves against other leading competitors and setting new stretch goals.

Nasser and Vivier (1995, p. 12) explain that "many organizations are suffering from the effects of outdated management approaches, a sense of smugness, uncompetitive organizational designs, impoverished leadership, impotent strategic thinking, dated labor practices and

organizational instability.” These factors, according to them, impede the ability of an organization to create wealth and sustainability.

Nasser and Vivier (1995) purported that research has shown that new generation organizations (or high performance organizations) share certain distinct characteristics such as visionary thinking, a ‘can do’ mindset and clear understanding of strategy. These characteristics set the new generation organization apart from their traditional counterparts.

Nasser and Vivier (1995) undertook a study to assess organizational success by using what they describe as “the single most important factor in judging corporate success, financial performance based on asset and equity growth and returns” (p. 17). The aim of the study was to establish what practices in the various industries, included in the study, characterized long-term sustainable growth. Their study evaluated new generation organizations by way of specific statistical parameters developed by the Bureau of Financial Analysis at the University of Pretoria. They supplemented their findings with substantial subjective information as well. The results emanating from the study were used for the development of ten principles that drive the behavior of new generation organizations. These principles are contained in the three broader categories of: engaging the market, mobilizing capabilities and energizing the people.

Nasser and Vivier (1995) developed a model from the statistical results and the subjective information that they had captured in their study. However, the key question, for the authors, remained and that was whether the principles of Nasser and Vivier’s model had been empirically tested in the market. The work done by others such as Cowen and Osborne (2002) and Prescott (1998) also established similar principles.

Cowen and Osborne (2002) maintained that high performance organizations have an unmistakable profile that differentiates them from ordinary functional organizations. The characteristics are contained in their distinguishing corporate culture, the people and the management systems. These three categories are briefly described further: Corporate Culture In high performance companies, employees have a clear understanding of what the company wants to achieve and they believe in the vision of the business. They are treated fairly and poor

performance is frowned upon while good performance is rewarded. It is a company where employees are committed to long service and also, importantly, organizations with high performance cultures are recognized by their 'vibe' and described as exciting places to be in. The People The people within these organizations believe that anything is possible. They are obsessed on beating their competitors and they are determined to do whatever is required to achieve success. The organization's recruitment and selection strategies ensure that the best people are appointed. The CEO is an admired and respected figure in the organization. The Management System High performance companies have a solid strategy. The strategy contains three key elements namely, precise performance measurements; a solid recognition system for great performance as well as clear and transparent communication systems. This ensures that employees always know what is expected of them; the rewards and recognition system has a credible reputation and employees always know what is happening within the organization.

2.2 Performance Management

According to Armstrong and Baron (1998), performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It supports the rationale that people and not capital provide organizations with a competitive advantage (Reynolds & Ablett, 1998). The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and rejuvenating the human resource (Kandula2006). Competitive capacity of organization can be increased by building strong people and effectively managing and developing people (Cabrera & Banache, 1999) which is in essence performance management.

Schein (1999) asserted that organizational culture consists of three layers: At the surface is the layer of cultural artifacts. Cultural artifacts include stories and myths told in the environment and also customs and traditions, as well as physical cultural manifestations such as clothing,

buildings and organization charts. The artifacts are easy to observe but hard to decipher and a deeper familiarity with the culture is needed to determine what they disclose about the culture. Espoused values are the social principles, norms, goals and standards that the organization shows to the world; they exist in the minds of the members and serve as visible motivations for actions, although these espoused values (i.e., what the members say they do) do not always correspond to the enacted values (i.e., what they actually do). Basic assumptions are at the “core” of the culture and are the ultimate and underlying source of actions. Basic assumptions consist of beliefs and assumptions that are no longer questioned but are taken for granted and which exist at a level below that of the members’ consciousness, and are therefore derived by the researcher or consultant. As one moves closer to the core, cultural components become more difficult to observe, measure, and change, but all three levels of culture must be addressed in a culture change effort. Schein (1999) contended that because culture provides meaning and stability to its members, these members may have resistance to change, making cultural change difficult. Building on the work of Kurt Lewin (1947), Schein suggested that cultural change occurs in three stages (originally termed unfreezing, change, and freezing by Lewin). In the unfreeze stage, the members must experience what Schein termed “survival anxiety”. This typically involves disconfirmation (e.g., an economic threat or a drop in performance) that motivates the members to change. The survival anxiety must be greater than the learning anxiety that is also involved in all change processes. Therefore the consultant must work to reduce learning anxiety by creating a sense of psychological safety, for example through providing a compelling vision of the future; through positive role models and support groups; and through providing reward systems that are consistent with the desired change. Schein’s (2010) notion of organizational culture reflects a functional approach in which it is possible to distinguish between more or less functional cultures in relation to the work of the organization. This idea was supported by Cruickshank and Collins (2012b), who suggested that “high-performing cultures prevail when the shared perception and action of elite team environment members (a) supports sustained optimal performance; (b) persists across time in the face of variable results (i.e., wins, losses, ties); and, most importantly; (c) leads to consistent high performance” (p. 340).

Figure 2.1. Attempts to Improve Performance Management, source Elaine et al, Building a high performance culture

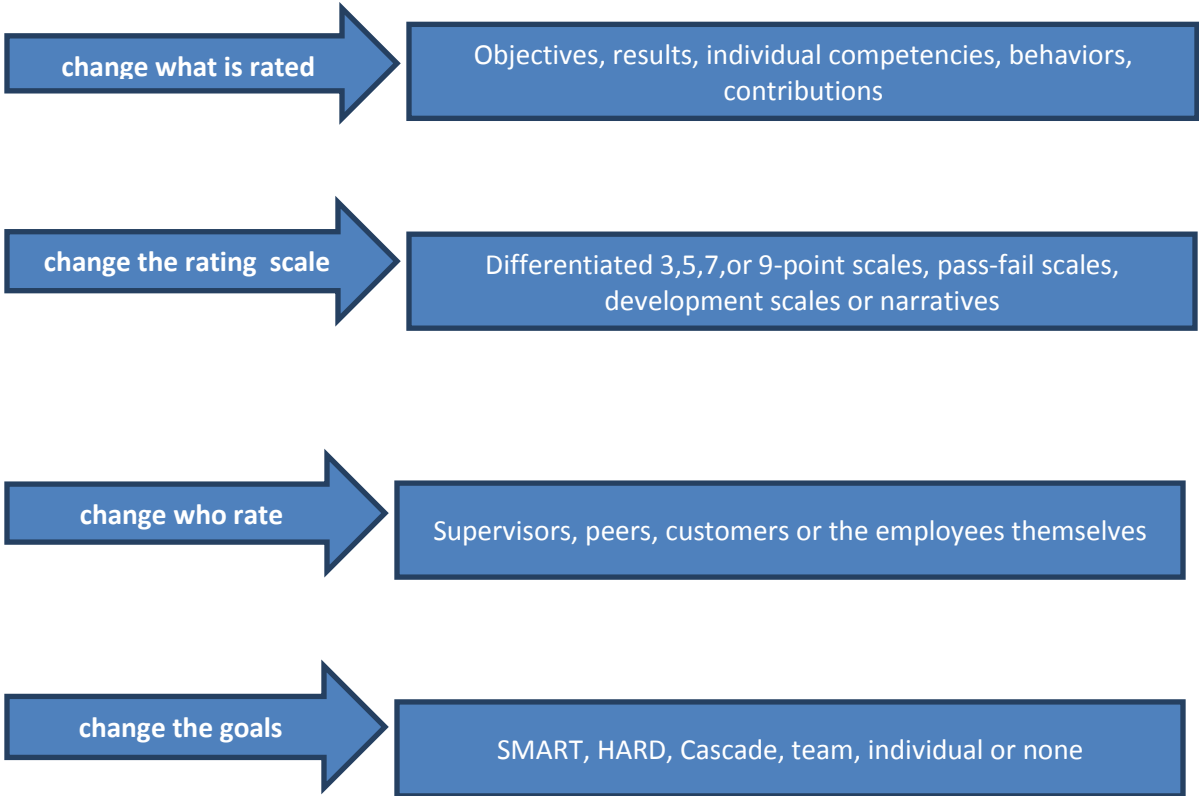
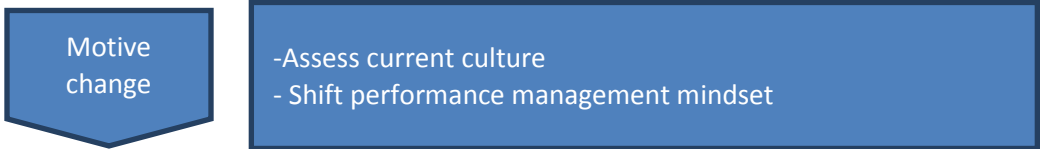
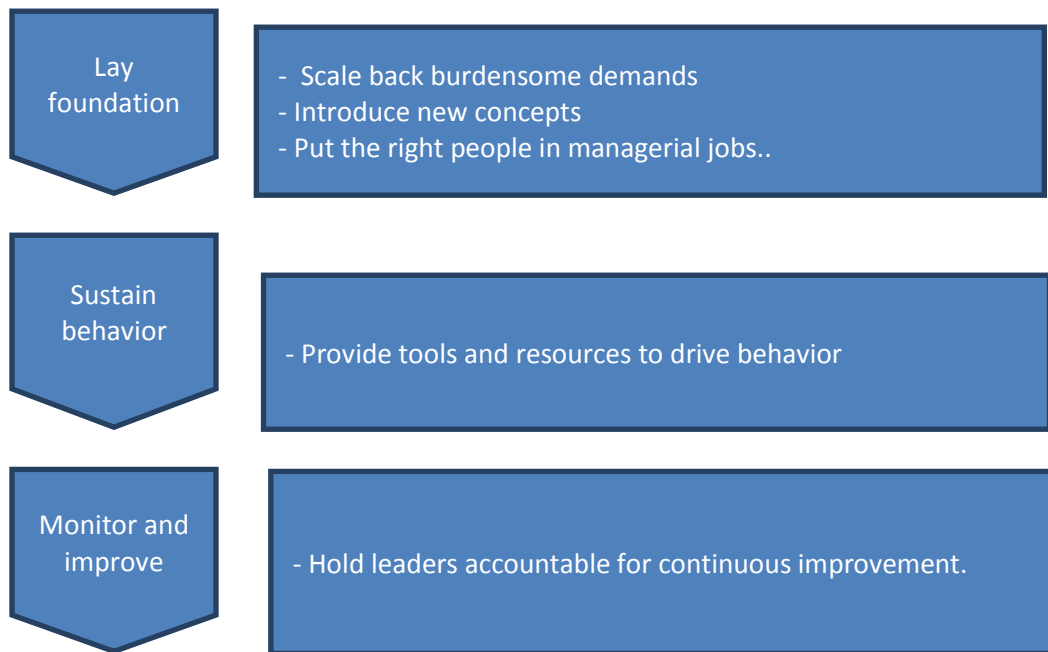


Figure 2.2. Four Steps to Developing a High-Performance Culture, source Elaine et al, Building a high performance culture





2.3 Delivering the human resource development strategy

Siemens (ND), Human resource development is all about helping people to fulfill themselves at work. Development is concerned with encouraging employees to identify ways in which they want to improve their careers and other aspects of their working lives. For example, they may want to attend training courses, they may want to do more interesting work, or they may simply want to have a better work/life balance.

2.4 Denison’s framework of organizational culture

Yilmaz (2008) states that: Following Schien (1984) at the core of Denison’s model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) more surface-level cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. – are derived, and (2) behavior and action spring (Denison, 2000). (p. 292) In Denison’s model comparisons of organizations based on relatively more “surface-level” values and their

manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2000 in Yilmaz, 2008). Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995). The four traits of organizational culture in Denison's framework are as follows:

Involvement: Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Lawler, 1996). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

Consistency: Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.

Adaptability: Ironically, organizations that are well integrated are often the most difficult ones to change. Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998). They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers (Stalk, 1988).

Mission: Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Ohmae, 1982; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture.

2.5 Empirical literature

Excellence

It has become accepted international practice that excellence models provide the key to organizations that seek to enhance their high performance work practices and levels of performance excellence.

Excellence models provide companies with the ability to compare (benchmark) themselves with other similar organizations and to recognize the crucial areas of their business that require improvement (Eygelaar, 2004). Some of the major excellence awards, each based on its own model of excellence, established during the latter part of the twentieth century for Japan, USA and Europe are the Deming Award, the Malcolm Baldrige National Quality Award (MBNQA) and the European Foundation for Quality Management (EFQM) Award.

The Deming Award was introduced in Japan in the 1950s following the work done by W. Edwards Deming in the field of quality management. The main focus of the award revolves around the quality and dependability of products (Neely, 1999). It also focuses on addressing factors which impact on the management of facilities, vendors, procurement and service within the organization. In addition, the MBNQA and EFQM awards focus on the impact that the organization has on society, their people, partnerships, resources and customers. The value of the Deming Award is that it focuses on awarding organizations that use world-class processes and procedures to produce high quality and reliable commodities. The MBNQA and EFQM recognizes that the success of a business is not only based on highly effective internal processes and procedures but also on how effective the business has responded according to the needs of the customer, the employee and the community. Eygelaar (2004) summarizes that the scope of the two latter awards is broader than the Deming Award, but has less depth.

Within the South African context, the South African Excellence Model (SAEM, 2000) with its roots based in the MBNQA and EFQM models was developed on the following premise (summarized by the authors):

An organization's level of performance is measured by its impact on society, customer and people satisfaction as well as supplier and partnership performance. The level of excellence is determined by the effectiveness of the company's processes supported by its policies and strategy, customer and market focus, people management, resource and information management which is driven by its leadership. The common elements that are revealed by the models discussed above allude to the fact that organizational performance excellence or high performance organizations are driven by strong leadership that ensure excellence is achieved through effective management of the enablers of the organization. These enablers include the strategies, policies and procedures, systems and processes as well as resources of the business. The organization is evaluated against not only financial results but also by its impact on the customer and broader society. These models suggest that high performance culture contains the elements of strong leadership, operate within a framework of policies and procedure and manage their resources effectively. Notwithstanding that the emphasis on the customer, the employee and the community is explicit.

The elements of the SAEM are the following;

The Balanced Scorecard

It is well known that organizations have always been concerned with measuring their performance even when performance, in most cases, was based on a single bottom line. Since business is a multifaceted concept, it is not surprising that researchers had to question the flaws linked to traditional accounting systems (Zhao, 2004; Neely, 1999). Performance measurement practices or the more widely used self-assessment practices have thus evolved in the past few decades in response to the multifaceted nature of the business world.

Self-assessment

It is an evaluation process which involves the assessment of an organization's activities and results weighted against a business excellence benchmark (SAEM, 2000). Regular evaluations allow the organization to identify areas of strength as well as identifying gaps in its business.

The results of the evaluation enables the organization to develop action plans to improve on the disparities identified and use the plans to monitor their progress (Samuelsson & Nilsson, 2002). For Samuelsson and Nilsson (2002, p. 11), a further benefit of self-assessment for organizations, is that “it encourages an ethos of continuous improvement, promotes a holistic perspective and allows people to gain a broader understanding of the business.”

An example of an instrument of self-assessment is the balanced scorecard (Kaplan & Norton, 1996). The scorecard was introduced, as a response by companies, to counter the limitations that were posed by traditional accounting measures. The scorecard ensures that the company’s vision and strategy is translated into operational execution which effectively can be measured from four perspectives namely, a financial, an internal process, a customer as well as an innovation and learning perspective (Kaplan & Norton, 1996). The financial dimension typically measures the organization’s operating profit and return on investment (the tangible outcomes) whilst the internal process looks at the operating, customer management, regulatory and social processes that deliver according to the customer’s expectations as well as ways of improving quality and productivity (Kaplan, 2005). The customer dimension measures customer satisfaction, retention and growth. This dimension influences how the organization aligns its future strategy to ensure increased revenue that is linked to the customer value proposition (Kaplan, 2005). The fourth dimension of innovation and learning evaluates the intangible assets required to support the strategy. These include establishing who the right people are, the systems and processes as well as organizational climate required to effectively support the business strategy (Kaplan, 2005). In comparison, the popular MBNQA self-assessment measures the group’s performance under five categories of customer, financial and market, human resources, supplier and partner performance and organizational effectiveness. For Evans and Jack (2003), the two assessments (the balanced scorecard and the MBNQA) ultimately end up measuring very similar dimensions although their approaches seem to be different.

Similarly, emanating from the SAEM is a self-assessment questionnaire which organizations can use as a diagnostic tool to score their level of excellence against internationally recognized criteria. A search for empirical evidence of the use of the questionnaire revealed that a study had been conducted by Eygelaar (2004) where a customized self-assessment questionnaire, based on the SAEM model, was applied in the military health service. Barring this study, it was not evident to the authors that the assessment had been widely used in South Africa.

High-performance organization research in South Africa

There are a number of examples of high performance research, specific in South African companies. Khoza and Adam (2005) described the experience of Eskom, a South African state utility that developed into one of the most efficient and globally competitive state-owned enterprise. Goldstein and Prichard (2009) discussed the development of South African multinationals, and specifically looked at investment issues and the sustainability of competitive advantage that these multinationals had. Hough et al. (2011) described the turnaround of Nedbank from being one of the worst-performing to becoming one of the best-performing South African banks.

In exploring the factors that led to excellence, Abor (2007) looked at the effect of debt policy on the financial performance of small and medium-sized enterprises (SMEs) in Ghana and South Africa, and found that the capital structure of these firms, especially long-term and total debt ratios, negatively affected the performance of SMEs. Bowen et al. (2010) investigated the nature and extent of value management (VM) practices by professional quantity surveyors in South Africa and found that they predominantly looked at VM as a cost-reduction tool; thus missing a chance to provide clients with services that meet global best practice standards. Mayer and Louw (2011) indicated that cross-cultural conflict, identity and value issues among managers in the South African automotive industry prevent them from achieving high performance. In the same vein, Nienaber (2007) noted that South Africa faces unique competitive challenges that fall squarely within the realm of management to address, but

unfortunately there are not enough competent senior managers in the country to achieve this. Researchers like McFarlin, Coster and Mogale-Pretorius (1999), Denton and Vloeberghs (2003), Luthans, Van Wyk and Walumbwa (2004) and Mahajan (2009) also discussed the importance of the further development of the quality of South African managers for the success of South African companies. The same is true for South African employees as Slabbert and Ukpere (2011) concluded in their comparison of the work ethic amongst South African and Chinese workers: There was substantive ‘negativity’ in the work ethic of the South African labor force, possibly in relation to historical and cultural factors, causing low national productivity. In the same area, McCourt (2006) looked at the way government in South Africa should be managing its public employees in order to increase successful implementation of governmental strategies; thus increasing national development. Oyewobi, Windapo and Cattell (2013) examined the relationship between the extent of business diversification and the performance of construction firms in South Africa, and found no statistically significant differences in the performance of diversified and undiversified firms. Comins and Kraemer-Mbula (2016) described the role innovation hubs played in developing not only South African companies organizationally, but also South African industries economically. One study was performed in South African’s security industry. Kock (2003) looked at diversity issues caused by different cultural backgrounds that do not easily mix and their effects on the performance of work teams in a security company. She found that, instead of cultural differences, the quality of the team leader prevailed in deciding the performance of the team.

In light of the size and importance of the South African business community, it is therefore surprising that no holistic framework for analyzing and improving South African organizations to the level of high performance has emerged in the literature. A way forward might therefore be to use a framework that has not been developed specifically for South Africa and to validate it for this country. Such a framework is offered by De Waal (2012), who introduced an HPO framework consisting of five factors and 35 underlying characteristics which was developed based on data collected worldwide - both in developed and developing countries, including

South Africa. In addition, De Waal's HPO framework has already been employed at a South African company. The question of whether De Waal's HPO framework can be applied to South African organizations is important, as the country continues to rank low internationally in terms of competitiveness (Strauss & du Toit 2010) and industries – private- and state-owned – are still poorly managed (Sharma 2012). Thus, management of South African organizations urgently needs to find a framework that can help them in their quest for high performance, so they can apply its principles with insight (Nienaber 2007). This will not only help them improve the performance of their companies, but also help increase the competitiveness of South Africa as a whole (Nienaber 2007).

CHAPTER 3. RESEARCH METHODOLOGY

3.1 Introduction

The research methodology is a way to systematically solve the research problem and it incorporates the research method and the logic behind the method used in the context of a given research study (Kothari 2004). Under this section, the researcher was used relevant research design approaches to pass through research procedures for data management practice in selected sample respondents. In this regard, this section would explain research design, research approach, research methods, sample design, data source, and data collection instruments, a method of data analysis and interpretation, as well as data presentation and limitation.

3.2 Research Design and approach

A qualitative and quantitative research method was used for the study. The strategies emphasize words rather than quantification in the collection and analysis of data. Qualitative research is conducted in a natural setting and involves a process of building a complex and holistic picture of the phenomenon of interest (Bryman, 2001). In line with this, qualitative research has been used for the study. This consists of a desktop study using secondary data.

For this study, the researcher would use both quantitative and qualitative approaches because the data would be dedicated to close-ended questions while qualitative data extracted from the open-ended questions about the assessment of performance culture.

3.3 Sources of data

The study used secondary and primary data sources and published documents to collect data. These were helping the researcher to get pertinent data related to the study. This was helping the researcher to get pertinent data related to the study at hand.

The relevant documents that assist the researcher were the annual reports are listed as follows of annual report concerning yearly plan achievement, plan and evaluation documents, books, journals, research articles, high performance culture data websites information from the internet that help to improve high performance culture.

3.4 Study population

The sites HHRBC employees are 230 and 16 staff in number total 246 are the members. Among these using purposive non- probability sampling all the staff members 16 and according Daniel WW formula 16 staff members and 206 site employee would be the part of this study. These were 13 permanent head office employee, 1 manager, 1 administration manger and 1 finance manger totally, 16 people will be interviewed.

3.4.1 Sampling framework

The list of employee) in tulubolo and sodo 206 samples would be used to fill the questionnaire select the sample from the total study population. Also 13 permanent head office employee, 1 manager, 1 administration manger and 1 finance manger totally, 16 staff members would be used for participated in interview totally 222 participants would be included under study.

CHAPTER 4. DATA ANALYSIS, DISCUSSION AND PRESENTATION

4.1 Introduction

As outlined in the methods of data analysis two parts are to be dealt with in this chapter. The first part describes the demographic characteristics of the respondents in terms of position having in the organization and service years.

In the second part discussed the analysis and interpretation of data that were gathered for diagnosing organizational culture.

4.1.1 Characteristics of Respondents

The research targeted the organizational culture of the HHRBC. Manager, Finance manager, Head office employee and administration manager were the main source of information 206 from site 16 from Head office totally 222 questionnaires were distributed to employees to the above divisions, sections and departments. 200 (90%) were filled properly and returned on time. The general characteristics of the respondents are discussed here below:

Table4.1. Characteristic of Respondents by position

S/N	Respondent position	No. of respondents	% of Respondents
1	Management	3	1.5
2	Staff	13	6.5
3	Other (site employee)	184	92
	Total	200	100%

Source: own survey (2020).

As data presented in Table 4.1 indicates, 1.5 % of the respondents were between managers, 6.5% of the respondents were staff and 92% of the respondents were site employees.

Table4.2. Characteristics of Respondents by service years

S/N	Respondent service year	No of respondents	% of Respondents
1	0-2 years	184	92
2	3-5 years	3	1.5
3	6-9 years	6	3
4	10-14 years	5	2.5
5	More than 14 years	2	1
	Total	200	100

Source: own survey (2020).

As data presented 92% of the respondents were 0-2 years, 1.5% of them were 3-5 years,3% of them 6-9 years,2.5% of the respondents were 10 to 14 years, 1% of the respondents were more than 14 years. The result of the study could have been different had the number of senior employees been more than the junior which shows that the employees did not stay at the company for long period of time as a result employee turnover is high.

1% of the respondents served the corporation more than fourteen years. 92% of the respondents served the company zero to two years. Another 1.5% of the respondents served the company three to five years. 3% of the respondents served the company six to nine years.

In this study, it was conducted and analyzed the profile of the respondents but it is not the foremost objective or destination of this research. Nevertheless, it is a vital instrument towards the major findings and an indicator for the collective data quality. That is because the study is based on perception of the respondents and understanding the profile of the respondents is good information to comprehend about the research findings. Consequently, each demographic profile of the respondents which has been included in the survey was presented below based on response from the 200 employees who directly working in company. The respondent's rate was 90 %.

4.2. Results and Evaluation of High Performance Culture

The following are the results and evaluation based on the questionnaire that distributed to the respondents and data collected.

4.2.1. Results on respecting employee diversity on the organization

In the company/organization employees have different type of behavior, ethics, ability and experience so respecting such things is must, so as the survey shows that 87% of the respondents agree to respect others diversity.

Almost 87% of the respondents agree on the necessity of employee diversity on the organization this helps the organization to having diverse of knowledge, experienced and well trained expert. Hence, employees are become company staff based on their performance only. A result can perform to the required standard and can compete with other governmental, private and nongovernmental organization.

Table4.3. Table on diversity respecting in the organization

Numerical identification of respondents on the question on importance of respecting diversity in their organization	Not important (%)	Less important (%)	Hard to decide (%)	Important (%)	Very important (%)
	0%	0%	13%	25%	62%

Source: own survey (2020)

Table 4.4. How important is respecting diversity in your organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Hard to decide	26	13.0	13.0	13.0
Important	50	25.0	25.0	38.0
very important	124	62.0	62.0	100.0
Total	200	100.0	100.0	

Source: own survey (2020).

4.2.2. Results on employee empower on the organization

Table 4.5. Table on how much the employee is empowered in the organization

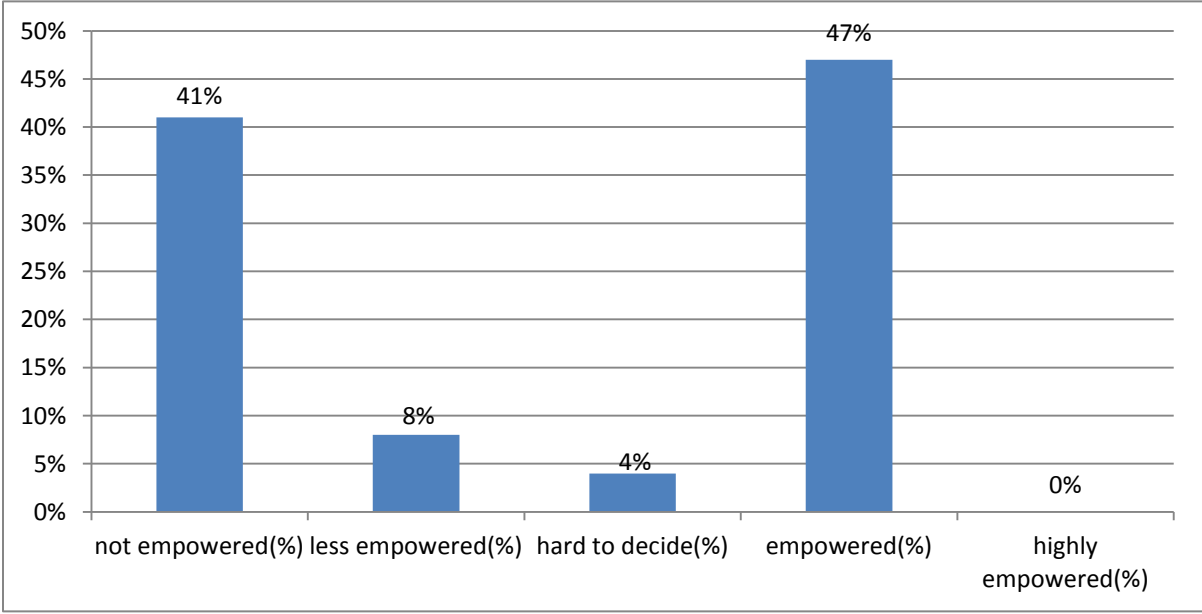
Numerical identification of respondents on the question on how they are empowered	Not empowered (%)	Less empowered (%)	Hard to decide (%)	Empowered (%)	Highly empowered (%)
	41%	8%	4%	47%	0%

Source: own survey (2020).

Table 4.6. How empowered is you to take control of your own development within your organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Not empowered	82	41.0	41.0	41.0
Less empowered	16	8.0	8.0	49.0
Hard to decide	8	4.0	4.0	53.0
Empowered	94	47.0	47.0	100.0
Total	200	100.0	100.0	

Figure 4.1 .Graph on how much the employee is empowered in the organization



Source: own survey (2020).

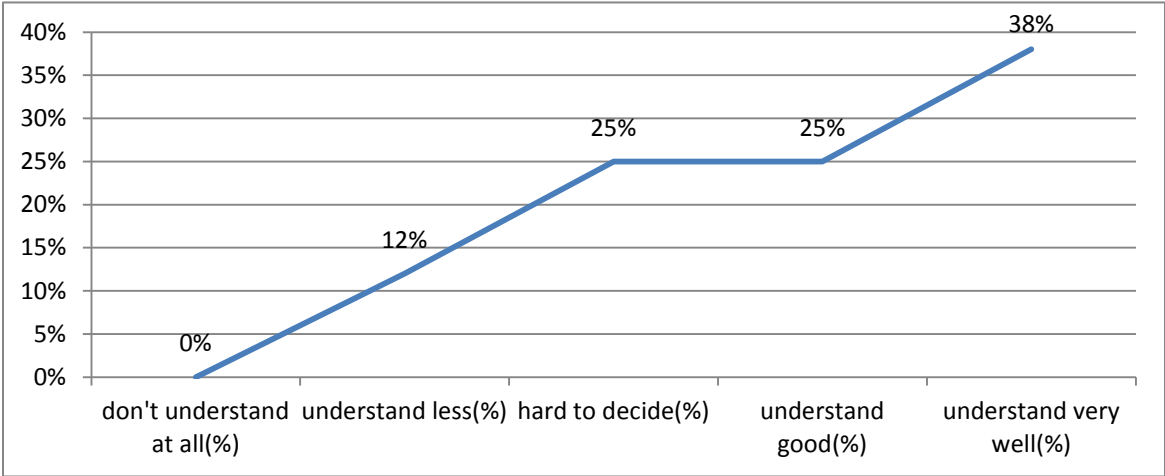
4.2.3. Results on understanding company’s ethics and policy

38% of the employees/ respondents understand well the company’s ethics and policy and 62% of them not understand well.

Any organization to be successful and efficient the staff, manager, employee and others who have role in it must know/understand their goals so as 75% of them have good understanding on the projects goal and the rest 25% not understand.

4.2.4. Results on employee understanding their goals

Figure4.2.Graph on employees understand their goals

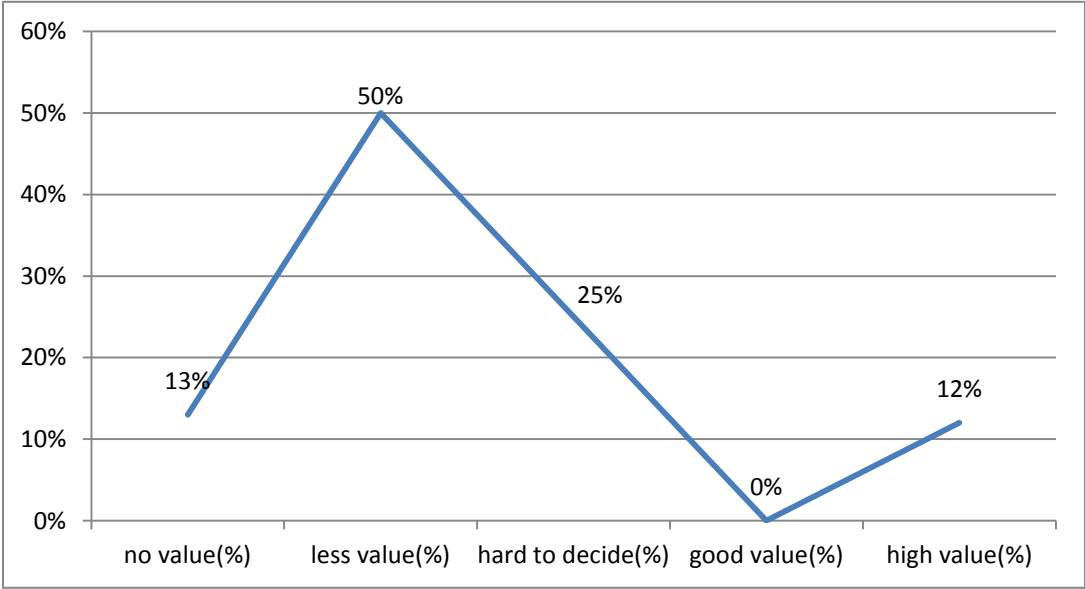


Source: own survey (2020).

4.2.5. Results on the organization giving value for customers feedback

88%of the respondents feel that the organization less value for the customer’s feedback hence this makes the ignorant on the organizations performance.

Figure 4.3. Graph on the organization giving value for customer's feedback



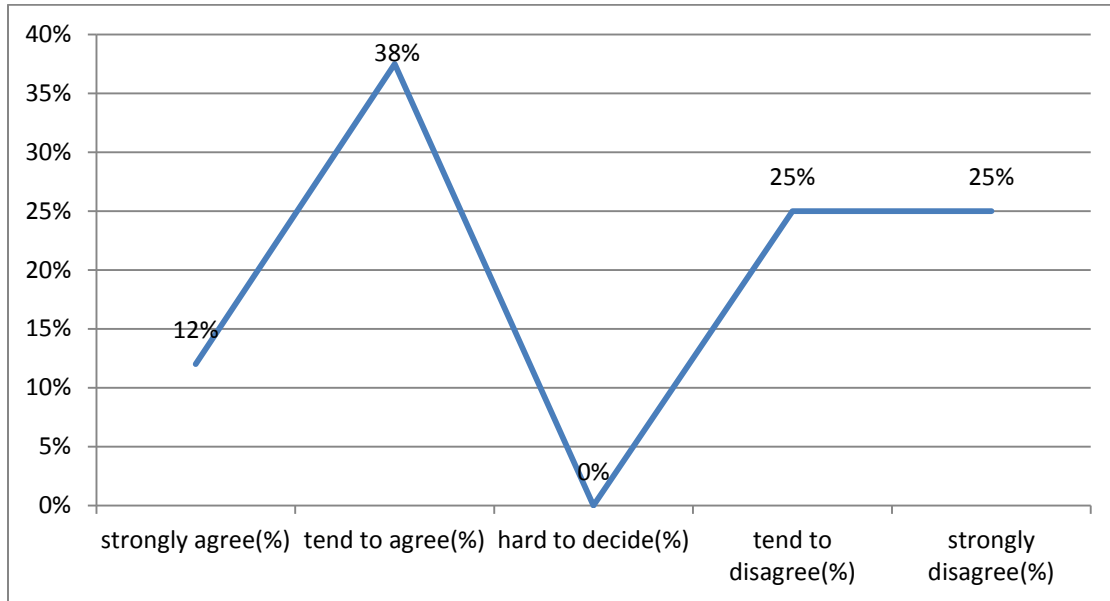
Source: own survey (2020).

4.2.6. Results on relationship between employee

The company established 50% a good relationship between employees and needs to raise these among them.

4.2.7. Results communication between department on the organization

Figure4.4.Response for communication between departments



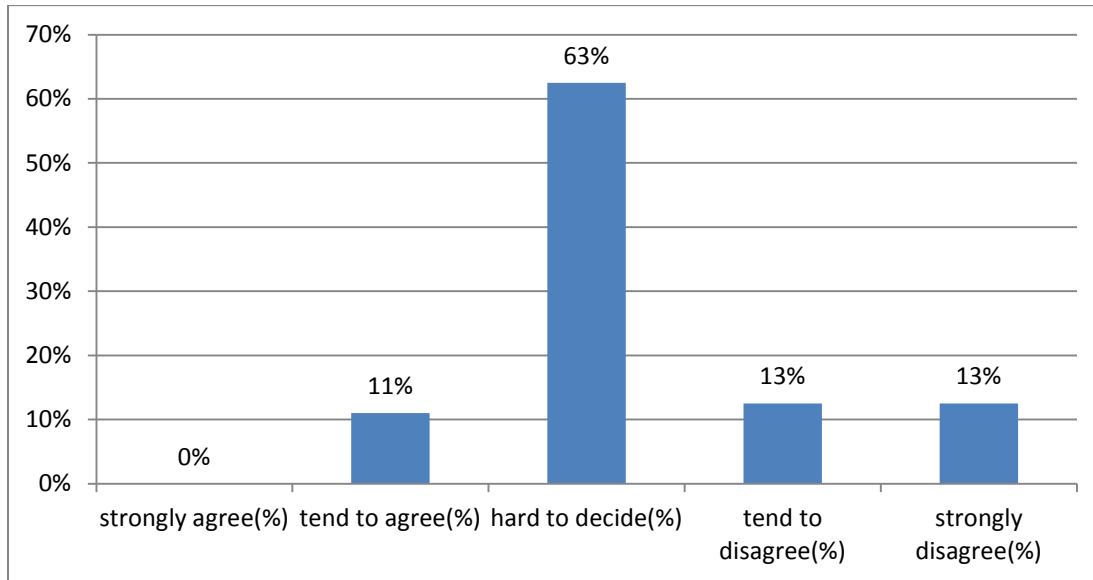
Source: own survey (2020).

50% of the respondents strongly agreed on the projects designed by the company is made things better and try to be successful but the rest 50% not agreed.

4.2.8. Results on employee encouragement by the organization

89% of the respondents are feel that most people/employee in the organization are not encouraged to make suggestions for improvement and 88% of the respondents tell that changes suggested by employee are not implemented and the rest 12% agreed.

Figure4.5.Graph on response for suggestion encouragement



Source: own survey (2020).

4.2.9. Results on supervisor respecting employee as individual by the organization

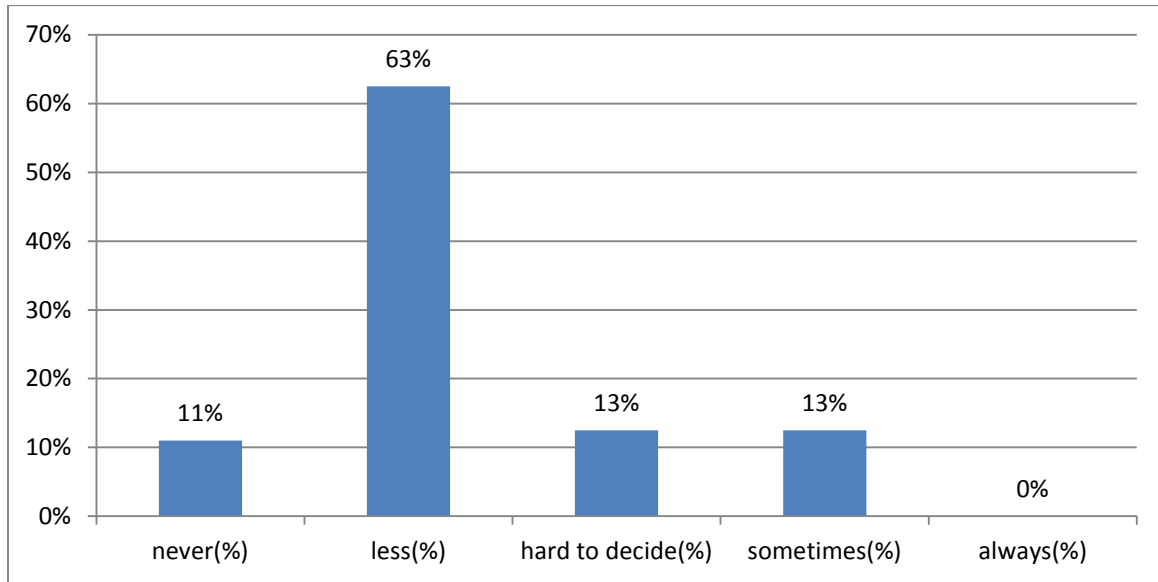
70% of them agreed that their immediate supervisor respects them as individual the remaining 30% not feel respecting.

The company supervisors listens to what the employee says is 83% and the rest 17% feels they are not listened by their supervisor. Almost 100% of the employee trusts one another in the company. Only 25% of the respondents agreed that their problems and complaints are handled effectively and 75% do not agreed or their complaints are not given emphasis by the managers.

4.2.10. Results on employee rewarding by the organization

89% of the respondents replied never and less rewarded in the organization that performs well, so this makes them not encourage doing well.

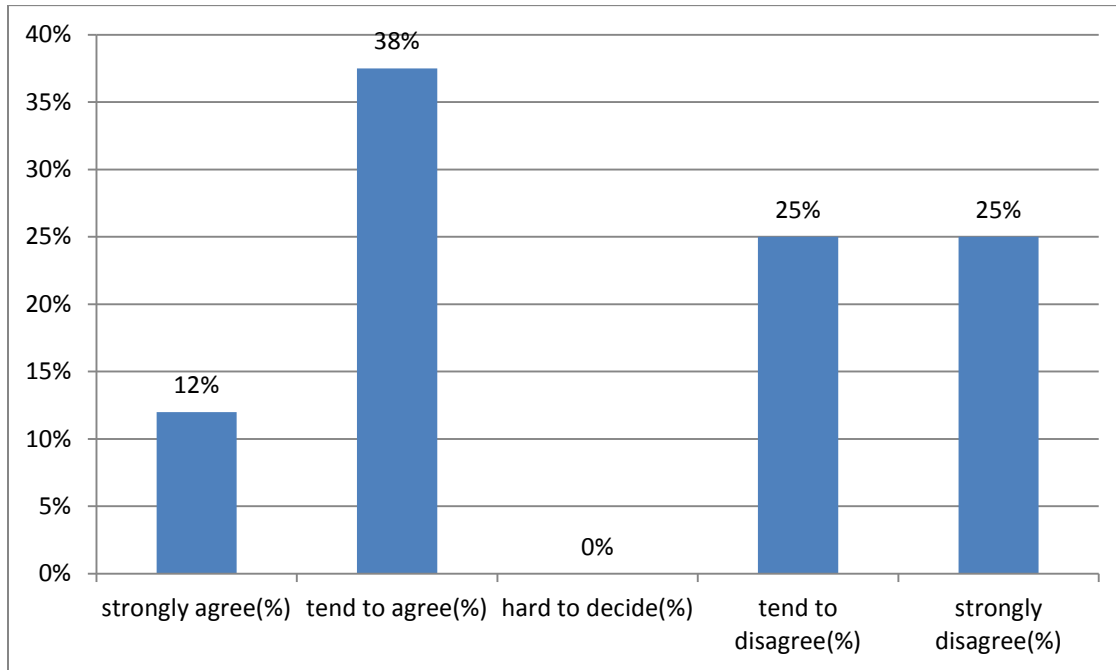
Figure 4.6. Employees rewarding rate



Source: own survey (2020).

Communication between departments tends to 50% this may not make the company effective and reduce the communication channel among employee.

Figure4.7.Graph on communication between departments



Source: own survey (2020).

4.3. Evaluation and Interpretation of results

As we have seen above in data analysis the HHRBC majority of the organization performance cultures are weak. Among these the following are less performance culture:-

- A. Giving reward for well performed employee is less.
- B. To be competent making the employee empowered in terms of uprising them to the next high position, giving incentives for example, thank you certificate (recognition) for their contribution, encouraging to opinion/ suggestion on their outlook, give chance to upgrade their education level is the characteristics of high performance culture organization but HHRBC less done it, so this make it less competent with other governmental, private and nongovernmental organization.

- C. The company gives less value for customer's feedback this make the customers to become ignorant on the company performance.
- D. Majority of the company's employee are not well understand the company's ethics and policy this happens due to reluctant of the company to make awareness on it for employees.
- E. There is good relationship between employees but the company did not use it as good opportunity for team work.

On the other hand the organization has some good culture to be kept up.

1. For one company employee's belief on diverse knowledge, experience is uncontroversial issue to perform well. While employees have good outlook on this as result the company must sustain it.
2. There is good communication between departments and employees who enhance easy understand to perform and initiate to do things in team spirit.

CHAPTER 5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents summary of major findings of the research, conclusion and suggested recommendations to solve the challenge of performance audit and to assess the perspective of performance audit in case of organizations.

5.1. Summary of Major Findings

This section presents summary of key findings of the study. The main objective of this research was to investigate the high performance culture practice in HHRBC. The study cohort was 200 staff members. A questionnaire was used as data collection method. Then data was analyzed using the descriptive statistics using SPSS and EXCEL the findings were presented through the use of tables.

From the descriptive analysis, one of the major implication of this study was that majority of the respondents are not feeling empowered. However, this feeling of belongingness is shaky as half of the research participants are highly concerned and have a fear on settle on the company.

The result of the research has indicated that there is a positive relationship between departments. Weaker involvement tends to affect employee satisfaction, and they feel disconnected, unwilling to work with people outside of their immediate circle.

Basically, this research implies that HHRBC has less performance. This reflects that performance culture is determined by the existing practice. Participant's opinion on the practice of performance management practice in HHRBC was found to be negative and they were not satisfied with the existing practice.

Finally the general impression of participants on the overall organizational performance culture of HHRBC is indicated as there is inconsistent organizational culture. Therefore, having negative performance culture should be committed to change.

5.2. Conclusion

In this study the researcher tried to look at the dominant culture at the HHRBC and the preferred culture as perceived by respondents and the impact of each on performance of employees.

Majority of the employees respect diversity on the company. But the organization did not give emphasis on the customer's feedback which shows that employees strive more to perform well on the organization goals. As the result shows that major problems of the organization are, not rewarding of the well performing employees, not giving emphasis for customer's feedback. There is also trace good relationship between employees, and the communication between departments is not satisfactory. And also the employees did not encouraged by the company to make suggestion even if the supervisors try to listen the employees says. Generally, most of the problems and complaints by the employees have not handled well.

The HHRBC leaders believe that the organization can survive and compete if and only if the performance culture is seriously applied. Though, they must strive to change the culture.

This of course needs competitive and goal oriented employees. If people are valued they most likely perform effectively and efficiently. This can change the result of the competitive environment.

An organization with a weak performance culture and a weak market culture, operating in a fiercely competitive, highly aggressive corporation like the HHRBC is now operating may find it very difficult to survive.

5.3. Recommendation

A properly prepared and conducted human resource will bring real benefits to an organization committed to act on the results.

On the basis of the findings obtained and the conclusion drawn, the following recommendations were suggested.

The corporation needs to:

- Respecting employee's ethics, ability and experience diversity through empowering giving a chance to participate in each activities of the company.
- Give training for its employee on the goals of the project
- Based on the performance of the employee needs to empower and reward accordingly such as employee empowered in terms of uprising them to the next high position, giving incentives for example, thank you certificate (recognition) for their contribution, encouraging to opinion/ suggestion on their outlook, give chance to upgrade their education level.
- Strengthen the communication between departments this may make the company effective and increase the communication channel among employee for example creating stage for discussion, making competition between employees, scale up best practices between department and employee.
- Encourage the employee to make suggestions for improvement and to changes suggested by Employee must be implemented
- Handle and give proper solution for the problems and complaints which rise from employees.
- Organizational culture on employee performance, the organization should do frequent cultural audit with actionable outcomes and review its work environment so that to fill the gaps from the review process and the employee performance will be kept increasing.
- One of the factors for high employee performance came from the existence of good organization culture and if this doesn't persist, employee performance will bellow and the organization existence will be at risk position.

- From the review of study which comprises of empowerment, team orientation and capability development, team orientation and then empowerment have great contribution to involvement at the highest level. In order to make further its employee identification with the organization, the management should extend its employee involvement indecision making that affects them, giving them the authority and additional responsibilities, delegation and ability to manage their own work.
- Apart from the organizational culture influencing employee performance, there are other things which should be seen like job satisfaction, organizational performance, leadership, organization change and others. So for future studies, it is recommended to focus on that relationship in order to broaden the subject matter.

5.4. Recommendation for further research

This analysis has some limitations. The study design was well defined but the topic of high performance culture is a broad area. It should be noted that the conclusions are based on the review of sample employees and that the sample is not representative of all the employees and the staff. This is significant because the situation of the employees in the other part can vary widely. The future research may be recommended to examine the actual performance practice

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Annex-Questionnaire

SCHOOL OF GRADUATE STUDIES MASTER OF BUSINESS ADMINISTRATION

BUSINESS ADMINISTRATION Master's Program, Questions to be answered by employee ASSESSMENT ON HIGH PERFORMANCE CULTURE Questionnaire

Circle One Number for Each Statement.

1. Please indicate your current classification. 1. Management 2. Staff
3. Other
2. How long have you worked for the company? 1. 0-2 y ears 2. 3-5 years
3. 6-9 years 4. 10-14 years 5. More than 14 years
3. How important is respecting diversity in your organization?
1. Not important 2. Less important 3. Hard to Decide
4. important 5. Very important
4. How well does your team understand their goals?
1. No understanding 2. less understanding 3. Hard to Decide
4. Good understanding 5. Very good understanding
5. How empowered are you to take control of your own development within your organization? 1. Not empowered 2. less empowered 3. Hard to Decide
4. empowered 5. Highly empowered
6. How often are people, in your organization, who perform well, rewarded accordingly? 1. Never 2. Less 3. Hard to Decide
4. Sometimes 5. Always

7. How well do you understand the company's ethics policy?
 1. Don't understand at all 2. Understand Less 3. Hard to decide
 4. understand good 5. Understand very well
8. How much value does your organization place on customer feedback? 1. No value 2. less value 3. Hard to decide 4. good value 5. High value
9. To what extent has your company established a good relationship with employees? 1. Very poor 2. poor 3. Hard to Decide 4. good
 5. Very good
10. Communication between departments is very open. 1. Strongly Agree
 2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree
 5. Strongly Disagree
11. Communication channels are very open here among employees. 1. Strongly Agree 2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree
 5. Strongly Disagree
12. Most projects designed to make things better in this organization have been successful. 1. Strongly Agree 2. Tend to Agree 3. Hard to Decide
 4. Tend to Disagree 5. Strongly Disagree
13. Most people in this organization are encouraged to make suggestions for improvement. 1. Strongly Agree 2. Tend to Agree 3. Hard to Decide
 4. Tend to Disagree 5. Strongly Disagree
14. Changes suggested by employees are usually implemented. 1. Strongly Agree 2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree
 5. Strongly Disagree
15. My immediate supervisor respects me as an individual. 1. Strongly Agree
 2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree 5. Strongly Disagree

16. My immediate supervisor listens to what I have to say. 1. Strongly Agree
2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree 5. Strongly Disagree
17. People trust one another in this company. 1. Strongly Agree 2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree 5. Strongly Disagree
18. Employee problems and complaints are effectively handled. 1. Strongly Agree 2. Tend to Agree 3. Hard to Decide 4. Tend to Disagree 5. Strongly Disagree