

The Role of Organizational Culture on Employee Performance, the Case of Fana Broadcasting Corporate

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Abstract

The aim of this study is to assess the role of organizational culture on employee performance in FBC. Using Denison model, the conceptual frame work was designed by treating organizational culture as independent variable, and employee performance as a dependent variable. To achieve the objective, the research questions were formulated. Organizational culture was further expressed using specific culture dimensions such as involvement, consistency, adaptability and mission. Descriptive research design with mixed research approach was applied. The data was obtained by questionnaire. The study took 101 target populations with response rate of 96 respondents. Both inferential and descriptive analyses were used to see the relationship and effect of independent variables on dependent variable. Based on the analysis, a positive relationship between the four variables of organizational culture (involvement, consistency, adaptability and mission's culture) and employee performance was observed. According to the results of regression analysis, it can be concluded that 72.3% of variation in employee performance was accountable for organizational culture. Specifically, involvement and mission sub culture dimensions had a positive and a high significant effect on employees' performance. Based on the findings, and research conclusions, major recommendations such as: organizational cultural audit and revision of work environment were suggested as possible considerations for FBC to focus on.

Keywords: Organizational culture, Adaptability, Consistency, Employee performance

1. Introduction

1.1 Background of the Study

Managing an organization has become an increasingly important factor for the achievement of organizational performance and business goal. To this end, employees are considered the most valuable assets among the critical resources organizations require. Without their contribution, the achievement of organizational goals and objectives would not be possible. Because of this, the success or failure of an organization depends on the employees' performance which, in turn, has an influence on the organization's performance and its competitive advantage at large. Thus, understanding the relationship between the organization, its culture and its employees' performance is the key factor to improve the organization's ability to move through changes effectively (Ubeku, 1975).

Modern organizations have a culture that comprises of the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, organizational structure and leadership or power. This is based on the shared history and traditions of the organization combined with the observed leadership values (Thuku, 2013). Culture matters in all

organizations regardless of the nature and size of the organization. For an organization to develop and sustain competitive advantage, organizations and managements should pay attention to its organizational culture because organizational culture has a role on the performance of its members (Ghanney, 2017).

In modern management, a person's performance is strongly related with the work spirit, organizational climate and the culture in which the organization operates. Organizational culture is a set of assumptions, beliefs, values and norms that are shared among group members. All these aspects of organizational culture influence and shape the behaviors of its members in carrying out the tasks of the organization which, in turn, has a direct impact on the performance of the employees (Suharningsih & Martedjo, 2017). Culture at the workplace is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. It impacts the manner in which individuals subconsciously and consciously think, come to decisions and eventually govern the way they perceive, feel and act (Brown, 1995; Odhiambo, 2016).

Currently, the manner in which the influence of organizational culture on employees' performance has been under deep scrutiny. Documented evidences have revealed that not much study has been carried out in this area, especially in Ethiopia, to fully capture and address the real essence of the culture of an organization in relation to the performance of employees.

1.2 Statement of the Problem

Many organizations put more exertions on the focus of only different reward systems to enhance employee performance, and give less attention to cultural activities. But it is widely acknowledged in current discussions on organizational performance that managers have to widen an understanding of their cultural settings if their organizations are to perform effectively (Agwa, 2014; Luthans, 2013; Hana, 2019). Performance based organizational culture has been in greater demand because of the increasing competition among organizations. This becomes necessary because organizations face a lot of management crises that stem from their organizational culture (Agwa, 2014). These problems tend to impede progress toward achieving high employees' performance (Hana, 2019).

Organizational culture is an important factor for the success of a firm. It gives an identity to the employees; it is also an important source of stability and continuity to the organization. In addition to this, knowledge of organizational culture helps newer employees to understand what goes on inside the organization through the provision of appropriate context for events. Organizational culture is the social links that bind employees together and makes them feel as part of the organizational experience. It is also important to attract new staff and retain top performers (Woinshet, 2013).

The impact of organizational culture on employee's performance should not be underestimated. This is because poor culture in an organization may result in lack of motivation; reduce employee's morale, and dissatisfaction. An organizational culture that does not value quality work gives the employee no reason to strive. Unhealthy organizational

culture decreases the motivation of employees to be committed to their job, and can increase employee turnover. As organizational culture defines internal and external identity of the organization, in the long run, organizational culture might be the cause to lose its competitive advantage.

Moreover, earlier theoretical and empirical studies indicate that organizational culture is inherently connected to organizational practices which, in turn, influences employees' performance. Organizational culture has a great role on the performance of employees (Paschal & Nizam, 2016). Organizational culture has an active and direct role in performance management (Ahmed, 2012). However, Ogbonna and Harris argue that organizational performance is not directly related to performance of employees (Ogbonna & Hariss, 2000). Furthermore, (Ojo, 2010) argues that there is no clear conclusion on the exact relationship between organizational culture and employees' performance. Hence, more research needs to be conducted to discern the role of organizational culture on employees' performance.

Several researches have been conducted on this topic in many sectors and countries. However, the appropriateness of those studies in our country is questionable. The reason behind is the nature and context are different from organization to organization and country to country. Besides, there are few studies regarding the area of the study in Ethiopia, especially in the media sector. Hence, the relationship of organizational culture and employee performance is necessary to investigate for a specific organization like FBC. Therefore, the researcher intends to study what role organizational culture has on employees' performance.

1.3 Research Questions

The research focused on the following research questions:

1. What does the practice of organizational culture look like in FBC?
2. To what extent does involvement as an element of organizational culture dimension influence employees' performance in FBC?
3. To What extent does consistency as an element of organizational culture dimension influence employees' performance in FBC?
4. To What extent does adaptability as an element of organizational culture dimension influence employees' performance in FBC?
5. To What extent does mission as an element of organizational culture dimension influence employees' performance in FBC?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to assess the role of organizational culture on employees' performance in the case of FBC.

1.4.2 Specific Objectives

The research attempted:

- To assess practice of organizational culture in FBC;
- To determine to what extent involvement as an element of organizational culture dimension influences employees' performance in FBC;
- To determine to what extent consistency as an element of organizational culture dimension influences employees' performance in FBC.
- To determine to what extent adaptability as an element of organizational culture dimension influences employees' performance in FBC.
- To determine to what extent mission as an element of organizational culture dimension influences employees' performance in FBC.

1.5 Research Hypothesis

H1: Involvement has significant relationship with and effect on employees' performance.

H2: Consistency has significant relationship with and effect on employees' performance.

H3: Adaptability has significant relationship with and effect on employees' performance.

H4: Mission has significant relationship with and effect on employees' performance.

1.6 Significance of the Study

The study contributes to the advancement of the management of FBC, and enables it to get an insight to understand the implications of organizational culture on employees' performance. As a second significance, the study helps similar organizations that operate in the same industry to get useful information on organizational culture which is related to employee performance. Thirdly, it also serves as a secondary source of information, or reference for future researchers who may be inspired to do further researches on the topic.

1.7 Delimitation of Study

The scope of this study is limited to the employees of FBC. The concepts of organizational culture are very broad in scope to address in depth and impossible to include all those concepts, dimensions, and models in a single research work. Therefore, the researcher only focused on selected organizational culture dimensions focusing on mission culture, involvement culture, adaptability culture, and consistency culture. In addition, the duration of the study covered the time between March to September 2021.

2. Research Design and Methodology

2.1 Research Design

According to (Kothari C, 2004) a research design is the arrangement of conditions for collection and analysis of data. It is the conceptual structure in which a given research is conducted. It constitutes the blue print for the collection, measurement and analysis of data. Descriptive research designs are designs which are concerned with describing the characteristic of a particular individual or of a group. For this study, mainly descriptive research design was used. This is because the method is important to describe a phenomena or characteristics about the population that will be studied, and show the current situation in the organization.

2.2 Population, Sample Size and Sampling Technique

In FBC, according to the human resource report of 2021, 560 employees were working. Among the total population stated above, the researcher delimited the employees who work in FBC radio. Hence, the target population of this study is 200 as the researcher believes that taking such target population has a great output in the research study. So, in order to determine the sample size easily and scientifically, the researcher applied sample size determination method developed by Yemane (1967). The reason behind the selection of this sample determination formula is that it is simple and anyone can simply be able to understand. Therefore, sample size is calculated based on the formula, at +/- 7% level of precision.

$$n = \frac{N}{(1+N(e^2))}$$

Where N = total population

e = level of precision or acceptable sampling error (0.07)

n = sample size

$$\text{Therefore, } n = \frac{200}{(1+200(0.07)^2)}$$

$$n = 101$$

To provide adequate data for analyzing the population of the organization, *accidental* and purposive sampling methods are used. This is because in deploying accidental sampling the researcher simply reaches out and takes the sample members that come readily, thus making it easy to conduct; where as in purposive sampling with sound judgment about the purpose of an inquiry, a researcher can strategically select sample members for a study and organize the information effectively.

2.3 Sources of Data

In this study, both primary and secondary sources were used. Primary data was collected through questionnaire to obtain firsthand information on the specific research questions. And secondary data like policy, procedure, annual reports, and magazines were also used to support the facts acquired through the primary data.

2.4 Methods of Data Collection

Primary and secondary data collection methods were employed to collect data. For the primary data collection purpose, the researcher employed structured questionnaire. The questionnaire had close ended formats. The questionnaire is selected because it helps to gather data with minimum cost, and is faster than any other tool. The secondary data was collected from different published and/or unpublished documents.

2.5 Data Analysis

To analyze and interpret the quantitative data gathered from the target group, the researcher used descriptive analysis techniques such as frequencies, percentages, means and standard deviations to summarize and present the data. Also, tables were used to increase

understanding and facilitate easy comparison of the data collected from the survey. To analyze the relationship between the dependent and independent variables and the effect of organizational culture dimensions on employee's performance, inferential analysis of correlation and regression was used. SPSS was used for both descriptive as well inferential analyses.

3.Data Presentation, Analysis and Interpretation

3.1 Introduction

This section provides the results and findings about the role of organizational culture on employee performance in the case of FBC. It is divided into different sections starting with introduction, response rate, involvement culture, consistency culture, adaptability culture, mission culture. Finally, it presents the relationship and role of organizational culture on employee performance using correlation and regression analysis.

3.2 Response Rate

Response rate is the total number of respondents who participated in this study. The study has a sample size of 101 and out of this, only 96 respondents participated. Based on this data, the researcher believes that the response rate was 95% of the target population.

Table3. 1 Response Rate

Description	Respondents
Sample size	101
Questionnaire distributed	101
Questionnaire returned	96
Response rate	95%
Usable responses	96

Source: own survey 2021

3.3 Descriptive Analysis on Organizational Culture

In order to understand the organizational culture at FBC, employees were asked to give their level of agreement to statements with regard to the four dimensions of organizational culture. Employees' rating with five - point Likert Scale were then analyzed using descriptive statistics of mean and standard deviation. The analysis results are presented in subsequent tables, each dealing with one dimension of organizational culture at FBC. According to (Zaidatol, 2009), the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 is considered as moderate, and mean score above 3.8 is considered as high.

3.4.1 Involvement Culture

The involvement culture at FBC was evaluated with respect to its three sub-dimensions i.e., empowerment, team orientation and capability development. The result of the analysis is presented in table 3.2

Table 3. 2: The Involvement Cultural Dimension at FBC

	N	Mean	Std. Deviation
In my opinion, most of employees are highly involved in their work in FBC.	96	4.01	.761
My organization gives me the authority and ability to manage my own work.	96	3.70	.848
My organization grants me greater autonomy and involves me in decision making.	96	3.19	.799
Involvement-Empowerment		3.63	.528
In FBC, teams are our primary building blocks.	96	3.67	1.111
Cooperation across different parts of the organization is encouraged and well-practiced.	96	3.75	.929
My organization places much value on employees working cooperatively towards the common goal.	96	3.62	1.078
Involvement-Team orientation		3.68	.746
Authority is delegated so that employees can act on their own.	96	3.17	1.111
I agree that FBC is constantly working on developing its employees' capability.	96	3.54	1.264
Involvement-Capability development		3.35	.971
Involvement		3.55	.590

Source: own survey 2021

As to the empowerment sub-dimension, respondents' average level of agreement (mean) to the three statements is computed. For empowerment sub-dimension, the mean aggregate agreement level is $M=3.63$. Hence, the organizational culture with respect to empowerment is moderately practiced at FBC. T

The team orientation sub-dimension at FBC also is evaluated based on employees' responses to the three statements. Overall team orientation practice at FBC is evaluated to have been agreed to the level $M=3.68$, which is moderate level of agreement. The third sub-dimension, within the involvement culture, i.e., capability development is also assessed with $M=3.35$. Employee's agreement towards this sub dimension is found to be low as observed from the mean score.

In general, the involvement culture dimension, which is an aggregate of its three sub-dimensions, is then evaluated to have been practiced to the level $M=3.55$, and this result shows that FBC has been moderately practicing involvement organizational culture based on the frame work suggested by (Zaidatol, 2009).

3.4.2 Consistency Culture

Similar to the involvement culture, the consistency culture at FBC was assessed with three statements for each sub-dimension consisting of core values, agreement and coordination/integration.

Table: 3. 3 The consistency Cultural Dimension at FBC

	N	Mean	Std. Deviation
FBC's core values are shared among the majority of its members.	96	3.57	.915
There is an ethical code that guides our behavior and tells us right from wrong.	96	3.88	1.136
My supervisor always shows me in practice what he is saying in words.	96	3.82	.894
Consistency-Core values		3.75	.762
Different departments and divisions of FBC are able to work together well to achieve common goals.	96	3.53	1.123
It is easy to reach consensus, even on difficult or conflicting issues.	96	3.58	1.295
We seldom have trouble reaching agreement on key issues.	96	3.70	.835
Agreement		3.60	.792
There is good alignment of team goals with strategic objective, mission and vision.	96	3.26	1.088
Our approach to do business is very consistent and predictable.	96	3.79	.893
Employees from different parts of the organization share a common perspective.	96	3.55	.916
Coordination and integration		3.53	.683
Consistency		3.63	.591

Source: own survey 2021

The consistency culture with respect to core values is found to be practiced at FBC with a mean score, $M=3.75$, which is a moderate level agreement. Statements in relation to the agreement sub-dimension are also found to have been moderately agreed by employees of FBC. Overall, the agreement sub-dimension is rated to the level, $M=3.60$ which is moderate level practice of this culture. The coordination and integration sub-dimension was assessed in relation to employees' level of agreement and evaluated to have been practiced to the level 3.53, which is considered as a moderate level of agreement. The three sub-dimensions, which are practiced at FBC revealed the existence of consistency culture at FBC to the level to the level $M=3.63$, which is also moderate level based on the framework designed by (Zaidatol, 2009).

3.4.3 Adaptability Culture

This adaptability dimension of organization culture is also comprised of three sub-cultures: creating change, organizational learning, and customer focus. The first two sub-dimensions were assessed with three statements and the last sub-dimension was assessed with two statements.

Table 3. 4: The Adaptability Cultural Dimension at FBC

	N	Mean	Std. Deviation
The way things are done in FBC is very flexible and easy to change.	96	3.50	1.124
New and improved ways of doing works are continually adopted in FBC.	96	3.71	.983
FBC responds well to competitors and other changes in the business environment.	96	4.03	1.020
Adaptability-Creating change		3.74	.908
We view failure as an opportunity for learning and improvement.	96	3.99	3.171

Learning is an important objective in a day-to-day work of the organization.	96	3.75	.940
Innovation and risk taking are encouraged and rewarded.	96	3.24	1.167
Adaptability-Organizational learning		3.65	1.185
Customer comments and recommendations often lead to changes.	96	3.61	1.070
Customers inputs directly influence the organizations decisions.	96	3.66	1.084
Adaptability-Customer focus		3.63	.950
Adaptability		3.68	.525

Source: own survey 2021

As shown in Table 3.4, the third cultural dimension, adaptability, was assessed with its three sub dimensions (creating change, organizational learning and customer focus) with a mean of 3.68. This result also indicates that overall adaptability culture is practiced moderately in Fana Broadcasting Corporation.

3.4.4 The Mission Culture

This mission dimension of organization culture is also comprised of three sub-cultures: Strategic direction and intent, goals and objectives, and vision. All these three sub-dimensions are assessed with different statements.

Table 3. 5: The mission Cultural Dimension at FBC

	N	Mean	Std. Deviation
There is a clear mission that gives meaning and direction to our work.	96	3.64	1.249
Our strategic direction is clear to me.	96	3.45	1.352
There is clear strategy for the future.	96	3.59	.969
Strategic direction and intent		3.55	1.046
There is wide spread agreement about goals.	96	3.39	.899
We continuously track our progress against our stated goals.	96	3.48	.882
Goals and objectives		3.43	.796
We have a shared vision of what the organization will look like in the future.	96	3.46	.962
Leaders have a long-term view point.	96	3.71	.893
Vision		3.58	.816
Mission		3.52	.736

Source: own survey 2021

As to the strategic direction and intent sub-dimension, the employees' agreement is at moderate level. Overall, the strategic intent sub-dimension is rated to the level M=3.55, which is a moderate level practice. Similarly, the two statements under the goal and objectives sub-dimension are agreed by employees to the moderate as per the suggested framework. With the overall agreement level of M=3.43, the goals and objectives direction culture at FBC is practiced to moderate level. The vision sub-dimension with overall agreement level of M=3.58 is also a moderate level practice. The three sub-dimensions, which are practiced at FBC, resulted in the existence of mission culture at FBC to the level to the level M=3.52 which is at the moderate level based on the framework designed by (Zaidatol, 2009).

3.5 Inferential Analysis

3.5.1 Correlation Analysis

One of the objectives in this research is to study the relationship of employees' performance with the organizational culture practiced at FBC. As per Mark Saunders (Mark Saunders, 2009), a correlation coefficient enables to quantify the strength of the linear relationship between variables. This coefficient is usually represented by 'r' and can take only the value from -1 to +1. Pearson correlation was used to explore relationships between the variables, specifically to assess both the direction (positive or negative) and strength of the relationship between the variables. This study sought to establish whether there were significant relationships between Organizational Culture (Involvement, Consistency, Adaptability and Mission) and employee Performance. The table below (table 3.11) summarized the interpretation of **r** based on (Pallant, 2010)

Table 3. 6: Interpretation of r

Interpretation of r	Description
0.5 to 1	Strong relationship
0.3 to 0.49	Moderate relationship
0.1 to 0.29	Weak relationship

Source: (Pallant, 2010)

Table 3. 7: Correlation Analysis Matrix

		Correlations				
		performance	involvement	Consistency	Adaptability	Mission
Performance	Pearson Correlation	1	.362**	.287**	.220*	.175
	Sig. (2-tailed)		.000	.005	.031	.089
	N	96	96	96	96	96
Involvement	Pearson Correlation	.362**	1	.354**	.496**	.422**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	96	96	96	96	96
Consistency	Pearson Correlation	.287**	.354**	1	.279**	.120
	Sig. (2-tailed)	.005	.000		.006	.243
	N	96	96	96	96	96
Adaptability	Pearson Correlation	.220*	.496**	.279**	1	.445**
	Sig. (2-tailed)	.031	.000	.006		.000
	N	96	96	96	96	96
Mission	Pearson Correlation	.175	.422**	.120	.445**	1
	Sig. (2-tailed)	.089	.000	.243	.000	
	N	96	96	96	96	96
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Source: own survey 2021

According to the outputs of survey, the correlation between involvement and employee performance is positive and they are significantly correlated at ($r=.362$), ($P<0.05$). Based on the (Pallant, 2010) measure of association the magnitude of relationship between the two variables was moderate. The correlation between consistency and employee performance was founded as ($r=.287$), ($P<0.05$) with a positive significant relationship between the two variables. According to (Pallant, 2010) magnitude of relationship between the two variables

is found to be weak. The correlation between adaptability and employee performance was found as ($r=.220$), ($P<0.05$) with a positive relationship between the two variables. According to the (Pallant, 2010) scale of correlation, the relationship between the two variables is weak. The correlation between mission and employee performance is positive but they are insignificantly correlated at ($r=.175$), ($P>0.05$). Based on the (Pallant, 2010) measure of association the magnitude of relationship between the two variables was weak.

Table 3.8 Summary of Correlation Analysis

Hypothesis	Tool	Outcome
H1: Involvement has significant relationship and effect on employee performance.	Correlation	Significantly correlated
H2: consistency has significant relationship and effect on employee performance.	Correlation	Significantly correlated
H3: adaptability has significant relationship and effect on employee performance.	Correlation	Significantly correlated
H4: mission has significant relationship and effect on employee performance.	Correlation	Insignificantly Correlated

Source: own survey 2021

3.5.2 Regression analysis

To further examine the effect of organization culture on employees' performance, multiple regression analysis was conducted. According to (Pallant, 2010), multiple regressions is not just one technique but a family of techniques that can be used to explore the relationship between one dependent variable and a number of independent variables or predictors.

So, critical information can be obtained from Multiple Linear Regression; such as the overall significance of the model, the variance in the dependent variable that comes from the set of independent variables in the model, the statistical significance of each individual independent variable, the direct effect (the direction of the effect) of each independent variable on the dependent variable and the relevant strength of the independent variable. The output of regression is presented in the subsequent tables below.

Table 3. 9: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.850 ^a	.723	.711	.43890	.688

a. Predictors: (Constant), Adaptability, Consistency, Mission, INVOLVEMENT

b. Dependent Variable: performance

Source: own survey 2021

Model summary is used to determine how much the variance is measured against the dependent variable (employee performance) and it is also used to know how well the regression model fits the data. The coefficient of regression is represented by R square and measures the proportion in a dependent variable that can be explained by the independent variables. From the regression result, the coefficient of determination, i.e., R Square is

computed to be $0.723=72.3\%$. This implies that organization culture considerably influences employee's performance. The closer R squares near to 1, the better the regression model so this survey is good to decide the combination of these four organizational culture dimensions can change the employees' performance in 72.3%. In other words, The R square (R^2) of model summary explains that 72.3% change in employees' Performance can be predicted by the combination of the four independent variables that constitute the organizational culture. That is the organization culture at FBC has 72.3% influences on employee's performance. The remaining 27.7 percent of the variation in employees' performance in FBC are explained by other variables which are not included in the model. Therefore, involvement, consistency, adaptability and mission are good explanatory variables of employees' performance

Table 3. 9: Regressions -ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.804	4	11.451	59.445	.000 ^b
	Residual	17.529	91	.193		
	Total	63.333	95			

Source: own survey 2021

The ANOVA table shows the overall significance / acceptability of the model from a statistical perspective. As the significance value of p statistics shows a value .000, which is less than $p < 0.05$, implies the model is significant which indicates that the overall variation explained by the model is good and the model fits the data.

Table 3. 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.077	.389		.198	.844
	involvement	.222	.094	.161	2.353	.021
	Adaptability	-.049	.035	-.095	-1.415	.160
	Consistency	.009	.027	.019	.315	.753
	Mission	.299	.024	.811	12.677	.000

a. Dependent Variable: performance

Source: own survey 2021

Based on the result shown in the Table 3.10, involvement and mission has influence on employee's performance positively and statistically significant ($\beta = 0.222$, $p < .05$ as sig .021), ($\beta = 0.299$ $p < .05$) respectively whereas consistency has a positive influence on employees' performance but is statistically insignificant. ($\beta = 0.009$, $p > .05$ as sig.753). The other component i.e., adaptability influences employee's performance negatively and statistically insignificant ($\beta = -0.049$, $p > .05$).

Furthermore, the beta value indicates the amount of change in the dependent variable (employee performance) due to changes in independent variables (involvement, consistency, adaptability and mission). This means if there is 1% change in the value of involvement then employee performance increase by 22.2% if other factors remain constant. If there is 1% change in the value of consistency then employee performance increased by 0.9% if other factors remain constant. If there is 1% change in the value of adaptability then employee

creativity decreases by 4.9% holding the other factors constant. Lastly, if there is 1% change in the value of mission then employee performance increased by 29.9% if other factors remain constant.

The mathematical model equation that estimates the value of employee performance based on observed values of independent variables is

$$EP = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

$$Y = 0.077 + 0.222X_1 + 0.009X_2 - 0.049X_3 + 0.299X_4 + e$$

Where: a = the regression constant (point at which line crosses Y axis)

β_1 = slope (regression coefficient) for variable X1 (involvement culture,)

β_2 = slope (regression coefficient) for variable X2 (consistency culture)

β_3 = slope (regression coefficient) for variable X3 (adaptability culture)

β_4 = slope (regression coefficient) for variable X4 (mission culture)

e = error (or residual) value, **EP** is the employee performance

3.5.3. Testing Hypothesis with Regression Analysis

Hypothesis is testable guess or assumption about the answer to the research question. Those hypotheses are the researcher's attempt to explain the phenomenon being studied, and that explanation should involve a prediction about the variables being studied. These predictions are then tested by gathering and analyzing data, and the hypotheses can either be supported or falsified on the basis of the data. Accordingly, the four hypotheses which were developed earlier in Chapter one were tested based on the regression coefficient data.

Table 3. 11 Summary Result of Regression Analysis

Model	Beta	Level of Significance	Significance
Involvement	.222	.021	Significant
Consistency	.009	.753	Insignificant
Adaptability	-.049	.160	Insignificant
Mission	.299	.000	Significant

Source: own survey 2021

Hypothesis 1

H1: Involvement has significant relationship and effect on employee performance:

The result on the above (table 3.11) shows that the existing involvement culture dimension of FBC has a Beta coefficient with ($\beta = 0.222$, $P < 0.05$ as sig.021), and it is interpreted as 22.2% of the increase in employee performance is explained by the improvement in involvement culture practices, besides the p value is less than 0.05, hence, the Hypothesis 1 is accepted.

Hypothesis 2

H2: Consistency has significant relationship and effect on employee performance:

The regression coefficient result of consistency dimension in FBC was indicated as ($\beta=0.009$, $P>0.05$ as Sig.753), which implies that 0.9% of increase in employee performance is due to the change in the consistency culture, assumed all other variables are being constant, which entails that Consistency culture dimension has insignificant relationship and effect on employee performance, therefore, the Hypothesis 2 is rejected.

Hypothesis 3

H3: Adaptability has significant relationship and effect on employee performance:

The adaptability regression coefficient result was defined with ($\beta=-0.490$, $P>0.05$, sig .16), which infers that 4.9% of decrease in employee performance is explained or justified due to the changes in adaptability culture dimension. Therefore, the Hypothesis 3 is rejected.

Hypothesis 4

H1: Mission has significant relationship and effect on Employees' performance:

The regression coefficient result of Mission culture dimension was denoted as ($\beta = .299$, $P<0.05$, as Sig .000) which infers that 29.9% of increase in employee performance is explained or justified by due to the changes in mission culture dimension, and in this relation, mission culture could able to explain the dependent variable with 29.9% which is significant and also the significance coefficient i.e., .000 is below the p value of 0.05. Thus, we can conclude from the results, hypothesis 4 has is accepted.

Table 3. 12: Summary of Hypothesis Testing

Hypothesis	Tool	Outcome
H1: Involvement has significant relationship and effect on employee performance.	Multiple regression	accepted
H2: Consistency has significant relationship and effect on employee performance	Multiple regression	rejected
H3: Adaptability has significant relationship and effect on employee performance.	Multiple regression	rejected
H4: Mission has significant relationship and effect on employee performance.	Multiple regression	accepted

Source: own survey 2021

4. Summary of Findings, Conclusions, and Recommendations

This section states the summary of the study findings and results. Based on the key findings and results, conclusions are drawn and recommendations that focus on how the problem identified could be addressed are made.

4.1. Summary of Findings

This section summarized the core points and major findings which were obtained from data analysis of survey questionnaire.

- Ninety-six responses were valid for analysis, which represented 95% response rate.

- From involvement culture, three sub dimensions of empowerment, team orientation and capacity development are observed. For empowerment sub-dimension in involvement culture, the mean agreement level, $M=3.63$, is significantly moderate agreement. Team orientation practice at FBC is evaluated to have been agreed to the level $M= 3.68$, is also the moderate level agreement. The third sub-dimension, within the involvement culture, i.e., capability development is also assessed with $M=3.55$ average agreement, which is a moderate level of employees' agreement.
- The involvement culture dimension, which is an aggregate of its three sub-dimensions is evaluated to have been practiced moderately to the level $M=3.55$.
- In relation to consistency culture, the first sub-dimension, corevalues, which are practiced at FBC and resulted in the existence of consistency culture at FBC to the level $M=3.75$ which is significant moderate level. The agreement sub-dimension is rated to the level, $M=3.60$ and the coordination and integration sub-dimension is assessed with employees' level of agreement, and evaluated to have been practiced to the level 3.53.
- Therefore, the consistency culture dimension, which is an aggregate of its three sub-dimensions is evaluated to have been practiced moderately to the level $M=3.63$.
- From adaptability culture, three sub dimensions of creating change, organizational learning and customer focus are examined. For creating change sub-dimension in adaptability culture, the mean agreement level, $M=3.74$, which is significantly moderate agreement. Organizational learning practice at FBC is evaluated to have been agreed to the level 3.65, which is also the moderate level of agreement. The third sub-dimension, within the adaptability culture, i.e., customer focus is also assessed with $M=3.63$ average agreement, that is also moderate level of employees' agreement.
- Hence, the adaptability culture dimension, which is an aggregate of its three sub-dimensions is evaluated to have been practiced moderately to the level $M=3.68$.
- On the mission culture, there are strategic intent, goals and objectives and vision sub dimensions. The strategic intent sub-dimension is rated to the level $M=3.55$ that is the moderate level. The vision sub-dimension with overall agreement level of $M=3.58$ which is also a moderate level practice The goals and objectives direction culture at FBC is practiced to moderate level with the overall agreement level of $M=3.43$.
- From the correlation analysis, it is found that all the four organization culture dimensions are found to have positive correlation with the employees' performance. The involvement culture dimension is the most related to employee performance with $r=0.362$, followed by the consistency dimension with $r=0.287$. the adaptability and mission are related with employees' performance with $r=0.220$ and 0.175 respectively.
- To further assess the role of organization culture on employees' performance regression analysis was conducted, from the regression result, the coefficient of determination, i.e., R Square, is computed to be $0.723=72.3\%$. In addition, the regression ANOVA shows the acceptability of the model. The p-value $=0.000$ is less $< 5\%$ which indicates that the overall variation explained by the model is right and the model fits the data. In the regression coefficient findings, it is found that mission is

the most contributing organizational culture traits in the prediction of employee performance with beta value 0.299 followed by involvement with beta value 0.22.

4.2 Conclusion

The major objective of this study was to investigate the role of the organizational culture on the employees' performance in FBC. With regards to the research methodology, the study mainly used descriptive research design and the accidental sampling technique was used to collect primary data using questionnaire. Besides, the data collected was analyzed using both descriptive and inferential analysis. Based on the findings of this study, a number of conclusions can be drawn.

In order to meet the first research objective i.e. to assess the practice of organizational culture, the study conducted descriptive analysis and found out that FBC practiced all sub dimensions of organizational culture moderately.

The correlation results indicated that all the variables of Organizational culture (Consistency, Adaptability, Mission and Involvement) have positively related with employees' performance. Involvement correlated with employee performance moderately whereas the other three organizational culture dimensions correlated with employee performance weakly. Involvement culture and mission culture have positive effect on employee performance. The result shows that the employees' performance would be enhanced when involvement culture and mission culture are practiced and are statistically significant.

Consistency culture has also a slight positive effect on employee performance. FBC employee performance had been enhanced slightly while consistency culture is practiced but, it is not statistically significant. However, Adaptability culture has a negative effect on employee performance and it is also statistically significant.

Based on the major findings, the researcher recommends the following:

4.3. Recommendations

As shown from the different parts of this study, Fana Broadcasting Corporate has a moderate organizational culture and its relationship with employee performance is manifested through the four organizational culture dimensions. Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations.

- This study found that the organizational culture practices and employee's performance level have shown a moderate level. In order to keep the existence of high impact organizational culture on employee performance, the organization should do frequent cultural audit and review its work environment so that it will be able to capture the full picture of what its existing culture looks like and for its subsequent development of organizational culture strategies.
- As the study shows, the contribution of the four kinds of organizational culture is 72.3% on employee performance. This implies that there are also other contributing factors which are related to employee performance. Therefore, the organization should look for those contributing factors and explore their relationships with employee performance.

This will in return boost both employee performance and organization performance together more than its current level.

- There are different models and framework that will help to study on the effect of organizational culture on employee performance like Hofstede's cultural dimensions theory, Edger Schein Model, and others. This research study used Denison 's Model, further research on the same organization can be done using a different framework of organizational culture to bring more depth of understanding and outcome.
- The study of the research is confined with only one organization and even with limited sample size; therefore, future researchers should also make their researches in different media companies and other different organizations in order to broaden empirical evidences in the area.
- The study shows that the effect of the adaptability dimension of organizational culture on employee performance is negative. Therefore, this needs further investigation so that future researchers are recommended to make their research on the effect of adaptability culture on employee performance.

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