

The Impact of Organizational Culture on Employee Performance within NGOs. A Case Study of Lukmef Buea in Cameroon

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Abstract—The main purpose of the study was to assess the impact of organizational culture on employee performance, a case study of LUKMEF BUEA in CAMEROON. The study employed a quantitative research design and used a sample of 74 employees at LUKMEF Buea, in Cameroon, through purposive sampling technique. Deductive Research approaches used in the study. Data was analyzed using SPSS (the Statistical Package for Social Science version 23). Reliability was evaluated based on the Cronbach Alpha value obtain through SPSS which is highlighted in chapter four. Reliability and validity were only confirmed when the Cronbach Alpha value was between 0.6 and 0.8. Validity was achieved in this study by increasing the randomization regarding picking a sample in order to reduce sample bias. The Study concluded that organizational structure also affects decision-making processes and employee empowerment. In organizations with decentralized structures, employees have more autonomy and are empowered to make decisions that impact their work. This autonomy increases employee engagement and accountability, leading to improved performance outcomes. The study recommended among others that, the organizations must Create opportunities for employee involvement in decision-making, problem-solving, and goal-setting processes. Additionally, empower employees to take ownership of their work by providing autonomy, support, and resources to succeed.

Keywords: Organizational culture and employee Performance

I. INTRODUCTION

The success of an organization has been significantly influenced by the commitment of its workforce. Organizations are growing more and more interested in the topic of employee commitment to retain more workers and increase success, productivity, and effectiveness. According to Riketia (2002), The dedication of an organization's employees has a big impact on its performance. To retain more employees and boost success, productivity, and effectiveness, organizations are becoming more and more interested in the subject of employee commitment (Ladyshevsy, 2010). According to Eisenberger, Karagonlar, Stingl-hamber, Neves, Becke, Gloria Gonzalez-Morales, Steiger-Mueller (2010), studies reveal that dedication affects employee absenteeism, sales, corporate profitability, service desertion, and employee performance inside the firm. According to Yusuf (2022) organizational culture is a system of norms, values and beliefs that dictate good behavior for employees. It displays the various ways that members of the organization work together and with one another, both inside and outside the organization. John, Militza, Carolyn, and Peter (2007:2) defined organizational

culture as a "pattern of shared basic assumptions, belief, values, myths, stories, and rituals that are created by organizational members as they learn to cope with the labor process. "Opinions about what is optimal for organizational operations and with a view to obtaining goal-oriented results are known as organizational values. Competency, competitiveness, teamwork, customer relations, competency, and consideration for others both inside and beyond the organization are examples of organizational values.

People's interactions, the creation of knowledge, their resistance to change, and the way they transmit knowledge—or do not distribute it—are all influenced by culture (Ravasi and Schultz, 2006). As noted by Cancialosi (2017), organizational culture describes the experiences, underlying ideas, and values of an organization that govern employee behavior. It shows how employees feel about themselves, how they behave within the organization, how they interact with the outside world, and how they plan.

1.2 Background of the Study

Employee performance is influenced by an organization's value system to a greater extent when it is stronger. Organizational values are deeply embedded in the organization's culture, which reinforces behavior (Armstrong, 2014: 6). Schein (2011) further believes that as a result, the more strongly held organizational values are, the more probable it is that employees' conduct will be impacted by them. The manner in which management conducts the business of the company is also crucial since it greatly influences the organizational culture in terms of how outsiders and employees are treated. While most managers tackle issues head-on, some use a transformative and enabling approach to inspiring staff members (Ada & Cross, 2021).

For most studies in Cameroon just like any other West African country, there has been no emphasis on attributes such other attributes of organizational mission, structure, employee involvement and consistence, which are key elements in employee performance (Shabbir, 2017). Additionally, there may be more research in this field utilizing the characteristics mentioned above in relation to organizational culture, but not much has been done in the private sector, particularly with reference to non-governmental organizations in Cameroon. Therefore, the purpose of this study is to look into organizational culture and worker performance, with a focus

on NGOs and specifically LUKMEF Buea employees in Cameroon.

Considering all of this, organizational culture determines how individuals should express themselves within the company and consists of a common set of presumptions, values, conventions, and beliefs that govern employee behavior within the company, so impacting every facet of the business.

1.3 Statement of the Problem

Organizations are constantly concerned with making sure that workers are performing as well as possible in their specific roles. It is moving towards the achievement of a clear vision and the achievement of goals and objectives (Edwards, Kechen, Short, & Tashah, 2014). Numerous elements have been shown to influence an individual's performance. For instance, Dermol and Čater (2013) found that organizational support, including regular training, and an individual's aptitudes and personality attributes work together to support individual success. To the above, Aroosiya and Ali (2014) added effective job design and daily motivation. Performance is also influenced by reward programs, organizational culture, positive working relationships, and the work environment (Mathis and Jackson, 2008).

Even though research on corporate culture as a crucial prerequisite for business success has increased over the past two to three decades (Personio, 2019), the idea is still not prioritized above other considerations. For example, in West Africa, especially Nigeria and Cameroon, the reward system with its high salary and compensations is the most powerful incentive for job success (Adebisi and Oladipo, 2015). It has not yet been determined whether organizational culture has a direct impact on worker performance or performance across the board.

In Cameroon, many organizations don't seem to be placing enough emphasis on the concept of corporate culture. Some telecom businesses seem to see corporate culture as just another formality that must exist to have a real corporate organization. In a similar vein, companies that have carefully crafted corporate cultures frequently struggle with their implementation; that is, making sure that employees' actions are consistent with the company's ethos. Therefore, its against this background that this study assesses the impact of organizational culture on employee performance at LUKMEF, Buea, Cameroon.

1.4 Research Objectives

1.4.1. General Objectives

The aim of this study was to assess the impact of organizational culture on employee performance: a case study of LUKMEF BUEA in CAMEROON.

1.4.2. Specific Objectives

- To assess the impact of organizational mission as an element of organizational culture on employee performance at LUKMEF Buea.
- To Determine the effect of organizational structure on employee performance at LUKMEF Buea

- To analyse to what extent to which employee involvement as an element of organizational culture influences employee performance at LUKMEF Buea.
- To evaluate the impact of consistency as an element of organizational culture on employees' performance at LUKMEF Buea.

1.6 Research Hypothesis

H0 - Organizational Culture has NO impact on employee performance.

H1 - Organizational culture HAS an impact on employee performance.

II. LITERATURE REVIEW

2.1 Introduction

The conceptual and theoretical underpinning for the topic's many mechanisms is provided in this chapter. The framework or theoretical review has concentrated on the various theories explaining organizational culture and how these theories may be employed to generate outcomes. The conceptual framework concentrated on how this idea illustrates how independent variables affect dependent variables, and at the conclusion, an empirical analysis of the data was covered.

2.2 Overview of Organizational Culture and Employee Performance

In this instance, organizational culture is made up of both form and substance, as can be shown by considering the concept's articulation within the institutional framework (Palmer & Feldman, 2017). Organizational norms, presumptions, values, and beliefs are among its constituents. The behaviors and objects used to communicate the culture make up the shape of organizational culture. Additionally, (Palmer & Feldman, 2017) noted that organizational leaders can intentionally create content and organizational culture as a means of achieving organizational goals, or it can emerge naturally as members of the organization carry out tasks.

Organizational success can be attained in large part through the culture of the organization (Shahzad et al., 2017). Performance and employee happiness are closely correlated with organizational culture. According to Shahzad (2014) and Shahzad et al. (2017), organizational culture can inspire workers to participate in decision-making and share their creative ideas, which can improve overall organizational performance. Shahhosseini & Nadi (2015) also mentioned that organizational culture serves as the foundation for maintaining an organization's competitive advantage over time.

According to Meng and Berger (2019), the behavior of the members is influenced by the organizational culture, which means that the culture must be effective in order to increase the performance of the members. Organizational culture is viewed by Robbins & Judge (2016) as a system that is put in place by the people of the organization and serves as a feature that sets it apart from other companies. Lapiņa et al. (2015) said the same thing, stating that organizational culture is made up of values, fundamental presumptions, expectations, and organizational descriptions that define the organization and its members.

On the other hand, employee Performance is the quantitative and qualitative manifestation of an individual or group's ability to use their knowledge, skills, and talents to carry out and finish tasks to achieve goals (Altındağ & Köseadağı, 2015). Thus, it can be claimed that employee performance is the organization's key to success and a source of strategic advantage (Diamantidis & Chatzoglou, 2019; Rusu et al., 2016).

One way to keep the business afloat in a setting that is always changing is through sustainable employee performance growth (Diamantidis & Chatzoglou, 2019). A performance appraisal can be used to determine if an employee's performance is good or bad. However, the assessment must be tailored to the specific needs of each firm (Rusu et al., 2016). Organizational leaders can make administrative decisions through performance reviews, such as hiring, promoting, or paying employees (Altındağ & Köseadağı, 2015).

Additionally, it is explained by Molapo, 2002; Rusu et al. (2016) that standards for assessing employee performance that take into consideration both internal and external elements must be established by every firm. The organizational environment, in addition to the facilities and infrastructure that are available, can influence how effectively employees perform. Furthermore, social circumstances have an impact on worker performance. These factors include leader conduct, worker confidence in team leadership, and worker relationships with leaders (Erdogan, 2002; Pulakos et al., 2015; Zheng et al., 2012).

2.3 Empirical Review on Organizational Culture and Employee's Performance

Numerous scholars investigated the connection between performance and organizational culture. Research has demonstrated that there has been a fluctuating correlation over time between a wide range of cultural characteristics and workers' performance (Denison, 2015). According to a study done by Lunenburg's (2011) on the investigation into the connection between performance and organizational culture, organizational culture is the collection of common values, conventions, and beliefs that shape how workers feel, think, and act in the workplace. Organizational effectiveness can be influenced by an organization's culture. The author also used Peters and Waterman's general definition of significance. A bias toward action, proximity to the customer, autonomy and entrepreneurship, productivity through people, hands-on, value-driven effort, sticking to the knitting, simple form, lean staff, and simultaneous loose-tight properties are some of the characteristics they identified as defining excellent organizations. Additionally, the author used William Ouchi's 1980 Theory Z as a framework for greatness.

Further, according to a study by Marcoulides and Heck (2013) on Organizational Culture and Performance: Proposing and Testing a Model, investigated the relationship between organizational performance and culture. and show how to estimate and evaluate this model using the LISREL modeling methodology. and postulated three interconnected dimensions: an organizational value system, the collective beliefs of those employed by the business, and a socio-cultural system of how

the tactics and practices of the organization are viewed to function. Organizational structure and purpose, task organization, climate, individual values and beliefs, and organizational values are some of the latent variables that the researcher used to quantify organizational culture.

In addition, Ojo (2011) explored some theories of organizational culture to determine the importance of the relationship between corporate performance and organizational culture in a business environment. The research design used in the study was survey. Nigerian personnel in the commercial banking sector were selected by the researcher to be the study's population. According to the researcher's results, an organization's overall performance is greatly influenced by its organizational culture.

Ahmad (2012) also investigated the significant positive relationship between employee performance and organizational culture. The study revealed that a poor organizational culture prevented employees from performing and collaborating well inside the firm. A poor organizational culture can lead to a lack of commitment, consistency, flexibility, and purpose.

2.4 Theoretical Framework

The theories about performance and organizational culture listed below will be covered in the theoretical review. The main theoretical foundations for this research are the theories of consistency, involvement, mission, and adaptability. Additional theories included include the theories of organizational culture proposed by Schein, McGregor's Theory X and Y, and John Stack's Theory of Open-Book Management. Organizational culture theories try to describe the things that happen to and around people.

It's common to refer to the conceptual analysis of organizational culture as the phenomena of interest. Instead, relying just on a formula, organizational culture research considers common understanding, implicit beliefs, and values, and how culture affects behavior in people. Businesses can improve their working conditions by having a better understanding of the phenomenon of organizational culture.

2.4.1 The Consistency Theory

Consistency theory holds that strong, highly integrated, well-coordinated, and consistent cultures are the main reasons why companies are successful (Davenport, 1993; Saffold 1988). Core values provide the foundation of employee conduct, and leaders and followers are adept at coming to a consensus even when their opinions disagree (Blois, Cook, & HunSaker, 2007). This kind of consistency, which comes from a shared perspective and a high degree of conformance, is a potent source of stability and internal integration (Senge, 1990).

2.4.2 The Involvement Theory

According to Baker (2002), this approach is predicated on the notion that engagement and participation will enhance an individual's sense of accountability and ownership, which will in turn enhance organizational performance and loyalty. Organizations that are effective foster human talent at all levels, empower their workforce, and structure themselves around teams (Beker 2004). Managers, staff members, and

executives all have a strong sense of ownership over the company and are dedicated to their work. All employees believe that decisions affecting their job are at least somewhat within their control and that their work is closely related to the objectives of the company.

2.4.3 The Mission Theory

Organizational members can be motivated and coordinated toward common objectives by having a common sense of purpose, direction, and strategy (Baker, 2004). According to Mintzbert (1994), businesses that are successful possess a distinct sense of purpose and direction that articulates their strategic objectives, aims, and future vision. A change in an organization's fundamental mission also affects other facets of its culture (Ahmad, 2012). These ideas emphasize various facets of culture, but more significantly, they highlight various roles that culture plays.

While engagement theory and adaptability theory allow for change and flexibility, consistency theory and mission theory tend to encourage stability. While mission theory and adaptation theory regard culture as addressing the relationship of the organization to its external environment, consistency theory and engagement theory see culture as focusing on internal organizational dynamics (Baker, 2004).

2.4.3 The Adaptability Theory

The theory posits that an organization's survival, growth, and development will be facilitated by norms and beliefs that improve its capacity to accept, interpret, and convert signals from the environment into internal organizational and behavioral changes. Paradoxically, because of their deep levels of adaptability that are developed over time, well-integrated companies are frequently the hardest to change (Kanter, 1993). Customers are the driving force behind adaptable businesses, which also take calculated risks, learn from their errors, and are skilled and experienced in bringing about change (Nadler, 1998; Senge, 1990). These businesses alter their systems often to foster advancements and give their clients value (Stalk, 1988).

2.5 Conceptual Framework

In this study, organizational mission, structure, employee involvement and consistency are used to gauge employee performance. The use of human resources inside the organization depends critically on the employee's alignment with the organization's goals. According to academics like Jena and Pradhan (2014), London (2003), and Mone and London (2009), a company or organization needs an efficient personnel performance management system to maximize HR and enhance organizational success. To shift from an event-driven approach to one that is more strategic and people-centric, it is anticipated that the performance-driven aim will be in line with organizational policies. In this study, organizational mission, structure, employee involvement and consistency are used to gauge employee performance.

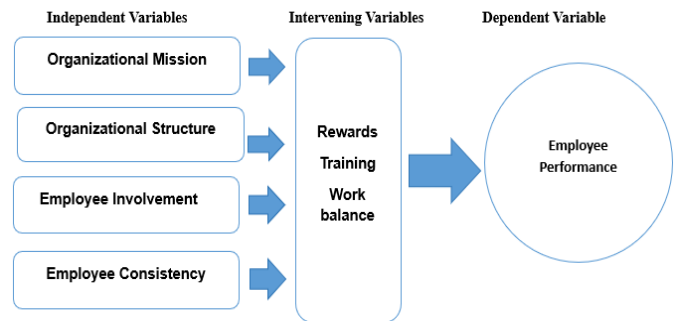


Figure 1: Conceptual Framework.

Source: Author's Conceptualization (2024)

2.6 Gaps in Literature

Studies on organizational culture and employee performance have been studied over the years. However, in different of these studies, different variables have been studied. For instance, Shahzad, Luqman and Khan (2012) looked at organizational culture and employee performance in terms of different types of culture. Martinez et al. (2015) looked at culture in terms of credibility and clarity as well as productivity. Additionally, no study has been done in Cameroon looking at organizational mission, structure, employee involvement and consistency. This study, therefore, aimed to fill this gap.

III. METHODOLOGY

3.1 Introduction

The study employs a quantitative research design and uses a sample of 74 employees at LUKMEF Buea, Cameroon, selected through purposive sampling technique. Deductive Research approaches used in the study. The study sample was based on the population of employees at LUKMEF Buea in Cameroon. Due to the limited number of employees at LUKMEF Buea, the study was therefore a CENSUS of all of them. There are currently 74 employees at the organisation. purposive and random sampling was used. a self-administered, structured questionnaire was employed to gather data. To assure correctness, completeness, and consistency with the requirements of the study objectives and questions as well as to facilitate coding and tabulations the analysis of the research data started with its processing using a Microsoft Excel sheet. The assignment of numbers and symbols to research topics for simple identification was also be made simpler with alpha numeric. To ensure that every analysis is exact and correct, SPSS, or the Statistical Package for Social Science, was used for the analysis. According to Murey (2007), SPSS is the best software for data analysis. Further, both descriptive and inferential statistics was employed to draw conclusions regarding the impact of organizational culture on employee performance at LUKMEF Buea in Cameroon. In addition to utilizing frequencies and numbers, descriptive statistics can also report continuous and categorical variables using means, standard deviations, and/or interquartile ranges. The concepts of Pearson's correlation coefficient was applied to inferential statistics in order to determine the cause and effect of the known variables. Reliability was evaluated based on the

Cronbach Alpha value obtain through SPSS which was highlighted in chapter four. Reliability and validity were only confirmed when the Cronbach Alpha value is between 0.6 and 0.8. Validity was achieved in this study by increasing the randomization regarding picking a sample in order to reduce sample bias. Adequate time was also allocated to allow as many responses as possible from the sample to ensure that a variety of opinions are obtained which was useful in obtaining findings that answered the research questions (Cooper and Schindler, 2008).

IV. DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The study's findings are presented in this chapter and are based on information gathered from questionnaires administered to employees at LUKMEF who are knowledgeable about the culture at the named organization. Before delivering the results for each study question, Rudestam and Newton (2001) noted that results chapters start with a description of the sample from which the data was collected, providing, for example, demographic information pertaining to participants or respondents. This is how the results of this investigation have been presented. Numerous themes emerged from the data questionnaire, nevertheless, the study was limited to this.

4.2 Demographic Characteristics of Employees at Lukmef, Cameroon

This section presents the characteristics of the respondents who participated in this research. Before they completed the surveys, participants responded to the test questions, and participated in the answering the questionnaire, all the study participants were asked for background information. Age range, marital status and educational attainment were determined to be the three most significant characteristics for the analysis.

4.2.1 Age Group

The following are results showing respondents' responses with regards to age groups as presented in table 1.0 below.

Age Group	Frequency	Percentage
20-25 years	6	8.2%
26-30 years	19	26.0%
31-40 years	34	46.6%
Above 40 years	14	19.2%
Total	73	100

Source: Field Data, 2024

The results on age groups of employees show that most employees at LUKMEF are between the ages 31-40 years, 34(46.6%) while those who are aged between 26-30 years were 19(26%) with those above 40 years being 14 (19.2%). The minority were those aged 20-25 represented by a proportion of 8.2% and were 6 in total.

4.2.2 Marital Status

Additionally, respondents were asked to state their marital statuses. This was a vital background check as it acts as a basis of understanding the impact that organizational culture has on

individual performance. The results below were recorded as shown in table 1.1 below.

TABLE 1.1: Marital Status

Marital Status	Frequency	Percentage
Married	37	50.7%
Single	23	31.5%
Widowed	4	5.5%
Divorced	9	12.3%
Total	73	100

Source: Field Data, 2024

Field data on marital statuses of employees at LUKMEF indicate that the majority of respondents are married, 37(50.7%) while 23(31.5%) are single, with 9(12.3%) divorced and just 4(5.5%) are widowed.

4.2.3 Level of Education

Further, the level of education, which also impacts performance and organizational culture was another baseline characteristic. The results are presented in figure 2 below.

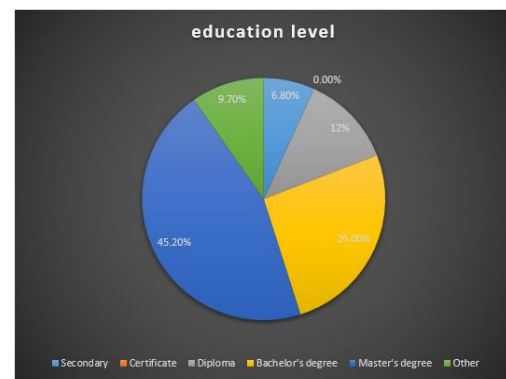


Figure 2: Level of Education

Source: Field Data, 2024.

On the level or education attained or qualifications acquired, the results indicate as presented in figure 2 above that almost half, 45.2% or 33 employees out of 74 had obtained master's degrees, implying that they had attained tertiary education, 26% or 19 others obtained bachelor's degrees, also attained tertiary level of education while 12.3% or 9 employees have obtained diplomas with 9.7% having "other" certificates and 6.8 or 5 employees stating that they only attained secondary education.

4.4.1 Assessment of Validity

Validity, as previously discussed in Methodology, is the degree to which study findings are accurate (Roberts, 2010). Systematic random sampling was employed to ensure that the samples were chosen as randomly as possible, hence eliminating sample size bias and guaranteeing the validity of the research process's outcomes. Additionally, an attempt was made to guarantee that the questionnaire's prepared questions pointed as closely as feasible to the answers to the study questions (Cooper and Schindler, 2008).

4.4.2 Assessment of Reliability

In chapter three, under methodology, reliability was defined as the extent to which a measure yields consistent

results. Making sure that each question's results were random and unstable errors was the main goal of the study method. All respondents were given the same questions, allowing them to mark the right answers on a five-point Likert scale, in an effort to generate some consistency in the results. In order to assess validity and reliability, Cronbach Alpha was also calculated using SPSS (Cooper and Schindler, 2008).

The following are results from the Cronbach Alpha.

TABLE 1.2: Cronbach Alpha

Case Processing Summary			
Cases	Valid	N	%
	Excluded	0	.0
	Total	73	100.0

A Listwise deletion based on all variables in the procedure.

Source: Field Data, 2024

TABLE 1.3: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha ^a	N of Items
.671	16

Source: Field Data, 2024.

Because the Cronbach Alpha score of 0.671 falls inside the accepted range of 0.6 to 0.8, the research was deemed valid and credible.

4.4 Descriptive Statistics

In this study, descriptive statistics provided an ordered, relevant, and succinct summary of the data related to the research objectives. These summaries have served as the foundation for the preliminary data description as part of an eventual more comprehensive inferential statistical analysis. To address each of the research objectives that are covered below, descriptive data has thus summarized continuous data by reporting means and standard deviations as shown in tables and figures below.

4.4.1 Effect of Organizational Mission on Employee Performance at LUKMEF Buea

Objective 1 looked at the effect of organizational mission on employee performance which is a topic of significant interest in the field of organizational behavior and management. Therefore, this objective was very cardinal. The following presentation, therefore, shows the results on organizational mission and are measured on a 5 point likert scale where; 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly agree. The means and standard deviations are also reported.

TABLE 1.4: Organizational Mission and Employee Performance

Statement	1	2	3	4	5	Mean	Std. deviation
Top management helps employees discover how their values are validated	5	7	7	21	33	3.96	1.252
Organization employs people with values and vision that align with it	3	9	6	23	32	3.99	1.184
Organization's values align with customer expectations	7	7	4	21	34	3.93	1.337

Source: Field Data, 2024.

Field results on the effect of organizational mission on employee performance indicate that all the three parameters measured affect employee performance to a very large extent, I.e. Top management helps employees discover how their values are validated was highly rated with the majority, 33(45.2%) strongly agreeing that this affects employee performance with a mean value of 3.96 while another majority 34(43.8%) of employees strongly agreed that employing people with the same vision and values as the organization affected employee performance to a very high extent as shown by the mean value or 3.99. Lastly, more responded strongly agreed that an organization's values that align with customer expectations is cardinal in effectively and positively affecting employee performance as indicated by 34(46.6%) of employees with a mean value of 3.93.

The data is further presented in figure 3 below.



Figure 3: Organizational Mission and Employee Performance.

Source: Field Data, 2024.

4.4.2 Effect of Organizational Structure on Employee Performance

The second objective sought to establish the extent to which organizational structure affects employee performance at LUKMEF Buea. The results are shown in table 1.5 below.

TABLE 1.5: Organizational Structure and Employee Performance

Statement	1	2	3	4	5	Mean	Std. deviation
Activities at this organisation are centralised and decisions are made from top to down	3	8	6	23	33	4.03	1.166
Successful organizational structures define each employee's job and its fitment in the overall system	3	6	4	22	38	4.18	1.122
The organisation has a defined structure, and each employee has a high level of personal urgency.	3	13	4	27	26	3.82	1.217
In the absence of an effective structure, employees have difficulties doing their job	4	3	5	24	37	3.89	1.197

Source: Field Data, 2024.

Field data as shown in table 1.5 on organizational structure as an element of organizational culture and its effects on employee performance indicate that more than half (23 and 33) respondents, agreed and strongly agreed, respectively that having centralized activities and decisions made from top to down has an effect on employee performance and this had a

mean score of 4.03, while only 8 disagreed to this with 3 more strongly disagreeing and 6 remaining neutral. Additionally, 38 respondents out of 73 respondents strongly agreed that successful organizational structures define each employee’s job and fitment into the overall system, with 22 more agreeing to this while 4 remained neutral, 6 disagreed and only 3 strongly disagreed and this recorded a mean score of 4.18.

Furthermore, the results also show that with regards having a defined structure that allows high levels of personal urgency among employees, 26 employees strongly agreed while 27 only agreed, 4 were neutral, then 13 disagreed whereas only 3 employees strongly disagreed to this. The mean score was recorded at 3.82. Lastly, it was also noted that 37 respondents strongly agreed that in the absence of an effective structure, employees find it difficult to perform with 24 more agreeing to this, while 5 were neutral, 3 disagreed and only 4 employees strongly disagreed to this. This recorded a mean score of 3.89.

4.4.3 Extent to which employee involvement as an element of organizational culture influences employee performance at LUKMEF Buea

The third objective sought to establish the extent to which employee involvement as an element of organizational culture influences employee performance at LUKMEF Buea in Cameroon. The results are shown in table 1.4 below.

TABLE 1.6. Employee Involvement and Employee Performance

Statement	1	2	3	4	5	Mean	Std. deviation
Organisations that encourage more input into effective decisions affect employee performance	4	9	5	28	27	3.89	1.197
Organisations that invest in employee skills development maintain competitiveness and employees meet on-going business needs	1	6	5	24	37	4.04	1.086
Organisations that empower and engages employees maximise employee performance	3	10	7	26	27	4.23	0.993
Organisations that place value on employee working cooperatively towards goal and objective achievement maximise employee performance	1	10	5	26	31	3.88	1.178
Employee involvement anchored on informality and voluntary, not implicit controls positives affect employee performance	2	11	5	25	30	3.96	1.160

Source: Field Data, 2024.

With regards employee involvement in their organization and their performance, field data indicate that 27 strongly agreed to the statement that Organizations that encourage more input into effective decisions affect employee performance positively and 28 more agreed to this while 5 where neutral, with only 9 and 4 disagreeing and strongly disagreeing respectively with a mean score of 3.89. Further, 37 respondents or employees strongly agreed that Organizations that invest in employee skills development maintain competitiveness and their employees meet on-going business needs, with 24 more agreeing to this while 5 were neutral and on the other hand, 6 disagreed to this statement while only 1 strongly disagreed. This recorded a mean score of 4.04, indicating an effect to a higher extent.

With regards Organizations empowering and engaging employees to maximize employee performance, about 27

respondents strongly agreed to this while 26 more agreed, 7 were neutral and 10 disagreed while 3 strongly disagreed to this statement. A mean of 4.23 was recorded, indicating even a higher extent of effect on employee performance.

Furthermore, 31 respondents strongly agreed that Organizations which place value on employee working cooperatively towards goal and objective achievement maximize employee performance with 26 more agreeing to this while 5 were neutral. On the other hand, 10 disagreed and only 1 strongly disagreed. This recorded a mean score of 3.88.

Lastly, 30 respondents strongly agreed that employee involvement anchored on informality and voluntary, not implicit controls positives affect employee performance, with 25 more agreeing, while 5 were neutral. 11 respondents disagreed to this while only 2 strongly disagreed and this recorded a mean score of 3.96.

The above results have been further illustrated in figure 4 below.

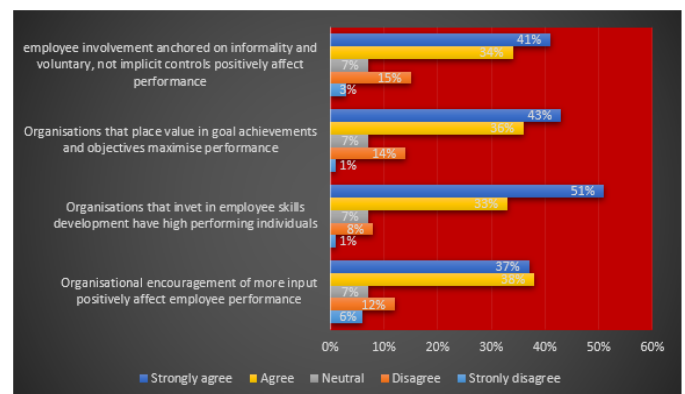


Figure 4: Employee Involvement and Their Performance

Source: Field Data, 2024

4.5.4 Impact of consistency as an element of organisational culture on employees’ performance at LUKMEF Buea

Lastly, the fourth objective sought to establish the impact that consistency of employees and the organisation has on employee performance. The results are shown in the table below.

TABLE 1.7: Consistency and Employee Performance

Statement	1	2	3	4	5	Mean	Std. deviation
Employees with attributes that align with organisational values creating a sense of identity perform to expectations	2	8	6	25	32	4.05	1.104
Employees that are assigned tasks consistent with their strengths, interests and opportunities perform better	2	5	5	25	36	4.21	1.027
High functioning and consistent Organisations are made of individuals whose mannerisms and behavior are consistent with their convert values	3	16	3	21	30	3.81	1.298
High performing individuals have values and behaviors consistent with organisational values	10	4	24	25	35	4.51	1.136

Source: Field Data, 2024

Field data on consistency and its effect on employee performance indicate that majority of employees (respondents), 32 strongly agreed that employees with attributes that align with organizational values creating a sense of identity perform to expectations with 25 more agreeing to

this while 6 remained neutral. 8 respondents disagreed while 4 strongly disagreed to this statement. These results recorded a mean score of 4.05, indicating a higher effect that this has on employee performance.

Secondly, 36 respondents were of the strong view that employees that are assigned tasks consistent with their strengths, interests and opportunities perform better, 25 more agreed to this statement, while 5 of them were neutral, with 5 disagreeing and only 2 strongly disagreeing. This recorded a mean score of 4.21, showing a high effect that consistency has on employee performance.

Furthermore, 30 respondents strongly held the view that high functioning and consistent Organizations are made of individuals whose mannerisms and behavior are consistent with their convert values, 21 also agreed while 3 were neutral. On the other hand, 16 respondents disagreed while only 3 strongly disagreed. This had a mean score of 3.81. Lastly, the results show that 35 respondents strongly agreed that high performing individuals have values and behaviors consistent with organisational values, while 25 also agreed to this, 24 were neutral, with 4 respondents disagreeing while 10 strongly disagreed to this. This recorded a mean score of 4.51, indicating a higher effect.

4.3 Inferential Statistics

This study also used Pearson's correlation coefficient analysis to test the hypothesis and effect of predictor variables. The Statistical Package for Social Sciences (SPSS V. 20) was used to run the model, code data, as well as enter in for readiness in measurements of the model. The results are shown in table 1.8 below.

TABLE 1.8 Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Err. Of Estimate
1	.968	.938	.921	.01574

Source: Field Data, 2024.

According to the model, the Adjusted R Squared is the coefficient of determination that helps tell the variation in the dependent variable that come because of changes in the independent variables. Therefore, field data as indicated in table 1.8 above shows that the Adjusted R squared was 0.921, which indicates that there was a variation of 92.1% of Employee Performance among employees at LUKMEF Buea due to *organisation mission, organisation structure, employee involvement and employee consistency* at 95% confidence interval. In simple terms, this entails that 92.1% changes in Employee Performance among employees at LUKMEF could be accounted for by changes in Organizational Culture through organization mission, structure, employee involvement and consistency. R on the other hand is an indication of correlation coefficient which shows relationships between known variables. Therefore, the results show that there was a positive strong relationship between the independent variables named and the dependent variable Employee Performance as shown by 0.968 with a statistical significance figure of 0.015 which is less than 0.05.

4.3.2 Further Coefficient Testing

To further test relationships that exist between business performance and other variables, the study analysed odd ratios as shown in table 1.9 below.

TABLE 1.9: Odds Ratios and Coefficients

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	.455	.232		1.972	.016
	Organisation mission	.616	.129	1.445	1.816	.029
	Organisation structure	.182	.250	.232	0.616	.026
	Employee involvement	.253	.117	.076	1.158	.016
	Employee consistency	.204	.241	.231	0.851	.028

Source: Field Data, 2024

To fully understand the results, the established equation from the data in table 1.9 above was $Y = 0.455 + 0.616 X_1 + 0.182 X_2 + 0.253 X_3 + 0.204 X_4$

Therefore from the above regression equation, it has been revealed that organization mission, organization structure, employee involvement and employee consistency, to a constant zero, have an effect on employee performance among employees at LUKMEF Buea, Cameroon at 0.455, and that a unit increase in organization mission would lead to increase in Employee Performance by a factor of 0.616, while a unit increase in organization structure would lead to an increase in of Employee Performance of employees by a factor of 0.182, and a unit increase in employee involvement would increase Employee Performance by a factor of 0.253 and lastly an increased unit employee consistency would lead to increase in Employee Performance by a factor of 0.204.

Further, at 5% level of significance and 95% confidence interval, organization mission had a 0.029 level of significance, organization structure showed a level of significance of 0.106 while employee involvement had a 0.006 level of significance and employee consistency indicated a 0.328 level of significance. The conclusion therefore is that the most significant factor was organization mission. Overall, we can deduce that organization structure, employee involvement and employee consistency had the greatest effect on employee Performance. It is also noted that all the variables in the model were statistically significant ($p < 0.05$).

4.3.3 Hypothesis Testing

To test the hypothesis of this study, the regression analysis was used. Analysis data from tables 1.8 and 1.9 above show that the study accepts the alternative hypothesis for all the three independent variables: Organization mission, Organization structure, Employee involvement and Employee consistency. Conclusively, Organization Mission (X1) had a partial positive and statistically significant effect on Employee Performance as indicated by the results of the Pearson Correlation Coefficient regression at significant level 0.029 which is $< p = 0.05$. This however indicates that the null hypothesis is true and therefore it is adopted.

Further, Organization structure (X2), Employee involvement (X3) and Employee consistency (X4), all had all had a positive relationship with Employee Performance showing that an increase in these would positively affect Employee Performance.

Overall, the conclusion made henceforth is that Organisational Culture has a Positive effect on Employee Performance of employees at LUKMEF Buea in Cameroon.

V. DISCUSSION OF RESEARCH FINDINGS

5.0 Introduction

The study's results were previously given in chapter four above that used tables and graphs to analyze demographic information, factors, and research questions. It has provided a thorough investigation of the relationship between independent and dependent variables. From this point on, chapter five provided a more thorough analysis of the findings and addressed the conclusions presented in chapter four. The results are discussed by theming each objective and comparing the results to earlier studies on the effect of organizational culture on employee performance at LUKMEF Buea. The results are discussed as follows. Furthermore, a thorough and precise conclusion has been made with recommendations being given at the end.

Discussion of Results

Organizational culture plays a pivotal role in shaping employee behavior, attitudes, and performance within a company. Several key elements of organizational culture, including mission, structure, employee involvement, and consistency, have been identified as significant factors influencing employee performance. This research discussion delved into the findings regarding these elements and their impact on employee performance.

5.1.1 Effect of Organizational Mission on Employee Performance at LUKMEF Buea

The organizational mission serves as a guiding principle that defines the purpose and direction of the organization. Therefore, with regards organization mission and its effect on employee performance at LUKMEF Buea, Cameroon, results indicate that all three parameters measured have an effect on employee performance. It was revealed that top management helping employee discover values that validate them, organization employing people with values and vision that align with it as well as the organization having values that align with customers' needs and expectations affect employee performance to a very large extent as noticed from the high means in table 1.4 and figure 3 in chapter 4 above. The interpretation therefore is that a clear and compelling mission statement can align employees with the company's goals, fostering a sense of purpose and direction and that employees who resonate with the organization's mission are more likely to be motivated, engaged, and committed to achieving performance objectives.

These results are in line with previous research on organizational culture and employee performance, which indicates that organizations with a strong mission orientation tend to have higher levels of employee satisfaction, productivity, and retention. According to Khan, Hussain and Khan (2020), it was revealed that organizations with a strong mission orientation often experience higher levels of productivity among their employees. A shared sense of purpose and commitment to achieving the organization's goals

can motivate employees to perform at their best. When employees understand how their work contributes to the overall mission of the organization, they are more likely to be focused, proactive, and results driven. Studies have found that productivity levels tend to be higher in companies where employees are aligned with the organization's mission and values.

Furthermore, Ahmad (2012) notes that When employees feel connected to their organization's mission and purpose, they are more likely to experience higher levels of job satisfaction. A clear and compelling mission statement provides employees with a sense of meaning and direction in their work, leading to greater satisfaction with their roles and contributions. Research has shown that employees who identify with their organization's mission are more engaged, committed, and fulfilled in their jobs.

5.1.2 Effect of Organization Structure on employee performance at LUKMEF Buea

The effect of organizational structure on employee performance and overall organizational effectiveness is profound and multifaceted. The results, therefore, indicate that centralized activities and decision making that are done from top to down are a key factor in employee performance and that therefore, successful organizational structures define each employee job and its fitment in the overall system. This entails that at LUKMEF, organizational structure influences how decisions are made within the organization. In a centralized structure, decision-making authority is concentrated at the top, with little input from lower-level employees. This can lead to faster decision-making but may result in decreased employee empowerment and motivation. In contrast, in a decentralized structure, decision-making authority is distributed across various levels of the organization, allowing for greater employee involvement and autonomy. This can lead to more informed decisions and higher levels of employee satisfaction and engagement.

The results are consisted with previous studies on organization structure and employee performance. According to Ese, Bello and Adekola (2017) organisational structure can be thought of as the set of guidelines that regulate how teams or individuals interact with one another in order to accomplish organizational objectives. Employee duties are typically determined by their actions, the people they report to, and, in the case of managers, the people they report to, in any size or complexity of organization. In a different wording, Jones (1995) was used by Kuye (2004) in his book, who claimed that organizational structure is the formal system of task and reporting relationships that dictates how staff members use resources to accomplish organizational goals.

Ese, Bello and Adekola (2017) note that according to the definition given above, organizational structure is necessary for the smooth operation of business relationships and tasks within the company, such as task and reporting relationships, which focus on how employees use resources efficiently to produce effective results. Organizational structure, according to Droege (2013), is how people and tasks are set up such that can be carried out and its objectives fulfilled. "Formal structure may not be necessary in very small work groups

where face-to-face communication is common, but in larger organizations, decisions about task delegation must be made," the author continues. As a result, policies are put in place that designate accountability for certain tasks. These choices dictate the structure of the organization. Information can go from one level of the organization to another because to organizational structure.

5.1.3 Extent to which employee involvement as an element of organizational culture influences employee performance at LUKMEF Buea

Employee involvement as an element of organizational culture can have a significant influence on employee performance. According to field data, it has been revealed by the majority of respondents that organizations that more input into effective decision-making affect how employees in that organization operate. This entails that organizations that encourage employee involvement demonstrate a commitment to valuing their employees' contributions and opinions. This creates loyalty and commitment among employees, as they become more connected to the organization and its goals. Committed employees are more likely to go above and beyond in their roles, resulting in higher performance levels and lower turnover rates.

Additionally, results also indicate that organizations that invest in employee skills development are more likely to maintain competitiveness among employees and this makes it easier for employees to meet on-going business needs and customer satisfaction. Accordingly, this shows that by providing opportunities for training, workshops, and professional development programs, organizations can help employees enhance their skills and knowledge in specific areas relevant to their roles. As employees become more competent and proficient in their job functions, they are better equipped to perform their tasks effectively and efficiently, leading to improved performance outcomes.

According to previous research on this, beyond just helping employees with their daily tasks, continuous support for professional growth (i.e., planning, coordinating, and monitoring) is provided. Organizations can achieve their objectives and adapt to changing markets through well-planned training and development efforts (Klepić, 2021). Consequently, Meyer (2021) notes that by emphasizing professional growth in T&D, participants will increase their effectiveness on an individual, group, and organizational level. Additionally, investments in training and other development processes foster a culture of continuous learning within the firm, which makes it easier to share ideas and expertise. Organizational development, which increases an organization's competitive edge in terms of marketable skills, depends on the successful growth of highly motivated people (Sung & Choi, 2018).

Further, it was also revealed that organizations that place value on employee working cooperatively towards good and objective achievement maximize employee performance. More likely, this employee involvement at this level promotes open communication and collaboration among team members. When employees are encouraged to compete and share their ideas and perspectives, it fosters a culture of trust and respect

within the organization. Effective communication and teamwork are essential for achieving common goals and driving performance. Employees who feel supported by their colleagues and leaders are more likely to work together cohesively, leading to better performance outcomes. Previous research on employee involvement and employee collaboration is in line with these current findings. For instance, Assbeihat (2016) revealed that employee involvement promotes a culture of open communication, collaboration, and teamwork, which are essential for driving organizational success. By harnessing the collective talents and perspectives of employees, organizations can foster innovation, improve problem-solving, and build stronger, more cohesive teams.

5.1.4 The Effect of Employee Consistency on Employee Performance

Employee consistency plays a crucial role in driving performance excellence within organizations. By consistently meeting expectations, maintaining high standards of work, and contributing positively to the work environment, employees can achieve greater success and contribute to the overall success of the organization. Henceforth, field data shows that with regards the parameters measured, attributes and consistent values in employees that align with organization values create a sense of identity to perform to expectations of the organization. This entails that employees who share the same values as the organization are more likely to align their personal and professional goals with the goals of the organization. This integration creates purpose and direction, and encourages employees to work toward common goals and perform at their best.

It also shows that with employees, tasks and responsibilities assigned in line with their strengths and interests make them perform consistently and effectively. Accordingly, it can be stated that aligning employees with tasks that leverage their strengths and interests encourages continuous learning and growth. Employees are motivated to further develop their skills and expertise in areas where they excel, leading to ongoing improvement and development. This continuous learning mindset fosters a culture of innovation and excellence, driving consistent performance at both the individual and organizational levels.

Additionally, the results also entail that individuals with mannerisms and behaviors consistent with their convert values are more likely to function highly and consistently. So, employees who hold the values of the organization contribute to a good organizational culture. They reinforce the desired behaviors and norms, creating a cohesive and supportive work environment where everyone feels valued and respected. This cultural fit enhances teamwork, collaboration, and overall performance.

On the other hand, it has been showed that high performing and consistent individuals have values consistent with their organization and hence perform better. These results show that employees who share the same values as the organization are more likely to align their personal and professional goals with the goals of the organization. This investment creates a sense of purpose and direction and

motivates employees to work toward common goals and do good things.

These results are in line with previous research on the effect of employee consistency on employee performance. According to Guest and Conway (2014), when there is consistency in the the functioning of components in organization, including human resource, organizational performance through employee performance. This assertion is echoed by Khan, Phil and Khan (2015) who state that there is a relationship between consistency and employee performance which eventually affects organizational performance. According to them, consistent employees are reliable and dependable, consistently meeting deadlines, fulfilling responsibilities, and delivering high-quality work. This reliability builds trust among colleagues and supervisors, leading to smoother workflows and more efficient operations.

VI. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The effect of organizational culture on employee performance is significant and can be analyzed through key elements such as organizational mission, structure, employee involvement, and consistency. The results therefore show different effects of organizational culture through these elements. Accordingly, field data show that an organizational mission defines the purpose and direction of the company. When employees resonate with the mission, they feel a sense of purpose and direction in their work, leading to higher levels of motivation and commitment. Further, it was noted that a clear and compelling mission statement inspires employees to perform at their best, as they understand how their work contributes to the overarching goals of the organization. This goal alignment guides the work of employees by providing a shared vision and purpose for working together. On the other hand, it can be concluded that organizational structure also affects decision-making processes and employee empowerment. In organizations with decentralized structures, employees have more autonomy and are empowered to make decisions that impact their work. This autonomy increases employee engagement and accountability, leading to improved performance outcomes.

Additionally, the results also indicate that actively involving employees in problem-solving, goal-setting, and innovation initiatives increases their motivation and engagement. Employees feel valued and appreciated when their input is solicited and acted upon, leading to higher levels of commitment and performance. Finally, we can also deduce that employee consistency reflects the degree to which employees adhere to the values, norms, and expectations of the organization. When employees consistently demonstrate behaviors that align with organizational values, it reinforces the organizational culture and contributes to a positive work environment. Conclusively, the results indeed show that organizational culture, as reflected through elements such as mission, structure, employee involvement, and consistency, significantly influences employee performance. A strong and positive culture that aligns with organizational goals,

empowers employees, fosters collaboration, and promotes consistency creates an environment where employees are motivated, engaged, and committed to achieving success. As such, organizations should invest in cultivating and nurturing a culture that supports and enhances employee performance to drive sustainable growth and competitive advantage.

6.2. Recommendations

The following are recommendations drawn from the study which must be done;

1. Organization must Clarify and Communicate the Organizational Mission through Clearly defining the organization's mission, vision, and values, and ensure they are effectively communicated to all employees. Also align individual goals and tasks with the broader organizational mission, helping employees understand how their contributions contribute to the organization's objectives.
2. Review and adapt the organizational structure to facilitate collaboration, communication, and decision-making. Further, consider adopting a more decentralized structure that empowers employees to take ownership of their work and contribute to decision-making processes.
3. Create opportunities for employee involvement in decision-making, problem-solving, and goal-setting processes. Additionally, empower employees to take ownership of their work by providing autonomy, support, and resources to succeed.
4. Lastly, it would be imperative that Implement mechanisms for assessing and monitoring organizational culture and employee performance. More so, use data-driven insights to identify areas for improvement and track progress over time, making adjustments as needed to enhance culture and performance.

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