

**IMPACT OF ORGANIZATIONAL CULTURE ON WORKERS JOB PERFORMANCE:
A STUDY OF UNITED BANK FOR AFRICA (UBA) JALINGO METROPOLIS,
TARABA STATE, NIGERIA**

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Abstract

This study investigates the impact of organizational culture on workers job performance using United Bank of Africa (UBA), Jalingo metropolis, Taraba State as the study locale. Both qualitative and quantitative research methods were used in the study. With the aid of the study objectives, two hypotheses were formulated in the study. The entire population of the study (117) was considered convenient and was purposively selected to form the sample size for the study. The summations of all the responses were analyzed statistically and presented in frequency distribution tables and percentages while the simple percentages were employed to test the hypothesis formulated in the study. The study reveals among others that organizational culture in the form of mission accomplishment is significantly related to workers job commitment in United Bank of Africa, Jalingo metropolis, Taraba State. The study concludes with recommendations which include that, for the fact that organizational culture in the form of mission accomplishment has impact on workers job commitment, organizations should continuously aim at accomplishing their mission by ensuring that workers are highly committed to their duties by working conscientiously and effectively in order to fulfill organizational goals and maximum satisfaction.

Keywords: Organizational Culture, Job Performance, Workers Participation, Workers Productivity

1. Introduction

Culture to an organization is what personality is to an individual. It is that distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another (Leithy, 2017). Organizational culture defines the way employees' complete tasks and interact with each other within the organization. The cultural pattern comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company (Narayana, 2017). Each culture enjoys a unique language, symbols, rules, regulations and feelings that are different from that of other cultures. Such a culture might also be different inside the same organization

through different sub occupational, religious, educational or social groups that their differences represent sub cultures. Yet, each of those subcultures contains common attributes of the dominant type of culture of the entire organization (Cameron & Quinn, 2006).

Rollins and Roberts (1998) affirm that, when managers hear the word culture and its role in developing and enhancing organization's success and effectiveness, they get surprised and tend to deny such role. At the end of the day, they only believe in their experience and technical expertise as the only way to move them and their organizations ahead. Organizational cultures can have varying impacts on employee performance and motivation levels. Oftentimes, employees work harder to achieve organizational goals if they consider themselves to be part of the organizational culture (Narayana, 2017). Different cultural background operating in one company can also impact on employee performance. Strong corporate cultures indicate that employees are like-minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust quickly ensues (Narayana, 2017).

Every organization wishes its employees to be highly committed to their functions for increased organizational effectiveness. The performance of an organization is dependent on the degree to which the values of the organization are widely accepted, accommodated and shared by workers and management. Organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization. Employees need a supportive organizational culture to attain their individual objectives (Kopelman, Brief & Guzzo, 1990). Organizational culture functions as the internal integration and coordination between a firm's operations and its employees. Where it fails to fulfill these functions to a satisfactory level, employees may be influenced negatively (Furnham & Gunter, 1993). A positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviours towards the attainment of corporate objectives (Daft, 2010).

In the corporate group, managers have more challenges in establishing an effective organizational culture which is an essential element to improve performance and productivity (Bolboli & Reiche, 2013). For existence of any business, productivity is the answer for increasing business capacity and also indispensable for business growth. Establishing an effective culture within diversified companies includes additional challenges for business managers in a corporate group than for managers in a single company (Lee & Huang, 2012). Poor cultural integration within diversified business companies affects the economic performance of the corporate group and the shareholders' value (Idris & Agbim, 2015). Lack of successful organizational culture is the prime reason for inefficiency in workers job performance and productivity in a corporate business. Business managers must understand the importance of effective

organizational culture to improve performance and productivity in the corporate group (Viegas-Pires, 2013).

The culture of an organization is very important for the progress of the organization because, it impacts on employee commitment and their retention as well. If the culture of an organization is flexible, it will provide such working environment to employees in whom they may work easily and independently without feeling any burden (Jiddah, Rayyan & Umar, 2016). Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then, organizational performance will be enhanced. It is for this reason that job performance is considered an extremely important criterion that translates into organizational outcomes and success, making it the backbone of every organization (Jiddah, Rayyan & Umar, 2016). There is no general conclusion on the precise nature of the relationship between organizational culture and workers job performance. Evidences emerging from various studies on the impact of organizational culture on workers job performance have so far yielded mixed results that are contradictory. Therefore, the question of whether organizational culture has impact on workers job performance is still worthy of further research.

1.1 Statement of the Problem

Organizational culture appears to have impact on workers job performance in organizations most especially, in the banking industry. Studies have been carried out on organizational culture and workers job performance using different indicators to quantify them as variables but the nexus between organizational culture in the form of mission accomplishment and workers participation in management decision making on workers job commitment and workers productivity have not been carried out. This study therefore, tends to fill the gap by investigating the impact of organizational culture in the form of mission accomplishment on workers job commitment as well as organizational culture in the form of workers participation in management decision making on workers' productivity with reference to United Bank for Africa (UBA) Jalingo metropolis, Taraba State as the study locale.

1.2 Research Questions

Sequel to the foregoing issues in the statement of the problem, the following research questions are deemed imperative for this study:

Does organizational culture in the form of mission accomplishment has impact on workers' job commitment in United Bank for Africa, Jalingo metropolis?

Does organizational culture in the form of workers participation in management decision making has impact on workers' productivity in United Bank for Africa, Jalingo metropolis?

1.3 Objectives of the Study

The general objective of this study is to investigate the impact of organizational culture on workers job performance in United Bank for Africa (UBA), Jalingo metropolis, Taraba State, Nigeria. While the specific objectives are:

To ascertain whether organizational culture in the form of mission accomplishment has impact on workers' job commitment in United Bank for Africa Jalingo metropolis.

To examine whether organizational culture in the form of workers participation in management decision making has impact on workers' productivity in United Bank for Africa, Jalingo metropolis.

1.4 Research Hypothesis

H01: There is no significant relationship between organizational culture in the form of mission accomplishment and workers job commitment in United Bank for Africa Jalingo metropolis.

H02: There is no significant relationship between organizational culture in the form of workers participation in management decision making and workers' productivity in United Bank for Africa, Jalingo metropolis.

1.5 Conceptual Clarifications

1.5.1 Organizational Culture

Organizational culture is the values, principles, traditions, and attitudes that affect the way members of an organization behave (Robbins, Odendaal, & Roodt, 2007). Conversely, Alvesson (2002) sees organizational culture as behavioural regularities that guide policies on how the best workers and customers are to be treated. That is, the organizational climate gives an overall feeling, and this is portrayed in the physical layout, interaction process, and the ways employees conduct themselves. Organizational culture comprises the unwritten customs, behaviours and beliefs that determine the "rules of the game" for decision-making, structure and power. It is based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success (Hofferberth & Urich, 2011).

According to Chau (2008), organizational culture as the glue that holds organizations together, a means by which participants communicate and co-ordinate their efforts, and incidentally a ring fence separating insiders from outsiders. In his own assertion, Schein (1985) maintained that organizational culture is a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

1.5.1 Workers Job Performance

The existence of employees in an organization determines the success and continuation of all activities of the organization in order to achieve predetermined organizational goals and objectives. Individual performance generates group performance which is the basis for organizational performance (Oparanma & Obiekwe, 2016). Employee performance is the successful completion of tasks by a selected individual or individuals as set and measured by a supervisor or organization to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment. For achieving overall goals of an organization, managing and improving employee performance is decisive because employee performance has a direct relation to organizations productivity and development at large (Federman, 2006).

The term performance is often used to describe everything from efficiency, effectiveness and improvement. Workers job performance entails the job related activities expected of workers and how well those activities are executed. In the field of human resource, workers job performance involves all aspects which directly or indirectly affect or relate to workers effectiveness in the workplace. Mamoria (2005) asserts that, organizations need to manage their human resource effectively to get the maximum contribution of employees to organizational development. Organizations assess the performance of each staff member on a quarterly or annual basis in order to identify suggested areas for improvement.

1.5.2 Mission Accomplishment and Workers' Job Commitment in Organizations

According to Vance (2006), employers naturally want to encourage workers to perform prescribed and voluntary activities while avoiding proscribed ones. To achieve these goals, organizations use a number of human relations practices that directly affect the person, process, and context components of job performance. Employees' reactions to these practices determine their levels of engagement and commitment. Organizational commitment concerns the extent to which an organizational member is loyal and willing to contribute to the organization. The sense of cohesion among members in an organization is the key to organizational effectiveness. Only when organizational

members have a sense of belonging with organizational mission, goals, and values will they contribute all efforts to their work and the organization (Jaskyte & Lee, 2009).

According to Agu (2015), organizations need committed workers in order to face the worldwide economic competition. The need for factors that predict organizational commitment has become more critical. One of the factors that could lead to healthy organizational climate, increased morale, motivation, and productivity, is organizational commitment. A shared sense of purpose, direction and strategy can coordinate and galvanize organizational members toward collective goals (Baker, 2004). Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzbert, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture (Ahmad, 2012).

The commitment of an employee to the primary tasks of the organization may influence the behaviour of the employee and invariably may determine the dominant culture present in that organization. This commitment generates shared feelings of working towards common goals. That is, organizations can achieve high performance only when employees share values (Idowu, 2017). In essence, organizational culture depending on variables like 'type' and 'strength' of the organizational culture will determine the organizational performance. Therefore, understanding and knowing the culture of the organization can help managers to understand how to manage the intensity and commitments of the employee to its core values and dominant culture (Idowu, 2017).

1.5.3 Workers Participation in Management Decision Making and Workers' Productivity in organizations

According to Ovidiu-Iliuta (2013), employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty. Employee participation enhances motivation levels in the organization because employees are viewed as partners and stakeholders in the achievement of organizational goals. Participation results in a positive change of employee attitude towards the organization which results in enhanced job performance levels (Kuzmits & Elbert, 1989 cited in Ambani, 2016).

Scholars have argued that employee involvement contributes to organizational efficiency because, it has the capacity to enhance the quality of decision by increasing inputs and promotes commitment to the outcomes of the decision making process in the workplace since it has the ability to improve quality decisions making by raising the inputs (Miller & Monge, 1986 cited in Owolabi & Abdul-Hameed, 2011). Managerial

encouragement is frequently discussed variable that have been argued to effect creativity. Employees are central to idea generation. Without them, there will be no ideas to implement innovation. So, they should be encouraged and involved in decision making. Participation can increase social interactions, discussions and support innovation. Hence, it is argued that employee's participation in decision making will have positive relationship with their creativity (Ali, Mohsin, Muhammad, Sajjad & Shaher 2015).

Employee performance improvements linked to worker involvement, range from improved quality as well as higher productivity to lower scrap rates as well as higher level of consumer satisfaction (Tamkin, 2003). Successful employee participation schemes need to be embedded in the organization's culture. If employee participation is implemented effectively, its' benefits are wide ranging. Thus, participation of employees in decision making is considered as a tool for employee motivation leading to a positive work attitude and high productivity (Uma, 2015). Employee engagement was found to encourage employee development thus affecting the general organization performance. This is based on the fact that when employees are motivated and also given opportunity to participate in decision making processes, they became committed to their work (Otieno, Waiganjo & Njeru, 2015).

2. Theoretical Framework

This study anchored on the organization culture theory as the theory suitable to guide this study. The organizational culture theory was propounded by Edgar Schein in 1985. In the organization culture theory, Schein (1985) maintained that there are three levels in an organization culture. The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artifacts. The artifacts comprise of the dress code, office furniture, facilities, and behaviour of the employees as well as the mission and vision of the organization and they go a long way in deciding the culture of the workplace. The next level according to Schein (1985) which constitute the organization culture is the values of the employees. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on the culture of any particular organization. The third level according to Shein (1985), is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture.

The implication/relevance of organization culture theory to this study is that, there are certain organizations that encourage healthy interaction amongst the workers. So, organizational culture in the form of mission accomplishment such as delivering of

assigned duties to workers on time as required by management, making sure that organization's rules and regulations are strictly adhered to, as well as workers working seriously in order to fulfill organizational goals, go a long way in deciding the culture of an organization and as well, impacts positively on workers job commitment in an organization. According to Schein (1985) the values of the employees, constitute the organization culture. Values affect how members interact and represent the organization. The values of the individuals working in the organization play an important role in deciding the organization culture. This implies that, organizational culture in the form of workers participation in management decision making on issues concerning or affecting workers themselves, workers and management, organization and its external environment, impact optimistically on workers. When workers observe that their efforts and contributions towards organizational growth are recognized by the organization where they perform their duties they feel free and willing to abide by the organizational norms and ethics as well as put in extra efforts which in turn leads to increased productivity and industrial harmony in the workplace.

3. Methodology

This study was carried out in United Bank for Africa (UBA), Jalingo metropolis, Taraba State, Nigeria. The United Bank for Africa (UBA), Jalingo metropolis, Taraba State, is made up of three branches located at Jalingo main near Taraba investment house and arena, Jalingo 2 near Michelin roundabout, and Jalingo 3 near Government house way. The study adopted both the qualitative and quantitative research method. The qualitative method was adopted to review literatures for the purpose of gaining a better understanding of the phenomena under study while the quantitative method was employed for systematic empirical investigation using statistical computations to ascertain the relationship between variables in the study (ie organizational culture and workers job performance). The indicators of the independent variable 'organizational culture' are: mission accomplishment; and workers participation in management decision making; while the indicators of the dependent variable 'workers job performance' are: workers job commitment; and workers productivity. The population of the study is (114) staff of the bank. The population was derived thus: Jalingo main near Taraba investment house and arena – 47 workers; Jalingo 2 near Michelin roundabout – 35 workers; and Jalingo 3 near Government house way – 32 workers; totaling 114 workers. The purposive sampling technique was employed to select the entire population of the study because the entire population was considered convenient and easily accommodated as the sample size for the study. The primary and secondary sources of data collection were applied in this study. The primary sources consist of questionnaire; an instrument structured in Likert modified four-point response scale of SA – Strongly Agree; A – Agree; D – Disagree; and SD – Strongly Disagree with open ended questions, while the secondary sources consist of information gathered from text books, journal articles and unpublished work. All the copies of questionnaire distributed,

were successfully retrieved from the respondents. Data collected from the field through the copies of questionnaire were analyzed statistically and presented in frequency distribution tables and percentages for proper understanding while the simple percentages were employed to test the hypotheses formulated in the study.

4. Data Presentation and Results

Table 1: Distribution of respondents on organizational culture in the form of mission accomplishment and workers job commitment in UBA, Jalingo metropolis

S / N	Items	SA	A	D	SD	Total
1	Do you agree that delivering of assigned duties on time and as required by management improves workers job efficacy in the bank?	36 (31.6%)	40 (35.1%)	25 (21.9%)	13 (14.8%)	114 (100%)
2	Do you agree that when workers adhere to the laid down rules, regulations and procedures in the bank, their job efficiency improve?	41 (46.4%)	30 (36%)	22 (19.3%)	21 (18.4%)	114 (100%)
3	Do you agree that workers work harder when given more duties and assignments by management in order to actualize the bank's target?	44 (48.2%)	29 (34.4%)	21 (6.1%)	20 (9.6%)	114 (100%)
4	Do you agree that working seriously in order to fulfill the bank's objectives prompts workers to be dedicated in their duties?	30 (47.4%)	44 (42.1%)	25 (7.9%)	15 (2.6%)	114 (100%)
Total		163 (35.7%)	144 (31.6%)	74 (16.2%)	75 (16.4%)	456 (100%)

Source: Field Survey, 2019.

Table 1 shows the distribution of respondents on organizational culture in the form of mission accomplishment and workers job commitment in UBA, Jalingo metropolis. On item 1, out of 114 respondents, (31.6%) strongly agreed that, delivering of assigned duties on time and as required by management improves workers job efficacy in the

bank, (35.1%) agreed, (21.9%) disagreed, while (14.8%) strongly disagreed. On item 2, out of 114 respondents, (46.4%) strongly agreed that, when workers adhere to the laid down rules, regulations and procedures in the bank, their job efficiency improve, (36%) agreed, (19.3%) disagreed, while (18.4%) strongly disagreed. On item 3, out of 114 respondents, (48.2%) strongly agreed that, workers work harder when given more duties and assignments by management in order to actualize the bank’s target, (34.4%) agreed, (6.1%) disagreed, while (9.6%) strongly disagreed. On item 4, out of 114 respondents, (47.4%) strongly agreed that, working seriously in order to fulfill the bank’s objectives prompts workers to be dedicated in their duties, (42.1%) agreed, (7.9%) disagreed, while (2.6%) strongly disagreed. From table 1 above, it can be seen that the respondents responded greatly that mission accomplishment as an aspect of organizational culture has impact on workers job commitment in United Bank for Africa, Jalingo metropolis.

Table 2: Distribution of respondents on organizational culture in the form of workers participation in management decision making and workers productivity in UBA, Jalingo metropolis

S / N	Items	SA	A	D	SD	Total
5	Do you agree that when workers are allowed to participate in management decision making on issues affecting the bank, their output increases?	45 (39.5%)	35 (30.7%)	21 (18.4%)	13 (11.4%)	114 (100%)
6	Do you agree that workers performance improves when management allows workers to decide on issues concerning workers in the bank?	38 (33.3%)	30 (26.3%)	24 (21%)	22 (19.3%)	114 (100%)
7	Do you agree that workers work satisfactorily if given the opportunity to take part on issues between workers and management in the bank?	40 (35.1%)	32 (28.1%)	24 (21%)	18 (15.8%)	114 (100%)
8	Do you agree that allowing workers to participate in management meetings on vital issues, influences workers productivity in the bank?	31 (27.2%)	45 (39.5%)	15 (13.1%)	23 (20.2%)	114 (100%)
Total		154 (33.8%)	142 (31.1%)	84 (18.4%)	76 (16.7%)	456 (100%)

Source: Field Survey, 2019.

Table 2 shows the distribution of respondents on organizational culture in the form of workers participation in management decision making and workers productivity in UBA, Jalingo metropolis. On item 5, out of 114 respondents, (39.5%) strongly agreed that, when workers are allowed to participate in management decision making on issues affecting the bank, their output increases, (30.7%) agreed, (18.4%) agreed, while (11.4%) strongly disagreed. On item 6, out of 114 respondents, (33.3%) strongly agreed that, workers performance improves when management allows workers to decide on issues concerning workers in the bank, (26.3%) agreed, (21%) disagreed, while (19.3%) strongly disagreed. On item 7, out of 114 respondents, (35.1%) strongly agreed that, workers work satisfactorily if given the opportunity to take part on issues between workers and management in the bank, (28.1%) agreed, (21%) disagreed, while (15.8%) strongly disagreed. On item 8, out of 114 respondents, (27.2%) strongly agreed that, allowing workers to participate in management meetings on vital issues, influences workers productivity in the bank, (39.5%) agreed, (13.1%) disagreed, while (20.2%) strongly disagreed. From table 2 above, it can be seen that the respondents responded greatly that organizational culture in the form of workers participation in management decision making has impact on workers productivity in United Bank for Africa, Jalingo metropolis.

4.1 Test of Hypothesis One

H0: There is no significant relationship between organizational culture in the form of mission accomplishment and workers job commitment in United Bank for Africa Jalingo metropolis.

H1: There is a significant relationship between organizational culture in the form of mission accomplishment and workers job commitment in United Bank for Africa Jalingo metropolis.

Hypothesis one was tested using the total values of the responses on items 1, 2, 3, and 4 respectively in table 1. Given that greater percentage (67.3%) of the respondents responded that, organizational culture in the form of mission accomplishment has impact on workers job commitment in United Bank for Africa, Jalingo metropolis, we therefore reject the null hypothesis and accept the alternative hypothesis which states that, there is a significant relationship between organizational culture in the form of mission accomplishment and workers job commitment in United Bank for Africa Jalingo metropolis.

4.2 Test of Hypothesis Two

H0: There is no significant relationship between organizational culture in the form of workers participation in management decision making and workers' productivity in United Bank for Africa, Jalingo metropolis.

H1: There is a significant relationship between organizational culture in the form of workers participation in management decision making and workers' productivity in United Bank for Africa, Jalingo metropolis.

Hypothesis two was tested using the total values of the responses on items 5, 6, 7, and 8 respectively in table 2. Given that greater percentage (64.9%) of the respondents responded that organizational culture in the form of workers participation in management decision making has impact on workers' productivity in United Bank for Africa, Jalingo metropolis, we therefore reject the null hypothesis and accept the alternative hypothesis which states that, there is a significant relationship between organizational culture in the form of workers participation and workers' productivity in United Bank for Africa, Jalingo metropolis.

5. Discussion of Findings

The result of statistical analysis of hypothesis one reveals that, there is a significant relationship between organizational culture in the form of mission accomplishment and workers job commitment in United Bank for Africa, Jalingo metropolis, Taraba State. This is in tandem with Jaskyte and Lee (2009) in their assertion that, organizational commitment concerns the extent to which an organizational member is loyal and willing to contribute to the organization. The sense of cohesion among members in an organization is the key to organizational effectiveness. Only when organizational members have a sense of belonging with organizational mission, goals, and values will they contribute all efforts to their work and the organization. The finding is equally in consonance with Agu (2015) who maintained that organizations need committed workers in order to face the worldwide economic competition. The need for factors that predict organizational commitment has become more critical. One of the factors that could lead to healthy organizational climate, increased morale, motivation, and productivity, is organizational commitment.

The result of statistical analysis of hypothesis two reveals that, there is a significant relationship between organizational culture in the form of workers participation in management decision making and workers' productivity in United Bank for Africa, Jalingo metropolis, Taraba State. This is in collaboration with Ovidiu-Iliuta (2013) who stressed that employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the

organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty. The finding is also in agreement with Uma (2015) who affirmed that, successful employee participation schemes need to be embedded in the organization's culture. If employee participation is implemented effectively, its benefits are wide ranging. Thus, participation of employees in decision making is considered as a tool for employee motivation leading to a positive work attitude and high productivity.

6. Conclusion

This study investigates the impact of organizational culture on workers job performance using United Bank for Africa Jalingo metropolis, Taraba State as the study locale. Based on the statistical computation of data gotten from the field, hypothesis tested, and research findings, it is specifically established in this study that organizational culture in the form of mission accomplishment has impact on workers job commitment. Also, the study establishes that organizational culture in the form of workers participation in management decision making has impact on workers' productivity in United Bank for Africa, Jalingo metropolis, Taraba State.

6.1 Recommendations

In line with the objectives of the study and the research findings, the following recommendations are made:

For the fact that organizational culture in the form of mission accomplishment has impact on workers job commitment, organizations should continuously aim at accomplishing their mission by ensuring that workers are highly committed to their duties by working conscientiously and effectively in order to fulfill organizational goals and maximum satisfaction.

Organizations should in their magnanimity continue to exhibit the culture of allowing their workers to participate in management decision making as this would make workers feel that they are highly recognized in their workplace and put in their best by working assiduously for increased productivity and organizational effectiveness at large.

Workers need a supportive organizational culture to attain their individual aims in the workplace. Where it fails to achieve this function to a satisfactory level, workers may be narrow-minded. For this reason, organizations should make sure that the culture it possesses benefits both management and workers and not to the detriment of the workers as this would help to reduce low morale amongst workers, employee turnover and industrial actions in the workplace.

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