

Research Article

CORPORATE CULTURE AND ORGANIZATIONAL PERFORMANCE; A CASE OF NATIONAL WATER AND SEWERAGE CORPORATION IBANDA BRANCH, UGANDA

***Dr. Agaba Moses and Tumushabe Peace**

Department of Management Science, Kabale University, Uganda

Received 15th December 2019; Accepted 20th January 2020; Published online 28th February 2020

ABSTRACT

The study aimed at assessing the effect of Corporate Culture on Organizational Performance of National Water and Sewerage Corporation Ibanda Area. The objectives of the study were; (i) To examine the effect of Clan (Cooperative) Culture on Organizational performance in NWSC Ibanda, (ii) To assess the effect Hierarchical (Control) Culture on Organizational performance at NWSC Ibanda Area, (iii) To assess the effect of Market (Competitive) Culture on organizational performance in NWSC in Ibanda Area and (iv) To examine the effect of Adhocracy (Creative) Culture on Organizational Performance at NWSC Ibanda Area. The study was conducted among employees and clients of NWSC Ibanda and employed a cross-sectional case-study design in which a combination of both quantitative and qualitative approaches was employed. Using simple random and purposive sampling techniques, a sample size of 112 was selected from a study population of 145 subjects composed of Clients and staff of NWSC Ibanda. Pre-programed questionnaires, interviews and documentary review were used to collect data. Descriptive and inferential techniques were used to analyze quantitative data while content analysis helped in analyzing qualitative data. Quantitative analysis was enhanced using SPSS V 20.0. Using multiple regressions, there was no significant effect found between the predictor variables (clan culture, market culture, hierarchical culture and adhocracy) and organizational performance. It was concluded that organizational culture has a weak effect on the organizational performance of NWSC Ibanda area. The study recommended that NWSC should implement corporate culture variables to enhance organizational performance and also to conduct another research on factors that are responsible for the performance of National Water and Sewerage Corporation since corporate culture was completely insignificant.

Keywords: Corporate culture, Organizational Performance, Hierarchy culture, Clan culture, Market culture, Ibanda.

INTRODUCTION

Corporate culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. It is a collection of Vision, Mission, Values, beliefs, traditions, policies and attitudes that are shared and guide members of an organization and makes an organization unique from others. The culture of an organization can be vividly seen in the character, norms, symbols, artifacts, myth, ceremony, rituals, language, dress, behaviors and beliefs amongst members of the organization. These Overt and Covert aspects of culture are grouped into four types, Clan, Adhocracy, Market and Hierarchy. A single organization can have a mixture of the four types with one being dominant at certain times and different circumstances. Organizational performance is the achievement of the set and target objectives. For business companies, objectives are usually aimed at achievement of financial and non-financial aspects of the business including customer satisfaction, learning and Innovation and having strong business systems and processes. Organizational Performance was measured using the following with constructs including Financial, Internal Business process, Organizational learning and Innovation, and Customer Satisfaction. The popularity of corporate culture today assumes that corporate culture leads to an increase in high organizational productivity. Tewodros, (2012), agreed to this notion that Organizational Culture is an essential ingredient of organizational performance and a source of sustainable competitive advantage. Corporate Culture is a collection of overt and covert character, norms, beliefs, behaviors and attitudes that are shared and guide members of the organization.

Organizational culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization (Osibanjo & Adeniji (2013). According to Cameron and Quinn (1999), organizational culture is defined as an enduring set of the core values, assumptions, interpretations and approaches that characterize organizations and their members. Scott et al., (2003) asserted that Organizational culture denotes a wide range of social phenomena which help to define an organization's character and norms, including an organization's customary dress, language, behavior, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion. While, (2017) defined corporate culture as beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Corporate culture refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and define its nature. Corporate culture is rooted in an organization's goals, strategies, structure, and approaches to labor, customers, investors, and the greater community" (Encyclopedia.com). The four types of organizational culture described by Robert E. Quinn and Kim S. Cameron (1999) are Clan, Adhocracy, Market, and Hierarchy. Clan oriented cultures are family-like, with a focus on mentoring, nurturing, and "doing things together." Adhocracy oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and "doing things first." Market oriented cultures are results oriented, with a focus on competition, achievement, and "getting the job done." Hierarchy oriented cultures are structured and controlled, with a focus on efficiency, stability and "doing things right." This study adopted the above model. According to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2000), Ricardo (2001) defined organizational

***Corresponding Author: Dr. Agaba Moses**

Department of Management Science, Kabale University, Uganda.

performance as the ability of the organization to achieve its goals and objectives. All these are related with the *BusinessDictionary.com*, definition that organizational performance is "An analysis of a company's performance compared to its goals and objectives NWSC has had performance challenges over years for example, in 1998, NWSC was considered- an unhealthy corporation due to managerial inefficiencies. During this period, the biggest critic of the NWSC was the Directorate of Water Development (DWD) itself. Doubts were expressed as to whether the internal reforms at NWSC were really working (Water Aid, 2003). In search for internal reforms, there was an introduction of change management programs that resulted into non-interference of the government with the corporation's management and the appointment of BODs that was required to support management in creating strategies for a more desirable performance (Mugisha and Berg, 2006). Despite having a corporate culture within NWSC Ibanda area, there have been persisting gaps and challenges in corporate performance which continue to affect the profitability, internal business process, Learning, Innovation and customer satisfaction. For example, Non-Revenue Water (NRW) rose from 28.0% in 2016 and 30.9% in 2017 (NWSC Annual Report 2016/2017). Secondly, the corporation has been pledging to promptly address customer complaints; the response rate is so bad in some areas.

The objectives of this paper are to: (i) To examine the effect of Clan (Cooperative) Culture on Organizational performance in NWSC in Ibanda. (ii) To assess the effect Hierarchical (Control) Culture on Organizational performance at NWSC in Ibanda Area, (iii) To assess the effect of Market (Competitive) Culture on organizational performance in NWSC in Ibanda Area and; (iv) To examine the effect of Adhocracy (Creative) Culture on Organizational Performance at NWSC Ibanda Area. The study was conducted in NWSC Ibanda Area in South Western Uganda with key reference on Kyaruhanga and Kitwe Wards because of the challenges of intermittent water supply and related challenges (Ibanda NWSC quarterly reports to the District stakeholders Coordination meetings of 2016/2017). The choice of Ibanda was because it had had persisting performance challenges of arrears, non-revenue water and customer satisfaction (NWSC report 2016/2017) and most importantly, no related studies had been conducted in this area. The study findings will be considered beneficial to policy makers and employees at NWSC and similar organizations especially on how to utilize and enhance corporate culture to positively contribute to organizational performance especially in improving productivity, learning and innovation, customer satisfaction among others. Findings and recommendations will be useful to the Corporation in designing effective strategies of developing and improving a corporate culture that will be beneficial to the organization.

LITERATURE REVIEW

Organizational Culture and organizational performance: Hofstede, (1980), defined organizational culture as the collective programming of the mind that distinguishes the members of one organization from another. This included shared beliefs, values and practices that distinguished one organization to another". Schein (1985) explained the importance of organizational culture in organizational performance by dividing organizational culture into three parts: assumptions, artifacts, and values. Assumptions reflect unofficial but important rules in the organization. Artifacts represent the visible elements of organizational culture including work process, the workplace setting, and organizational structures. Osibanjo & Adeniji (2013) described organizational culture as the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities

facing the organization. It is what is important and unimportant in the organization. It is often thought of as organization' DNA- the invisible to the naked eye, yet a powerful template that shapes what happens in the workplace. Organizational culture includes the norms that the members of an organization experience and describe as their work settings (Schneider et al., 2013). Such norms shape how members behave and adapt to get results in the organization. Organizational culture is how the members of an organization interact with each other and other stakeholders (Simoneaux & Stroud, 2014). Organizational culture is a set of values, beliefs, and behavior patterns that differentiate one organization from other organizations (Ortega-Parra & Sastre-Castillo, 2013). King (2012) defined organizational cultures as a system of values that subconsciously and silently drives people to make each choice and decision in the organization. According to Ananta (2017) Organization Culture binds the employees together and provides a direction for the growth of a company. Many times, employees work harder to achieve organizational goals if they consider themselves to be part of the organizational culture. 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. Organizational culture binds all members and employees of the organization as this will encourage uniformity among members of the organization and enhances commitment, group efficiency and overall performance of employees. In addition, Daft, (2010) asserted that a positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives. The ultimate goal of a business organization is higher financial performance or maximization of wealth for stakeholders (Joseph and Dai, 2009).

Bello (2012) recommended that corporate leaders must ensure a strong culture within the work place, organizations should strive to hire ethical people and corporate leaders should reward ethical conduct and discipline unethical conduct. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization (Denison, 2004). The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability (Baca, 2005). Awadh and Saad (2013) recommended that strong culture of an organization be based upon managers and leaders who help in improving level of performance. Managers need to relate organizational performance and culture to each other as they help in providing competitive advantage. Aycan et al. (1999) argued that organizational culture at its peak becomes a source of competitive advantage for organizations, since it affects commitment of people at work, both individual and collective process of learning and capability development, and it arises from the underlying assumptions, beliefs, norms, values and attitudes. In sum, as argued by Pettigrew (1979), organizational culture explains how employees think and make decisions that ultimately affect the performance. Lund (2003) while discussing the employee-related performance variables, recommended the management of the organizations to clearly identify the performance variables of the employees such as task knowledge, task expectation, extents of achievement and satisfactory levels of performance, and correlate these with the clearly identified dimensions of the corporate culture. Furthermore, he recommends and suggests that organization culture prevails and moves in a unified direction only if the management clearly establishes the corporate culture dimensions, explain them to the organizational members vividly, and all employees agree on their mutual association. Ogbonna and Harris (2000) research findings positively associated organizational culture with corporate performance. In addition, Tseng

(2010) asserted that the role of organizational culture is strongly associated with a firm's competitive performance. While Brown (2013) added that business excellence and organizational culture share common characteristics. Business excellence mainly includes effective organizational culture because effective organizational culture is a reflection of excellence in the organization. Sharma and Good (2013) suggested that strong organizational culture is an important factor to improve and increase the organization's profitability and financial performance. Nwibere (2013) also indicated that healthy and strong organizational cultures are positive factors to increase organizational performance. On contrary, Idris et al. (2015) indicated that poor cultural integration within diversified business companies affects the economic performance of the corporate group and the shareholders' value. On the other hand, in some studies, it has been noted that corporate culture can be detrimental to performance. Harvard Business School (2003) study reported that culture has a significant impact on an organization's long-term economic performance. The study examined the management practices at 160 organizations over ten years and found that culture can enhance performance or prove detrimental to performance. Organizations with strong performance-oriented cultures witnessed far better financial growth. Denison, Haaland, and Goelzer (2004) found that culture contributes to the success of the organization, but not all dimensions contribute the same. It was found that the impacts of these dimensions differ by global regions, which suggests that organizational culture is impacted by national culture. Additionally, Clarke (2006) found that a safety climate is related to an organization's safety record. Similarly, Dhan i(2012) in his various studies indicated that companies with strong cultures are more likely to be successful, but only under a particular set of conditions. The effect of organizational culture depends partly in its strength. Corporate culture *strength* refers to how widely and deeply employees hold the company's dominant values and assumptions. In a strong organizational culture, most employees across all subunits hold the dominant values. These values are also institutionalized through well-established artefacts, thereby making it difficult for those values to change. Wikipedia also presents the same fact." Although a company may have its "own unique culture," in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team." Therefore, (Dhani 2012) strong cultures tend to be long-lasting; some can be traced back to company founder's values and assumptions. In contrast, companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organization.

Ogbonna and Harris (2000) analyzed the relationship between organizational culture and performance by including the leadership style as a third variable in the model. They used a sample of 1000 units from the Financial Analysis Made easy database of registered British companies. To measure performance, they used variables such as: customer satisfaction, sales growth, market share, competitive advantage and sales volume. For organizational culture they used measures such as: competitive culture, innovative culture, bureaucratic culture and community culture. The results showed that all four measures of organizational culture were associated in some way with corporate performance. More specifically, innovative and competitive cultures had a direct effect on performance and accounted for approximately 25 percent of the variance in organizational performance. Both competitive and innovative cultures were externally oriented in line with the assumption that organizational culture must be adaptable to external environment for a sustained competitive advantage. The hierarchical and clan cultures, which were internally oriented, were not directly related to performance. This study was extended in 2002 when the authors

analyzed the link between market orientation, organizational culture, strategic human resource management and organizational performance. The authors used the same measures as in the previous study for organizational culture and performance. As in the previous study, competitive and innovative cultures were found to have a significant effect on performance while clan and hierarchical cultures were not related to performance. Finally, it is important to note that corporate culture is not static but keeps on changing in reaction to internal and external environment. As the world changes, the corporate culture took has to be dynamic to be relevant to the new demands. Osibanjo & Adeniji (2013) asserted that the world is changing rapidly, and the level of organizations is also changing due to technological advancements which have affected their human resource developments programmes. Moreover, organizations differ in their cultural content in terms of the relative ordering of beliefs, values and assumptions. Osibanjo & Adeniji (2013) continued to posit that organizational culture adapts overtime to cope with the dynamic changes and meet the varying demands of the organization in its quest for gaining competitive advantage in all its activities. Flamholtz & Randle (2012) noted that the development, evolution and management of corporate culture are elusive but critical processes in organizations at all stages of growth. Culture is not static, and it is sometimes an extraordinarily valuable intangible asset, while at others it is a true liability. It can also transform from an asset into a liability.

METHODS

The study employed across-sectional case-study research design to have an in-depth study on the effect of corporate culture on corporate performance and establish the relationship. A case study was adopted for this study because this approach provides a holistic and in-depth investigation of the phenomena (Ranjit, 2011).The design was descriptive and analytical in nature and employed both quantitative and qualitative approaches. Quantitative approach allowed the researcher to solicit information that was quantified while qualitative approach allowed the researcher to solicit information that could not be quantified as observed by Mugenda and Mugenda (2003). The study population was NWSC employees and clients in Ibanda Area consisting of more than 400 clients and 20 full time and casual employees in Ibanda Area. However, for purposes of this study, the researcher targeted only 125 clients who were deemed as regular and active customers in 2016/2017mainly located in Kyaruhanga and Kitwe wards when it was still Ibanda town council service area only. 20 employees and interns (of which 06 were management team and 14 heads of sections and other staff) were considered as the study respondents (NWSC Ibanda Area Quarterly reports 2016/20170).

Sample size determination

Location	Respondent Category	Total Population(N)	Sample (S)	Sampling Technique
NWSC Ibanda Area/District	Senior Management Team	6	6	Purposive Sampling
	Head of sections and entire staff	14	12	Simple Radom Sampling
	Clients	125	94	Simple Random Sampling
Total		145	112	

The researcher used purposive sampling and simple random sampling methods to select the sample. Purposive sampling involved identifying and selecting individuals or groups of individuals that were knowledgeable with a phenomenon of interest. Data collection instruments used in the primary data collection were mainly be two;

Structured Questionnaires for clients and for employees. An interview guide used to get qualitative data from senior management team at NWSC.

Validity of the research instrument: The researcher constructed the content validity index to test for the validity of the instruments. Content validity index was expressed by the formula:

$$CVI = \frac{\text{Number of questions judged to be valid}}{\text{Number of questions in the questionnaire}}$$

$$CVI = \frac{88}{96} = 0.916$$

The researcher established that the items presented and used in this study were judged valid as indicated by (CVI = .916). The content validity index was above the recommended 0.7.

Reliability of research instrument

Variable	Cronbach's Alpha	No. of Items
1. Organizational culture	0.769	10
2. Internal processes/Clan & Hierarchical	0.891	32
3. Customer Satisfaction/Market	0.741	16
4. Corporate innovation/Adhocracy	0.711	07
5. Corporate performance	0.758	17
Overall	0.774	82

Source: field data, 2019

Data Analysis: Package for Social Scientists (SPSS) software was used for analysis according to the objectives of the study. Univariate analysis was done to describe the different characteristics of the study population. Bivariate and Multivariate analysis using regression model was conducted to examine relationships and the extents of the different variables under study. Conclusions were drawn based on the findings of the different analysis tools.

RESULTS AND DISCUSSION

Response rate and demographic characteristics of respondents:

The study targeted 112 participants, of which 104 took part in the study. This translated in a response rate of 93.7%. This was far above the acceptable 70%. The response rate implies that the results of the current study are adequate for generalization and conclusion.

Clients Bio Data

Variable list	Categories	Frequency	Percent
Age	0 – 19	1	1.1
	20 – 29	38	40.4
	39 – 39	30	31.9
	40 – 49	13	13.8
	50 and over	12	12.8
	Total	94	100
Gender	Male	31	33
	Female	63	67
	Total	94	100
Household Head	Father	89	94.7
	Mother	5	5.3
	Total	94	100
Household Size	Less than 1 year	7	7.4
	1 – 3	49	52.1
	4 – 6	15	16
	Over 6 years	23	24.5
	Total	94	100
Years using NWSC	1 – 3	46	48.9
	4 – 6	38	40.4
	7 – 9	6	6.4
	10 and over	4	4.3
	Total	94	100

Source: Field data, 2019

The clients who took part in this study were such that only one client indicated to be below 20 years while majority were in the age range of 20 to 29 years and 30 to 39 years. The age distribution implies that those who were using the services of NWSC were mature men and women, whose response to their obligation of paying for the services would help NWSC in meeting her goal (customer satisfaction). The gender composition indicated majority to be female. The statistics imply that women are the majority users of water and therefore the need by NWSC to satisfy them. However, even in the households where women were the majority participants, findings on household head indicates that most of the households investigated were headed men more than the women. The statistics imply that men in Ibanda are responsible enough to ensure their households access safe and clean water. In relation to household size, it was found that most of the families investigated were about 1 to 3 members. However, this was followed by those who had over 6 members. The implication to this is that there is evidence of access and usage of clean and safe water in Ibanda. The period, which participants indicated to have been using NWSC services indicate that majority had used the services for not more than 6 years. The statistics implies that NWSC had not been popularized in Ibanda.

Empirical Results

Empirical results were presented according to the study objectives, which were to: 1) to examine the effect of Clan (Cooperative) Culture on Organizational performance in NWSC Ibanda; 2) to assess the effect Hierarchical (Control) Culture on Organizational performance at NWSC Ibanda Area; 3) to assess the effect of Market (Competitive) Culture on organizational performance in NWSC Ibanda Area; and 4) to examine the effect of Adhocracy (Creative) Culture on Organizational Performance at NWSC Ibanda Area. Since these objectives were relational in design, I used regression analysis to determine the effect of each construct under corporate culture on the organizational performance of NWSC Ibanda. Regression is the statistical technique that uses the coefficients of the linear equation to predict the dependent variable.

Regression model

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
(Constant)	1.694	2.414		0.702	0.514
Clan Culture	0.371	0.510	0.451	0.728	0.500
Hierarchical	-0.462	0.744	-0.342	-0.622	0.561
Market Base	0.311	0.619	0.264	0.503	0.636
Adhocracy	0.311	0.779	0.231	0.399	0.706
R	0.628				
R Square	0.395				
Adjusted R Square	-0.089				
Std. Error of the Estimate	0.336				

a: Predictors: (Constant), Adhocracy, Hierarchical, Market Base, Clan Culture
 b: Dependent Variable: Organizational Performance

The relationship between corporate culture and organizational performance was found to be positive (r =.628; sig. >.05). The statistics imply that though a change in corporate culture appears to be associated to organizational performance, the relationship between the two variables is not significant at all. Not all organizations, which have a corporate culture are likely to perform soundly. The overall effect of corporate culture, determined by (R square =.395) on organizational performance was found to be 39.5%. This suggests that varying corporate culture is likely to vary organizational culture by 39.5%. However, since the significant value is above 0.05. This change is more of a theoretical than a practical variation. The constant (1.694) indicates the level of organizational performance that is likely to be observed if all the predictor variables were set to zero. The t-statistics are insignificant, which further proves

that corporate culture is not significant in explaining the variations in organizational performance in NWSC in Ibanda.

Objective one: To examine the effect of Clan (Cooperative) Culture on Organizational performance in NWSC Ibanda.

The effect of cooperative culture on organizational performance was found to insignificant. Evidenced from (sig. =.500 >.05), I found no significant contribution of cooperative culture on the organizational performance of NSWC of Ibanda. Whereas ($\beta = .451$) suggests a unit-change in cooperative culture would change organizational performance by about 45.1%, the change is theoretical and not significant in reference to NWSC Ibanda.

Objective two: To assess the effect Hierarchical (Control) Culture on Organizational performance at NWSC Ibanda Area

The study assessed the effect of hierarchical culture on the organizational performance of NWSC in Ibanda. It was found that hierarchical culture is not significant in affecting the organizational performance of NWSC Ibanda. Observing (sig. =.561 >.05), I found no significant effect on organizational performance caused by this type of culture. Though ($\beta = -.342$) suggests that a unit-change in hierarchical culture is likely to reduce organizational performance of NWSC by about 34.2%, this is merely theoretical and lacks practical impact in NWSC Ibanda.

Objective three: To assess the effect of Market (Competitive) Culture on organizational performance in NWSC in Ibanda Area.

The study sought to assess the effect of market culture on the organizational performance of NWSC Ibanda. The findings (sig. =.636 >.05) indicate that at 95% confidence level, market culture was not found with a significant effect on organizational culture. Even though the beta coefficient ($\beta = .264$) suggests that a unit-change in market culture contributes to approximately 26.45 of the amount variation in organizational culture, its practicality in the face of Ibanda district seems to be lacking.

Objective four: To examine the effect of Adhocracy (Creative) Culture on Organizational Performance at NWSC Ibanda Area.

The study sought to examine the effect of adhocracy culture on organizational performance in NWSC Ibanda.

It was found that adhocracy (sig. =.700 >.05) does not have any significant effect on the organizational performance of NWSC Ibanda. While evidence from ($\beta = .231$) suggests that changing adhocracy by one-unit is likely to vary organizational performance by about 23.1%, the truth of this statistics lacks substance in NWSC Ibanda.

Collinearity diagnostics

Following the regression output, which indicated that the independent variable list (predictors variables) were insignificant in accounting for the variations in organizational performance, more tests were carried. The researcher sought to test for collinearity. Collinearity (or multicollinearity) is the undesirable situation where the correlations among the independent variables are string. When testing for collinearity, Eigen values are close to zero, the variables are highly interrelated and small changes in the data are likely to cause large changes in the estimates of the coefficients. In the current study, all the Eigen values were found to be so small, which suggests that market culture, clan culture, hierarchical culture and adhocracy culture are highly intercorrelated. Therefore, any small change in any of these cultures is likely to cause a large effect in organizational performance. Condition index indicates the magnitude of collinearity problems. A condition index is greater than 15 suggest a possible problem and a condition index greater than 30 suggests a serious problem with collinearity. In the current study, all the predictor variables had condition indexes greater than 30, except for clan culture, which was still greater than 15. These statistics suggest the existence of multiple collinearity, and absence of linear relationships. The Variance proportions explain the proportion of the variance accounted for by each principle component associated with each of the Eigen values. Collinearity is a problem when a component associated with a high condition index contributes substantially to the variance of two or more variables. In the current study, high condition indexes are associated to large variance proportions in clan culture (.79), Adhocracy (.43), hierarchical (.42) and market culture (.43). The above tests confirm the non-significant effect of the four predictor variables in the organizational performance of NWSC Ibanda. The researcher took interest in collecting clients' opinions on their satisfaction with the products and services provided by NWSC.

Clients' Satisfaction

From the view point of NWSC's clients, 88.3% were ready to recommend NWSC's services and products to a friend, 87.2% were

Collinearity diagnostics

Dimension	Eigenvalue	Condition Index	Variance Proportions				
			(Constant)	Market Culture	Hierarchical Culture	Adhocracy Culture	Clan Culture
1	4.99	1.00	0.00	0.00	0.00	0.00	0.00
2	0.01	28.78	0.00	0.08	0.42	0.02	0.01
3	0.00	44.67	0.15	0.18	0.00	0.27	0.05
4	0.00	68.28	0.59	0.31	0.26	0.29	0.15
5	0.00	85.00	0.25	0.43	0.32	0.43	0.79

a: Predictors: (Constant), Adhocracy, Hierarchical, Market Base, Clan Culture

b: Dependent Variable: Organizational Performance

Clients' Satisfaction

Variable List	Dissatisfaction	Neutral	Satisfaction	Mean	Std.
1. How happy are you at recommending NWSC services and products to a friend	0	7.4	88.3	3.894	0.577
2. How satisfied are you with the quality of services and products	6.4	1.1	87.2	3.915	0.561
3. How happy are you with NWSC services and Products	17	1.1	77.7	3.691	0.804
4. How happy are you with the way NWSC responds to your problems	23.4	1.1	70.2	3.564	0.934
5. How do you rate NWSC customer service	23.4	3.2	70.2	3.532	0.888
6. How satisfied are you with the delivery of NWSC products and services	26.6	3.2	68.1	3.447	0.935
7. How would you feel if you could no longer use NWSC services and products anymore?	85.1	0	11.7	2.138	0.968
Average	25.99	2.44	67.63	3.454	0.81

Source: Field data, 2019

satisfied with the quality of services and products provided by NWSC, 77.7% were happy with NWSC's services and products while 70.2% were happy with how NWSC responds to their problems. The statistics above imply that clients in Ibanda are generally satisfied with the services and products provided by NWSC. Clients however, indicated pessimistic positions regarding the delivery of NWSC. Their opinions however, could not nullify the foregoing position (satisfaction) presented by majority of the participants. The study further observed that 85.1% would feel dissatisfied if they stopped using NWSC products and services. The general look of the statistics points to the fact that NWSC's products and services in Ibanda are on demand and satisfy clients' needs. The researcher used descriptive measures of mean and standard deviation to understand the level of clients' satisfaction with NWSC products and services in Ibanda. Mean was used to indicate the level of satisfaction while standard deviation was used to indicate the degree to which participants' views deviated from the mean. The level of clients' satisfaction with the services and products provided by NWSC (mean =3.454) was moderate with a standard deviation of (std. =.81).

The statistics imply that participants' views on their satisfaction were as close to mean as possible. This indicates their views were highly consistent and similar. High levels of satisfaction were observed in way clients were satisfied with the quality of NWSC's products and services (mean =3.915) followed by how happy they were to recommend NWSC services and products to their friends (mean =3.894). Moderate levels of satisfaction were observed in the way NWSC delivered her products and services (mean = 3.447) while low levels of satisfaction were observed in the way clients would feel if they stopped using NWSC services and products (mean = 2.138). While clients' views were very close to the mean, opinions on the quality of NWSC services and products (std. =.561) highly close to the mean while opinions on how they would feel if they stopped using NWSC products and services (std. =.968) were slightly farthest from the mean. The statistics on standard deviation indicate that participants' responses on quality of NWSC services and products were the most consistent while responses on stoppage from using NWSC services and products were the least consistent. In conclusion, it should be noted that while there appears to be high mean levels of satisfaction and homogeneous variations in opinion, as evidenced in the foregoing discussion, these could be due to randomness in variations and therefore not an indicator of significance of corporate culture (clan culture, market culture, hierarchical culture and adhocracy culture) on organizational performance.

DISCUSSION

The study found a weak and insignificant effect of corporate culture on organizational performance. The current study established that corporate culture is likely to account for about 40% of the variations in organizational performance. The findings agree in part with (Osibanjo & Adeniji, 2013) who found a close relationship between recruitment process and organizational culture (belief, value, and practice). This study could offer managerial implications to NWSC Ibandain regard to the recruitment process. The interaction between the organization and the upcoming employees, provides a cultivable ground to paint a true image about the organization to the job seeker. The extent to which NWSC Ibanda has painted such image to job seekers is outside the scope of the current investigation. However, the findings of the current study contradict with (Flamholtz & Randle, 2012) who showed that corporate culture is a strategic asset, which, if managed properly, can be the key differentiating factor in a successful business model. It also shows that when not managed properly, can actually transform into a "liability". In NWSC Ibanda, corporate culture has not

proved a critical strategic asset because NWSC lacks strategic competitors in the business of providing water and management of sewerage. Otherwise if there were several competitors in the same business, NWSC would realize the critical need for strengthening their culture as a corporate in Ibanda. Viewing the organization's culture is the main determinant to many aspects of organization's life such as organization success, attractiveness, innovation, safety, leadership, productivity, performance and effectiveness, strategy, quality management, human resource management and information technology; (Omotola & oladipupo, n.d) presents a contradicting position from the current study. In view of NWSC, the aspects of the culture might be well understood by nearly all the staff, however, the practicality of culture lacks tangible evidence as confirmed by the weak and non-significant effect of corporate culture on organizational performance. Exploring the four dimensions of organizational culture with multiple measures of church performance, (Boggs & Fields, 2010) the four organizational cultural dimensions were found to be strong predictors of the levels of seven alternative measures of church performance covering membership growth, constituent satisfaction, staff and constituent learning and development, and internal business processes. The findings contradict the current study in NWSC in Ibanda, where all the dimensions of organizational culture indicated insignificant effects on performance. NWSC needs to build and strengthen all the culture dimensions for improved performance.

Objective one: To examine the effect of Clan (Cooperative) Culture on Organizational performance in NWSC Ibanda

The current study established that clan culture has no significant effect on the organizational performance of NWSC Ibanda area. The findings disagree with (Gaal, Obermayer-Kovacs, Csepregi, Antonova, & Jenei, 2010) who examined Bulgarian organizations with their dominant Clan culture type. They realized that knowledge sharing was practiced in a more effortless way because of their collaborative orientation and trust that occurs within the organization.

While the study on NWSC in Ibanda does not bring out the extents of knowledge sharing, the insignificant effect suggests that the practice of knowledge sharing, which is a fruit of clan culture is missing. Chan (1997) used a case study to illustrate DHL's International's corporate culture and suggested that the business factors of DHL rested on its adoption of the culture and structural characteristics of a clan organization. Clan organization can create a more manageable social space that will provide protection and stability. This evidence sounds contrary to NWSC Ibanda, where clan culture was found to be non-significant in affecting organizational performance. If there are traces of social protection and stability within NWSC, these are products of other factors within the organization other than the clan culture. Clan culture is a crucial factor in the company's capability to maintain competitiveness and growth under turbulent and uncertain conditions. DHL exemplifies strong management values especially in areas pertaining to human asset development. While these aspects sound to be true in NWSC Ibanda area, the non-significant effect of clan culture on organizational performance lessens the reality. The smallness of the number of employees in NWSC Ibanda area is inadequate to provide clear evidence on human asset development despite their involvement with interns and volunteers.

Objective two: to assess the effect Hierarchical (Control) Culture on Organizational performance at NWSC Ibanda Area

The current study found a non-significant effect of control culture on the organizational performance of NWSC Ibanda area. The findings agree with (Forouzanfar & Marjani, 2012) who studied the

organizational culture in two Iranian banks of Saderat and Eghtesad Novin (EN) comparatively based on the Denison's model of organizational culture. The findings showed no significant difference between the staff participation, stability of procedures, adaptability of the staff, for the staff and clarity of the organizational goals to the staff in Saderat Bank and Eghtesad Novin Bank. Though the study was conducted in the Banking sector of business, the findings are in line with the operations of NWSC Ibanda area. NWSC Ibanda has few staff, who appear to be supplemented by the many intern/volunteers. Many of our respondents had complaints regarding the delays in attending to their problems even when the office has been informed. Such complaints are likely to continue in the absence of staff participation and clarity of organizational goals. The fact that NWSC is a service providing institution, but whose services can be paid for would give it a high advantage to realize her long term goals. However, the current findings disagree with (Zafer & Acar, 2014) who found positive effects of hierarchy culture on service and financial performance in public hospitals in Turkey. The current study statistically established that hierarchical culture has no significant effect on organizational performance. The seemingly existing effect is due to random variations and is too theoretical to be accepted. While there is a variation in the study scopes taken in the two studies, they appear similar in the fact that the two institutions under investigation were public. Therefore, the findings have a research backing. Similarly, (Gaal, et al., 2010) investigated Hungarian and Serbian organizations and found Hierarchy culture as dominant. They recommended that organizations should form their rules, procedures and policies to encourage not only forced knowledge sharing but also voluntary knowledge sharing. This study generates insights to management of NWSC of the essentials of organizational culture in knowledge creation and knowledge sharing. Even when the employee leaves the organization, knowledge will still be protected if the organization culture exists.

Objective three: to assess the effect of Market (Competitive) Culture on organizational performance in NWSC in Ibanda Area

The study found an insignificant effect of market culture on organizational performance. The findings support (Wisniewska-Mikosik, 2015) who established that business organizations are not just economic undertakings anymore but the psychological, social and symbolic dimensions of their operation are pointed out. Business organizations have to be related to the cultures of societies in which they operate. The essence of market in connection to NWSC in Ibanda has a two dimension. Since NWSC has no strategic competitor, their efforts to advertise and market their products are indeed very low. In addition, NWSC has many of her staff, who are operating in Ibanda, but not good at the local language. This has an implication on the overall performance of NWSC. Clarifying the links between organizational culture typologies and organizational agility, (Felipe, Roldan, & Leal-Rodriguez, 2017) stressed the positive influence that adhocracy, clan and hierarchy culture exert on organizational performance. Their findings would provide some support for the current level of organizational performance in NWSC Ibanda, however, the non-significant effect of adhocracy, clan and hierarchy contradicts their findings. More contradicting results were found in (Corporate Real Estate, 2019), which reported corporate real estate management and organizational culture inter-relationship. Clan and adhocracy organizational culture companies prioritize investing in the employee's experience of the workplace, as opposed to market and hierarchy organizational culture enterprises that maintain a stable procedural focus on reducing real estate costs. The realities of such priorities in NWSC were beyond the scope of the current study and could not be vindicated.

Objective four: To examine the effect of Adhocracy (Creative) Culture on Organizational Performance at NWSC Ibanda Area

The findings indicated a non-significant effect of adhocracy on the organizational performance of NWSC Ibanda area. In line with the above findings, it can be said that NWSC in Ibanda has not yet transformed a competitive and innovative structure that keeps pace with the dynamic water market conditions. NWSC seems to be lacking creativity and innovations, which were shown in their lack of a coherent program to offer water repairs and maintenance. On such a ground experience, NWSC Ibanda cannot realize a sound organizational performance.

Premised on the fact that organizational culture can significantly promote or hinder the success of knowledge management initiatives, (Tsenge, 2010) investigated the correlation between organizational culture and knowledge conversion on corporate performance. The results indicate that an adhocracy culture enables knowledge conversion and enhances corporate performance more than clan and hierarchy cultures. This contradicts the findings in NWSC Ibanda area.

Taking a series of perceived organizational culture over time, (Kim & Chang, 2019) examined the relationship between organizational culture and organizational performance. They found that adhocracy, clan and market cultures had a consistently positive relationship with all the performance variables over the years and demonstrated a stronger impact in that order, which is contrary to the current study. Further statistical tests indicated confirmed that clan, market, hierarchy and adhocracy had non-significant effects on organizational performance of NWSC Ibanda.

Conclusion

Flamholtz & Randle (2012) made an important observation that "Corporate culture" – we cannot see it, touch it, smell it, taste it or hear it, but it is there. It pervades all aspects of organizational life and it has a profound impact upon organizational success and failure. If it is managed well, it can be a real economic and strategic asset. If it is managed incorrectly or allowed to deteriorate it can become a true liability or strategic disadvantage. The current study was conducted in among employees and clients of NWSC Ibanda. The study was based on 104 participants 10 of which were employees while 94 were clients of NWSC. The first objective of the study was to examine the effect of Clan (Cooperative) Culture on Organizational performance in NWSC Ibanda. The study concluded that clan culture does not have a significant effect on organizational performance in Ibanda. NWSC has many branches across the country, where some staff can be transferred from to Ibanda. With such a mix of staff, which include short-lived interns and volunteers, building the organization to exhibit the traits of a clan may not be feasible. Basing on field comments, it was observed that some of the staff are not fluent in the local language, which narrows down the scope and magnitude of service delivery to the clientele. However, the presence of a number of interns indicate that NWSC is commendable in the practice of knowledge sharing, which is among the features of a true clan type culture. Secondly, the smallness of the staff at NWSC Ibanda area provides a stable ground for creating a more manageable space that provides protection and stability. The second objective assessed the effect Hierarchical (Control) Culture on Organizational performance at NWSC Ibanda Area. It was concluded that hierarchical culture has no significant effect on organizational performance of NWSC Ibanda. Evidence from this study shows that NWSC has clear goals and objectives to be achieved both in the short and long run.

The third objective assessed the effect of Market (Competitive) Culture on organizational performance in NWSC in Ibanda Area. It was concluded that market culture does not have any significant effect on organizational performance of NWSC Ibanda. NWSC, because of its monopoly in the market takes no effort to market her products. The only competitors, who are mobile water vendors are insignificant competitors in the water business. No wonder, the absence of potential competitors has made NWSC staff to be less concerned about customer care and customer satisfaction. Their delay to respond to clients' calls is evidence to this. The fourth objective of the study examined the effect of Adhocracy (Creative) Culture on Organizational Performance at NWSC Ibanda Area. It was concluded that adhocracy has no significant effect on the organizational performance of NWSC Ibanda. NWSC appears to be less involved in research and development in order to innovate some new products for her clients. The broken pipes in some areas and the faulty meter readers concretize this claim. There is no proof of any efforts by NWSC to save their clients from the surge in the water bills, which has turned loudly. In conclusion, there is a weak effect of corporate culture on the organizational performance of NWSC in Ibanda area. This comes without any surprise since all the four dimensions of organizational culture had no significant effect on organizational performance. While the organizational goals are in place, they seem unclear to staff. Due to the absence of potential competitors, the organization has not labored much to market and popularize her services. Apart from water supply and minor sewerage management, there aren't any new products the organization has offered to clients in the recent times. These are serious manifestations of lack of creativity. As a contribution to the current body of knowledge on corporate culture and organizational performance, the current study has established that the four dimensions of corporate culture are not significant in affecting organizational performance of NWSC in Ibanda area. These conclusion bear serious implications for policy in NWSC, both at the local and national level.

Recommendations

Since corporate culture became insignificant in affecting performance at NWSC Ibanda Area, the Researcher strongly recommends another research to be made by National Water and Sewerage Corporation on other factors that affect organizational performance in Ibanda Area. The study established that clan culture is not significant in affecting organizational performance of NWSC Ibanda. Management of NWSC should consider building the organization as a family to ensure stability and social protection. The study established that hierarchal culture has no significant effect on the organizational performance of NWSC Ibanda. Management should ensure clarifying both organizational goals and targets to all employees of the organization. This will help in the attainment of both the short-term and long-term goals of the organizations. The study also established that market culture has no significant effect on the organizational performance of NWSC Ibanda. Like any other business entity, management of NWSC should engage in intensive marketing of the services and products of the corporation to widen the clientele base. The study also established that adhocracy culture has no significant effect on the organizational performance of NWSC Ibanda. Management of NWSC should set aside resources to be invested in research and development and innovation.

REFERENCES

- Amin, E. M (2005) Social Science Research. *Conception, Methodology and Analysis*. Makerere University Printery, Kampala Uganda.
- Ananta Narayana (2017) A Critical Review of Organizational Culture on Employee Performance. *American Journal of Engineering and Technology Management*. Vol. 2,
- Awadh Alharbi Mohammad and Alyahya Mohammad Saad (2013). Impact of organizational Culture on Employee Performance. www.irnbrjournal.com
- Aycan, Z., Kanungo, R. N., & Sinha, J. P. (1999). Organizational Culture and Human Resource Management Practices: The Model of Culture Fit. *Journal of Cross cultural Psychology*, 30, 501-526. <https://doi.org/10.1177/002202219>
- Baca N.& Claudia d.(2005) project Managers spot light on change management. Alameda: Sybex Beeson
- Barney, J. B. (1997). Organizational culture: can it be a source of sustained competitive advantage? *Academy of management review*, 11(3), 656-665.
- Berrio, A. A. 2003. "An Organizational Culture Assessment Using the Competing Values Framework: A Profile of Ohio State University Extension". *Journal of Extension*, 41(2)
- Boggs, W., & Fields, D. (2010). Exploring organizational culture and performance of christian churches. *International Journal of Organization Theory & Behavior*, 13(3), 305-334.
- Brown, A. (2013). Managing challenges in sustaining business excellence. *International Journal of Quality & Reliability Management*, 30, 461-475.
- Cameron, K.S., & Quinn, R.E. (2006). *Diagnosing and Changing Organizational Culture, Based on the Competing Values Framework*. San Francisco, Jossey-Bass.
- Chan, A. (1997). Corporate Culture of an organization: a case study of DHL international. *Management Decision*, 94-99.
- Chau, V.S. (2008). The relationship of strategic performance to team strategy, company performance and organizational effectiveness. *Team Performance Management*, 14, 113-117.
- Daft, R. L. (2010). *Organization Theory and Design*. Singapore: Info Access & Distribution Ltd.
- Denison, D. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13(2), 5-22
- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons. Retrieved from <https://scholar.google.com/scholar?>
- Denison, Daniel R.; Haaland, Stephanie; Goelzer, Paulo (2004) Corporate culture and organizational effectiveness: Is Asia different from the rest of the world? *Organizational Dynamics*, Vol 33(1)
- Felipe, C. M., Roldan, J. L., & Leal-Rodriguez, A. L. (2017). The impact of organizational culture values on organizational agility. *Sustainability*, 2017(9), 1-23.
- Flamholtz, E. G., & Randle, Y. (2012). Corporate culture, business models, competitive advantage, strategic assets and bottom line. *Journal of Human Resource costing & Accounting*, 16(2), 76-94.
- Forouzanfar, L., & Marjani, A. M. (2012). A Comparative study on organizational culture in Saderat Bank and Ehgtesad novin Bank of Iran on Denison's model. *International journal of business and Social Science*, 3(11), 300 -307.
- Griffin, R. W., & Moorhead, G. (2011). *Organizational behavior*. Cengage Learning. Retrieved from <https://scholar.google.com/scholar?>
- Hansen, G.S., & Wernerfelt. (1989). Determinants of Firm Performance: Relative-Importance of Economic and Organizational Factors. *Strategic Management Journal* 10(5), p399-411.
- Hartog, D., & Verburg, R. (2004). High performance work systems, organizational culture and firm effectiveness. *Human Resource Management Journal*, 14(1), 55-78.
- Hofstede, G. (1980). Culture and organizations. *International Studies of Management & Organization*, 10(4), 15-41.

- Idris, S., Wahab, R., & Jaapar, A. (2015). Corporate cultures integration and organizational performance: A conceptual model on the performance of acquiring companies. *Procedia - Social and Behavioral Sciences*, 172, 591-595.
- Kaplan, R. S., & Norton, D. P. (2001). *The Strategy- focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Harvard business School Press.
- Kaplan, R.S. and Norton, D.P. (1996), "Using the Balanced Scorecard as a Strategic Management System", *Harvard Business Review*, Vol.74 No.1 January- February, pp.75-85.
- Kaplan, R.S. and Norton, D.P. (1992), "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Vol.70 No.1, pp.71-9.
- Kim, T., & Chang, J. (2019). Organizational culture and performance: a macro-level longitudinal study. *Leadership & organizational Development Journal*, 40(1), 65-84.
- Kombo D. K & Trompo D.L.A(2006) Proposal and Thesis writing. An Introduction. Paulines publications Africa, Nairobi.
- Lund, D. B. (2003). Organizational Culture and Job Satisfaction. *Journal of Business and Industrial Marketing*, 18(3), 219-236.
- Mahal, P. (2009). Organizational culture and organizational climate as a determinant of motivation. *Journal of Management Research*, 8(10), 38-51.
- Martin, J. (2002). *Organizational Culture, Mapping the Terrain*. London; Sage. <https://doi.org/10.4135/9781483328478>
- Mashal Ahmed & Saima Shafiq 2014. The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector. *Global Journal of Management and Business Research: Administration and Management*. Global Journals Inc. (USA)
- Mugenda, O. M. and Mugenda, A. G. (2003). *Research Methods- quantitative and qualitative approaches*, ACTS press, Nairobi, Kenya.
- Mugisha, S. and Berg, V.S. (2006). *Turning Around Struggling State Owned Enterprises in Developing Countries: The Case of NWSC-Uganda*.
- Nwibere, B. (2013). The influence of corporate culture on managerial leadership style: The Nigerian experience. *International Journal of Business and Public Administration*, 10, 166-187.
- NWSC Ibanda Area Quarterly reports (2016/2017)
- Ogbonna, E., & Harris, L. C. (2000, 2002). Leadership style, organizational culture and performance: empirical evidence from UK. *Organizational culture: Based on the competing values framework*.
- Omotola, A. O., & Oladipupo, A. O. (n.d). concepts and measurement of culture in organization. *Journal of Communication and Culture*, 1(1/2), 64-86.
- Osibanjo, O. A., & Adeniji, A. A. (2013). Impact of organizational culture on human resource practices: A study of selected Nigerian Private Universities. *Journal of Competitiveness*, 5(4), 115 - 133.
- Ricardo, R., & Wade, D. (2001). *Corporate Performance Management: How to Build a Better Organization*
- Rousseau, D. (1991). Quantitative assessment of organizational culture. *Group and Organizations Studies*, 15(4), 448-460.
- Schein, E. H. (2010). *Organizational culture & leadership*. 4th edition
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361-388.
- Scholz, C. 1987. "Corporate Culture and Strategy - The Problem of Strategic Fit". *Long Range Planning*, 25 (winter): 3-16.
- Scott T., Mannion R., Davies, H., & Marshall, M. (2003). Does organisational culture influence healthcare performance? *Journal of Health Services Research Policy*, 34(9), 11-13.
- Sharma, G., & Good, D. (2013). The work of middle managers: Sense making and sense giving for creating positive social change. *The Journal of Applied Behavioral Science*, 49, 95-122.
- Simoneaux, S., & Stroud, C. (2014). A strong corporate culture is key to success. *Journal of Pension Benefits*, 22(1), 51-53.
- Tsenge, S. (2010). The correlation between organizational culture and knowledge conversion on corporate performance. *Journal of knowledge management*, 14(2), 269-284.
- Vogt, W.P (2007) *Quantitative Methods for professionals* Boston. Pearson
- Wilson, A. M. (2001). "Understanding Organizational Culture and Implications for Corporate Marketing". *European Journal of Marketing*, 35: 353-367
- Wisniewska-Mikosik, J. (2015). Organizational Culture as a variable that determines effective cross-cultural management. *Journal of Intercultural Management*, 7(3), 143 - 155.
- Yongbo D, Xiangxi Ji & Chao Ma (2014). Study of Organizational Culture Assessment Model Based on Balanced Scorecard and Its Application. School of Business Administration, Jilin University of Finance and Economics, Changchun, Jilin, China.
- Zafer, A. A., & Acar, P. (2014). Organizational cultural types and their effects on organizational performance in Turkish Hospitals. *Emerging Markets Journal*, 3(3), 18 - 31.
