



The Role of organizational Culture on Organisations' Performance: A case Of Gepf-Retirement Benefits Fund in Dar Es Salaam Region, Tanzania

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Received 17 january, 2018; Accepted 31 january, 2018 © The Author (S) 2018. Published With Open Access At Www.Questjournals.Org

ABSTRACT

The purpose of this study was to investigate the role of organizational culture on public organizational performance: A case of GEPF-retirement benefits fund in Dar es Salaam Region, Tanzania. Descriptive research design was used to carry out the study. The target population was 205 out of which a sample size of 103 respondents was chosen for this study. The researcher used random sampling technique to select the sample size. A standardized questionnaire was used to collect data. The overall results of the findings indicated that the organization has formal chain of command, rules and policies, and that the organization invests in areas with good returns and quality services are offered to customers. The organization should ensure that set targets are achieved by the employees and collection of members' contributions from the employees is done effectively. Some respondents were not sure if recruitment of new members was done effectively, capacity building programs are offered to employees, services are offered on time, members are retained through quality benefits and market intelligence was done to outsmart the competitors. It was recommended that the organisation should be more innovative and creative in recruiting new members. Capacity building programs should be offered to the employees, making sure that the services they offer are given on time. Market intelligence should be advocated in the organization as a tool that enables the organization to know the strength and weaknesses of their competitors.

Keywords: Culture; Organizational Culture; Organizational Performance; Artifacts; Espoused values

I. INTRODUCTION

Awadh and Saad (2013) who carried out a research on the Impact of Organizational Culture on employee performance in Malaysia identified certain dimensions of culture and that their value and norms of an organization were based upon employee relationship. It was found out that, a strong culture of an organization was based on managers and leaders' efforts in improving the level of organization's performance. Managers relates organization performance and culture to each other as they help in providing competitive advantage to the firm. The productivity and culture of organization helps to improve performance. In more than 60 research studies, 7600 small business units and companies' performance from 1999 to 2007 were evaluated and it was found out that positive association between culture and performance helps to improve results of an organization. Pinho et al, (2014) conducted a research on the role of corporate culture, market orientation and organizational commitment in organizational performance. A population of 250 non-profit health care organizations in Portugal was selected; and these organizations were identified from numerous databases. The results showed that organizational culture has an impact on organizational performance.

Atteya (2012) tested the impact of organization culture on work outcomes and attitudes: An empirical study in travel Agencies in Egypt and the empirical evidence indicated that collaborative organization culture was more adopted and implemented in travel agencies, and had a significantly higher impact on job satisfaction, organizational commitment and job performance especially in tough selling environment.

Omoniyi et al (2014) conducted a study on perceived influence of organizational culture and management style on employees' performance in Nigerian banking sector. His findings revealed that there was a strong relationship between organizational culture and employee performance, thereby suggesting that organization's material such as equipment handling; social behavior and symbolic elements have positive and large influences on the performance of employees. It was also evident that there was a significant relationship between employees' attitudinal behaviors and management style; while relative relationship existed between learning new culture and cooperation among employees.

Waal and Chipeta (2013) conducted a research on the effects of culture on the perception of South African and Tanzanian business students on high performance organizations. The findings from both countries i.e. South Africa and Tanzania showed that there was a strong correlation between culture and organizational performance. Ali and Abukar (2013) carried out a research study on the impact of organizational culture on employees' Performance of Mogadishu Universities in Somalia. The study found significant and strong positive correlation between organizational culture and employee's performance. This meant that the outcome of good organizational culture had an impact on employees' performance. Wanjiku and Lumwagia (2014) researched on the effects of organizational culture on employee performance in non-governmental organizations. His aim was on non-governmental organizations in Kenya with a specific focus on World Vision Kenya. It was concluded that organizational culture influenced performance as it dictated how things were done, organization's philosophy, work environment, performance targets and organization's stability.

Mbabazize et al, (2014) researched on the importance of building organizational Culture for effective management of People and organizations: A case Study of Bushenyi local government in Uganda. They focused on analyzing how organizational culture influences the way an organization managed its internal and external factors that impact its performance. The findings revealed that organizational culture was as relevant and applicable in Uganda's local governments as it could in any other organization elsewhere in the world. Onyambu (2013) conducted a research on organizational culture change at Kenya power and lighting company limited. The findings indicated various factors for organizational culture change. The factors include customer demands, anticipated competition, technological innovation and government legislation. Kambi (2011) conducted a research on the impact of cultural change on organizational Performance "A Case of Tanzania Breweries Limited". The study revealed that organizational change was impacted positively because foreign partners invested in technology and human resource development in the acquired organization to turn round and produce the much desirable consequences. The evidence suggested that the implementation of the Tanzanian privatization policies which came up due to the merging of TBL and SAB Miller in joint venture had a positive impact on the performance and competitive behavior of the company.

The researcher' experience showed that inquisitive act on asking questions related to organizational performance could be affected by communication style, the rate of involvement with customers, investors through its daily operation activities, decision process, and the event which takes place in an organization all this triggered the researcher's curiosity to conduct this research on the role of organizational culture on performance specifically at GEPF-Retirement benefits fund. In view of the above this brings analyzing the role of organizational culture of GEPF and could be described in three component such as Artifacts, behaviors and values, GEPF artifacts include things that can be observed and felt in the work environment such as organizational structures, rules processes and routines, tradition, performance management, reward and recognition systems; as posited by Schein (2010) that organizational culture is even more important today with the information age which has arrived in full force and technology along with all of its advancements than it was in the past. An organization's customs, traditions, and general way of doing things are largely influenced by the common perception held by the organization's members.

Research questions

In order to achieve the above objectives, the following questions:

1. What are the Artifacts based on organizational culture at GEPF-retirement benefits fund?
2. What are the roles of espoused values in organizational performance at GEPF-retirement benefits fund?
3. What was the relationship between organizational culture and organizational performance at GEPF Retirement Benefits Fund?

Research hypothesis

There is no significant relationship between organizational culture and public organizations' performance.

Significance of the study

The findings of this study would benefit the following:

1. GEPF-retirement benefits fund, since the fund can use the findings to assess its culture in relation to its performance.

2. Also social security stakeholders such as other funds like PPF Pension fund, NSSF, LAPF Pension fund and PSPF Pension fund as well as other public organizations can use the findings to see where they belong in relation to their performances.
3. This research study would also increase the knowledge and skills required of the researcher in conducting research.
4. Furthermore, it was expected that the findings of this study would add knowledge to the existing empirical studies.

REVIEW OF RELATED LITERATURE

Theoretical Literature Review

This study is based on Schein structural model of culture. (Schein,2010) defined organizational culture as “a set of basic tacit assumptions about how the world is, and ought to be, that a group of people share and that determines their perceptions, thoughts, feelings and to some degree their overt behavior. He identified “artifacts”, “espoused beliefs and values”, and “basic underlying assumptions” as the three key levels of organizational culture. Artifacts include “visible and feel-able structures and processes” Espoused beliefs and values articulate the goals, values, aspirations, ideologies and rationalizations of the culture Underlying assumptions are the “unconscious, taken-for-granted beliefs and values” observed that ultimately, for a leader to successfully engage organizational members in change, she or he must be able to understand the organizational culture.

Joseph Clouthier Clouthier & Associates Management Consulting (2010) elaborated that, Edgar H. Schein, Professor Emeritus in the Sloan School of Management at the Massachusetts Institute of Technology, in his seminal 1992 work entitled *Organizational Culture and Leadership*, offered a definition of what he called “an empirically based abstraction”. “Organizational culture”, he said, is “a pattern of shared basic assumptions that was learned by a group as it solved 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”

Doru Curteanu et al (2011) conducted a study on Organizational culture diagnosis based on Schein model on organizational culture; they confirmed that, Schein used the two functions as a framework. The two axes described various types of culture on a continuum ranging from external focus to internal focus (external adaptation) and from stable to flexible (internal integration). The organizational performance was measured by quality, customer satisfaction, employees' loyalty, sales, market share, profit and social responsibility.

Nussbaumer (2013) explains that, Edgar Schein originated his model of organization culture in the 1980's. He developed this model in order to make culture more visible within an organization. Schein believes, that organizations do not adopt a culture within a single day, but this culture is formed throughout time, as employees engage in various activities such as problem solving, and adapt to changes both within the company and within the external environment.

Mashal Ahmed & Saima Shafiq (2014) made a study on *The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector* and adopted the Schein model and confessed that Schein words that the only thing of real importance that leaders do was to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

MacCarthaigh (2008) explained that values are essential components of organizational culture and instrumental in determining, guiding and informing behavior. While relevant for all organizations, the concept of values has particular resonance for public service organizations. He further comments, that if the work of the public service is not based on or driven by an appropriate set of values, it may lose the trust, confidence and respect of the public who rely on it.

Kotler & Keller (2009) revealed that, organizational culture stands out as one of the components that are important to sustaining performance, competitive advantage, and a good reason for being a great organization. A consistent culture of organizational learning can develop the ethical environment, which in turn can develop people in the organization with the shared belief, trust and team coordination for critical success.

According to (Gamble, 2009) leaders should encourage employees to focus on bottom line goals of the organization and be innovative and aggressive in whatever could be done in order to increase revenue.

Mallinger (2009) suggested that organization's members are more inclined to embrace change when the organization's culture is aligned with the mission and goals of the company. Although senior management may espouse a set of values that they assume defines the organizational culture, the reality is that the way members perceive what could be rewarded and what they believe to be the underlying message would constitute the “real,” in-use culture of how things are accomplished. Therefore, Mallinger suggested that a cultural analysis be undertaken to facilitate the planning and implementation of organizational change.

Nicklas & Janz (2010) divided organizational culture into three levels: a) values at strategic level including mission and objectives, b) believes and norms of employees at tactical level, and c) aspects of organizational life at operational level. Imran et al (2010), affirms that traditionally, organizations have focused

on identifying and selecting people based on their skills and experience. It then makes sense if one could find a person who has the right set of skills and has done a similar job. There was a good chance that they would be able to perform effectively in a new role. Though skills and experience continue to be important, practice however pointed to motivational fit as a key differentiator in the selection process.

Empirical Literature Review

The role of Artifacts in Organizational Performance

In order to determine how artifacts as a component of culture impact performance in public organization, the researcher used an empirical evidence to support the study:

Masoud (2013) carried out a study on the Impact of Organizational Culture on Employee's Performance: A Case Of Tanzania Electric Supply Company Limited. The findings showed that there was a significant relationship between culture and organizational performance. The findings further showed that exogenous variables such as the nature of the economy and polity have more impact on organizational performance than endogenous variables such as size, organizational culture, organizational structure and technology. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labor turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms. And that culture was not going to matter in performance unless managers understood it and knew how to translate the connection into action.

The findings showed that there was a significant relationship between culture and organizational performance. In addition, if all things remain equal, organizations that are performing to the satisfaction of the owners, employees and customers will be found in culture suitable for their operations. However, the results of this study showed clearly that all things do not remain equal. It was found that variables such as organizational context, organizational culture, nature of the economy and polity, and the availability of the needed equipment all have significant impact on organizational performance.

The findings also showed that exogenous variables such as the nature of the economy and polity have more impact on organizational performance than endogenous variables such as size, organizational culture, organizational structure and technology. Thus it is clear from the empirical evidence generated in this study that organizational performance is a multi-faceted and multidimensional criterion.

With regard to culture, the findings in this study did not reveal any significant cultural differences among the workers. It was however, observed that the four categories of workers in TANESCO exhibit the following: Engineers were more aggressive and tend to be individualistic. Accountants and Administrators tend to be averagely aggressive but not individualistic. Marketers are at the rear, with very little aggression and are largely collectively oriented. The values in these departments to some extent do differ.

The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labor turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms. But these positive attributes of the cultural variables did not translate directly to high level of organizational performance because some other variables were at work. This was an indication that culture was not the sole determinant of organizational performance. Other factors most especially exogenous variables such as the economy, technology and the conducive political climate within the country all influence organizational performance significantly and much more than endogenous variable such as size, structure, and style of management.

The concept of commitment was pointed by many of the respondents as a primary reason why operations have been successful in the past. The also study showed that there was a positive relationship among organizational culture and employee's job performance. This research demonstrated that everyone in the organization comes from diverse culture and they try to tune their norms and values with organization's norms and values.

The role of Espoused values toward Organizational Performance in Public Organizations.

The researcher depicted one empirical evidence to show how espoused values such as: involvement, consistency adaptability, mission, market intelligence, communication, quality services impact performance in public organizations:

Menaka and Chandrika (2015) made a study on the Impact of Organizational Culture on Employee Job Performance in a Large Scale Apparel Company (BASL-Finishing) in Sri-Lanka. The study focused on how to identify the impact of organizational culture on employee job performance in a large scale apparel company (BASL-Finishing).

According to the research findings, organizational culture had a positive relationship with job performance of employees. Then, it was accepted that organizational culture had a moderate impact on employee job performance. According to the results of regression analysis, it was concluded that 27% of variation in job performance is accountable for organizational culture. It is vital to make organizational culture

strong in order to enhance the job performance of employees by improving adaptability, mission, involvement, and consistency of culture.

The type of the investigation used in this study was experimental. The study was conducted in natural environment where events normally occur, that is non - contrived setting. Data gathering was done only for once within a particular time period and there was no subsequent extension of the research contemplated. Thus, the time horizon is cross-sectional. The unit of the study was individual: managerial, staff and operational level employees at BASL – Finishing. Research population was the employees at BASL – Finishing including managers, staff level and operational level employees. Sample was selected using simple random sampling technique and consisted of 100 participants from the above population including 5 managers, 25 staff level employees, and 70 operational level employees. Primary data were collected using a questionnaire for the study and the same questionnaire was answered by both managers and other employees.

The dependent and independent variables in the study (i.e. employee job performance and organizational culture) Job performance was measured in terms of three dimensions, traits, behavior and attitudes. The independent variable of the study which is the organizational culture was measured using an instrument consisted of 35 statements developed by Denison and his colleagues. The findings were supported by the findings and arguments given by Shahzad et al. (2012), Lee & Yu (2004), Kandula (2006, as cited in Ehtesham, Muhammad & Muhammad 2011), Awadh&Saad (2013), Shahzad, Iqbal and Gulzar (2013), Ojo (2009), Rehman (2012), Zakari, Poku and Owusu-Ansah (2013) with positive relationship between organizational culture and job performance while culture was strong. But the findings of Ehtesham, Muhammad & Muhammad (2011) prove that each of the four organizational cultural traits of involvement, consistency adaptability and mission are positively and strongly associated with performance at a confidence level of 0.99.

The Relationship between Organizational Culture and Organizational Performance

The impact of organizational culture on employee behavior and performance is based on four important ideas (Bulach, Lunenburg, & Potter, 2012). Firstly, having knowledge of the organization culture permits employees to understand the history and functioning of the organization. This knowledge provides information about projected future behaviors. Secondly, organizational culture raises devotion to the organization's philosophy and values. This commitment creates shared feelings of achieving common goals. It means organizations can achieve greater success only when employees share values. Thirdly, organizational culture, with its norms, deal as a control mechanism to direct behaviors toward expected behaviors and away from unfavorable behaviors.

Gallagher (2008) argued that every person or employee in an organization has his or her own values and beliefs that he/she works with. Whenever an employee joins an organization, he/she allows himself herself to internalize first with the organization's culture in order to know whether he or she would come up with them or not. More than 60 research studies were conducted between 1990 and 2007, which cover more than 7600 small business units and companies to find out the cultural impact on the organizational performance results of these studies mostly show positive association between strong culture and performance improvement. Racelis (2010) argued that in recent years there was a growing interest in examining the impact of organizational culture and performance, in particular employees performance. These researches revealed that the right set of cultural values often create excitements, high morale, and intense commitment to a company and clarify the behaviors of employees. For Imran et al (2010), organizational cultures determines of employee's performance as well as organizational successes because it brings about individual employees' innovativeness, organizational culture as a system of values that employees have from different background and at different levels within similar organization. (Taylor, 2014) concludes that effective performance could be enhanced when integrated and aligned with an organization's culture.

Tsai (2011) argued that organizational culture expresses shared assumptions, values and beliefs, and was the social glue holding an organization together. A strong culture is a system of rules that spells out how people should behave. An organization with a strong culture has common values and codes of conduct for its employees, which should help them, accomplish their missions and goals. Mariama et al (2013) made a study on Organizational Culture and Organizational Performance: empirical evidence from the banking industry in Ghana and found that there was a positive relationship between Organizational Culture and performance in the Banking Industry in Ghana. Owoyemi and Ekwoaba (2014) carried out a study on Organizational Culture: A tool for management and control, motivate and enhance employees' performance. The result showed that organizational culture is a two edged sword that can cut across both management and employees, and therefore should be encouraged if it will lead to productivity and increase on performance, if not, other means of achieving performance should be employed.

Neves (2010) researched on perceived organizational support and risk taking. The findings showed that perceived organizational support was positively related to failure-related trust among subordinates

and supervisors which, in turn, was related to subordinates' risk taking. In addition, supervisors' failure-related trust moderated the relationship between subordinates' perceived organizational support and failure-related trust, such that when supervisors strongly believed the organization was trustworthy in risk situations, employees' perceived organizational support had a stronger relationship with failure-related trust, which in turn, was related to risk-taking. Cameron and Quinn (2011), presented four quadrants and represent ideal types of organizational cultures: hierarchy, market, clan, and adhocracy. The clan culture was focused on the internal environment. It emphasized flexibility to the detriment of stability and control. Organizational goals are achieved via team work, participation, loyalty, trust, open communication, and collaboration. Janićijević (2011) defined Organizational culture as a system of assumptions, values, norms, and attitudes, manifested through symbols which members of an organization have developed and adopted through mutual experience and which help them determine the meaning of the world around them and the way they behave in it.

Hartnell et al (2011) published a meta-analysis on scientific researches published between 1980 and 2008, which supports the existence of a relationship between culture (measured by competing values framework model) and organizational effectiveness. This has provided enough evidence to support the conclusion that each organizational culture typology may be related to organizational effectiveness. Sokro (2012) conducted a study on the analysis of the relationship that exists between Organizational Culture, Motivation and Performance. The study revealed that organizational culture has a direct impact on employee motivation and indirectly on organizational performance as well. It was observed that if organizations develop a strong culture of rewarding and acknowledging employees' effort, it would lead to increase in motivation and their performance would be significantly enhanced. Though the respondents showed that they are not sure whether the organization ensures its services are offered on time. Time factor in serving the clients was highly needed.

Fakhar et al, (2012) argued that Organizational culture should be introduced to all employees once they are recruited. This helps them to be acquainted with the organization and the happenings in the system.

Forrester Research (2012) carried out a research study on how to achieve Organization's Objectives through Employee Performance Management and found that, the objectives of an organization are met through the coordinated actions of many people working with individual targets, but to a common purpose. Many organizations set their goals for the year ahead, and arrive at the objectives for individual employees by cascade through divisional and departmental managers. To be most effective, all targets need to be SMART (Specific, Measurable, Actionable, Realistic and timed.) Omatayo and Adenike (2013) supported the above finding by saying that training facilitates employee's learning of job-related competencies. These competencies include knowledge, skills or behaviors that are critical for successful job performance. Training and development help in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals. It also helps to develop and improve the organizational culture within the organization through building the positive perception and feelings about the organization.

Thompson, (2013) in his study argued that loyalty could be either extremely important or very important to top management. (According to Proctor (2014) communication affects attitude, happiness, and job satisfaction. He further stated that organizations understand that effective communication at all levels of the organization improve organizational success and employee relations. The value of communication in an employee's choice to be happy was explained as it affects the individual, team, and overall organizational culture. New York City (2014) concedes that it was no secret that one of the essential elements of a well-functioning workplace was for employees to receive regular feedback on their performance. According to a recent survey discussed in a Harvard Business Review blog post, employees would rather receive negative feedback (in the form of constructive criticism) than positive feedback, because they believe it would improve their job performance. O'riordan (2015) conducted a study on, Organizational Culture and the public Service. He acknowledges that, different experiences and perspectives of staff across the organization Leaders and managers commonly have a more positive perception of their workplace and its culture than staff at the middle and lower levels. In other words the view from the top is different from the view from the middle, or bottom. Leaders can access resources, set agendas, control their day to day interactions and are generally the first to receive important information from within or outside the organization.

The Victorian Public Service Commission (2015) also emphasizes the importance of leaders being supported in managing and changing organization culture. One way they recommend would be to seek outside perspectives. They suggest that there are significant benefits for leaders in seeking perspectives from others through, for example, external supervision or mentorship, or a trusted network of professional colleagues who are familiar with but not part of an organization. Such arrangements can provide a valuable reality check in relation to organizational culture by offering different perspectives, which, while informed, are not influenced through immersion in the culture itself.

Harkin et al (2015) explained that the effect of goal setting on workplace performance, proposed that the absolute size of the discrepancy between the current and desired states, that is, the distance from the goal

determines subsequent effort. In other words, goals energize employees to reduce the tension that their (that is, the goals) very existence has created.

Corgnet et al (2015) added that overall, challenging and specific goals have a moderately positive effect on performance. Adding to the robustness of this finding was the fact that goal setting, as an intervention, also affects behavior or achievement in areas other than workplace performance. A recent randomized controlled study found that low-ability workers for whom goals were likely to be challenging increased their performance by 40% in the goal setting treatment with respect to the baseline, while high-ability workers achieved the same level of performance across treatments. This finding confirmed the outcome of a previous randomized controlled study that ability-based goals are more effective at improving performance than a one-size-fits-all approach, where everyone is assigned the same performance target (Jeffrey et al 2012). Ifeoma et al (2015) emphasized more on the importance of having meetings and gatherings in the organization and said that effective communication was the remedy to effectively and efficiently manage the performance of employees in an organization.

Magada (2016) argued that there are some form of positive association between leadership and culture and that culture mediates individual performance through leadership. He also added that leadership and culture are important for organizational performance. This implied that leaders cannot just be placed without considering the organizational culture and their leadership behaviors to ensure high employee performance. It was imperative for leaders to address any discord between perceived organizational culture and preferred organizational culture. Thukuet al (2016) argues that employee's experience, qualification and skills during recruitment should be aligned with organization's mission and vision which creates organizational culture. Empirical research on the link between espoused values and organizational performance based on espoused values and organizational practices continues to be researched (e.g., Schuh and Miller, 2006), argued that espoused values in itself have been found to play another key role for organizations: they are used to enhance organizations' reputations or images. Espousing values are gaining enormous importance today. Organizations are increasingly under pressure to engage in ethical practices and corporate social responsibility. Chenhall (2008) tells of how the measurement of performance based upon financial and non-financial performance leads to competitiveness. He also asserted that achieving external competitiveness in the area of compensation means balancing the need to keep operating costs low with the need to attract and retain quality workers which would be in line with the corporate culture of cost minimization. That would be how an organization's rate of pay compares to those of its competitors.

Breeze (2010) argued that satisfied team and customers lead to an improved profit despite the difficult economy and market conditions. Verbeeten (2010) conducted a study on Performance Management Practices in Public sector organizations in Netherland. It was established that employees of the sector recognized the existence of organizational culture within the organization and that management of the organizations are committed to the cultural values and demonstrated the same in their decisions and actions. In that respect, there exists a culture of the organization orienting new employees on the norms and values of the organization and that employees avoid actions which contradict their cultural values.

Madu (2012) argued that when companies are pressed by competition and the ambition to achieve earnings growth to meet performance expectations for shareholders, leaders tend to do whatever could be necessary to present good financial reports describing what is happening in the company. Pfau and Kay (2012) asserted, that hiring the right people can catapult a company into the kind of financial success that creates a buzz, which attracts more star performers. A leader can create a culture that distinguishes his organization as a great place to work for. Simply put, a leader creates a culture of commitment, through the allocation of organizational resources, rewards, and promotions that encourages competitive behavior. Kotter (2012) elaborates that Organizational culture has the ability to increase job satisfaction, and awareness about problem solving and organization performance.

Yamoah and Maiyo (2013) maintained that Capacity Building if properly administered has a significant effect on employees' performance.

Bahati (2013) argued that to retain clients the organization must respond to clients' needs; be committed to professionalism, quality, innovation, change and the use of the latest technology in the service of its clients. Himmer (2013) conducted a study on how organizational culture influences the performance of luxury hotels based on the example of the Ritz--Carlton Hotel Company in Vienna Switzerland. Himmer found out that the Ritz--Carlton Hotel Company manages to integrate cultural practices into its business strategy. Its strengths are definitely its extreme focus on organizational culture, helping the company to maintain its competitive edge not only as an economic and performance driver, but also in terms of employee satisfaction. Yesil and Kaya (2013) carried out a study on the effect of Organizational Culture on firm's financial performance: Evidence from a developing country, Gaziantep Turkey. Data collected from managers of the firms were analyzed. The results showed that organizational culture dimensions have no effect on firm's financial performance.

Mba (2014) carried out a study on Organizational Culture and Employees Performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) in Nigeria. Results from the data analysis indicated that there was a significant relationship that existed between organizational culture and increased employees commitment/performance in NAFDAC. Oduol (2015) conducted a research on the effects of organizational culture on performance of subsidiaries of selected regional commercial banks headquartered in Kenya. The study established that firms engaged in various organizational cultures so as to boost performance. The cultures were particularly oriented towards the relationships between the employees and fellow employees, employees and their seniors and lastly with the banks they worked for. The findings revealed that the provision of rules that provided clear instructions, processes and procedures for employees was the most prevalent culture.

RESEARCH METHODOLOGY

Research Design.

The research design used for this study was descriptive design. A descriptive survey describes and interprets "what is" and is concerned with conditions or relationships that exist; practices that prevail; beliefs, point of view, or attitudes that are held; processes that are going on; effects that are being felt; or trends that are developing (Manoharan, 2009). Descriptive research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form, such as scores on a test or the number of times a person chooses to use a-certain feature of a multimedia program, or it can describe categories of information such as gender or patterns of interaction when using technology in a group situation. This design was appropriate to the study because it was based on survey and finding facts by inquiry for describing the role of organizational culture in public organizations' performance specifically at GEPP-retirement fund in Dar es Salaam.

3.4 Population and Sampling Procedures

Hanlon (2011) defines population of the study as all the individuals or units of interest. According to (Saunders, Lewis and Thornhill, 2011), a researcher's choice of a sample size was governed by the level of certainty that the characteristics of the data collected represented the characteristics of the entire population; the accuracy that the researcher required for any estimates made from the sample; the types of analyses undertaken in the research study and finally, the size of the total population from which the sample was drawn. The Population comprised of the Staffs who were divided into two groups i.e. the management and Other Staff. Random sampling technique was used to select a sample size. Under random sampling technique each individual in the defined population has an equal chance of being selected. GEPP-has about 205 staff in Dar es Salaam. Therefore, the effective sample size of this study was 103 staff. Management 13, other staff 90 those included: investment unit 03, Benefit unit 7, operations unit 28, compliance 28, internal Audit unit 3, HRM 02 and accounts 20. The researcher picked 50% of the population because GEPP has small population. The 103 staff was picked from management and other staff.

Table 1: Population and sample size

Sn	Staff Category	No.S	Sample Size (50%)
1	The Management	25	13
2	Other Staff	180	90
Total		205	103

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

Analysis of Research Questions

The respondents used the following scale of interpretation:

4.50-5.00	strongly agree,
3.50-4.49	Agree,
2.50-3.49	Not sure,
1.50-2.49	Disagree and
1.00-1.49	Strongly disagree

This study was guided by the following research questions

1. What is the perception of respondents on artifacts based on organizational culture?

This research question was answered through descriptive statistics in terms of mean scores. Twelve items in the questionnaire were used to test the perception of respondents towards organizational culture under the above likert scale of interpretation. The mean score to all items ranged between 3.50 and 4.49 meaning agreement. This means that the organizational culture was perceived to be good.

Table 2: Perception of respondents toward artifacts based on organizational culture

SN	Item	Mean	Interpretation
1.	The organization has formal chain of command.	4.0556	Agree
2.	The organization has formal rules and policies.	4.0440	Agree
3.	The long term focus of the organization is on achievement of measurable targets.	3.9667	Agree
4.	Meetings are frequently held to inform the employees about different issues.	3.8876	Agree
5.	The organization is held together by loyalty.	3.8352	Agree
6.	The employers in the organization are risk takers.	3.8222	Agree
7.	Employees in the organization are important source of information.	3.7802	Agree
8.	The leaders are good coordinators and organizers who are efficiency minded.	3.6923	Agree
9.	The organization frequently sends employees to various seminars, workshops and conferences.	3.6889	Agree
10.	There is room for constructive criticism in the organization.	3.589	Agree
11.	The leaders in the organization are seen as mentors even parent figure.	3.5568	Agree
12.	Expertise in the industry, products and services are important criteria for hiring new employees.	3.5506	Agree

In order to answer this question, there were 12 items which the employees were needed to respond to as seen in Table 4. The mean score of respondents in all items ranged between 3.50 and 4.05 meaning they agreed to all statements. Particularly, respondents agreed that the organization has formal chain of command (M=4.0556), this implied that GEPF as a public organization has a leadership that is well established, and that explains who reports to who. This was supported by (Obbins and Robbins, 2015) who conducted a study on Fundamentals of Management in Canada and found that, Sobeys had been serving Canadians for over 100 years, and that one of the secrets to its competitive success was the synergy that comes from owning its own retail real estate. The company streamlined its organizational structure to reflect its transition to an operationally focused. For Empire to be successful, the management structure requires simplicity and clarity. Robbins adds that, the chain of command is the continuous line of authority that extends from upper organizational levels to the lowest levels and clarifies who reports to whom. It helps employees answer questions such as “Who do I go to if I have a problem?” or “To whom am I responsible?”

The respondents agreed that the organization had a formal rules and policy (M=4.0440). This showed that GEPF as a public organization had rules and that it adhered to different government policies in its operations. The long term focus of the organization was on achievement of measurable target (M=3.9667). This implied that GEPF has targets that are stipulated to be achieved, that is, every member of the fund knew what was supposed to be achieved for the wellbeing of the organization. The above finding was supported by (Harkin et al (2015) who explained that the effect of goal setting on workplace performance, proposed that the absolute size of the discrepancy between the current and desired states, that is, the distance from the goal determines subsequent effort. In other words, goals energize employees to reduce the tension that their (that is, the goals) very existence has created.

Corgnet et al (2015) adds that overall, challenging (that is, in terms of difficulty) and specific goals have a moderately positive effect on performance. Adding to the robustness of this finding was the fact that goal setting, as an intervention, also affects behavior or achievement in areas other than workplace performance. A recent randomized controlled study found that low-ability workers for whom goals were likely to be challenging increased their performance by 40% in the goal setting treatment with respect to the baseline, while high-ability workers achieved the same level of performance across treatments. This finding confirms the outcome of a previous randomized controlled study that ‘ability-based’ goals are more effective at improving performance than a ‘one-size-fits-all’ approach, where everyone is assigned the same performance target (Jeffrey et al 2012). Meetings are frequently held to inform the employees about different issues (M=3.8876), the results confirms that GEPF conducts meetings with its employees to deliver different messages and get feedback from the employees. According to (Proctor, 2014) communication affects attitude, happiness, and job satisfaction. He further states that organizations understand that effective communication at all levels of the organization improve organizational success and employee relations. The value of communication in an employee’s choice to be happy was explained as it affects the individual, team, and overall organizational culture.

Ifeoma et al (2015) adds more on the importance of having meetings and gatherings in the organization and said that effective communication was the remedy to effective and efficient management performance of employees in an organization. The researcher recommends that there is need for every organization to endeavor and make effective communication an essential integral part of its management strategies and map out a strategic ways of storing information’s; for this would also reduce loss of essential information and would help to minimize organizational conflict, less misunderstanding and enhance information management.

The organization is held together by loyalty (M=3.8352). The respondents agreed that in the fund people are not just seeking employment and salaries rather there is a bond between them that helps them to work together more comfortably with trust for the success of the fund. (Thompson, 2013) in his study argues that loyalty could be either extremely important or very important to top management. (Teo et al, 2013) in his study of customer loyalty argues that today's business is becoming extremely competitive and challenging. As such, continuous development of mutual long term relationship strategy with customers has been one of the top priorities for most companies recently.

The employees in the organization are risk takers (M=3.8222). The respondents agreed that the organization has created a spirit of risk taking which enables the employees to venture into new things for the prosperity of the organization. This was supported by the (OECD, 2014), who argues that effective risk management was not about eliminating risk taking, which is indeed a fundamental driving force in business and entrepreneurship. At the same time, the need to strengthen risk management practices has been one of the main lessons from the financial crisis, for both financial and non-financial companies.

Respondents agreed that employees in the organization are important sources of information with a mean score of (M=3.7802). This implies that GEPF as an organization has a culture of using the employees to know what has happened in and outside the organization. This helps the fund to know its strength, weaknesses, opportunities and threats. The above finding are supported by (ACAS, 2010) who says that employers and employees should have Effective and efficient communication and consultation strategy involving everyone in an organization, and to be effective, it should be well-organized and in a systematic way. Senior management should take the initiative in drawing up an inclusive policy which should be followed.

The respondents also agreed with the statement that leaders are good coordinators and organizers who are efficiency minded with a mean score of (M=3.6923). This implied that the organization has a culture of leaders being good coordinators and organizers who are efficient minded in the organization. According to (Gamble, 2009) leaders should encourage employees to focus on bottom line goals of the organization and be innovative and aggressive in whatever could be done in order to increase revenue.

The organization frequently sends employees to various seminars, workshops and conferences was agreed upon by respondents with a mean score of (M= 3.589). This indicates that GEPF has a culture of sending employees to various seminars, workshops and conferences to gain more skills and experiences. (Omatayo and Adenike, 2013) supported the above finding by saying that training facilitates employee's learning of job-related competencies. These competencies include knowledge, skills or behaviors that are critical for successful job performance. Training and development help in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals. It also helps to develop and improve the organizational culture within the organization through building the positive perception and feelings about the organization.

It was agreed by respondents that there was room for constructive criticism in the organization with a mean score of (M=3.589) which implied that, the fund allows constructive criticism which could be important in getting feedback from both the external and internal customers on how things are done in the fund. (New York City, 2014) concedes that it was no secret that one of the essential elements of a well-functioning workplace was for employees to receive regular feedback on their performance. According to a recent survey discussed in a Harvard Business Review blog post, employees would rather receive negative feedback (in the form of constructive criticism) than positive feedback, because they believe it would improve their job performance.

The leaders in the organization are seen as mentors, even parent figure was rated with a mean score of (M=3.5568) which indicated that leaders in the organization were reliable and were taken to be mentors even parent figure, that helps employees to be close to their employers and encourage team work. (Magada, 2016) who argues that there are some form of positive association between leadership and culture and that culture mediates individual performance through leadership. He also added that leadership and culture are important for organizational performance. This implied that leaders cannot just be placed without considering the organizational culture and their leadership behaviors to ensure high employee performance. It was imperative for leaders to address any discord between perceived organizational culture and preferred organizational culture.

Expertise in the industry products and services are important criteria for hiring new employees was rated with a mean score of (M=3.5506). This indicated that the organization hires new employees based on expertise in the industry and services. (Imran et al, 2010), supports the above findings by saying that traditionally, organizations have focused on identifying and selecting people based on their skills and experience. It makes sense if one could find a person who has the right set of skills and has done a similar job. There was a good chance that they would be able to perform effectively in a new role. Though skills and experience continue to be important, practice however pointed to motivational fit as a key differentiator in the selection process. (Thukuet al, 2016) argues that employee's experience, qualification and skills during recruitment align with organization's mission and vision which creates the organizational culture.

What is the perception of respondents about espoused values in organizational performance?

Table 3: Perception of respondents toward espoused values on organizational performance

SN	Item	Mean	Interpretation
1.	Awareness about organization progress is given to members through regular meeting and reports.	3.9560	Agree
2.	The organization invests in areas with good returns.	3.8315	Agree
3.	Quality services are offered to the customers.	3.6966	Agree
4.	The organization ensures that set targets are achieved by the employees.	3.6591	Agree
5.	Collection of member's contributions from the employees is done effectively.	3.5556	Agree
6.	Recruitment of new members is done effectively	3.4889	Not Sure
7.	Capacity building programmers are offered to employees.	3.4444	Not Sure
8.	The organization ensures its services are offered to customers on time.	3.4000	Not Sure
9.	The organization retains the members through quality benefits.	3.2637	Not Sure
10.	Market intelligence is always done to outsmart the competitors.	3.2222	Not Sure

This research question was answered through descriptive statistics in terms of mean scores. Ten items in the questionnaire were used to test the perception of respondents towards organizational performance. The mean score to five items ranged between 3.50 and 4.49 meaning agreement. This means that the organizational performance in terms of the five items was perceived to be good. Particularly, respondents agreed that awareness about organization progress is given to members through regular meeting and reports was rated with a mean score of (M=3.9560) which implied that employee were aware about the fund's progress. (Madu, 2012) argues that when companies are pressed by competition and the ambition to achieve earnings growth to meet performance expectations for shareholders, leaders tend to do whatever could be necessary to present good financial reports describing what is happening in the company.

Table 5 above indicates that respondents agreed with the statement that the organization invests in areas with good returns with a mean score of (M=3.8315). This indicates that the organization invests its funds in profitable projects. According to (Westpac Banking Corporation, 2013) investing idle funds can be a fantastic way to maximize cash flow. All organizations have to raise income if they are to be able to fund their activities in the community – after all, they also need to pay staff, rent offices, and provide mail-outs or newsletters, and pay phone and electricity bills. A not-for-profit organization's social mission makes it all the more important to squeeze every ounce of value out of every dollar raised. They need to make sure that surplus funds are put to work as hard as possible in a way most likely to maximize the funds they have. Table 5 above further shows that the respondents agreed that the organization offers Quality services to customers (M=3.6966). This implied that the organization provides quality services to its customers. (Aydin and Ceylan, 2013) contends that, failure occurs if the firm fails to meet its responsibilities to the stakeholders of the organization, including employees, suppliers, customers and owners. Customers are always looking for the best deal, or at least, a better deal. And if competitors offer better products, services, or prices, the customers would succeed at the expense of the business. Keeping an eye on competitors and positioning the products accordingly was vital to staying in business. In today's competitive markets, the buzz-phrase is 'customer is king'. Business exists because of its customers.

The findings showed that the respondents agreed that the organization ensures that set targets are achieved by the employees (M= 3.6591) and that collection of member's contributions done effectively (M=3.5556). The mean score of five items however ranged between 2.50 and 3.49 meaning not sure. This meant that respondents were not sure about five items in the questionnaire. Particularly, they were not sure whether recruitment of new members was done effectively with a mean score of (M=3.4889). This implied that the respondents were lacking important information as to whether or not the organization recruitment of new members was effectively done. According to (Owoyemi and Ekwoaba, 2014), to improve employees' performance, the organization must ensure that employee's experience, qualifications and skills during recruitment aligns with the organization's mission and vision which creates organizational culture. Furthermore, the table 5 above indicated that respondents were not sure whether or not capacity building programs were offered to employees (M= 3.4444). (Yamoah and Maiyo, 2013) maintains that Capacity Building if properly administered has a significant effect on employees' performance. Similarly, respondents were not sure if the organization ensures that service delivery are provided to customers on time (M= 3.4000). (Breeze, 2010) argues that satisfied team and customers lead to an improved profit despite the difficult economy and market conditions.

The respondents were not sure whether the organization retains its members through quality benefits with a mean score of (M= 3.2637) which implied that the organization might have been retaining its members through quality benefits or not. However, (Bahati, 2013) argued that to retain clients the organization must respond to clients' needs; be committed to professionalism, quality, innovation, change and the use of the latest technology in the service of its clients.

Also the respondents were not sure if Market intelligence was always done to outsmart the competitors (M= 3.2222). According to (Cameron and Quinn, 2011) who argues that as an organization, and given the current situation of high competitiveness in the market, the management should understand the prevalence of their culture as a means of survival and being recognized in the market and within the field in which it operates. An organization to survive should spy on others who are operating the same business to see its strengths and weaknesses.

Is there significant relationship between organizational culture and organizational performance?

This research question sought to determine the influence of organizational culture on organizational performance. It called for testing of a null hypothesis which states as follows: there is no significant relationship between organizational culture and organizational performance. This hypothesis was tested by inferential statistics in terms of Pearson product moment correlation coefficient as it can be seen in Table 6. The strength of correlations was interpreted by the use of the following scale: Greater or Equal to 0.7 = Strongly Relationship; Greater or Equal to 0.5 = Moderate Relationship and lesser or Equal to 0.5 Weak Relationship

Table 4: Correlations between organizational culture and organizational performance

		CULTURE	PERFORMANCE
CULTURE	Pearson Correlation	1	.570**
	Sig. (2-tailed)		.000
	N	91	91
PERFORMANCE	Pearson Correlation	.570**	1
	Sig. (2-tailed)	.000	
	N	91	91

** . Correlation is significant at the 0.01 level (2-tailed).

According to Table 6, there was a positive correlation of $r = 0.570$ (at 0.01 level, two tailed) between organizational culture and organizational performance. According to scale of interpretation above, this was a moderate correlation. Since this was a positive correlation, it implied that the better the organizational culture, the better the organizational performance. Therefore, the null hypothesis was rejected and maintained that there was a correlation between the organizational culture and organizational performance. The above findings were supported evidently by (Mba, 2014) who conducted a research on Organizational Culture and Employees Performance in the National Agency for Food and Drugs Administration and Control (NAFDAC) Nigeria and found a significant relationship between organizational culture and increased employees' commitment and performance. (Weerathna and Geeganage, 2014) also suggested that organizational culture was positively associated with employee performance.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Research Findings

Data secured from respondents were analyzed by statistical tools and interpreted using descriptive methods involving mean scores and inferential statistics in terms of Pearson product moment correlation coefficient. Depending on the analysis of the result made, the following major findings were obtained basing on the research objectives:

1. To identify the artifacts based on organizational culture at GEPF-retirement benefits fund.

The respondents agreed that, the organization has formal chain of command, it has formal rules and policies, it focuses on achieving measurable targets, meetings are frequently held to inform employees about different issues, the organization was held together by loyalty, employers are risk takers, employees are important source of information, leaders are coordinators and organizers who are efficient minded, employees attend various seminars, workshops and conferences, there was room for constructive criticism in the organization, leaders are mentors also expertise in the industry, products and services are important criteria for hiring new employees.

2. To determine the practice of espoused values on organizational performance at GEPF-retirement benefits fund. The respondents agreed that, awareness about organizational progress were given to members through regular meeting and reports, the organization invests in areas with good returns, quality services are offered to customers, set targets are achieved by the employees and collection of members contributions was done effectively. Besides, members were not sure whether recruitment of new members was done effectively, Capacity building programs were offered to employees; the organization ensures that its services were offered to customers on time, if the organization retains members through quality benefits and if market intelligence was always done to outsmart the competitors. This revealed that something had to be done on the particularly items to strengthen the organization performance because the employees are in dilemma. This does not mean that

every respondent in the organization was not sure but the mean range from 3.4889 to 3.2222 this interpretation concludes that the respondents are not sure.

2. To establish relationship between organizational culture and organizational performance.

There was moderate significant relationship between organizational culture and organizational performance. There was a positive correlation of $r=5.70$ (at 0.01 level, two tailed). This was a moderate correlation which implied that the better the organizational culture, the better the organization performance. Therefore GEPP retirement benefit fund has good organization culture that leads to good performance.

CONCLUSIONS

The context of organizational culture and organizational performance, the analysis of the findings show that the respondents agree that: the organization has formal chain of command and formal rules and policies. The long term focus of the organization was on achievement of measurable targets also meetings are frequently held to inform the employees about different issues also the organization was held together by loyalty. Also the employers are risk takers as well as good coordinators, organizers who are efficiency minded also employees are important source of information and they attend various seminars, workshops and conferences to make them competent. The organization has room for constructive criticism; leaders were seen as mentors, parent figure and expertise in the industry, products and services are important criteria for hiring new employees and awareness about organization progress was given to members through regular meeting and reports, the organization invests in areas with good returns and quality services are offered to customers. The organization ensures that set targets are achieved by the employees and collection of members' contributions from the employees was done effectively. Lastly the respondents were not sure whether or not recruitment of new members was done effectively, capacity building programs are offered to employees, services were provided on time, members are retained through quality benefits and market intelligence was done to outsmart the competitors.

Recommendations

Based on the findings and conclusions of this study, the following recommendations were made to enhance organizational culture so as to improve organizational performance:

On the case whereby the respondents responded that they are not sure the researcher recommends that:

1. The organisation should be more innovative and creative in recruiting new members with different background in terms of culture thereby strengthening organizational culture and enhance organizational performance.
2. The researcher recommended that future researchers should research on other topics like the impact of interracial culture on organizational performance, the role of organization structure on organization performance and others.

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Dr. David A. O.Aunga. "The Role of organizational Culture on Organisations' Performance: A case Of Gepf-Retirement Benefits Fund in Dar Es Salaam Region, Tanzania." Quest Journals Journal of Research in Business and Management , vol. 06, no. 01, 2018, pp. 15–29.