

The Influence of Organizational Culture on Tanzania Public Sector Performance

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Abstract:- The study was done in public sector which was TRA-IIala region. The general objective of this study was to investigate the role of organizational culture on public sector performance and specific objectives were to: Examine organizational culture present in Tanzania public performance and specific objectives were to: determine employees' perceptions on organizational culture and to determine the influence of organization culture on performance of public sector. Case study research design was employed during the study and research approaches used were qualitative and quantitative research approaches. Data collection methods and instruments used were questionnaire, interview, interview questions, documentary review schedule and documentary review. Descriptive statistics was used during analysis of data. The findings revealed that organizational culture applied specifically by TRA-IIala region included clan culture, adhocracy culture, market culture and hierarchical organizational culture. The findings further revealed that there were positive perceptions among employees on clan and hierarchical organizational culture and that clan organizational culture has contributed much to the performance of organization. The recommendations are on ensuring stable organizational culture through increasing emphasis on ownership, community and communication as well as improving leadership styles in the organization for stable hierarchical organization culture and entire performance of organization.

Keywords:- Public Sector, Public Sector Performance, Organizational Culture.

I. INTRODUCTION AND BACKGROUND TO THE PROBLEM

Public organizations around the world are facing significant pressure to improve performance and this has been forcing public organizations to seek more efficient management strategies. Given the desire among organizations in searching for efficient management strategies, the focus has recently shifted to organizational culture and the situation in which organizational culture can be linked to organizational performance. The reason behind reliance on organizational culture is due to growing perceptions among organizational managements and employees that performance of organization depends on organization culture (Victoria, Olalekan *et al*, 2021).

Wong (2020) describes organizational culture as collection of values, expectations and practices which provide guidance and inform the actions of all organization members. It is regarded as an important management strategy given that it impacts all aspects of an organization ranging from punctuality to contract terms as well as employee benefit. Organizations in public sectors tend to have different cultures but there are common qualities of successful organizational cultures. These include alignment between organizational objectives and employee motivations, appreciation, trust, resilience, teamwork, integrity, innovation as well as psychological safety (Wong, 2020).

Nelson and Quick (2011) stipulate that organizational culture emerged as a central theme in organizational psychology and through this stipulation organizational culture is regarded as a source of success of organizations. According to Ngailo (2013) organizational culture is one of precious things that organizations must work hard in order to remain giants in the global markets. Thus, organization with strong culture is likely to become more successful. Similarly, organization which builds a culture of providing feedbacks can be able to bring about improvements in individual, group as well as organizational performance.

Management of organization is required to ensure that proper explanations are provided to employees on the organization culture. Also, employees are provided with trainings on the culture of such particular organization. This would make employees in organization to become clearly understand the overall organizational system. It would also make employees aware of the organization culture and decide on whether they can be able to copy with such culture or not (Gamanywa, 2013). Corley (2021) argues that it is important to develop a performance oriented organization culture in order to ensure performance of organization. This can be achieved through effective leadership and communication in organization. It also entails clear understanding of core values and practices of organization by employees makes existing organization culture contribute to performance of organization. Furthermore, organization culture which emphasizes on alignment between organization value and mission as well as on teamwork contributes to the performance of organization.

Bulach *et al* (2012) argue that organizational culture influences performance of an organization through various ways. Thus, greater knowledge of organizational culture by employees assists employees in understanding how the organization operates. Congruent to this, organizational culture also devotes philosophy and values of the organization. This in-turn creates shared feelings of achieving common objectives among employees. Furthermore, organizational culture acts as a control mechanism through which behaviors of employees are managed.

Organizations in developing countries including Tanzania have been greatly focusing on organizational culture after realizing that it is an important strategy to expand and prosper the performance of organizations. However, organization culture in developing countries including Tanzania is not static due to continual changes in external and internal environment which are occurring. Factors such as political, environmental, technological and socio-cultural have been facilitating changes in a number of organizations. Furthermore, organizations in developing countries including Tanzania have been striving to cope with changes in technology which impact their cultures (Gutterman, 2020).

➤ *Statement of the Problem*

Organization culture is considered to be important aspect within organizations. Managers as well as other organizational practitioners are advised to understand their organizational culture settings well if at all they are to improve performance of organizations (Henry, 2014). According to Kotter (2012), there is misunderstanding on the impact of organizational culture on organizational performance because of limited empirical researches and literature.

Also, Kotter (*ibid*) adds that even the available literature which has focused on organizational culture and organizational performance lack details and empirical evidences; they consist of anecdotes and also prescriptions based on Western experience and fantasies. In case of Tanzania, there are still limited literature on organizational culture and performance of public sector organizations.

Few available literatures include the study by Aunga and Kaitwa (2018) on organization culture and performance of Gepf-Retirement Benefits Fund, and the study by Henry (2014) on organization culture and performance of public health sector. These studies are still insufficient to enhance understanding on the role of organizational culture on performance of public sector organization. Therefore, this study was carried out in order to add knowledge on the role of organizational culture on performance of public sector organizations as well as to establish the extent with regard to the development of the problem in Tanzania Public sectors.

➤ *Research Objectives and Significance of the Study*

The general objective of this study was to investigate the role of organizational culture on performance of public sector organizations. Specific objectives were to: Investigate organizational culture available in public sectors, determine perceptions of employees on available organizational culture and determine the influence of organization culture on performance of public sector.

Concerning the significance of this study, TRA management may use the findings from this study to determine whether the implemented organizational culture is effective in supporting performance of the organization or not. They may be able to come up with strategies and new organizational cultures which will enhance performance of the organization in case of ineffectiveness of the existing culture. Managers from other public sector organizations may also use the findings from this study in designing sufficient organizational cultures which will lead to increased performance of public sector organizations.

The study is useful to academicians particularly those who study organizational behaviors and organizational culture. The findings of this study assist them in understanding the role played by organizational culture in enhancing performance of organizations.

II. LITERATURE REVIEW

A. *Theoretical Literature*

➤ *Types of Organizational Culture*

- *Clan Culture*

This is defined as a type of organizational culture which fosters a collaborative, family-like environment through valuing commitment, participation of members as well as allegiance. It is also described as a horizontal structure which has teams of close-knit employees who participate effectively in identification of organizational mission and vision and who are unite over a shared cause.

Management of organization in this type of organizational culture is flexible and does not rely on strict control and procedures. In this kind of organizational culture, there are formulated rules which are supposed to be adhered to by all employees. This kind of organizational culture is characterized by active participation and strong teamwork, informality and horizontal structure, a sense of belonging, tight connections, as well as commitment of employees (Boatman, 2021).

- *Hierarchical Culture*

This is a kind of organizational culture which is based on clearly defined organizational levels and structures. It is a kind of organizational culture in which items are ranked in response to their levels of importance. Hierarchical organizational culture depends on structure, rules and top-down control in guiding organizational practices and activities. It relies much on having different levels of authority with a chain of command connecting multiple

management levels within the organization. Decision making process in hierarchical organizational structure is formal and flows from the top down (Wigmore, 2021).

- *Market Culture*

This is a kind of organizational culture which has one specific goal which is having high profit margins and outperforms competition. This kind of organizational culture is results-oriented and has a strong external focus to satisfy the customers. It is a kind of organizational culture which is mostly found in large organizations across different industries. Market organizational culture is characterized with competitiveness, result orientation, customer focus as well as getting things done. The advantages of this organizational culture include productivity and profitability, continuous improvement and ambitious employees. However, it has some disadvantages such as toxic work environment, employee stress and burnout as well as costs (Cosentino, 2021).

- *Adhocracy Culture*

This is another type of organizational culture which describes an organizational approach of decentralized leadership, individual initiative and organic decision making. This type of organizational culture does not rely on a rigid system of authority or procedures. The focus of this type of organizational culture is on consistently adapting methods through giving employees who are closest to the action permission to do their works and solve problems.

This type of organizational culture is characterized by less emphasis on official authority, more emphasis on individual initiative, focus on innovation and risk taking, an informal atmosphere, highly organic structure and also flexibility is valued and practiced. The advantages of adhocracy organizational culture include quick decision making, adaptability, encouraging innovative behavior and creativity as well as empowering the workforce (Boatman, 2021).

- *Importance and Benefits of Organizational Culture in Organization*

Clevrly (2021) explains the importance of having well defined organizational culture within an organization. One among importance of organizational culture is that it provides smooth recruitment of employees who fit with the culture of organization. Also, organizational culture is helpful in increasing retention of employees due to more informed recruitment process. In light of these, it is helpful in elevating productivity of the organization due to increased hard working among employees, it is helpful in employee development, enhancement of the brand of organization as well as increased job at work.

Herman (2022) explains benefits of organizational culture. One among other benefits is that organizational culture is helpful in identifying core values of the organization. It is also helpful in heightening the brand identity of the organization. It is also helpful in attraction of higher-caliber job candidates. Furthermore, the practice of organizational culture in organization is helpful in meeting

expectations of employees, encourages employees to become enthusiastic advocates, assists the organization in retaining best candidates, turns a group of individuals within an organization into a team, influences physical and mental health of employees, boosts productivity, supports healthy working environment and finally increases performance of employees.

Heinz (2022) also explains benefits of a strong organizational culture within an organization that increases the spirit of employees' engagement when carrying different occupations at workplace. In this case, the organization realizes high production of quality products and services. In this regard, organization culture influences passionate among employees which result into being motivated and hence, being connected to work and the organization.

It is the extent to which employees are passionate, motivated and connected to their work and the company. This is because strong organizational culture encourages employees to form strong connections with peers, enhance their work experience and finally increasing their engagement. Organizational culture leads to reduction in rate of employee turnover. That is when organization has a strong culture, employees are motivated to stay and do not think of looking for another organization. Furthermore, organizational culture leads to improvement in recruiting process of the organization. Organizational culture leads to improvement in productivity. This is because it is associated with increased number of satisfied employees who are productive enough.

Furthermore, Coleman (2021) explains seven benefits of a strong corporate culture. The first benefit provided is that a strong corporate culture leads to common language among employees. This common language influences attitudes and behaviors of employees which will in turn influence success of the company. Another benefit provided is that strong corporate culture can lead to elimination of problems associated with management of the company.

The third benefit of strong corporate culture which is explained by Coleman is that it leads to easier resolution of conflicts emerging at workplace. Other benefits of strong culture is that it facilitates consistent leadership, improvement in recruitment and retention, more engagement and less turnover as well as high level of performance. Basing on these benefits, it can be seen that organizational culture is an important thing which must be implemented by management of organization in ensuring that there is improved performance of the organization.

- *Disadvantages of Organizational Culture*

Sherman (2019) provides negative effects of organizational culture. Organizational culture which does not value quality works gives employees no reason to strive for quality. Unhealthy organizational culture leaves employees feeling miserable and thus contributing to decreased rate of motivation among employees. Also, an organizational culture which tolerates bad behavior gives employees an opportunity to behave the way they want.

Unpleasant organizational culture can contribute to increase in turnover among employees simply because no one wishes to stick around when they are all miserable.

One of the disadvantages of a strong organizational culture within an organization is forceful resistance to change. This is especially when new things or innovations are adopted by the organization something which will lead to resistance to change among employees. Also, a strong organizational culture is said to a barrier to diversity. This is especially to new employees who are hired in the organization as they will have to match with the culture of organization. Hence, there shall be limited opportunities for diversity within the organization in terms of race, gender, disability or other differences. This is why it is argued that managers must be aware that heterogeneous work environment is crucial in providing variety of strengths within the organization.

- *Organization Culture and Organization Performance*

Organization culture is considered to be among key determinants of performance of an organization. This is because organization culture ensures that there are collective efforts among individuals in an organization. Organization culture ensures that there is stabilization of behavior of individuals in the organization. Organization culture provides control of behaviors and beliefs of individuals in the organization. Furthermore, organization culture ensures communication channels in the organization, increases motivation of employees in the organization, leads to reduction in personal risk and thus contributing to performance of organization (Prieto *et al*, 2021).

According to Zakaria *et al* (2013), there is a positive linkage between organization culture and performance of an organization. An organization which has an emphasis on all managerial constituencies including customers, employees, stockholders and leadership from managers in all levels outperform organizations which do not have this culture. They further provided that organizations which have an emphasis on participative culture always perform better as compared to organizations which have not implemented participative culture. Thus, it is important for organizations to have an effective organization culture which will support performance of the organization.

According to Alexe (2020), an organization culture can have a crucial impact on performance of organization through increasing performance of employees. Employees as always motivated to perform high and link with objectives of the organization if they consider themselves part of organizational culture. Organizations which are able to align their cultures with performance management systems are able to increase their levels of performances. Also, organizations which emphasize on formulation of culture in every department are able to experience improvement in performance of departments.

Nneji and Asikhia (2021) studied on organizational culture and organizational performance. Their study reveals that performance of an organization increases when employees are committed and have the same norms and values. They further add that organizational employees who hold similar beliefs and views, which have clear spelt out work ethics, who are guided by values of consistency, adaptability and effective communication, are committed towards their organizations. These motivated to work hard in order to achieve their objectives and organizational objectives something which leads to improvement in performance of organization. Nesbit and Lam (2014) explain that organizational culture implemented was able to make the organization change in response to ongoing changes. This was crucial in increasing the level of performance of organization especially after implementation of adaptability culture.

- *Denison Model which Relate to the Study*

The model came up with four traits which are supposed to be mastered by an organization in order to make an organization effective. The first trait is mission which is to be mastered by an organization. Mission will make an organization realize where it is heading. The other trait suggested by the model is adaptability which may assist an organization in determining whether it responds to the changes in marketplace and overall external environment. Hence, an organization with strong external focus is always committed at changing in response to the changes in the external environment. Another trait is involvement which assists an organization in realizing whether people in the organization are aligned and whether they are engaged. An organization with internal focus is always committed at being dynamic internally and values its people and pride itself on the quality of services and products it produces. The final trait is consistency which assists an organization in realizing whether there are values, systems and processes in place which can lead to creation of leverage (Wahyuningsih *et al*, 2019). The relevance of this model to the study is that the model focuses on traits which are to be adopted by organizations for their improved performance.

- *Empirical Literature and the Gap*

AlShehhi *et al* (2021) conducted a study on the effect of organizational culture on performance of organization. It was revealed from the study that there is positive relationship between organizational culture and performance of organizations. The relationship was revealed to be stronger with job satisfaction. It was further revealed from the study that there is difference in degree of implementation of organizational culture constructs. Aunga and Kaitwa (2018) conducted a study on the role of organizational culture on organization performance. The findings of the study revealed that organization has formulated chain of command, rules and policies. Also, the organization invests in areas with good return while customers receiving quality services. It was further revealed that recruitment in the organization was not undertaken effectively, no capacity building programs provided to employees and no timely provision of services. Maina

(2016) conducted a study on the impact of organizational culture on performance of commercial banks in Kenya.

The findings of the study revealed that commercial banks had organizational cultures implemented especially those based on adaptability, consistence and communication. The findings further revealed that organizational culture had a positive influence on performance of commercial banks. Mesfin *et al* (2020) studied on perceived organizational culture and its relationship with job satisfaction. The findings revealed that the dominant organizational culture in were hierarchical culture and clan culture. There was positive perception among employees on clan culture as it was perceived to increase healthcare workers' satisfaction. Furthermore, there was negative perception of employees on hierarchical culture and was perceived to fail to contribute to satisfaction of healthcare workers.

Oteng *et al* (2014) conducted a study on assessment of the effect of organizational culture on performance. Study findings revealed that organizational culture positively affect organization processes, employees as well as the overall performance of the organization. The study further indicated that if employees are committed and have same values and norms, there shall be increased performance towards achieving the goals of organization. Thus, it was recommended for increase in commitment among employees as well as adopting similar norms and values in organizations. With regard to the research gap, the central focus of the reviewed literature has been on influence of organizational culture on performance of organizations. However, there are still limited local studies in Tanzania which assessed organizational culture and organizational performance. Therefore, findings from this study, conclusion and recommendations from this study will bridge the gap.

- *Methodology of the Study*

Case study research design was used during the study and a sample consisted 71 respondents who were both purposively and randomly sampled. Data collection methods and instruments used included questionnaires, interview, interview questions, documentary review and documentary review schedule. Analysis of data was done based on research objectives.

III. FINDINGS, ANALYSIS AND DISCUSSION

- *Organizational Culture Employed at TRA*

Findings revealed that organizational culture at TRA – Ilala region included clan culture, adhocracy culture, market culture and hierarchy culture. According to the findings, respondents 6(53%) agreed that there was clan culture and respondents 8(12.1%) strongly agreed that clan culture existed at TRA-Ilala and employees from different localities united on course of achieving organization goals. Findings revealed that at TRA different departments collaborated to ensure that all taxes under the law are collected. It was further revealed from the study that the department of Tax education had a task of providing education on the importance of these cultures on tax payments for future

development of the nation. According to the respondents (21%), guided by organization culture in force employees are committed to job tasks which they accomplished in a family like manner.

Adhocracy Culture was also explained to exist in TRA-Ilala region by respondents 20(30.3%). The findings show that adhocracy organizational culture was among organizational cultures applied by TRA-Ilala. Organizational hierarchy culture with a distinguished chain of commands was available. Respondents (12%) narrated that adhocracy culture provided flexibility within the departments which enabled both employees and TRA management to identify and solve problems and that resulted into effective management of organization and hence, effective collection of taxes.

It was also revealed from the study that the presence of this type of organizational culture was praised by the majority of respondents because of being underpinned by availability of the room for making collective decisions on tax collection and employees training among departments. This is perceived to entail decentralized leadership with effective decision making (Boatman, 2021). On this researchers contend that the importance of adhocracy organizational culture include quick decision making and creativity among employees and the management.

It was also revealed from the study that respondents 26(39.3%) mentioned that there was also market culture in the organization. According to the findings, the presence of this type of organizational culture in TRA enables the organization mainly to focus on core value which is tax collection. According to the findings, an effective tax collection provides high profit to the TRA and the government. According to the research findings, this type of organization culture enabled TRA –Ilala region to get distinguished performance certificates compared to other TRA regions in Tanzania. The finding is in line with researchers' contention that organizations market increases organization productivity, profitability and linear growth of organization. Hierarchy culture was also mentioned by respondents 47(60%) to be among organization culture in TRA-Ilala region. Findings revealed that this type of culture cultivated discipline and harmony in the organization. In this case, respondents explained that employees adhered to hierarchy of commands which resulted into organizational effectiveness.

- *Perceptions of Employees on Organizational Culture Applied at TRA-Ilala*

Findings on the perceptions of employees on organization culture available at TRA-Ilala are summarized in a table below.

Table 1: Employees Perceptions on Organization Culture

Organizational culture	Very helpful		Helpful		Moderately helpful		Less helpful		Very less helpful	
	Number	%	Number	%	number	%	number	%	Number	%
Clan culture	10	15.2	35	53	9	13.6	8	12.1	4	6.1
Adhocracy culture	5	7.6	10	15.2	10	15.2	38	57.6	3	4.5
Market culture	4	6.1	12	18.2	13	19.7	30	45.4	7	10.6
Hierarchy culture	12	18.2	38	57.6	6	9.1	7	10.6	3	4.5

Source: Field Data, 2022

The findings indicate that majority of respondents 35(53%) viewed clan culture as helpful. This was followed by respondents 10(15.2%) who said the culture was very helpful and respondents who said the culture was moderate helpful were 9(13.6%), those who said that type of culture was less helpful were 8(12.1%) while few respondents 4(6.1%) mentioned clan culture to be very less helpful. The conclusive remark with regard to the findings is that the majority of employees showed positive perceptions on this type of organization culture. It was also revealed from the study that respondents 38(57.6%) said that Adhocracy culture was less helpful, followed by those who said to be moderate helpful 10(15.2%), those who said helpful were 10(15.2%), those who said very helpful were 5(7.6%) while few respondents 3(4.5%) said the culture was very less helpful. Findings show that majority of respondents said that such organizational culture was less helpful. This entails negative perceptions among employees on adhocracy culture.

It was also revealed from the study that market culture was available at TRA-Ilala region. According to the findings, respondents 30(5.4%) said that that type of culture was less helpful and that it has low impact on the performance of the organization, In light of this, respondents 13(19.7%) mentioned market culture to be moderate helpful on course of bringing about organizational effectiveness. Respondents who mentioned that market culture was helpful 12(18.2%) extensively narrated that it focuses on performance of employees and organization, results and competitiveness of the organization in both internal and external markets.

In light of this, respondents 4(6.1%) explained that market culture was very helpful because helps the organization to be more profitable and employees becomes profitable. For the case of respondents 4(6.1%) who argued that the culture was very helpful lamented that it helps brands a strong connection with employees and customers by understanding and appreciating the cultural nuances of its target customers. Respondents 7(10.6%) who argued that market culture was less helpful extensively lamented that it is segregates employees. According to the respondents, the implementation results into only few employees to climb to the top of the organization ladder and the rest burn out. It was also revealed from the study that this type of culture is underpinned by resistance to change among employees. These findings entail that there is negative perception among employees on market culture as they view the culture as less helpful.

➤ *Hierarchy Culture*

The findings indicate that respondents 12(18.2%) mentioned that hierarchical culture is very helpful in contributing the performance of employees and the entire organization. Respondents narrated that it entails organization management to be more responsible by making them accountable for organization outcomes. It was revealed from the study that based on this type of culture they have been observing replacements of old managers (failures) with new ones mainly through internal promotion. Respondent 38(56.7%) who narrated that hierarchical culture was very helpful explained that it clear lines of authority and reporting relationship in the organization. It was reported that the culture cleaner understanding of employees roles and accountability for actions and decisions at different managerial levels.

Respondents 6(9.1%) who mentioned that the culture was moderately helpful contended that it is expensive because if not done effectively can be waste of resources. According to respondents 3(4.5%) who said the culture was less helpful narrated that they have been feeling by the bureaucratic actions of their bosses as well as being restricted by their supervisors. It was also revealed by respondents that they lacked freedom to pursue or air-out their interests at the workplace. The conclusive remarks is that entails there is positive perception among employees on hierarchy culture given that most of employees perceived hierarchy culture as helpful.

➤ *The Extent Organizational Culture Influenced the Performance of Organization*

Respondents were required to explain the extent organizational culture increased revenue collection and the following Table indicates findings.

Table 2: The Extent Organizational Culture Influenced Performance of Organization

S/N	Organizational culture	Very large extent		Large extent		Moderate extent		Small extent		Very small extent	
		number	%	Number	%	Number	%	Number	%	Number	%
1	Clan culture	15	22.7	40	60.6	6	9.1	4	6.1	1	1.5
2	Adhocracy culture	4	6.1	11	16.7	8	12.1	39	59.1	4	6.1
3	Market culture	3	4.5	14	21.2	10	15.1	34	51.5	5	7.6
4	Hierarchy culture	12	18.2	38	57.6	6	9.1	7	10.6	3	4.5

Source: Field Data, 2022

➤ Clan Culture

The findings indicates that majority of respondents 40(60.6%) narrated that the extent was large. They revealed that through this culture, TRA –Ilala region was able to meet the target with regard to tax collection. This was explained to be due to the increase in loyalty among tax payers and hence, adhere to pay taxes. Findings revealed that TRA – Ilala tax region is among giant tax regions in Tanzania. It was also revealed from the study that the increase in tax collection was underpinned by the employees' commitment, job satisfaction and creativity which are characteristics of clan culture.

Respondents 15(22.7%) who narrated that the extent of clan culture was very large said that the culture facilitated branding of the organization and that taxpayers are very positive in paying relevant taxes stipulated in policies. It was also revealed from the study that the culture developed the loyalty with regard to norms among both tax collectors and taxpayers which increased the rate of tax collection in the region by 42.6% for the past five tears. This is contended by respondents to result from being cultivated by the spirit of team work and harmonious tax collection environment. Respondents 6(9.1%) who narrate that the increase was moderate narrated further that training of employee for the papooses of enhancing their competencies to effect their roles at workplaces was effective. They lamented further that there were few programs for educating people to pay taxes in some parts of tax region. This of course has been resulting into differences with regard to tax collections performance in parts of tax region.

Respondents 1(1.5%) mentioned that the contribution of clan culture to the development of the organization was very small. It was revealed from the study that few managers were deaf on determining what employees valued and as such they did not like to see changes in organizations which facilitate good performance of the organization. Contrary to the ethics of clan culture, respondent argued that it have failed to nurture employees development by providing them linear capacity building programmes and mentoring environment. However, all of these responses were not validated by researcher. These finding are in line with findings from documents that revenue collections for the financial year of 2021/22 revealed that during three quarters from July 2021 to March 2022, TRA collected TZS 16.69 Trillion equivalent to 97.3% of the target of TZS 17.15 Trillion. This implies that there is an increase in revenue collection by TRA which has been attributed by different factors including organizational culture.

➤ Adhocracy Culture

It was revealed from the study that respondents 4(6.1%) indicated that the contribution of adhocracy culture to the performance of organization was very large. They explained that the culture have been enabling the management to put in force different innovations for the purposes of implementing changes. One respondent further contended that '*.....adhocracy culture motivates the management to put much emphasis on employee son course of enabling them to adopt and to cope with all types of innovations put in place by management*'. The response was in line with respondents 11(16.7%) who explained that the implementation of innovations results into good performance and hence, the development of organization. It was also revealed from the study that the influence of adhocracy culture with regard to the development of organization was small. According to respondents 8(12.1%), number of factors have been hindering effective practice of that culture. In summary respondents mentioned those factors to include the structure of organization, the environments into which job tasks are carried out, the attitudes and behavior of employees and employers, adopted management and leadership styles as well as organization's core values.

The findings are line with Robinson (2011) who contends that adhocracy culture foster good performance of organization through implementations of different innovations and that catalyzes creativity among employees which mediates the relationship between performance and some types of organizational culture. Respondents 39(59.1%) mentioned that the performance was small. This response was similar to response provided by respondents 4(6.1%). Respondents jointly narrated that some employees found in difficult work environments to cope with the number of innovations put in force by the management. On this response, researchers contend that employees are unique ad this facilitates different perceptions with regard to positively perceiving various issues they face. It was also revealed from the study that respondents

Respondent's 3(4.5%) the influence of market culture on the performance of organization culture was very large. They narrated that the presences of this type of culture in their organization have been enabling the management to put strong emphasis on the external market for the purposes of winning customers' interests. They explicitly explained that the management under market culture have been prioritizing meeting customer needs by providing them quality and quantity products. This was revealed to be done in line with being effective with organization competitors in

global markets. These responses were in line with responses provide by respondents 14(21.2%) who contended that the influence of market culture was generally large. Respondents on this response explained that the culture have been helping employees to become more productive and the organization more productive.

Researchers conceive finding to catalyze the performance of the organization because market culture encourages business behavior and proactive mindset and empowers employees to take risk on course of pursuing innovative solutions. Thus, the culture entails collaboration and team with cross functional teams formed to level age diverse perspectives and expertise (Kibera, 2019). In light of this, the culture promotes open and transparent communication channels with the organization which in-turn facilitates employees knowledge sharing and fostering innovations (Aunga, and Kaitwa, 2019) and all of these facilitate good performance of organization. Respondents 10(15.1%) mentioned the influence of market culture on the performance of studied organization was moderate. Respondents explained that the management is reluctant the issue of capacity building among employees and that have been hindering employees to expand skills and failure to cope with change of technology. This response contradicts argument that i Zakaria *et al*, (2013)

In market culture values continuous learning among employees and the management encourages employees to gain competencies (knowledge and skills) and stay updated on organization development trends. Findings from documents revealed that for the past four years average of 0.8% of the organization budget was allocated for employees' capacity building and average of employees (47%) benefited.

Respondents 34(51.5%) mentioned that the influence of market culture was small. They explained that there has been a risk of fragmentation and fear competition among employees. According to the findings, there has been creation of silos on course of pursuing employee goals and wining rewards. It was reported that these have been hindering collaboration which influence overall, organizational cohesion and teamwork. The response id congruent to response provided by respondent 59(7.6%) who commented that at their organization, market culture have been resulting into employee's exhaustion and burnout. According to the respondents, the frequent needs of management to require employees to achieve challenging objectives, mission and vision of the organizations within stipulated tight deadlines have been adversely affecting employee's wellbeing and overall job satisfaction.

Respondents 12(18.2%) mentioned that the influence of hierarchy culture on the performance of organization was very large. It was revealed from the study that it values a distinguished separation of functions and responsibilities, with each employee in the organization having specific tasks and occupations to undertake. The finding is in line with Alshehhi *et al* (2021) who reveal that clear separation of roles and responsibilities at workplace create a sense of

order and structure and also stifle creativity and innovations as employees may not feel empowered to step outside their assigned roles. Respondents 38(57.6% who mentioned that hierarchy generally have large extent the presence of this type of culture have been resulting into flexibility on course of implementing organization goals. Respondents narrated further that the use of such type of culture provides high control of all issues in the organization and hence, provision of good services.

Respondents who pointed out that the influence of hierarchical culture on the performance of organization explained that their organization for many occasions have been unable to provide and reward to employees and that have been hindering development of competencies of employees which are essential for development of organization. Respondents 7(10%) who mentioned that the extent was small and respondents 3(4.5%) who mentioned that the extent was very small both narrated that they is faced with number of obstacles which results into some employees to have negative perceptions. Findings revealed that this type of culture to a great extent minimizes the need for employee participation and it has been causing some employees to feel unseen and unheard. One respondent from this group narrated further that '..... This type of culture have been affecting employee's sense of psychological safety within the organization to question existing structures and put forward new ones'. The researchers contend that all of these have negative influence on the performance of organization.

IV. CONCLUSION AND RECOMMENDATIONS

It is empirically concluded that the studied organization has a number of cultures such as clan culture, hierarchical culture, hierarchical culture and market culture which are perceived by employees differently. In this regard, employees in the organization perceive clan organizational culture and hierarchical organizational culture positively because of being very helpful in the organization compared to other types of organizational culture identified. It is further concluded that all types organization culture identified have different types of the extent with regard to the contribution to the performance of organization.

Recommendations for immediate effect and further research include: The management to greatly put emphasis on ownership, community and effective communication in the organization is order to make clan organizational culture effective, improvement of leadership style for the purpose of making hierarchical organizational culture effective and consistent, increasing awareness to all employees on organizational culture applied in the organization and techniques employed to implement available organizational culture and further studies on the same issue to be done on other organizations with similar contextual environment so as enable different researchers to come up with converged conclusions and recommendations.

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