

**Influence of Organizational Culture and Ethical Behaviour on Job Performance of Health
Workers in Teaching Hospitals, Ibadan, Oyo State, Nigeria**

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Certification

This is to certify that **Ronke Ololade OKETOLA** with matriculation number **LCU/PG/003065** carried out this study titled **“Influence of Organizational Culture and Ethical Behaviour on Job Performance in Teaching Hospitals, Ibadan, Oyo State, Nigeria”** in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, for the Award of Master of Science (MSc) degree in Health Information Management and that this work has not been previously submitted elsewhere.

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Dedication

This study is dedicated to God Almighty for His grace and sustenance throughout this study.

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The contribution of Lead City University Library can not be overemphasized

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“Even though the above-mentioned institutions and persons have assisted in the process of this work, I alone stand responsible for the error(s), if any, found in the work”

Abstract

Organizational culture, ethical behaviour, and job performance are crucial aspects of health care organizations that are interrelated and can impact the success of all health care facilities. However, these areas have been identified as major challenges in health care facilities, which have led to several issues. The study, therefore, examined the influence of organizational culture, ethical behaviour and job performance of health workers in Teaching Hospitals in Ibadan. The descriptive survey design was adopted for the study. The population of the study comprised 2,070 health workers in Teaching Hospitals in Ibadan. The sample size was 327 which was determined using Krejcie and Morgan sample table A questionnaire was used for data collection; and the reliability test of the instrument was job performance, 0.888; organizational culture, 0.84; and ethical behaviour, 0.86. Data were analysed using descriptive and inferential statistics. Findings showed that the level of job performance of health workers was moderately high ($\bar{x} = 3.21$). The level of organisational culture was moderately high ($\bar{x} = 3.10$). The level of ethical behaviour of health workers was moderately high ($\bar{x} = 3.29$). There was significant influence of organizational culture on job performance of health workers ($F_{(3, 317)} = 5.977$, $p < 0.05$). There was significant influence of ethical behaviour on job performance of health workers ($F_{(3, 317)} = 4.977$, $p < 0.05$). There was a significant combined influence of organizational culture and ethical behaviour on job performance of health workers ($F_{(2, 318)} = 11.241$, $p < 0.05$). The study concluded that organizational culture and ethical behaviour had significant influence on job performance of health workers in Teaching Hospitals in Ibadan, Nigeria. It was recommended that health workers should follow the stated ethical conduct, rule and regulation of the hospitals as this could go a long way in enhancing their job performance.

Keywords: Organisational culture, Ethical behaviour, Job performance, Health workers, Teaching Hospital, Ibadan

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Chapter One

Introduction

1.1 Background to the Study

Performance is a multi-dimensional concept and several attempts have been made by researchers to give an understanding of it. It refers to the accomplishment of a given task measured against pretest known standards of accuracy, completeness, cost and speed. Performance is what the organisation hires one to do and does it well. Performing health workers help hospital management to create excellent health care organisations. There is more commitment, satisfaction and motivation for the overall job performance for the employee¹.

Job performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed. The degree of an achievement to which an employee fulfills the organizational mission at workplace is called job performance. Job performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals. Job performance on the other hand relates to how individuals perform in their job duties. In addition to training and natural ability (like dexterity or an inherent skill with numbers), job performance is impacted by organizational culture and ethical behaviour².

Globally, job performance has gained the attention of organisations, scholars and others all over the world. Job performance of health workers in the organisation Scotland and Ireland has suffered as a result of different prevailing issues². Some of these issues include continued miscommunication within the organisation, ineffective training and staff growth which has an important and positive impact on job performance among health workers. Job performance in Iran, Italy and India has been declining, as a result of the issues and prevailing circumstances

especially in terms of declining work quality, lack of creativity, poor communication, non-inclusion in decision making and poor information practices among others³.

The issue with job performance does not exclude Africa as a continent, especially in the health sector. These issues are evident in countries like South Africa, Namibia, Nigeria, Zimbabwe and others. The issues and challenges prevailing reveal that in South Africa, Namibia and Zimbabwe, some health workers in the health sector work additional hours without being compensated for overtime. Uncompensated overtime is a clear breach of workers' rights and the ethical norm set for the workforce, as well as being illegal. One of the challenges affecting job performance is that health care workers are under pressure from management to reach goals, which are rising in size with time, causing them to engage in unethical actions and delay works. Due to different prevailing issues, health care professionals in the health sector in South Africa, Namibia, Nigeria and Zimbabwe lack the necessary ability to anticipate and manage tasks, particularly for high performance and thus are unable to meet the goals and objectives of the organisation⁴.

Health care workers are trained people who engaged in work actions and whose primary intent is to improve health. These include, doctors, nurses, midwives, public health professionals, laboratory technician, health information management professionals, administrative staff among others. For effective job performance, the main roles of health workers are to give proper treatments to patients, maintain organised and accurate information for continuity of care and to do that, they need to perform several complex tasks. These include doctors, consulting, diagnosing, prescribing drugs, performing surgical procedures, counseling and clerking patient medical histories. Nurses are also saddled with the responsibilities of providing nursing care to the patients and all other related activities and processes. Health Information Management Officers also play a critical role in health care organisations by collecting patient bio-

demographic data, protecting and ensuring the availability of high-quality clinical information for purposes including patient care, reimbursement, quality assurance, research, statistics gathering and management decision making. The Hospital administrators also have many tasks and responsibilities, including recruiting, hiring, training, overseeing human resources among others. Task performance, contextual performance and adaptive performance are some of the measures of job performance and they are gotten from job performance theory⁶.

Task performance is primarily concerned with how well health workers fulfill their core job responsibilities and duties. These responsibilities can include various activities such as delivering services, meeting deadlines, and achieving objectives related to their role. Task performance is the combination of outcomes of exerting efforts. Health workers who are cognitively, emotionally and physically attached towards assigned job as well as organization tend to be more diligent to achieve desired results as such degree of attachment elevates task performance of health workers⁷. When health workers complete tasks efficiently, they can allocate more time and resources to other aspects of their job, potentially leading to increased productivity and job performance. Since effective task performance often involves collaboration and teamwork, health workers who work well with other colleagues to achieve common goals demonstrate strong interpersonal skills, which can enhance their overall job performance, especially in roles that require cooperation and coordination⁸.

Contextual performance can be defined as the total expected value of an individual's behaviours over a standard period of time for maintaining and enhancing the psychological, social, and organizational context of work. These behaviours are not explicitly required by the job description or job contract but contribute to the overall functioning and effectiveness of the organization. When health workers engage in behaviours that support and help their colleagues,

it can improve teamwork and collaboration within the organization. This, in turn, could lead to better communication, increased synergy, and a more productive work environment. Suggesting improvements and adapting to changes in the work environment are forms of contextual performance that could enhance job performance of health workers. By identifying and implementing process improvements, health workers could contribute to a more streamlined and effective workplace, ultimately improving overall job performance⁹.

Adaptive performance is defined in general terms as an individual's ability to adapt to dynamic work situations. Health workers demonstrate adaptive performance by adjusting their behaviours to the requirements of work situations and new events. It is expected that health workers should be able to find solutions and develop creative approaches to handle atypical, ill-defined, or complex problems as this could in turn enhance their performance¹⁰. There are eight dimensions proposed eight dimensions of adaptive performance, including: dealing with uncertain or unpredictable work situations; handling emergencies or crisis situations; solving problems creatively; handling work stress; learning new tasks, technologies and procedures; demonstrating interpersonal adaptability; demonstrating cultural adaptability; and demonstrating physically oriented adaptability¹⁰. Successful adaptive performance implies that health workers are able to efficiently deal with uncertain and unpredictable work situations that may, for example, arise from organizational restructuring, a change in priorities, or the lowered availability of resources. It requires that health workers adapt quickly and easily and make decisions in the face of inherent uncertainty and ambiguity. Handling emergencies or crisis situations corresponds, among other things, to the speed with which a health worker is able to react to or avoid a hazard, crisis situation, or an emergency in an appropriate way¹¹.

Organisational culture is conceptualized as shared beliefs and values within the organisation that help to shape the behaviour patterns of health workers¹². Organisational culture is a system that brings people in an organisation together as one and allows them to share the same thought, values, and beliefs towards achieving the goal of the organisation. It is what governs how health workers and other employees behave and relate to one another in the teaching hospital and other organisations. The shared values influence the health workers' behaviour in the organisation in relation to their belief, values, assumptions, actions, mannerism and dictate how health workers act, behave, support and perform their duties¹³. Furthermore, organisational culture is the total sum of values and practice which serve as "bond" to incorporate the members of an organisation. Value as a product of organisational culture, is an inexpressible part of organisational activities that portrays care and support for the welfare of health workers. Values can be inherent in people or organisation or made known in value statements. This would make secretaries to work at their optimum level so that the value statements would be achieved¹³.

The vision, values, business ethics, beliefs, personalities, and even the characteristics of the organization's founders, management, shareholders and employees are all reflected in the organisational culture, which has a profound impact on how the day-to-day activities are conducted within an organisation in every way. The set of qualities that are valued in organisations, including teaching hospitals, is this system of shared meanings and beliefs. It could be noted that in an organisation, culture fosters social system stability that shows how well conflict and change are managed and how positively and reinforcing the work environment is viewed. It could be stated that as it is the employers who create the culture, the idea of beliefs and attitudes of the health workers should unavoidably be taken into consideration while describing organisational culture. For instance, if the organisation believes in rewarding high

achievers, this will reflect and have an impact on the efficacy and performance of the organisation¹³. Some of the measures of organizational culture include; communication, integration of individual and organizational interest which are derived from modern organisation theory¹⁴.

Communication refers to the exchange of information, ideas and messages within an organization. Communication plays a crucial role in determining job performance among health workers. Effective communication in the workplace can significantly impact performance, collaboration, employee engagement, job satisfaction and overall organizational success. When there is effective communication among the health workers, they tend to work in unity as this could in turn enhance their job performance. Effective communication promotes clarity, collaboration, information flow, feedback, conflict resolution, employee engagement and innovation all of which contribute to improved individual and their job performance¹⁵.

Integration of individual refers to the process of creating a cohesive and collaborative work environment where health workers work together effectively to achieve organizational goals. It involves recognizing and leveraging the diverse skills, talents and perspectives of employees to enhance overall performance and productivity. By integrating individuals, organizations can create a harmonious and productive work environment that maximizes individual and collective potential which could in turn enhance their job performance¹⁶.

Organisational interest refers to the goals, objectives, and priorities of an organization as a collective entity. When health workers perceive that the organization is genuinely interested in their well-being and success, it can have a positive impact on their motivation, engagement, and overall job performance. Organizational interest can be displayed by involving health workers in decision-making processes, seeking their feedback, and creating a supportive work environment.

It is important for health workers to demonstrate genuine interest in their employees' success and well-being. By doing so, they can create a positive work culture that promotes higher job performance. Extant literature revealed that another factor that could influence job performance of health workers is ethical behaviour¹⁷.

Ethical behaviour refers to the principles and values that guide health workers and organizations in determining what is morally right and wrong. Health workers who prioritize ethical considerations are more likely to make sound, morally justifiable decisions, even in challenging situations. Ethical decision-making enhances critical thinking skills, leading to better problem-solving abilities and improved job performance. When health workers feel valued, cared for, and treated ethically, they experience higher job satisfaction, reduced stress, and improved overall well-being. In turn, this positive work environment positively impacts job performance, as health workers are more motivated, focused, and productive. Ethical behaviour should be encouraged and reinforced through effective leadership, clear organizational values, and policies that promote ethical conduct. Creating a culture that supports and rewards ethical behaviour will further enhance its impact on employee job performance¹⁸. Measures of ethical behaviour include, ethical value, ethical decision making and ethical behaviour which were adopted from deontological theory¹⁹.

Ethical value refers to recognizing and upholding the moral worth and dignity of health workers in the workplace. By upholding ethical principles, health workers contribute to a positive work environment, build trust, enhance decision-making abilities, and improve an organization's reputation. These factors collectively lead to increased employee engagement, better relationships with stakeholders, and reduced risks, ultimately resulting in improved job performance²⁰.

Ethical decision making involves the process of evaluating and choosing actions or behaviours that align with moral and ethical principles in the workplace. Ethical decision making positively influences job performance by fostering trust, enhancing health workers morale and engagement, promoting teamwork, improving decision-making quality, strengthening customer relations and mitigating legal and compliance risks. Organizations that prioritize and support ethical decision making create a conducive work environment that drives health workers performance and contributes to long-term success²¹.

Ethical leadership refers to the practice of leading and managing health workers in a manner that is morally and ethically sound. Ethical leadership positively influences the job performance of health workers by fostering trust, respect, commitment, open communication, collaboration, ethical decision-making, reducing unethical behaviour, and promoting employee well-being. By creating an ethical work environment, leaders can enhance health workers engagement, job performance, and overall organizational success²².

Regardless of the fact that studies have been done on other factors that could enhance job performance of employees, there are not many studies combining organizational structure and ethical behaviour on job performance of health workers in teaching hospitals in Ibadan, Oyo State.

1.2 Statement of Problem

Overtime, the level of job performance of health workers either high or low is very germane to stakeholders, employers of labour, and researchers as this determine the growth of the teaching hospitals. However, despite the acknowledged importance of organizational culture and ethical behavior in the workplace, there is a lack of understanding about how these factors impact health workers job performance in teaching hospitals in Ibadan. Specifically the relationship between

Organizational culture, ethical behavior, and job performance metrics such as task performance, contextual performance and adaptive performance remain unclear. This study aims to investigate the influence of organizational culture and ethical behavior on job performance of health workers in teaching hospitals in Ibadan, in order to provide insights for hospitals seeking to improve employee outcomes and overall performance.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate the influence of organizational culture and ethical behaviour on job performance of health workers in teaching hospitals in Ibadan. The objectives were to:

- i. identify the level of job performance among health workers in teaching hospitals in Ibadan, Oyo State;
- ii. identify the level of organizational culture among health workers in teaching hospitals in Ibadan, Oyo State;
- iii. examine the level of ethical behaviour among health workers in teaching hospitals in Ibadan, Oyo State;
- iv. ascertain the influence of organizational culture on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State;
- v. examine the influence of ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State; and
- vi. determine the combined influence of organizational culture and ethical behaviour on Job performance of Health Workers in Teaching Hospitals in Ibadan, Oyo State.

1.4 Research Questions

The following research questions were answered:

- i. What is the level of Job performance of Health Workers in Teaching Hospitals in Ibadan, Oyo State?
- ii. What is the level of organizational culture among Health Workers in Teaching Hospitals in Ibadan, Oyo State?
- iii. What is the level of ethical behaviour among health workers in Teaching Hospitals in Ibadan, Oyo State?

1.5 Hypotheses

The following hypotheses were tested at 0.05 alpha level:

- H₀₁: There will be no significant influence of organizational culture on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State.
- H₀₂: There will be no significant influence of ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State.
- H₀₃: There will be no significant combined influence of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State.

1.6 Significance of the Study

The study would be of immense significance to the following stakeholders: Government, Health workers, Management of teaching Hospitals, Employers of labour, policy maker, human

resource professionals and researchers. The results of this study would provide health workers with a better understanding of those factors that may enhance their job performance. Also, it would make health workers to exhibit those ethical behaviours that confirm with the organisation as this could enhance their performance. The study would equip the teaching hospitals administrators on how to boost the morale of their workforce in order to enhance their job performance, such as establish some ethical behaviours that health workers have to follow. It would be an eye opener for the management of teaching hospitals on how to tackle the problem of health workers low performance, since health workers constitute the bedrock of teaching hospitals, making them an important indicator of the working climate by also making them to participate in decision making for the institutions, so as to meet its goals and objectives. In addition, the findings would also help them improve on the factors that positively influence job performance and eliminate those contributing to job dissatisfaction and poor performance.

The results of this study would also be of immense benefit to government and health policy makers in the sense that they would be well informed of the relevance of motivating workers, giving time out for workers such as taking of leave, creating an enabling work environment where there would be collaborative effort among the staff as these would enhance the job performance of workers. Since the organisational cultures involve giving employees' autonomy, adequate reward system, fairness in judgment among superior and subordinates, cohesion among team; among others would be put in place to enhance the job performance of health workers in teaching hospitals in Ibadan, Oyo State. The study would engender a purposeful and result-oriented human resource development programme and ensure optimal utilisation of health workers' potentials.

Finally, it will deepen the understanding of human resources managers and help fill the void in the literature on health workers' job performance, thus hopefully, stimulating further research in this area. In addition, this study will contribute to knowledge by providing empirical evidence on organizational culture, ethical behaviour and job performance of health workers in teaching hospitals in Ibadan. It could thus pilot upcoming researchers as a reference material on works related to it so as to augment their studies.

1.7 Scope of the Study

The contextual scope of the study investigates the influence of organizational culture, ethical behaviour on the job performance of health workers in Teaching Hospitals, Ibadan, Oyo State, Nigeria. The measures for organizational culture are communication, integration of individuals and organizational interest. The measures for ethical behaviour are ethical value, ethical decision making and ethical leadership while the measures of job performance are; task performance, contextual performance and adaptive performance. The teaching hospitals that will be selected include University College Hospital and Adeoyo Maternity Teaching Hospital, Ibadan. These teaching hospitals were selected because they rendered tertiary and quaternary healthcare to patients in Ibadan and also have the highest staff population. The scope covered selected numbers of health information officers, doctors, nurses and administration officers. The geographical scope of the study is delimited to teaching hospitals in Ibadan, Oyo State.

1.8 Limitation to the Study

Some of the limitations that were encountered in this study included non-cooperation, insecurity, sample size and sampling bias among others. It took the researchers time to get the attention and cooperation of the health workers to fill the questionnaires. Also, some of the health workers were feeling insecure because they think their responses may be revealed to third party. A small

sample size may not be representative of the entire population, leading to limited generalizability of the findings. Additionally, biases in the sampling method can skew the results.

1.9 Operational Definition of Terms

The following terms are operationally defined as they were used in the study:

Job Performance: This implies the extent to which health workers in teaching hospitals in Ibadan Oyo state are able to achieve their job responsibilities and goals.

Task performance: It refers to how well health workers in teaching hospitals in Ibadan fulfill their core job responsibilities and duties.

Contextual performance: It is defined as the total expected value of health workers behaviours over a standard period of time for maintaining and enhancing the psychological, social, and organizational context of work.

Adaptive performance: It refers to health workers' ability to adapt to dynamic work situations in their organisations.

Organisational Culture: This refers to shared beliefs, values, tradition that governs the behaviour of health workers in teaching hospitals in Ibadan, Oyo State, Nigeria

Communication: This refers to the exchange of information, ideas, and messages within and among health workers in teaching hospitals in Ibadan.

Integration of Individual: It refers to the process of creating a cohesive and collaborative work environment where health workers in teaching hospitals in Ibadan work together effectively to achieve organizational goals.

Organizational Interest: This refers to the goals, objectives and priorities of an organization as a collective entity.

Ethical Behaviour: It means the principles and values that guide health workers in teaching hospitals in Ibadan and in determining what is morally right and wrong.

Ethical value: It refers to recognizing and upholding the moral worth and dignity of health workers in teaching hospitals in Ibadan, Oyo State.

Ethical decision making: This involves the process of evaluating and choosing actions or behaviours that align with moral and ethical principles of health workers in teaching hospitals in Ibadan, Oyo State.

Ethical leadership: This refers to the practice of leading and managing health workers in a manner that is morally and ethically sound.

Health workers: These are trained people who engaged in work actions in teaching hospitals and whose primary intent is to improve health. These include doctors, nurses, health information management professionals and administrative staff in teaching hospitals in Ibadan, Oyo State.

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Chapter Two

Literature Review

This chapter deals with the review of related literature. This was done both theoretically and empirically and the following sub-headings were discussed:

2.1 Conceptual Review

2.1.1 Job Performance

2.1.2 Organisational Culture

2.1.3 Ethical Behaviour

2.2 Theoretical Framework

2.2.1 Job Performance Theory

2.2.2 Modern Organisation Theory

2.2.3 Deontological Theory

2.3 Review of Empirical Studies

2.3.1 Organisational Culture and Job Performance

2.3.2 Ethical Behaviour and Job Performance

2.4 Conceptual Model

2.5 Summary of Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Job Performance

Performance is a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework that sets out how they can best work together to achieve the required results¹. Performance refers to the ability of workers to achieve maximum output in an organisation which is vital to the development of such institution. Employee performance relates to how labourers act in the work environment and how well they play out the work obligations that companies have obliged to them. Organisations regularly arrange performance targets for health workers and the organisations as a whole with the expectation that their business offers great value to clients, lessens waste and works proficiently. For an individual employee, performance may relate to job effectiveness, quality and proficiency at the duty level.

Performance is affected by factors related with the job which incorporates a role-conflict stress and work/non-work². An individual's presentation is a blend of abilities, businesses, and chances that can be decided from their job³. Performance of health workers can be influenced by the effort, capacity and the environmental condition⁴. Another comprehension in regards to performance as affirmed is that the performance is an outcome accomplished by an individual under the assessment which is applied to the work concerned⁴. It is opined that the performance

is a record out-come produced from a certain employee capacity or activities done during a particular time phase.

An institution is judged by its performance. For more than a decade, institutional environments have experienced radical changes. As a result of greater competition in the global marketplace, the majority of institutions have greatly streamlined their operations⁵. Performance focuses on behaviours rather than outcomes, because a focus on outcomes could lead employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organisation because other important behaviours will not be performed. It is confirmed that behaviours not performance are what determine how well an individual performs. In other words, behaviour that is genuinely displayed by employees and is observable constitutes performance⁶. In numerous research, job performance has emerged as one of the key metrics for assessing organisational performance⁷. Job performance is the completion of assigned tasks in conformity with organisational policies, subject to the usual limits of reasonable resource usage. The set of behaviours that are important to the goals of the organisation or the organisational unit in which a person works" is how job performance is described⁸.

The degree to which an organisation member (health workers) helps the organisation achieve its goals can also be referred to as job performance⁹. In numerous research, job performance has emerged as one of the key metrics for assessing organisational performance. Work performance is frequently based on financial data, but it can also be assessed by combining expected behaviour with task-related factors¹⁰. The organisation benefits from effective job performance. It is a way for the organisation to guarantee the continuation and growth of production. Similar to how good job performance gives employees financial benefits, security, social standing, and family and social privileges. Performance is defined as job-relevant behaviours that include

behavioural components helpful in achieving task performance, as well as work outcomes that are directly related to task performance, such as the amount and quality of work completed¹¹.

In Nigerian society, having a job has always been important since people are known by their jobs. Work exposes a person's personality and shapes the type of relationships they have with others. It significantly affects the person's social status. As a result, employment has numerous advantages for organisations, people, and society at large. Therefore, the job performance of health workers plays a vital role in health institution growth. This is because it highly influences the overall firm's performance and also functions as the key variable in work and organisational psychology¹². However, individual job performance is not stable and can fluctuate over time. Studies have shown that the performance of an individual changes by changing the time spent on a specific job¹³. At the same time, health workers performance changes as a result of learning and high performance is always the result of greater understanding towards the specific job instead of greater effort to the job¹⁴. Besides, the fluctuating individual job performance can be caused by the patterns of “intra-individual change” or changes in an individual's “psycho-physiological state¹⁵.”

Job performance has been identified as the significant key for organisations to gain competitive advantage and superior productivity. Although, competitive advantage is more relevant to private sector, it can be extended to public sector by including ‘serving the public’ because it is the ultimate objective of the public sector. Research has shown that work performance could help health workers to improve service delivery. Health organizations appear to be paying attention to work performance of health workers in connection to developing policies and improving service delivery because they seem to recognise its significance¹⁶. People think that their work performance is more advantageous to them, their client, and—most importantly—to their

organisation in many organisations. High job performance among health workers is a critical management challenge for providing outstanding services to the public at all levels of health sectors because work performance is essential to those services¹⁷.

There are three types of performance and one is the measure of output rates, amount of service over a given period of time, the production of a group of employees reporting to manager, and so on. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measure is self-appraisal and self-ratings¹⁸. As a result, the adoption of self-appraisal and self-rating techniques are useful in the level of achievement of business and social objectives and responsibilities from perspective of the judging party¹⁹.

Organisations, especially health sector, hire qualified health workers to handle their daily tasks so that they can accomplish their objectives while also operating efficiently. They are still employed because of their degree of performance in carrying out these duties, which greatly influences the hospital's overall performance. According to this perspective, it is the management's duty to provide the facilities and environment that will enable health workers to execute their jobs more effectively. The crucial role that job performance plays in the success and results of organisations makes it an important factor that requires increased attention²⁰.

In this present time, Teaching Hospitals are challenged with meeting its mission and vision in order to be able to satisfy growing and altering patient's needs. Due to the value of good workplace productivity, which every organisation aspires to, this makes job performance of interest to the organisation. Therefore, it ranks among the most crucial actions that take into account both the desired outcomes and the means to get there²¹. One of the key priorities of every organisation (teaching hospital) is attaining high job performance; every organisation has

to place a considerable attention to individual employee performance. In line with the goal of any successful organisation which is the delivery of quality services through performance, the health workers job performance can either be task performance or contextual performance²². Health workers engage in task performance when they use their technical skill and knowledge to produce quality performance through an organisation's core technical processes or when they complete special tasks that support core functions. Health workers engage in contextual performance when they voluntarily assist coworkers who are falling behind, act in a way that fosters positive working relationships, or put forth extra effort to finish tasks on time. Thus, these are the criteria through which objectives are met.

One of the most important resources in any teaching hospitals is its health workers, and hospital management can improve the working environment for their staff by taking into account the task- and context-related elements that may affect workers' job performance. One of the elements influencing health workers' job performance has been identified as Organisational culture²³.

It is believed that the organizational culture influence how well health workers accomplish their duties. The workplace environment affects all employees, including health workers, extremely strongly. In order to help employees have better working circumstances, the atmosphere and work situation should be conducive to each other. Increased job performance will result from creating a pleasant work environment²⁵. Health workers must be in good physical and mental health since the environment has an impact on their health and well-being, which will improve their performance in the organisation. The health workers productivity at work will be slightly increased if they have favourable organizational culture²⁶. Furthermore, a worker needs to have the necessary knowledge, skills, and abilities to perform the job properly in order to operate and function well in an organisation. Health workers' performance will decrease if he lacks the

aptitude, expertise, or knowledge required for the position. It also holds the opinion that the organisation needs an effective training programme. This will provide the health workers with chances for personal growth and development, enabling them to meet the demands of new equipment and task-specific new procedures²⁷. After acquiring the necessary abilities, knowledge, and skills, excellent job performance depends on having the proper tools and resources. Lack of these resources may result in suboptimal job performance²⁸.

It is of this, managers must constantly monitor the productivity of their staff. This is possible by employing an Assessment Performance Appraisal (APA) form, the content of which depends on the aims and objectives the organisation intends to accomplish. A few components or indicators can be used to assess or gauge employee performance in an organisation. There are sixteen (16) ways to measure job performance²⁹. Quantity, which refers to the number of units produced, processed, or sold, is one of them and a good objective indication of performance. It's important to avoid emphasizing quantity at the expense of quality.

According to the literature, work performance among employees in Nigeria's health sector was favourably correlated with job satisfaction, job involvement, and organisational commitment. It was also found that employee job performance was average. Also, it was confirmed that when individuals perform well on the job, the organisation may fulfil its goals and objectives. Also, a literature review confirmed the link between organisational culture and employee job performance in Nigeria's health sector. It was discovered that health workers had a modest level of job performance and that having a strong organisational culture was favourably associated to job performance. It was also emphasised that management should step up efforts to create an environment that is conducive for health workers and offer them with incentives that would

encourage them to perform to their highest potential in order to reach and achieve the organisation's goals³⁰.

Job performance was viewed as a single construct (i.e. “overall” job performance), but researchers now agree that job performance is a complicated multidimensional factor³¹. Other researchers have also separated an additional factor from the core tasks requirements of the job. A two dimensional model that separates job performance into a task dimension and a contextual dimension has been identified³². They describe task performance as activities related to production (transforming raw materials into the products and services of the organisation) and to servicing and maintaining the core task requirements. The second factor, contextual job performance, is behaviour that indirectly supports the core task requirements by supporting the work environment in which the core tasks must function. Some research that has investigated the two-factor model includes Werner’s study in which he separated job performance into role prescribed (in role) characteristics and citizenship (extra role) characteristics³³.

Several salient models that express this concept include a two-factor model that separates job performance into a task dimension and a contextual dimension, an eight-factor model of job performance, and a three-factor model of job performance³⁴. It is believed that many of the job performance models that have been introduced into the literature are compatible and hierarchical. With this in mind, the following will provide a brief discussion of what research has found concerning the dimensionality of job performance. A two-factor model of job performance was introduced by separating job performance into a factor that is made up of organisational behaviours that are associated with the actual task and a factor that is made up of behaviours that are considered discretionary³⁵. Some of the measures of job performance that are considered in this study are; task performance, which were got from job performance theory.

Task performance as the accomplishment of duties and responsibilities associated with a given job. In other words, task performance are activities that are formally recognized as part of the job and that contribute to the organization's technical core. The term technical activities is used to describe behaviours that demonstrate technical proficiency. These conceptualizations of task performance include two central features³⁶. They demand that tasks be formally acknowledged as part of the work and that they contribute to the technical core (i.e., the method by which raw materials are transformed into the products in which the company specializes). This performance component stands out from the others due in large part to the idea of contributing to the technical core³⁷.

However, because formal criteria differ throughout businesses, it is challenging to compare task performance across firms when behavior must be explicitly acknowledged as an essential component of the work. Task performance encompasses actions that help with the creation of a good or the delivery of a service for the purposes of this study. Numerous validity studies incorrectly correlate the performance of one task with that of the entire employment. This perspective fails to acknowledge that the domain of job performance also includes a wide range of behaviours, such as teamwork and organizational citizenship, which are not always necessary to accomplish job tasks, but are required for smooth functioning of teams and organizations³⁹.

Contextual performance is described as the degree with which incumbents engage in activities that contribute to organizational effectiveness in ways that shape the organizational, social, and psychological context that serves as the catalyst for task activities. Thus, the desirability of contextual behaviours is determined by the degree to which these behaviours maintain the broader organizational, social, and psychological environment to which the technical core must function. Three areas of study have been frequently used in this explanation of contextual

performance: organizational citizenship behavior, pro-social organizational behavior, and the soldier effectiveness model. These fields of study offer a conceptual framework that aids in the logical identification of contextual performance elements⁴⁰. OCB is described as extra-role discretionary behavior that is done with the intent to support the organization or to assist people within it. POB is behavior carried out with the purpose of advancing the welfare of the people or groups toward whom it is directed⁴⁰.

The model for soldier effectiveness outlines performance constructs (i.e. Determination, Teamwork, Allegiance) that fall outside technical proficiency kinds of performance requirements⁴¹. Some authors further classify these elements of contextual performance into two main facets: interpersonal facilitation, which includes cooperative, considerate, and helpful acts that assist co-workers' performance, and job dedication, which includes self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives⁴¹.

Through the framework of employment, people can contribute in a variety of ways. One way is by having an impact on other team members so they are more likely to engage in organizationally beneficial behaviors themselves. Such actions will have positive expected organizational value because their effects on the social context of work improve interpersonal communication and cooperation and make it simpler to coordinate individuals' efforts on interdependent tasks⁴². As an example, to the extent that an individual's actions promote positive affect in others, defuse hostilities and conflict, and encourage interpersonal trust. To the extent actions that show unusual dedication to the task or organization are modeled by others who become inspired to behave similarly themselves, such actions will have positive expected organizational value because their effects on the psychological context of work motivate others

to exert greater effort in the service of organizational objectives. These types of impacts on interpersonal interaction styles and task motivation propagate from the individual to the group levels because they have an impact on group dynamics like cohesion, cooperation, and morale, which regulate individual behavior within groups and consequently influence group members' performance. They can affect organizational norms, culture, and climate, which in turn can have an impact on people's performance widely across the organization, spreading further widely to the organizational level⁴³.

Another way to contribute through the context of work is by increasing the individual's own readiness to perform organizationally valuable behaviours. Things people do to develop their own knowledge and skill, for example, have positive expected organizational value because enhancements in knowledge and skill should improve their performance in areas related to the enhanced knowledge and skill. Similarly, actions such as consuming alcohol or drugs at work have negative expected value because they diminish an individual's readiness to perform effectively. Some behaviours that have positive expected value include actively resisting the debilitating effects of stressful work situations and taking the initiative to carry out organizationally valuable actions instead of just responding passively to situational demands. This is because of their effects on an individual's readiness to contribute to organizational objectives⁴³.

A third way to contribute through the context of work is through actions that affect the organization's tangible resources. For instance, actions such as cleaning up the conference room after a meeting, using personal resources such as the family automobile or computer for organizational business, and conserving electricity by shutting off lights when leaving an office all have positive expected value because of their effects on tangible aspects of the organizational

context. At the other end, actions such as theft, sabotage, and waste or destruction of organizational resources or facilities have negative expected value also because of their effects on tangible aspects of the organizational context⁴⁴.

These three broad forms of contextual performance emphasize different features of the psychological, social, and organizational context of work. The first one focuses on contextual elements in the form of psychological states of other individuals and related characteristics of groups and the organization as a whole. Behaviours that affect these psychological states and corresponding group or organizational characteristics have positive or negative expected value because they affect the likelihood that other individuals will carry out actions that contribute to organizational effectiveness⁴⁴. The second one focuses on contextual elements in the form of an individual's own readiness to contribute. Behaviours that affect an individual's own readiness have positive or negative expected value depending on whether they increase or decrease the likelihood that the individual will carry out subsequent actions that contribute to organizational effectiveness. The third one focuses on contextual elements in the form of tangible organizational resources. Behaviours that affect these elements have positive or negative expected value depending on whether they preserve or squander organizational resources⁴⁵.

Adaptive performance refers to individual's ability, skill, disposition, willingness, and/or motivation, to change or fit different task, social, and environmental features" It has frequently been noted that the world of work is changing rapidly and that the need for workers to adapt to dynamic environments is greater than it has been before. Emphasis on adaptability has led to consideration of a job performance dimension that does not fit neatly within either the task or contextual domains: adaptive performance. A consensual definition of adaptive performance has not yet emerged, but characteristics cited include the ability to transfer training/learning from one

task to another, coping and emotional adjustment, and showing cultural adaptability⁴⁶, developing new knowledge and abilities as quickly as necessary to complete tasks or take on new responsibilities. the process of changing one's strategy, working manner, or priority to suit new aims and objectives. The ability for health professionals and businesses to stay flexible, competitive, and open to new opportunities is essential in today's fast-paced and constantly changing work environments. Adaptive health professionals are better able to thrive in challenging work environments and contribute to the overall success of their organizations⁴⁶.

2.1.2 Organisational Culture

Organisational culture is a widely used term but one that seems to give rise to a degree of ambiguity. It is emphasised that the concept of culture originally derived from a metaphor of the organisation as 'something cultivated. For the past number of decades, most academics and practitioners studying organisations suggest the concept of culture is the climate and practices that organisations develop around their handling of people, or to the promoted values and statement of beliefs of an organisation. It is highlighted that 'the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional⁴⁷.

Culture therefore gives organisations a sense of identity and determines, through the organisation's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here. An organisations' culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organisation and become part of the established way of doing things.

Over time the organisation will develop 'norms' i.e. established (normal) expected behaviour patterns within the organisation. A norm is defined as an established behaviour pattern that is part of a culture⁴⁸.

The concept of culture is what distinguishes an organisation in terms of originality, change management, risk taking, consistency and assertiveness from other organisations. The culture of every organisation is represented by the values, beliefs, customs and traditions of its members. This culture articulates the core values which are collectively shared by the same organisation's members. Organisational culture is literally described by many researchers in diverse studies for various measures. It is asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviours. Organisations are created to solve societal problems. So that organisations employ individuals to assist them in the task of solving their assigned societal problems⁴⁹.

However the behavioural border among organisational members creates a pattern of behaviours, values and attitudes that can be distinguished, isolated and identified as strange organisational culture. And the researcher measured organisational culture the in term of involvement, consistency, adaptability, and mission and employee performance measured in profitability, productivity, and employee motivation. On other hand, it is stated that today cultural clashes in any international project organisation have led to an increased emphasis on preparedness on possible conflicts existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration⁵⁰.

It is emphasised that perhaps the most intriguing aspect of culture as a concept is that it points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a

considerable degree unconscious. An analogy was used that culture is to a group what personality or character is to an individual. One can see the behaviour that results, but often we cannot see the forces underneath that cause certain kinds of behaviour. Yet, just as our personality and character guide and constrain our behaviour, so does culture guide and constrain the behaviour of members of a group through the shared norms that are held in that group⁵¹. It is affirmed that there are visible and invisible levels of corporate culture (the 'culture iceberg' analogy the visible levels (surface manifestations) of the 'culture iceberg' incorporate observable symbols, ceremonies, stories, slogans, behaviours, dress and physical settings. The invisible levels of the 'culture iceberg' include underlying values, assumptions, beliefs, attitudes and feelings. Often, change strategies focus on the visible levels⁵¹.

It is emphasised the more visible levels of culture (heroes, rites, rituals, legends and ceremonies) because it is these attributes they believe shape behaviour. But it is the invisible levels that may be of more interest to public sector organisations in terms of their influence in progressing or impeding organisational change. A critique of researchers who concentrate on one or a few attributes, proposes a multi-layered model which he structured as a ring. Rousseau's rings are 'organised from readily accessible (outer layers) too difficult to access (inner layers)'. Rousseau's model appears to capture all the key elements of culture: 'a continuum from unconscious to conscious, from interpretative to behaviour, from inaccessible to accessible⁵².

Organisational culture is a widely used term but one that seems to give rise to a degree of ambiguity in terms of assessing its effectiveness on change variables in an organisation. For the past number of decades, most academics and practitioners studying organisations suggest the concept of culture is the climate and practices that organisations develop around their handling of people. Organisational culture, then, is made up of more 'superficial' aspects such as patterns of

behaviour and observable symbols and ceremonies, and more deep seated and underlying values, assumptions and beliefs. Some proponents argue that organisational culture can be changed by focusing on the more visible aspects such as rites and rituals, as these help shape behaviour. However, others argue that this is a misunderstanding of culture and that the 'deeper' aspects of culture such as beliefs and feelings must be taken into account when considering organisational culture and potential changes to culture⁵³.

Organisational culture is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organisation's culture to support new ways of accomplishing work. It is pointed out that organisational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces organisational value and serves as a control mechanism for shaping behaviour. It is important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals⁵⁴. Organisational culture could also be seen as an effective means of sharing values, managing dispersed work units and increasing workforce. It is posited that organisational 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 organisation's customs, traditions, and general way of doing things are largely influenced by the common perception held by the organisation's members. Organisational culture has been perceived as blueprint of shared values which helps to increase the consistency of employee behaviour and beliefs⁵⁵.

Organisational culture has reflected in the customs, beliefs, norms, morals, ethics and core values of its members and thereby helps in increasing competitive advantage and in turn serves as an avenue for managing strategic capabilities and achievement of corporate goal. Organisational

culture has played prominent roles in adapting to external and internal changes; maximizing the value of health workers through organisational learning, knowledge management and creativity; and also the willingness to share knowledge and undertake risks. Inversely, it is explained the nature of cultural influences and management of the environment through strong and weak cultures⁵⁶. An organisation's success can be determined not just to adapt to general way of doing things but to take several requisites that help to influence and manage the environment. In view of this, a framework has been developed that commonly differentiates between strong and weak cultures. A strong culture is endowed with the organisation's shared values which are more directly related to reduce turnover and promote job satisfaction. It is also added that a strong culture is a means to the actualization of the strategic intent, mission and vision statement of the organisation. However, it is evident that the culture of the organisation influences the style of management and the performance of the health workers in the workplace⁵⁷.

Since culture has a greater influence on the behaviour and performance, every organisation through the managers must therefore have a numerous channels of transmitting their cultural values to the health workers. Some of the several ways of learning the culture of the organisation were highlighted. This includes; stories, rituals, material symbols and languages. A descriptive explanation was provided about the past, give insight into the present and anticipate for future occurrences. This enlightenment focuses on the rationale behind the establishment of the organisation, the core values, actions and reactions to past mistakes, and organisational coping strategies⁵⁸. The values are the actions that articulate and strengthen the key values of the organisation, management style, the strategic intent and objectives as well as the resourcing strategies of the organisation. The material symbols serve as a means to spread messages like

values of sincerity, risk taking, honesty, equality, resourcefulness, inventiveness, and discipline to the health workers⁵⁸.

It is surmised that an organisation's culture can be a combination of three categories bureaucratic, innovative, or supportive. A bureaucratic culture is hierarchical, compartmentalized, organized, systematic, and has clear lines of responsibility and authority. An innovative culture refers to a creative, results-oriented, challenging work environment. A supportive culture exhibits teamwork and a people-oriented, encouraging, trusting work environment. Organisational culture could be build up by two essentials factors of social group; structural stability of a group and integration of single item in superior standard. It is stated that organisation's norms and values have a strong effect on all of those who are attached with the organisation. It is considered by him that norms are invisible but if the organisations want to improve the performance of the health workers and profitability, norms are places first to look⁵⁹.

It has also been identified that other examples of material symbols which include the structures, composition of health workers, size of offices, trademarks, logo, and so on. Organisation adopts and uses different languages as a way to identify members who shared common values and with relatively stable characteristics. To the new health workers, they are frequently overwhelmed with acronyms and jargon that, after six months on the job, have become fully part of their language⁶⁰. Organisational members are able to understand how their communicative actions and interactions contribute to the increased performance and organisation's mission and philosophy. It is adduced that effective performance cannot be attained without a formidable cultural values⁶⁰. It could be contended that the relationship between organisational culture and health workers' performance cannot be quantified since both variables depend on each other for success. Since culture is what distinguishes an organisation from another, therefore the strategies and practices

put in place will be quite different as well. It is believed that formidable cultural values and diversity have a significant influence on the performance, commitment, morale and motivations of an employee in the banking sectors⁶¹.

Organisational culture is a dynamic aspect that creates peculiarity and distinction between one organisation and others. This culture serves as an integrative way of embracing the organisation together by providing principles that guides the attitude, thoughts and behaviour of the health workers. Due to the diverse nature of workforce, it becomes important for organisations to draw a blueprint of culture that moulds health workers in the way management desires. However, one of the management prerequisites for new health workers is there willingness and acceptance of the organisation's core cultural values. At the same time, management seeks ways of recognizing and harmonizing the gender, religion, race, ethnic, and other differences that these health workers bring to the workplace⁶².

The culture of every organisation is particularly resistant to change and even when a culture needs to be changed, the management has little or no influence because the health workers must have been committed to them. Organisations also tend to be efficient because they have shared values that are consistently reliable, harmonized, and integrated. Above all, management at all levels must create a culture that promotes the attainment of corporate goals and increased health workers' performance. In addition, health workers' performance through competitive competence of organisation can be improved by building strong people and effectively managing their differences and integrating them to the shared values⁶³.

It is important to note that there is no just one organisational culture. It is widely recognised by the academic literature that different organisations have distinctive cultures. Also, there may be more than one culture within an organisation. One classification of culture types that is proposed

is Competing Values Framework (CVF). The CVF has been used in a number of studies to investigate organisational culture⁶³. The CVF examines the competing demands within organisations between their internal and external environments on the one hand and between control and flexibility on the other. These conflicting demands constitute the two axes of the competing values model. Organisations with an internal focus emphasise integration, information management and communication, whereas organisations with an external focus emphasise growth, resource acquisition and interaction with the external environment. On the second dimension of conflicting demands, organisations with a focus on control emphasise stability and cohesion while organisations with a focus on flexibility emphasise adaptability and spontaneity. Combined, these two dimensions of competing values map out four major 'types' of organisational culture revealed in theoretical analyses of organisations⁶⁴.

The internal process model involves a control/internal focus in which information management and communication are utilised in order to achieve stability and control. This model has also been referred to as a 'hierarchical culture' because it involves the enforcement of rules, conformity, and attention to technical matters. The internal process model most clearly reflects the traditional theoretical model of bureaucracy and public administration that relies on formal rules and procedures as control mechanisms⁶⁵. The open systems model involves a flexibility/external focus in which readiness and adaptability are utilised in order to achieve growth, resource acquisition and external support. This model has also been referred to as a 'developmental culture' because it is associated with innovative leaders with vision who also maintain a focus on the external environment. These organisations are dynamic and entrepreneurial, their leaders are risk-takers, and organisational rewards are linked to individual initiative⁶⁵.

The human relations model involves a flexibility/internal focus in which training and the broader development of human resources are utilised to achieve cohesion and employee morale. This model of organisational culture has also been referred to as 'group culture' because it is associated with trust and participation through teamwork. Managers in organisations of this type seek to encourage and mentor health workers. The rational goal model involves a control/external focus in which planning and goal setting are utilised to achieve productivity and efficiency. This model of organisational culture is referred to as a rational culture because of its emphasis on outcomes and goal fulfilment. Organisations of this type are production oriented, and managers organise health workers in the pursuit of designated goals and objectives, and rewards are linked to outcomes. The importance of this academic understanding of types of culture is not that the types exist in any pure form in organisations. It is possible for organisations to display several cultural types. Rather, it is that such typologies help in our understanding of predominant cultures and thinking as to what re-balancing is needed if culture is to be shifted to support new practices and values⁶⁵.

Understanding of organisational culture and cultural types also helps our understanding of why managerial reforms may impact differently within and between organisations. An organisation with a predominantly internal process culture, for example, may be more resistant to reforms aimed at promoting innovation. One would also expect staff in high uncertainty avoidance cultures to be more concerned with rule-following and more reluctant to risk changing jobs – both factors of some importance for those reformers who want to deregulate bureaucracies and encourage more rapid job change in the public service'. Practitioners in both the private and public sectors have come to realise that organisational change often requires changing the organisation's culture and learning⁶⁶.

A good example is improving career progression arrangements in the organisation. It is affirmed that there is a need for a change in organisational culture in many areas of a department. In particular, it is affirmed that ‘developing a culture in which career progression and development of staff is prioritised represents an important retention and motivation tool⁶⁷. It is surmised that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change. This is also in terms of culture facilitating innovative initiatives in the public sector and providing a supportive environment for developing ‘enterprising leaders⁶⁷.

If culture is important, is it possible to manage culture change? Culture change involves moving an organisation on from one form of culture to another, often through a culture change programme. Managing this cultural change programme requires that attention be paid to a range of issues. A number of key factors are elucidated: which include creating a receptive climate for change, top leadership drive – coherent and cohesive, requiring an articulate and precise vision from the top, discrepant action to increase tension, use of deviants and heretics, new avenues for articulating problems, reinforcing structural change and rewards, use of role models, deep socialisation, training and development, new communication mechanisms to transmit new values and beliefs, integrated selection criteria and removal of deviants, luck, persistence and patience⁶⁸.

It is however, suggested that it is important to manage with cultural awareness rather than to directly manage the culture. A metaphor of ‘riding a wave’ was used to explain managing culture. ‘The best the surf-rider can do is to understand the pattern of currents and winds that shape and direct the waves. He/she may then use them to stay afloat and steer in the desired path. But this is not the same as changing the basic rhythms of the ocean’. There are, therefore, competing views in the literature as to the degree to which it is possible to manage culture. Some

argue that culture can be directed and controlled, particularly by influential leaders. Others argue that directive, top down change is unlikely to be successful in the long run, and that managing culture is either not possible or only possible if the complexity of reality is understood and change is progressed in a consensual and longer-term manner⁶⁹.

It takes effort for an organisation to establish an explicit, highly distinctive culture that stands out from the crowd. It was affirmed that a unique corporate culture provides value to the organisation and, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain an organisation competitive advantage. For this to happen, the organisation has to have a mission statement and values that have meaning; a statement that people will take seriously; a set of overarching beliefs that serve as powerful guides for everyday action and that are reinforced in a hundred different ways, both symbolic and substantive. Organisations that value innovation encourage high employee job performance because by so doing, it promotes competition among the health workers. This will make every other employee in that organisation to bring out their best in order to stand out and receive rewards and recognition⁷⁰.

An organisational mission is an organisation's reason for existence. It is sometimes referred to as a creed, purpose, or statement of corporate philosophy and values. The mission of an organisation is aligned to the expectations of its targeted customers, so as to achieve its ultimate returns. It often reflects the values and beliefs of top managers in an organisation. It therefore, all starts with the organisations leaders to define these values and then help the health workers discover how their personal values are validated when they perform their jobs in accordance with the organisational values. This will make personal and corporate values increase staff engagement. Therefore, health workers gain more fulfilments from their job and are motivated to work harder, bringing their best to their work⁷¹.

It was also added that a high-performing organisation has a committed workforce that is aligned with mission, vision and values and is motivated to achieve organisational objectives. It was affirmed that culture offers a shared understanding about the identity of an organisation. The right culture can make health workers feel that they are valued participants and, as such, become self-motivated to take on the challenge of realizing the organisation's mission and work together as a team. It can transform an organisation's workforce into a source of creativity and innovative solutions. The involvement of culture has a great influence on employee performance in an organisation⁷².

Involvement in this context is to be understood as a regular participation of health workers in deciding how their work is done, making suggestions for improvement, goal-setting, planning, and monitoring of their performance. A performance culture is built around shared desire to exceed expectations and achieve remarkable results. However, this starts with individuals. Organisations with high performing cultures see their health workers as their number one asset. They treat health workers with dignity and respect, grant them greater autonomy, involve them in decision-making, celebrate individual and team achievements, and use a full range of rewards and punishment to enforce high performance standards. Also, organisations that uphold an involvement culture emphasize the input and participation of its members. These organisations, therefore, make their members become highly concerned about organisational immediate interests and increase the cohesion, so they can easily reach agreement in existing challenges⁷³.

One way of enhancing employee job performance is by involving them in the organisation's decision-making at least to a level that they are allowed. There are decisions that require secrecy due to their nature, and this is understandable, but there are others that should involve health workers in an organisation. These decisions should be made with the participation of the people

they affect; this means consulting them or having a discussion in order to get their views and generate new ideas. An organisation with a culture of involving its health workers will tend to perform well because the health workers will own the decision, and, therefore, hold themselves responsible in case of any failure. It is easy to get so swept away thinking of solutions in board meetings that managers forget to consult the people who matter: the health workers⁷⁴.

It could also be asserted that organisations that have a culture of recognizing for a job well done boost morale and offer a greater sense of achievement. The moment health workers understand that they are appreciated and that their efforts matter beyond earning a paycheck, performance will normally increase. Regular times of recognition in small or simple ways can help health workers know their value and increase their performance. Another strong trait of organisational culture that enhances high performance among health workers in an organisation is team work. It was surmised that organisational norms that encourage cooperation, teamwork, and participation are related to performance because they facilitate group coordination and synergy of divergent organisational resources. It could be added that moreover, self-actualization and employee development are the basis of creating a large pool of organisational resources that reflect the human capital within organisations and lead to organisational efficiency⁷⁵. Some of the measures of organisational culture include; communication, integration of individuals and organisational interest which were got from modern organisation theory.

Communication refers to the exchange of information, ideas, thoughts, and feelings among individuals within an organization. Effective communication is a cornerstone of any successful workplace, and it plays a pivotal role in shaping health workers' ability to collaborate, problem-solve, and achieve organizational objectives. It enables health workers to understand the company's goals, objectives, and values, align their actions with the organization's vision, and

collaborate effectively with their colleagues. Effective communication ensures that health workers receive clear instructions and understand the expectations set by their supervisors or managers. When health workers have a precise understanding of their roles and responsibilities, they can better align their efforts with organizational goals. Ambiguity and misunderstanding, on the other hand, can lead to confusion and decreased job performance⁷⁶.

Communication is the backbone of collaboration and teamwork within a company. Effective communication fosters an environment where health workers can share ideas, provide feedback, and work together seamlessly. Teams that communicate well tend to perform better as they can leverage each other's strengths and compensate for weaknesses. In any organization, problems arise that require quick and effective solutions. Good communication facilitates problem-solving and decision-making processes by allowing health workers to share insights, brainstorm ideas, and come to a consensus more efficiently⁷⁷. Health workers who can communicate their thoughts and ideas clearly are more likely to contribute meaningfully to finding solutions. Poor communication often leads to conflicts and misunderstandings among team members or between health workers and management. Conflict resolution becomes more challenging when communication is not effective. On the other hand, when health workers can communicate openly and honestly, they are more likely to address conflicts and misunderstandings in a timely and productive manner⁷⁷.

Literature revealed that organizations that prioritize communication tend to have higher employee engagement and morale. When health workers feel valued and informed, they are more likely to be motivated and committed to their work. Effective communication can create a sense of belonging and help workers understand the organisation's mission and vision, fostering a positive work environment⁷⁸. Communication facilitates knowledge sharing within an

organization. Health workers can share their expertise, experiences, and best practices, helping others learn and grow professionally. As health workers acquire new skills and knowledge, their job performance is likely to improve. In today's fast-paced and dynamic business environment, organizations often face constant change. Effective communication helps health workers stay informed about organizational changes, adapt to new processes, and embrace innovation. Organisation that communicate change well tend to experience smoother transitions and better job performance during challenging times⁷⁸.

In diverse workplaces with health workers from various cultural backgrounds, effective cross-cultural communication is essential. Understanding cultural differences and communicating respectfully allows health workers to collaborate seamlessly, leading to improved job performance and organizational outcomes. Effective leaders are excellent communicators. Leaders who can articulate a clear vision and communicate the company's goals inspire and motivate their teams to achieve exceptional performance. The ability to communicate persuasively and influentially is crucial for leadership effectiveness⁷⁹.

The influence of communication on job performance cannot be overstated. Effective communication is the foundation for a productive and harmonious work environment. It fosters collaboration, reduces conflicts, enhances employee engagement, and enables better problem-solving and decision-making. Organizations that prioritize communication and invest in developing health workers' communication skills are more likely to experience higher job satisfaction, productivity, and overall success. As workplaces continue to evolve, effective communication remains a crucial factor in driving job performance and achieving organizational goals⁷⁹.

Integration of individuals refers to the process of assimilating individuals into the organizational culture and fostering a sense of belongingness, cooperation, and collaboration. When health workers feel integrated, they are more likely to be engaged, motivated, and committed to their work, resulting in enhanced job performance. In this extensive discussion, we will explore various aspects of how integration impacts job performance, its benefits, challenges, and strategies for fostering a more integrated work environment. When health workers feel integrated, they experience a positive work environment that supports their personal growth and professional development. This positive atmosphere reduces stress and fosters a greater sense of well-being, ultimately leading to improved job satisfaction and higher job performance. A positive work environment also encourages open communication and teamwork, enabling health workers to collaborate effectively to achieve common goals⁸⁰.

Integrated individuals are more likely to be engaged in their work. Engagement refers to the emotional commitment and dedication an employee has towards their job and the organization. When health workers are integrated into the workplace culture, they feel valued and appreciated, which boosts their commitment to the organization's mission and vision. Engaged health workers are more productive, innovative, and go the extra mile to contribute to the success of the organization. A workplace that promotes integration tends to be more diverse and inclusive. Embracing diversity means recognizing and valuing individual differences, including those based on race, gender, ethnicity, age, and background. In an inclusive environment, health workers from diverse backgrounds feel respected, and their unique perspectives are considered valuable. This inclusivity leads to a broader range of ideas and approaches, enriching problem-solving and decision-making processes⁸¹.

Some of the strategies for fostering integration in the organisation include: Diversity Training and Sensitivity Workshops: Employers of labour should provide health workers with diversity training and sensitivity workshops to raise awareness about different perspectives and experiences. These initiatives can help create a more inclusive and understanding work environment. Employee Resource Groups (ERGs): establish ERGs that allow health workers with similar backgrounds or interests to come together, share experiences, and support each other. ERGs can create a sense of belonging and community within the organization. Mentorship and Buddy Programs: Implement mentorship or buddy programs to pair new health workers with experienced colleagues. This helps new hires feel supported and integrated into the team more quickly⁸².

Recognition and Rewards: Recognize and reward health workers who actively contribute to an inclusive workplace culture. This reinforces the importance of integration and encourages others to follow suit. Transparent Communication: Promote transparent and open communication across all levels of the organization. Transparent communication helps build trust and ensures that all health workers feel heard and valued. Performance Feedback and Development Opportunities: Offer regular performance feedback and provide development opportunities for health workers. This shows that the organization is invested in their growth and success, motivating them to perform better⁸³.

The integration of individuals in the workplace has a profound impact on the job performance of health workers. By fostering a positive work environment, increasing employee engagement, promoting diversity and inclusion, and aligning with organizational values, integration contributes to improved productivity, innovation, and overall success. Organizations that

prioritize integration and actively address challenges are more likely to build a cohesive, high-performing workforce that drives long-term success⁸³.

Organisation interest refers to the collective goals, objectives, and priorities that guide and motivate an organization's decisions, actions, and overall direction. It represents what the organization deems important and focuses on achieving for its sustained growth, success, and long-term viability. When the interests of an organization align well with the individual goals of its health workers, it creates a harmonious environment. Health workers who find personal fulfillment and purpose in their work are more likely to be motivated, engaged, and committed to achieving the organization's objectives. In such cases, there is a natural synergy between employee aspirations and organizational goals, resulting in improved job performance⁸⁴.

Effective leadership and management practices can heavily influence the alignment of employee interests with those of the organization. When leaders communicate a clear vision, set achievable goals, and provide support and resources, health workers are more likely to understand their roles and perform at their best. Conversely, poor leadership can create confusion, dissatisfaction, and hinder job performance. Organizations that invest in employee training and development demonstrate their commitment to the growth and advancement of their workforce. Providing opportunities for skill development and career advancement can improve job performance by increasing health workers' competence and confidence in their roles⁸⁵.

Granting health workers a certain level of autonomy in their job roles and involving them in decision-making processes can lead to increased job satisfaction and motivation. When health workers feel trusted and empowered, they are more likely to take ownership of their tasks and perform at a higher level. Organizations that focus solely on short-term financial gains may resort to cost-cutting measures, including layoffs or reduced benefits. The fear of job insecurity

can negatively impact employee morale, interest and job performance. If an organization's interests clash with an employee's personal values or ethical principles, it can create a moral dilemma. This conflict may lead to decreased job satisfaction and engagement, affecting job performance⁸⁶. The influence of organizational interests on job performance is a complex interplay of various factors. When the interests of the organization and its health workers are well-aligned, it can result in improved job performance and overall success. On the other hand, conflicts between organizational interests and employee well-being can have detrimental effects on job performance and the overall health of the organization. Striking a balance that prioritizes both organizational objectives and employee needs is essential for fostering a positive and productive work environment⁸⁶.

2.1.3 Ethical Behaviour

Over the years, the term ethics in organizational performance has long been associated with management scholars and business leaders around the world. There is a broad agreement around the world that as a matter of corporate policy, every organization strives to be committed in a manner that is ethically transparent. It is argued that ethics in the world of organization's business involve "ordinary decency" which encompasses such areas as integrity, honesty and fairness. Behaving in an ethical manner is seen as part of the social responsibility of organization, which itself depends on the philosophy that organizations ought to impact the society in ways that goes beyond the usual profit maximization objective. Ethics is a set of standard of right and wrong established by a particular group and imposed on members of that group as a means of regulating and setting limit on behaviour⁸⁷.

It is revealed that organization cannot ignore ethics. Indeed for some ethics has been added to their corporate values. But help is needed by organization to integrate ethical practices and

competencies, but initially this requires an increased and shared understanding of ethics in organizations. Researchers suggest that organizational ethics is a major influence in ensuring the attainment of organization objectives. It has been observed that more than 85 percent of organizations have developed and distributed organizational codes of conduct so as to significantly affect ethical conducts of their respective health workers. It is affirmed that the existence of formal code of ethics will generally ensure the highest standards of behaviour and inhibit unethical conducts amongst organizational members. However, experience shows that these formal codes are often undermined by the adherence to informal codes known as norms which are characterized mainly by isolation and solidarity⁸⁷.

Ethical behaviour is when an individual acts in ways that are consistent with one's personal values and the commonly held values of the organization and society. Ethical behaviour is characterized by honesty, fairness and equity in interpersonal, professional and academic relationship and it respects the dignity, diversity and the right of individual and groups of people. Therefore, for an organization to move forward in the aspect of performance, it is however important for such an organization to have a good understanding of ethics and also take it seriously as this can undermine the competitive strength of the organization and the society at large. Morals spring virtually from every decision; thus, organization stability and survival depends on the consistency of quality of ethical decision made by managers. Managers are challenged and encouraged to have obligation on organization performance and society at large, to support and assist the society to imbibe the ethical culture in which there was the interest of everyone⁸⁸.

In recent times, most organizations have come up with codes of ethics in dealing with ethical issues challenging them. Code of ethics as defined by the national institute of the management is

a set of moral principle used by organization to steer conduct of the organization itself and the employee, in all their business activities, both internally and externally. It is stated that codes are opposed to straightforward policy have advantage of providing explicit guidance on key moral issues that might arise during the course of organization activities⁸⁹.

Many organizations in Nigeria operate under ethical behaviour whether formally or informally, many of these aspire to comply with externally enforced for ethics but actually endeavor to make ethics as a part of business as usual. More often than not the aim of ethical behaviour is to integrate ethics in all aspects of organizational life and decisions by institutionalize ethics. Reputation is lost in seconds, while great efforts, consistency and time are required to build it up again. The message comes across quite clearly, ethical values play significance role for organization. They can account for true competitive advantages, and their absence can threaten organizational growth and impair its survival whether an organization is facing criminal charges or it is just its customers or health workers that question its behaviour conducts⁹⁰

Organizations should set ethics programs which are set of activities, policies and procedures intended to support health workers to understand and comply with the ethical standards and policies set by the organization. Programs comprise various elements designed to prevent misconduct, defined as “behaviour that violates the law organizational ethics standards”. Organisations with strong ethics programs report improvements in ethical conduct, and programs have a positive effect on employee behaviour, ethical attitudes and corporate culture⁹¹.

It is likely that each element has certain impact on health workers' attitudes and conduct, but the manner and extent of this impact may vary. It is suggested elements: a code of ethics, an ethics officer an ethics training programme, an ethics audit system, and dedicated ethics telephone

hotlines. Ethics programme begins with development of a code of ethical conduct to guide health workers on what is viewed as ethical behaviour. It was revealed that ethics codes influence behaviour. The second element is ethics training, to help health workers understand the ethical goals and values of the organization, increase their ability to deal with ethical issues and encourage ethical behaviour⁹².

The third element is implementation of mechanisms to provide ethics information frequently through appointment of an ethics officer to advise health workers, investigate allegations of ethical problems develop and coordinate ethics and compliance policies and oversee the ethical conduct of health workers in an organization. The fourth element is provision of an anonymous reporting system to allow health workers to provide information on ethical violations in an organization and reduce employee fear of retaliation for reporting workplace misconducts. The fifth element disciplining of violators and is linked with the last element, evaluation of an employee's ethical performance⁹³.

A reward and punishment system is a key factor in promoting ethical behaviour and many organizations include ethics in their performance appraisals. One way of improving employee compliance with ethical standards is by generating sense of threat, while evaluation of ethical behaviour is used as a tool to incentivize health workers to behave ethically. Every organization has strategic objectives with a business plan to meet them. Targets and deadlines are a normal part of performance setting for managers at all levels. But when reward systems are disproportionately dependent on the achievement of goals set, the temptation to 'cut corners' can be difficult to resist. Problems arise when management sets targets for cost cutting, output expansion and sales that are not discussed with those responsible for achieving them. This focus on the short term can severely undermine ethical behaviour⁹⁴.

It is also stressed the saliency of ethical standards as the fore running behaviour from goal setting to full implementation of planned actions which facilitates the attainment of set goals. Their position simply amplifies the dare need for more credible and generally acceptable practices as a thrust for organizational goal. Ethical saliency in achieving desired work goals is also amplified. It is argued that though individuals may seemingly take a disproportionate position different from that of the organization in terms of ethical beliefs, which may result to a passive attitude to ethics, adherence to organization prescribed ethics is needed for performance and goals. Ethics in the first instance provides the work codes that guides behaviour and organizational expectation therefore, if such codes are undermined, it amounts to unethical behaviour which could creates unguided and negative behavioural multiplicity that will not be favourable to organizations' attempt at reaching⁹⁵.

It is argued that ethical behaviour in work organization reflects a comprehensive set of actions that shows individual readiness to abide by laid down codes, rules and commitment to moral norms that essentially builds integrity asset across work members and the organization. Ethics according to the author is a comprehensive acceptable standards of behaviour that have the end point of ensuring performance both at the micro and macro levels of work. The ethical behaviour content also identify promptness to duty and assigned tasks which are recipes for effective and timely services delivery. The rate at which health workers promptly attend to tasks that are assigned by managers ensures that production function is successfully and timely done. This is increasingly the case in work flow process that requires the close of one task to commence another⁹⁶. Some of the measures of ethical behaviour that were got from Deontological theory of Kant are ethical value, ethical decision making and ethical leadership.

Ethical value of health workers is a critical aspect of any organization's success and overall societal progress. Ethical values in health workers refer to the set of principles, morals, and standards that guide their behaviour and decision-making in the workplace. Companies that prioritize ethical values in their workforce tend to foster a culture of trust, integrity, and accountability, which leads to numerous positive outcomes for both the organization and its health workers. Ethical health workers are more likely to act in ways that promote trust within the organization and with external stakeholders. Trust is the foundation of successful relationships, and when health workers demonstrate ethical behaviour, it enhances the organization's reputation, making it more attractive to customers, investors, and potential hires⁹⁷.

Ethical values in the workplace create a positive and inclusive environment where health workers feel respected and valued. When health workers know they are part of an ethical organization, they are more likely to be engaged in their work, experience higher job satisfaction, and be motivated to contribute to the organization's success. Ethical health workers are more likely to treat their colleagues with respect and fairness, promoting a collaborative and harmonious work environment. This, in turn, enhances teamwork, communication, and overall productivity. Ethical behaviour reduces the likelihood of engaging in illegal or harmful activities, mitigating the risk of lawsuits, fines, or reputational damage⁹⁸.

Organizations with ethical health workers are more likely to comply with legal regulations and industry standards. Ethical health workers are more likely to think long-term and consider broader societal implications of their work. This mindset can lead to more innovative and sustainable solutions, as well as a greater focus on Corporate Social Responsibility (CSR) initiatives. Ethical value of health workers is a fundamental aspect of a successful, sustainable, and socially responsible organization. Companies that prioritize ethics in their workforce stand to

gain numerous benefits, ranging from increased trust and reputation to enhanced innovation and positive societal impact. By fostering a culture of ethical behaviour, organizations contribute not only to their own success but also to the greater good of society as a whole⁹⁹

Ethical decision making is a crucial aspect of every employee's behaviour within an organization. Ethical decisions are those that align with moral principles, values, and standards. They involve considering the potential impact of actions on stakeholders, demonstrating integrity, and upholding the organization's ethical culture. Ethical behaviour in the workplace not only builds trust among colleagues and customers but also contributes to the long-term success and sustainability of the organization. In this discussion, we will explore the factors that influence ethical decision-making, the challenges health workers face in making ethical choices, and strategies to enhance ethical decision-making. An individual's personal values, beliefs, and ethical framework significantly impact their decision-making process. Health workers who have a strong internal compass tend to make decisions that align with their values, even when faced with challenging situations. The behaviour of leaders within the organization sets an example for health workers to follow¹⁰⁰.

When leaders consistently demonstrate ethical conduct and decision-making, it positively influences health workers to make similar choices. Providing health workers with ethical training and education can enhance their awareness of ethical issues and help them develop the skills necessary to navigate complex situations. Ethical decision-making is not a simple process, and health workers often face challenges when navigating complex situations. However, by fostering an ethical organizational culture, providing proper training, and establishing clear guidelines, organizations can empower their health workers to make principled decisions. Encouraging open communication and rewarding ethical behaviour further strengthen the ethical foundation within

the organization. Ultimately, ethical decision-making is a collective responsibility that contributes to the success and reputation of the organization while ensuring a positive impact on society and stakeholders¹⁰¹.

Ethical leadership is a critical aspect of effective management and organizational success. Ethical leaders not only uphold high moral standards themselves but also inspire and guide their health workers to act ethically in their professional roles. They set an example through their behaviour, decisions, and communication, fostering a culture of integrity, trust, and responsibility within the organization. In this comprehensive write-up, we will explore the key principles of ethical leadership, its benefits, and how it can be nurtured within an organization. Ethical leaders consistently demonstrate honesty, transparency, and a commitment to doing the right thing, even when faced with difficult choices. They adhere to a strong moral compass and avoid compromising their values for short-term gains. Ethical leaders treat their health workers with respect, dignity, and fairness. They value diversity and inclusivity, promoting an environment where everyone feels valued and heard¹⁰².

Ethical leaders hold themselves and their health workers accountable for their actions. They acknowledge mistakes, take responsibility for their decisions, and encourage a culture where individuals learn from their errors. Ethical leaders understand and empathize with their health workers' perspectives and challenges. They foster a supportive work environment that promotes work-life balance and well-being. Ethical leaders involve their health workers in the decision-making process when appropriate, ensuring that decisions align with the organization's ethical values and benefit all stakeholders. Ethical leadership requires courage to stand up against unethical practices, even if it means going against popular opinions or prevailing norms. They prioritize long-term ethical considerations over short-term gains. Ethical leaders encourage open

and honest communication within the organization. They actively listen to their health workers' concerns and feedback, fostering a culture of trust and transparency. When health workers are led by ethical leaders, they feel more engaged and motivated in their work. A positive work environment built on trust and integrity boosts morale and reduces turnover¹⁰³

Ethical leadership enhances the organization's reputation in the eyes of health workers, customers, investors, and the general public. A strong reputation can attract top talent and foster customer loyalty. Ethical leaders promote a sense of purpose and commitment among health workers, leading to increased productivity and better performance. Ongoing ethics training should be provided for all health workers, not just leaders. Ensuring everyone understands the organization's ethical expectations creates a unified culture of integrity. Ethical leadership is fundamental to fostering a positive work environment, cultivating employee engagement, and building a strong organizational reputation. By upholding ethical principles and nurturing ethical leadership within an organization, leaders can create a culture that drives sustainable success and benefits all stakeholders involved¹⁰⁴.

2.2 Theoretical Framework

2.2.1 Job performance Theory

The theory of job performance was developed by Borman and Motowidlo¹⁰⁵. The authors identified three measures of job performance which include; task performance, contextual performance and adaptive performance. Task performance can be defined as the total expected value of an individual's behaviours over a standard period of time for the production of organizational goods and services. Contextual performance can be defined as the total expected value of an individual's behaviours over a standard period of time for maintaining and enhancing the psychological, social, and organizational context of work. These definitions acknowledge

that some behaviours might have consequences both for producing goods and services and for maintaining and enhancing the psychological, social, and organizational context of work¹⁰⁵.

Out of concern that research and practice in the area of employee selection tended to focus only on a part of the performance domain and tended to exclude or downplay another part that is also crucial for organizational effectiveness, authors made a distinction between task performance and contextual performance. They proposed that the component of the performance domain that tends to be more frequently identified and targeted by selection research and practice relates to tasks similar to those that are typically listed on official job descriptions in order to explain how these two parts of the performance domain differ from one another. They called it *task performance* and suggested that it might take either of two forms. One involves activities that directly transform raw materials into the goods and services that are the organization's products. Such activities include selling merchandise in a retail store, operating a production machine in a manufacturing plant, teaching in a school, performing surgery in a hospital, and cashing checks in a bank¹⁰⁶.

The second form of task performance involves activities that service and maintain the technical core by replenishing its supply of raw materials, distributing its finished products, or providing important planning, coordination, supervising, or staff functions that enable it to function effectively and efficiently. When these task activities are performed effectively, they are behavioural episodes with positive expected organizational value because they facilitate the production of organizational goods and services. When performed ineffectively, however, they can have negative expected value because they might hinder the production of organizational goods and services. Thus, the domain of task performance includes behavioural episodes that represent task activities that are performed well and behavioural episodes that represent task

activities that are performed poorly, with corresponding variability in their expected organizational value¹⁰⁶.

The theory argued that the part of the performance domain that was relatively ignored in selection research is also organizationally valuable, but for reasons different from those that explain the organizational value of task performance. They called it *contextual performance* because they defined it in terms of behaviour that contributes to organizational effectiveness through its effects on the psychological, social, and organizational context of work. Individuals can contribute through the context of work in several different ways. One way is by affecting other individuals in the organization so that they become more likely to carry out organizationally valuable behaviours themselves. For instance, to the extent an individual's actions promote positive affect in others, defuse hostilities and conflict, and encourage interpersonal trust, such actions will have positive expected organizational value because their effects on the social context of work improve interpersonal communication and cooperation and make it easier to coordinate individuals' efforts on interdependent tasks. To the extent actions that show unusual dedication to the task or organization are modeled by others who become inspired to behave similarly themselves, such actions will have positive expected organizational value because their effects on the psychological context of work motivate others to exert greater effort in the service of organizational objectives¹⁰⁶.

Increased preparedness on the part of the employee to engage in behaviors that are beneficial to the organization is another approach to contribute through the workplace context. For instance, actions employees take to increase their own knowledge and ability are expected to generate positive organizational benefits since they should lead to better performance in areas connected to the improved knowledge and skill. Through activities that have an impact on the tangible

resources of the organization, there is a third approach to contribute through the context of work. For instance, actions such as cleaning up the conference room after a meeting, using personal resources such as the family automobile or computer for organizational business, and conserving electricity by shutting off lights when leaving an office all have positive expected value because of their effects on tangible aspects of the organizational context¹⁰⁶.

These three broad forms of contextual performance emphasize different features of the psychological, social, and organizational context of work. The first one focuses on contextual elements in the form of psychological states of other individuals and related characteristics of groups and the organization as a whole. Behaviours that affect these psychological states and corresponding group or organizational characteristics have positive or negative expected value because they affect the likelihood that other individuals will carry out actions that contribute to organizational effectiveness. The second one focuses on contextual elements in the form of an individual's own readiness to contribute. Behaviours that affect an individual's own readiness have positive or negative expected value depending on whether they increase or decrease the likelihood that the individual will carry out subsequent actions that contribute to organizational effectiveness. The third one focuses on contextual elements in the form of tangible organizational resources. Behaviours that affect these elements have positive or negative expected value depending on whether they preserve or squander organizational resources.

Authors described five types of contextual activities: volunteering to carry out task activities that are not formally a part of the job; persisting with extra enthusiasm or effort when necessary to complete own task activities successfully; helping and cooperating with others; following organizational rules and procedures even when personally inconvenient; and endorsing, supporting, and defending organizational objectives¹⁰⁷.

The defining difference between task and contextual performance lies in the reason behaviours in each domain have some level of positive or negative expected value for the organization. The reason is either a contribution to organizational goods and services or a contribution to the psychological, social, and organizational context of work. Some behaviours, however, can have expected value for both reasons, which complicates efforts to assign behaviours to one category or the other. Some behaviours can directly help or hurt the production of goods and services, thereby contributing to task performance; the same behaviours can simultaneously help or hurt the social, organizational, or psychological context of work, thereby contributing also to contextual performance. Behaviours such as persisting with extra effort despite difficult conditions and taking the initiative to do all that is necessary to accomplish objectives contribute to an individual's contextual performance partly because when observed by others in the organization—they can serve as models that inspire others to behave similarly. They can also help to establish and reinforce norms that support and encourage such behaviours¹⁰⁷.

Job performance theory is relevant to this study because when health workers focus more on their task, the context at which the task being performance and also adapt to the various changes that may arise in the world of work, they tend to be more productive which could in turn heighten their academic performance¹⁰⁸.

2.2.2 Modern Organisation Theory

The Modern organization theory concept has emerged during the beginnings of the Industrial Revolution in the early 1900s. Max Weber, a well-known German sociologist believed that bureaucracies represented the ideal form of organization. According to his form of organizational structure, the responsibilities for workers are clearly defined and behaviour is tightly controlled by rules, policies, and procedures¹⁰⁹. In the early 1900s, Henry Fayol has also the contributed to

the organization theory and he is accredited for introducing the strategic planning, staff recruitment, employee motivation, and employee guidance as important management functions in creating and nourishing a successful organization¹¹⁰. The Modern Theory is the integration of valuable concepts of the classical models with the social and behavioural sciences. This theory posits that an organization is a system that changes with the change in its environment, both internal and external. There are several features of the modern theory that make it distinct from other sets of organizational theories. The modern theory considers the organization as an open system. This means an organization consistently interacts with its environment, so as to sustain and grow in the market. Since, the organization adopts the open system several elements such as input, transformation, process, output, feedback and environment exists¹¹¹. Thus, this theory differs from the classical theory where the organization is considered as a closed system. Since the organization is treated as an open system, whose survival and growth is determined by the changes in the environment, the organization is said to be adaptive in nature, which adjusts itself to the changing environment.

The modern organization theory states that an organization is a system which has to adapt to the changes and developments in its environment. In the perspective of modern organizational theory, an organization is defined as a designed and structured process in which individuals interact for attaining objectives. The modern approach to the organization has become multidisciplinary and scientists have emphasized on the dynamic nature of communication and importance of integration of individual and organizational interests. Chester Bernard in his work “Theories of Management” has also emphasized on that and gave the first modern and comprehensive view of management¹¹².

The modern theory considers the organization as a system which is dynamic. The modern theory is probabilistic and not deterministic in nature. A deterministic model is one whose results are predetermined and whereas the results of the probabilistic models are uncertain and depends on the chance of occurrence. This theory encompasses multilevel and multidimensional aspects of the organization. This means it covers both the micro and macro environment of the organization. The macro environment is external to the organization, while the microenvironment is internal to the organization. The modern theory is multi-variable, which means it considers multiple variables simultaneously. This shows that cause and effect are not simple phenomena. Instead, the event can be caused as a result of several variables which could either be interrelated or interdependent. The scientists from different fields have made major contributions to the modern theory. They emphasized on the importance of **communication and integration** of individual and organizational interest as prerequisites for the smooth functioning of the organization¹¹².

This theory is highly relevant to this study as it provides valuable insights into how organisations are structured, how work is organized and how health workers' behaviours and motivations influence their performance. Understanding this theory could help organizations design better systems, processes and management practices to enhance health workers productivity, engagement and overall job performance. This theory also enables employers of labour to identify factors that may impact job satisfaction and performance, leading to better decision-making and performance improvement strategies.

2.2.3 Deontological Theory

One theory that focuses on ethical behaviour is the deontological theory. This theory emphasizes that actions should be judged based on their inherent morality, rather than the outcomes they produce. The deontological theory of ethical behaviour was propounded by the German

philosopher Immanuel Kant in the late 18th century. His famous work "Groundwork of the Metaphysics of Morals" (1785) is considered as one of the classic texts of deontological ethics¹¹³. Deontologists believe that certain actions are inherently right or wrong, regardless of their consequences. Deontologists often refer to moral principles, such as the categorical imperative, as a guide for ethical behaviour. According to the categorical imperative, one should always act in a way that they would want everyone else to act in similar circumstances, and never treat people as mere means to an end. Deontological theory also emphasizes the importance of duty and respect for persons. It holds that individuals have moral duties that are independent of any personal desires or goals, and that they have an obligation to treat others with respect and dignity. Deontological ethics is a moral theory that emphasizes the inherent rightness or wrongness of actions themselves, rather than the outcomes they produce or the intentions behind them. According to this theory, ethical behaviour is determined by following certain moral principles or duties, regardless of the consequences¹¹⁴.

Deontological ethics is based on a set of **ethical values** that are considered universally applicable and binding. These values include fairness, justice, honesty, and respect for autonomy. These values are not dependent on the context or the outcome of the action but are seen as intrinsic to the moral act itself. For example, a deontological approach to ethics would argue that lying is always wrong, regardless of the context or the consequences of the lie.

In deontological ethics, ethical decision-making involves following a set of moral rules or principles that are seen as universally applicable. These rules are often derived from religious or philosophical traditions and are considered to be objective and binding. Ethical decisions are

made by applying these rules or principles to the situation at hand, without taking into account the potential consequences of the action.

Deontological ethics can also inform ethical leadership, as it provides a framework for leaders to make decisions that are based on objective moral principles rather than personal interests or expediency. Ethical leaders are expected to uphold the values of fairness, justice, and respect for autonomy in their decision-making and actions. However, there are some criticisms of deontological ethics. One critique is that it can be too rigid and inflexible in its application of moral principles, as it does not take into account the specific circumstances or context of the situation. Another criticism is that it may not always lead to the best outcomes, as it prioritizes following moral rules over achieving the greatest good for the greatest number of people¹¹⁴.

This theory is relevant to this study as it emphasizes adherence to ethical principles and moral duties. Health workers following deontological ethics focus on doing what they believe is inherently right, regardless of consequences. This can foster a strong sense of integrity, accountability and consistency in their actions which may positively impact their job performance and overall work environment. In conclusion, deontological ethics is a moral theory that emphasizes the intrinsic rightness or wrongness of actions, based on universal moral principles. Overall, the deontological theory provides a framework for ethical decision-making that prioritizes moral principles and duties over personal gain or utilitarian outcomes.

2.3 Review of Empirical Studies

2.3.1 Organisational Culture and Job Performance

It is stated that strong culture in an organisation is very helpful in enhancing the performance of health workers; this leads to goal achievement and increases the overall performance of the organisation. It could be noted that while performance is a multi-dimensional construct, it may be defined as the record of an individual's accomplishment, and employee performance therefore is the job-related activities expected of an employee and how those activities are executed.

A study examined the factors affecting employees' performance at ABC group of companies. Results show that the level of job performance of employees was moderate. It was also found that motivation ($r = 0.822$) has a strong positive correlation with the employee's job performance while rewards ($r = 0.411$) indicate moderate association with the employee performance. Further, the determinants, motivation, and reward showed a statistically significant effect on employees' job performance ($p < 0.05$). Hence it can be concluded that ABC Group of Companies should pay their attention to rewards and motivation practices carried in terms of remuneration, benefits package, promotion, recognition, and working environment to uplift the employees' performance to enhance the bottom line of the organization. Moreover, the implementation of a knowledge management system is suggested¹¹⁵.

Another study was conducted training, employee engagement and employee performance: Evidence from Uganda's health sector using the descriptive design. Result revealed that the level of job performance of health workers was moderate. It was recommended that a positive motivational practice can be achieved through that management should increase compensation following work experience and inequitable manner within the organisation and equitable when compared to others which are in the same industry on the basis assessments

of the job relative internal rate¹¹⁶. Another similar study was conducted to examine the influence of motivation on job performance of employees using the descriptive survey. The main findings of this study revealed that positive working environment, opportunity of gaining quality experience, alignment of skills and job done by the employees and benefit packages have a significant effect on the motivation and the job performance. It was also found that the level of job performance was moderate. It was recommended that employers of labour should motivate their employees by paying their salaries as and when due, promotion, remuneration among others¹¹⁷.

Another study examined an approach to employees' job performance through work environmental variables and leadership behaviours using the descriptive survey design. Result showed that the level of job performance of employees was moderate. It was recommended managers must cultivate a high-quality exchange with their subordinates, recognizing their achievements, involving them in decision-making processes, providing them with constructive feedback, and granting them good development opportunities. It is likely that following more people-oriented rather than task-oriented management practices, the subordinates respond with a higher performance rate¹¹⁸.

A research was carried out on the study of organisational culture on employee performance and asserts that the job performance of an organisation has a strong impact on strong organisation culture as it leads to enhanced productivity. They however recommend that the strong culture of an organisation based upon managers and leaders helps in improving levels of performance. Managers relate organisational performance and culture to each other as they help in providing competitive advantage to organisation. This corroborates the finding of other researchers who found that organisational culture has a positive impact on employees' job performance¹¹⁹.

It was also found that a strong culture could be linked with high growth performance. They also found that the intensity of the organisation's culture is positively correlated with its relative growth. It was also claimed that organisational culture is attached to performance are initiated on the apparent role that culture can play in competitive advantage. It was also posited that organisational culture has assumed considerable importance in the 21st century, because of its impact on employee performance. It is imperative for every organisation to understand its dynamic culture so that managers can capitalize on the insights generated by the cultural perspective, in order to wield greater control over their organisations. Hence, the culture of an organisation has an important impact on its performance. A study was carried out on "leadership style, organisational culture, and performance: empirical evidence from UK companies," and they conclude that competitive and innovative cultures which are sensitive to external conditions have a strong and positive impact on organisational performance¹²⁰.

A study examined the impact of organisational culture on job performance in Gombe State Nigeria using the descriptive survey and stratified random sampling technique. Questionnaire was used in the collection of data and data was analysed using the descriptive and inferential statistics and result revealed that there was a significant positive relationship between organisational culture and job performance. It was suggested that every organisation should carry out regular appraisals to determine the performance of its employees; and the organisation can take the said opportunity to address the shortfalls and help the employees unleash their full potentials. The full responsibility of strengthening organisational culture lies entirely with the management and it is therefore recommended that the organisation invests in training and development of its employees to improve their human capability at all levels¹²¹.

A study investigated the relationship between organisational culture and performance and stated that organisational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organisation's culture can have an impact on organisational effectiveness. The author concluded knowing the culture of an organisation allows employees to understand both the organisation's history and current methods of operation. Second, organisational culture can foster commitment to the organisation's philosophy and values. Organisational culture, through its norms, serves as a control mechanism to channel behaviours toward desired behaviours and away from undesired behaviours. Also, certain types of organisational cultures may be related directly to greater effectiveness and productivity than others¹²².

A more recent study was conducted on the influence of organisational culture and job performance: Proposing and Testing a Model concerning how an organisation's culture affects organisational performance. And demonstrate the application of LISREL modeling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organisation's strategies and practices, an organisational value system, and the collective beliefs of the individuals working within the organisation. The researcher measured organisational culture by several latent variables which are: organisational structure and purpose, organisational values, task organisation, climate, and individual values and beliefs. The result revealed there was a significant relationship between organisational culture and job performance¹²³. A study examined various concepts on organisational culture and strives to ascertain the importance of relationship between organisational culture and corporate performance in business context. The study adopted survey research design and simple random sampling technique. The researcher chose Nigerian

employees in commercial banking industry as population of his study. The researcher's findings drawn that organisational culture plays a vital role in an organisation's general performance¹²⁴.

A study also examined the impact of organisational culture on job performance among employees and found that there was a significantly positive relationship between organisational culture and employee's performance, and found that an organisations and its employees were not performing and working together very well because of weak culture. The organisation's weak culture may cause lack of involvement, consistency, adaptability, and mission¹²⁵. A study was conducted to examine the effect of organisational culture on job performance of employees in Singapore telecommunication using a descriptive research design and simple random sampling technique was used in selecting 100 employees. A structured questionnaire was developed using the past literature as the bases, followed by a pilot test to check it validity and reliability as well as normality. Data was analysed using the descriptive and inferential statistics and finding revealed that organisational culture such as ritual, value and heroes has a huge and significant impact on employee's performance and through this research which shows that symbols has little or no impact on employee's performance¹²⁶.

Another study investigated the influence of organisational culture on job performance of employees in Nigerian banking sectors. The survey descriptive research design was adopted for the study and empirical data for the study were collected through a well-structured questionnaire, which was prepared and distributed among the staff and management in Abeokuta Metropolis, Ogun State, South-west, Nigeria. Ninety-seven (97) questionnaires were duly filled and returned. Stratified and simple random sampling methods were adopted in selecting the participants for this study. The inferential statistics was adopted through SSPS. The findings revealed that it is evident that strong relationship exists between organisational culture and employee performance,

suggesting organisation material such as equipment handling; social behaviour and symbolic elements have positive and large influences the performance of employees. It was also evident that there was a significant relationship between employees' attitudinal behaviours and management style; while relative relationship exists between learning new culture and cooperation among employees¹²⁷.

The authors concluded that an organisation with a culture that encourages employee participation, commitment, team work, which is characterised by team work and harmony, and which give room for employee self-development and improvement will attract highly attract, retain and motivate highly skilful individuals. No doubt, this will result in a high performing organisation evident in its profitability and turnover rate. The authors recommended that selected banks should ensure that the employees are frequently informed on the company's values and beliefs: what they stand for, their mission and vision. The work environment and atmosphere should be modified in a way that employee feel the urgent need to achieve, thereby channeling their efforts to the attainment of the organisational goals and objectives¹²⁷.

A similar study was conducted to examine the impact of organisational culture on employees' job performance in Pakistan using the survey design and simple random sampling was used in selecting 110 employees. Questionnaire was used in the collection of data and data was analysed using the descriptive and inferential statistics. Results revealed that there was a significant relationship between organisational culture and job performance. It was also shown that organisational culture had relative influence on job performance. The author concluded that strong culture in the organisation is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organisation¹²⁸. A study was investigated in Somalia to examine the impact of organisational culture on job

performance of employees in Somalia University using the correlation design and convenient sampling was adopted in selecting 90 employees. Questionnaire was the instrument used in the collection of data and data was analysed using descriptive and inferential statistics. Result revealed that there was a significant positive influence of organisational culture on job performance. It was concluded that employees' ability to be innovative, creative, and independent of macro management, cohesion with fellow colleagues among others would enhance job performance¹²⁹.

Another study was held to assess the correlation between the type of work culture and various variables of impact of culture on performance. The data was analysed by using Microsoft Excel and the Statistical Package for Social Sciences (SPSS). In order to conduct the study, a structured questionnaire was used. The results of the regression show that various types of culture impact on the motivation level and job performance, therefore, the organisation needs to nurture and develop the right type of culture in the organisation to foster the motivation level of the employees working in the organisation. The goal is not just to survive, but also to prevail, prosper, and achieve something much broader and bigger than mere survival¹³⁰. A study was conducted to examine the impact of organisational culture on employee performance and productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The study has applied qualitative methodology focusing on a case study of Gramophone (GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The paper argues that organisational culture significantly influences employee performance and productivity in the dynamic emerging context¹³¹.

A study examined the influence of consensual culture on performance in Non-Governmental Organisations, and finally to identify the preferred cultural integrations in Non-Governmental Organisations in Kenya. Data was analysed qualitatively and quantitatively and through use of Statistical Package for Social Sciences (SPSS). The study concluded that organisation culture has a great influence on performance as it dictates how things are done, organisation's philosophy, work environment, performance targets and organisations stability. At World Vision Kenya there is an integration of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees prefer integration to consensual and entrepreneurial or competitive and entrepreneurial cultures¹³². Another assesses empirically the impact of corporate culture on employee job performance as well as organisational productivity using Nigerian banking industry as the case study. The study uses survey research method. The case study companies were selected using stratified and simple random sampling techniques; while our respondents were selected using simple random sampling technique. The findings of this study are that a large number of respondents strongly agree that corporate culture has effect on employee job performance¹³³.

Another study investigated the impact of organisational culture on employee performance, and the author affirmed that it is vital to understand the organisational culture and different aspects of employee performance. Though there are varying perspectives on organisational culture resulting into different model, there is no unanimity about what constitutes an organisational culture. It was found that the researchers have considered varying dimensions of culture on one hand and different criteria to assess employees' performance. The result revealed that there was a significant relationship between organisational culture and employee performance¹³⁴. A study was investigated on the impact of moderating effects of organisational culture on HRM and

employee's performance in an attempt to contribute to the pool of knowledge and practice. This is empirically proven through quantitative and qualitative approach in nongovernmental organisation in Nigeria. The study finding suggested certain factors influence the moderating effects of organisational culture; they have positive influence on increasing employee's performance and human resource management. This was indicated in the mean value of ten items where eight has significant relationship¹³⁵.

A study was investigated on the relationship that exists between organisational culture, employee motivation and performance. The domains of organisational culture (organisational values, individual beliefs, working environment, and employee relationships) and employee motivation and performance were investigated. In order to find the culture and motivation link, mixed method approach for data collection and analysis has been used. By using Pearson's and Spearman's Correlation methods, a positive correlation has been found between the two variables. The study revealed that organisational culture has a direct impact on employee motivation and indirectly on organisational performance as well¹³⁶. Another study conducted in India investigated the effect of the employee's personality and organisational culture toward the employee's performance through the BPR OCB throughout the Gianyar district of Bali province. This study used a quantitative approach to test the hypotheses by the sampling technique proportional simple random sampling of the 105 respondents who are employees not the leader of BPR in Gianyar Bali, the data collecting used in this study is a questionnaire. The data analysis technique used SEM analysis. The results showed that the employee's personality and organisational culture have an indirect effect on employee performance through OCB of all of BPR in Gianyar Bali¹³⁷.

A study was conducted to assess the influence of organisational culture and market orientation on Performance. The study used descriptive cross-sectional survey design. A structured questionnaire was used in the collection of data. The partial mediation effect of market orientation on the relationship between organisational culture and performance was confirmed. The complimentary effect of organisational culture on market orientation implies that organisations need to spend more resources in nurturing market orientation to create sustainable competitive advantage through delivery of superior customer experience¹³⁸. Another study explored the effect of human resource management (HRM) practices and organisational culture on employee performance. The data collected through questionnaires from 479 employees from 5 different manufacturing firms operating in Turkey. The result indicated that there is positive relationship between organisational culture and employee performance¹³⁹.

A study was conducted to test the hypothesis that suggested that there is a relationship between employee's job performance behaviour and the culture which is cultivating in the organisation and its collaborative impact on organisational productivity. Using stratified and simple random sampling technique and survey questionnaire, results were derived that were tested against the two possible hypotheses; (a) organisational culture has no impact on employee's job performance and organisational productivity, (b) organisational culture has strong impact on employee job performance. The findings suggested the contrary and thus alternative hypothesis were selected, and null hypothesis was rejected. Ninety per cent (90%) of the employees strongly agreed with the findings and accepted that there is impact of organisational culture on employee's performance and organisational outcome¹⁴⁰. A study investigated the general cultural features of major banks operating in Vlora Region, and their impact on the performance of these banks. This research paper aimed to analyse whether these cultural profiles are similar to the

cultural profile that contributes to the organisation high-performance. The paper methodology is based on the combination between primary and secondary research. The findings showed positive relationship between organisational culture and employee performance¹⁴¹.

A study examined the impact of CSR activities and employee performance in presence of organisational culture. This was an exploratory research based on primary and secondary data. The primary data of employees of banks collected while secondary data were collected from articles, reports and website of the corporation. The study found relationship between awareness of corporate social responsibility activities and organisational performance. In addition, the study found relationship between organisational culture and organisational performance for the banking sector of Pakistan¹⁴². Another study examined how much influence organisational culture, job satisfaction, organisational commitment and organisational citizenship behaviour (OCB) to employee performance. The study population was employees of small and medium enterprises (SMEs) in East Java Province shoe-ranking supervisor to manager. The sampling technique used is a collection of sample (stratified cluster sampling) samples totaling 174 respondents. Selection of sample areas is based on the areas that have the potential for industrial development (industrial district). Results of this study indicate that organisational culture and job satisfaction and organisational commitment affect Organisational citizenship behaviour (OCB). Organisational commitment and Organisational Citizenship Behaviour (OCB) effect on employee performance. Simultaneously, organisational culture, job satisfaction, organisational commitment and organisational citizenship behaviour (OCB) affect employee performance¹⁴³.

A similar study examined the impact of organisational culture on job performance among employees in Malaysia. Literature review is adopted as methodology to assess the culture of an organisation impacts upon process, employees and systems. It was found that certain dimensions

of culture have been identified so far and research shows that value and norms of an organisation were based upon employee relationship. The goal of an organisation is to increase level of performance by designing strategies. The performance management system has been measured by balance scorecard and by understanding nature and ability of system culture of an organisation have been identified. It was recommended that strong culture of an organisation based upon managers and leaders help in improving level of performance. Managers relate organisation performance and culture to each other as they help in providing competitive advantage to firms¹⁴⁴. Another study investigated the impact of organisational culture on job performance among staff in Libya using the survey design and purposive sampling technique. Questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. The finding showed that there was a significant relationship between organisational culture and job performance¹⁴⁵.

2.3.2 Ethical Behaviour and Job Performance

An author examined a study of unethical practices among civil servants, it was found that absenteeism and lateness were dominant experiences among workers. The study results portend unethical culture that indicates that much of organizational productive hours are spent without consideration for their far reaching implication on intended goals. Expectedly, employees are to imbibe the practice of regular attention to work tasks and at same time ensure regularity to work in order to undertake strategic roles that facilitate timely and non-impeded attention to customers/clients. It simply suggests that behaviour that deviates from regularity impedes expected work outcomes that may not be value-added. A study was conducted on ethical

behaviour of non-academic employee and performance of institutions of higher learning in universities in South-South geopolitical zone of Nigeria using the descriptive survey design. From a sample of 2,165 non-academic staff of the public universities, data were obtained and analyzed. The findings indicated that there is a positive and significant link between ethical behaviour of employees represented by prompt attention to tasks, regularity, integrity and non-discriminatory practices with organizational performance measured by improved service delivery to all stakeholders and increased productivity. The study concluded that ethical conduct among non-academic employees is imperative for realization of performance goals of higher institution and it is recommended that ethical training programs be put in place for employees to enhance ethical competency as a strategic resource for goals¹⁴⁷.

A study found that the impact of goal setting was stronger among poor performers than among good performers and that this relationship was moderated by superior relations with the employees¹⁴⁷. A study investigated the relationships between ethical value, employee engagement, workplace optimism and individual performance and found that goal setting leads to engaged employees, which in turn leads to higher levels of workplace optimism that improves the individual performance of employees¹⁴⁸. Another authors in their study, provided an integrated approach that prioritised organisational key performance indicators (KPIs) in terms of the criteria of SMART (Specific, Measurable, Attainable, Realistic, Time-sensitive) goals¹⁵⁰. Another study found that employee perception of a goal-setting system is related to both job satisfaction and goal commitment¹⁵¹. A study was carried out to examine the role of goal setting in the creation of work meaningfulness and found a positive association between goal rationale and work meaningfulness¹⁵². Another similar study examined the extent and utility of goal setting at the team level within the public sector and its effect on their performance. From the

individual and group level, the research on goal setting has been further extended to a more macro-level where the organisation as a whole is being studied¹⁵³.

The study examined the effects of ethical behaviour on organizational performance among three service organisations in Lagos State, Nigeria by adopting the descriptive survey design. The finding revealed that ethical behaviour has effects on the performance of an organization and that good ethical behaviour has a positive correlation with organizational performance. It was recommended that organization should provide ethics training programs for all employees. These programs should explain the underlying ethical and legal principles and present practical aspects of carrying out procedural guidelines¹⁵⁴. Another study examined work ethics and employees' job performance. It was found that the extent to which employee encourages integrity, sense of responsibility, quality, self-discipline and sense of teamwork in work discharge determine either strong work ethics or weak work ethics contribute to job performance level. Literature review and theoretical ground point towards the need for workers' to promote ethical practice and discourage unethical acts which can undermine corporate image and excellent performance. This study proposes that strong work ethics results in excellent work performance¹⁵⁵.

A more recent study investigated the effect of ethical behaviour on organizational performance among employees in 7up Bottling Company in Aba, Abia State, Nigeria using the survey design. Findings revealed that there was significant positive effect of ethical behaviour on employee performance. It was concluded that ethical behaviour among employees is crucial and imperative. It was recommended that ethical values, responsibility and accountability in these firms should not be overlooked, since it provides a sense of direction toward profitability as a measure of performance¹⁵⁶. Another study assessed the influence of ethical behaviour on organizational performance in the Kenyan Public Health Sector. This was for the purpose of proposing

appropriate strategies that could cultivate commitment and compliance among health workers in the sector. The study was carried out in Baringo District Hospital - Kabarnet, Rift-Valley Province. A mixed approach method was used with a survey research design. Data presentation was done using tables, frequencies and percentages. The results showed that neglect, absenteeism, poor time management, corruption, disputes, and dishonest were rife in the sector¹⁵⁷.

A study investigated the impact of business ethics on employee's performance: An empirical study of Jordanian Public Universities. A survey questionnaire is used to conduct this study. A sample of 343 employees in the Jordanian public universities participated in the study. The findings revealed the significant positive relationship between business ethics (respect laws and regulations, justice and impartiality, respect time and perfection, honesty and straightness, and integrity and transparency) with employee's performance¹⁵⁸.

Another study investigated the relationship between workplace ethics and organizational success of construction sector in Port Harcourt, Rivers State. The study used cross sectional survey design. The population of the study comprised 165 staff of five (5) construction companies in Port Harcourt, Rivers State, sample size of 116 employees were sampled using the Krejcie and Morgan determination table. Data collection was done using structured close ended questionnaire based on the sample of the study and retrieved for analyses. Analyses of collected data were done using Pearson Product Moment Correlation Coefficient through the help of Statistical Package for Social Sciences (SPSS). The findings show significant relationship between the three dimensions of workplace ethics—transparency and the two measures of organizational success—growth and market share, and the two measures of organizational success¹⁵⁹.

Another study investigated relevance of code of ethics on guiding the performance of service industry and examined also their compliance level on the established code of ethics. The study

adopted descriptive research design while data were collated from 176 respondents cutting across selected Banks and GSM firms in Calabar, Cross River State. Our hypotheses were tested using Chi-square (X^2) and all were supported by extant literatures. Results showed that effective performance of service industry was dependent on code of ethics [$X^2_{cal} = 18.082 > t_{0.05} = 7.815$] and that the compliance level of established code of ethics for job performance was high¹⁶⁰.

A more recent study examined ethical behaviour and organizational performance in south East Nigeria. Descriptive research design was adopted. The study was carried out in South Eastern of Nigeria comprises of Abia, Anambra, Ebonyi, Enugu and Imo states. The population of the study 4871 comprised of all employees of the selected manufacturing firms South-East. Sample size of nine hundred and twenty-seven (936) respondents was selected for the study using Borg and Gall formula. Questionnaire was employed as the main instrument of data collection. The data generated were analysed using frequency count and percentages in the analysis of research questions while research hypotheses were tested using panel regression analysis. It was found that ethical climate had significant positive effect on organization' performance in South-East Nigeria. Unethical standard practices had no significant positive effect organizational performance. Ethical culture had a significant positive effect on organization' performance. Ethical behaviour had a significant positive effect on organization' performance in southeast Nigeria. The study concludes that business ethic had a positive significant effect on employee job satisfaction of academics' staff of public universities in South-East¹⁶¹.

A study evaluated acquiescence of business ethics in Telecommunication industry of Pakistan and its effect on organizational development. An empirical study is conducted using questionnaire style survey. Systematic random sampling technique was used by drawing sample

of 150 employees. Responses from employees are analysed with analysis of descriptive statistics and Pearson's product moment correlation. The findings indicated a relationship between employees' business ethics and organizational development. It was also found that employee ethical behaviours in organizations in turn led to cultivation of organizational culture. The culture influenced employees' commitment towards work in organizations and organizations themselves, and organizational commitment progressively affected organizational development¹⁶².

A study investigated the perceived effect of ethical leadership on employee performance among commercial banks in Kenya. The study used cross sectional descriptive research design. The population of the study comprised of all the forty three commercial banks operating in Kenya. The study used stratified sampling because of ease of classifying the population into strata. The study used primary data that was collected through self-administered questionnaires. The information gathered was examined utilizing illustrative insights measures of focal propensity and measures of varieties and presented using tables and figures. The study found out that ethical leadership in the bank was achieved through good corporate governance structures, strict bank code of conduct and ethics, creation of ethical control and compliance department that ensure all ethical code of conduct is adhered to by all. The study found out that the leadership of the bank have emphasized trustworthiness, encouragement of the employees upholds the same moral values that they practice and doing what is right to societal and organizational cultural beliefs and values. Integrity in the bank was achieved through strong moral principles; moral uprightness in financial transactions, organizations leaders always encourages open and honest communication. Ethical leadership of the management was found to have resulted in increased

manager-employee relationship thus preventing corruption and predictabiity, reducing dishonesty and communication breakdowns, and employee attitude towards the organization¹⁶³.

A study investigated the relationship of ethical leadership and employees' performance through mechanisms such as counterproductive work behaviour and organizational citizenship behaviour of employees. 107 of principals, vice-principals, headmasters, and deputy headmasters of educational institutions was used. Data were collected through questionnaires. The results showed significant direct positive relationship between ethical leadership and employee's performance. Additionally, results showed that counterproductive work behaviour (CWB) partially mediated the relationship between ethical leadership behaviour and employee's performance. Interestingly, organizational citizenship behaviour (OCB) did not mediate the relationship between ethical leadership and employees' performance¹⁶⁴.

A study assessed the effects of organization ethical conducts on the employees' performance to examine the awareness of employees' ethical conduct on the organization performance, to examine adherence towards ethical conducts as parameter of organization performance and lastly to examine dissemination of skills and knowledge on ethical conducts by the organization. Descriptive research method was employed in the study in order to describe, observe and document a naturally occurring phenomenon which cannot readily be attributed an objective value. All the respondents filled and returned the questionnaires making a response rate of 100%. The study concluded that the effects of work place ethics on organizational performance such as; programs that promote good ethics in an organization, incentives that will improve on employee's ethical standards and aspects of ethics and performance¹⁶⁵.

2.4 Conceptual Model

Independent variables

Organisational Culture

-Communication

Dependent variable

Job Performance

- Task performance

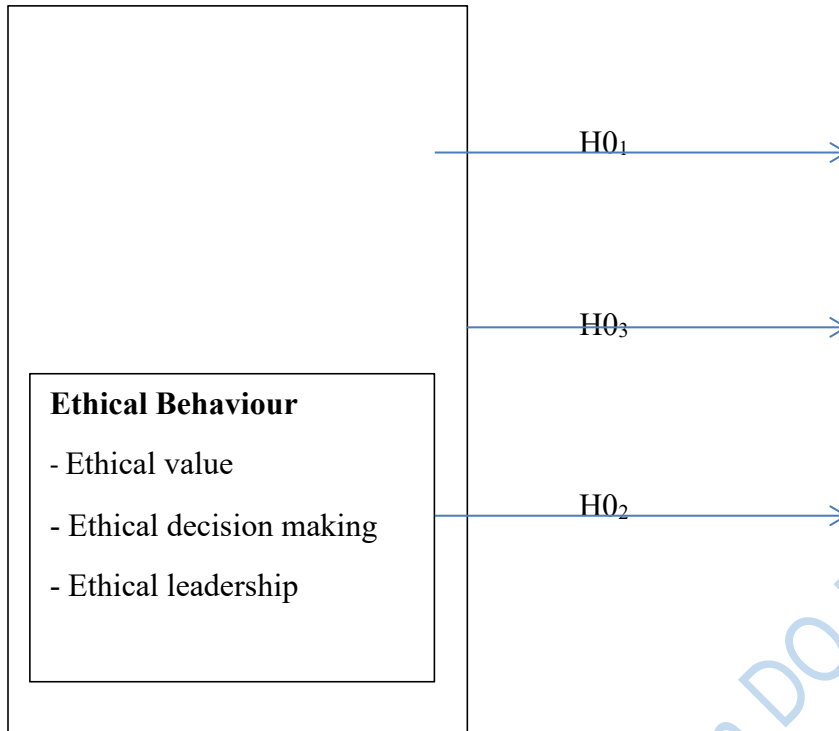


Fig. 2.1: Conceptual model showing the relationship and interaction of the independent variables on the dependent variable.

Source: The Researcher, 2024

It is pertinent to explain the conceptual model adopted for this study so as to ensure a crystal and a precise reading that will lead to a consequent deeper comprehension of the utility of the research under study. Conceptual model is an explanation of the interrelationships among the variables or concepts that are used in the present study. Conceptual model is a set of interrelated constructs that present a systematic view of phenomena by specifying relations among independent variables and dependent variable with the purpose of explaining and predicting the phenomena for decision making. The conceptual model in a study ensures that the results of the study are not left hanging as they explain the variables under study. Conceptual model of a research area is always constructed by the researchers by showing and linking the independent variables with the dependent variable. The model proposed links the interactions between the independent and dependent variables of the study. Organizational culture and ethical behaviour

are the independent variables while job performance is the dependent variable. The model suggests that organizational culture and ethical behaviour are the key factors that could determine job performance of health workers in Teaching Hospitals in Ibadan, Oyo State, Nigeria.

The components of job performance are task performance, contextual performance and adaptive performance. The components of organisational culture are communication, integration of individuals and organizational interest. The components of ethical behaviour include ethical value, ethical decision and ethical leadership. In this case, the conceptual model revealed that there is an independent and joint relationship among the two independent variables (organizational culture and ethical behaviour) on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State, Nigeria.

2.5 Summary of Reviewed Literature

The review shows that there have been a number of studies conducted on organizational culture and ethical behaviour among employees in the hospitals worldwide. Factors that hinder job performance among health workers in Africa, most especially Nigeria have also received attention. Some of the literature that were reviewed revealed that some of the problems of job performance are decreased productivity, committing errors in tasks given, turnover intention among others. Similarly, some of the literature also revealed that the job performance of health workers could be low if the organisations do not meet with the needs of the health workers such as prompt payment of salaries, promotion as and when due, remuneration among others. It was revealed from the literature that some of the major components of job performance included; quality of work, goal setting, motivation among others. It was also revealed from the literature

that that when health workers do not set goal and make it clear as well as committed to those goals, they tend to be under-productive.

Some of the researchers whose works were revealed in this study also affirmed that the organisation culture of some organisation varies ranging from their rules, values and communication, integration of individual and organizational interest could influence the performance of their employees. It was also revealed that there is poor communication in the some organisation which could lead to poor job performance. Some of the literature on the influence of organisational culture on job performance focuses on a general employee population, without specifically considering the unique characteristics of health workers. This is problematic because health workers have a specific set of job requirements and responsibilities, which means that their job performance may be influenced by organisational culture differently from other health workers. Therefore, there is a need for research that focuses specifically on the influence of organisational culture on the job performance of health workers.

There may be a lack of empirical studies that specifically focus on the relationship between organizational culture and job performance of health workers in Nigeria. Many existing studies may have examined other factors or general organizational culture without a specific focus on the healthcare sector. Nigeria is a large and diverse country with various regional differences. The literature review may have gaps in considering how regional variations in organizational culture could impact job performance differently in different parts of the country. Many studies may have concentrated on the public healthcare sector, leaving a gap in understanding how organizational culture affects job performance in private healthcare institutions.

It was also revealed that there is a gap in the literature regarding the impact of different dimensions of organisational culture on the job performance of health workers. Organisational

culture has several dimensions, including leadership, communication, teamwork, and innovation, among others. However, most of the existing literature focuses on the impact of overall organisational culture on job performance, without specifically examining the impact of individual dimensions. Therefore, there is a need for research that explores the impact of different dimensions of organisational culture on the job performance of health workers. Individual factors, such as personality traits and job experience, can significantly impact the relationship between organisational culture and job performance. Similarly, organisational factors, such as organisational structure and job design, can also moderate the relationship between organisational culture and job performance. However, most of the existing literature on the influence of organisational culture on job performance of health workers does not consider these moderating factors. Therefore, there is a need for research that explores the moderating effects of individual and organisational factors on the relationship between organisational culture and job performance of health workers. There might be a scarcity of intervention studies aimed at improving organizational culture to enhance health workers' job performance.

Ethical behaviour and its impact on job performance can be influenced by various contextual factors such as the organizational culture, resources, and management practices. Gaps might have existed in exploring how these factors interact with ethical behaviour in the Nigerian healthcare system. The literature review revealed that there is a scarcity of empirical studies investigating the direct relationship between ethical behaviour and job performance among health workers in Nigeria. Most existing research has focused on general healthcare ethics or has not linked ethical behaviour to specific job performance outcomes. Another gap identified is the absence of longitudinal studies that can provide insights into the long-term effects of ethical behaviour on job performance. Longitudinal research could reveal the sustainability and potential

changes in the relationship over time. The literature review highlighted the need for more research that considers regional and occupational variations within Nigeria's healthcare system. Different regions and job roles may have distinct ethical challenges and performance outcomes, which require separate investigation.

Although some studies touched upon the effectiveness of ethical training programs, there is a lack of comprehensive research on how these programs influence ethical behaviour and subsequently impact job performance among health workers in Nigeria. The literature review revealed a lack of standardized measures to assess ethical behaviour and job performance in the context of Nigerian healthcare settings. Inconsistent methodologies make it challenging to compare findings across studies and draw meaningful conclusions. The review identified a gap in understanding the mediating and moderating factors that may influence the relationship between ethical behaviour and job performance. Identifying these factors can provide a more nuanced understanding of the underlying mechanisms. The existing literature focuses primarily on the adherence to ethical standards rather than exploring how health workers navigate ethical dilemmas and make decisions that could impact their job performance.

Few studies have investigated the consequences of ethical lapses on the job performance of health workers. Understanding the repercussions of unethical behaviour is crucial for designing interventions to improve ethical conduct. The availability and validation of appropriate measurement tools for assessing ethical behaviour and job performance in the Nigerian healthcare setting might have been limited, making it challenging to obtain reliable data. There could have been a dearth of longitudinal studies that track ethical behaviour and job performance of health workers over time, which would provide valuable insights into the causal relationships

between these variables. The role of ethical leadership in influencing the ethical behaviour and job performance of health workers might have been an underexplored area.

Goal setting theory, modern organizational theory of organisational culture, and deontological theory were used in the study. However, while researchers in Office and Information Management globally, have conducted many studies on job performance among health workers, no study, in a systematic way, has investigated the impact of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State, Nigeria. From the available literature, it is apparent that majority of the studies were conducted outside Africa. A few of these studies were carried out in Nigeria. This is the gap that the study has filled.

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Chapter Three

Methodology

This chapter presents the methods adopted in this study. It gives a detailed research design. Aspect of the methods addressed are the study location and population, the sampling technique employed, the sample size, the research instrument adopted and the method of data analysis.

3.1 Research Design

The research design employed for this study was the descriptive survey research design. A descriptive survey is a non-experimental research method and it is perhaps the most widely used method for educational research. Descriptive survey critically examines events, opinions, objects, attitudes, subjects or ideas with the aim of providing accurate information about the phenomena being studied. A descriptive survey is a method used in studying a segment of a population for the purpose of making estimated assertions about the nature of the total population from which the sample has been selected. The descriptive research design was considered suitable in carrying out the study on influence of organizational culture, ethical behaviour and job performance of health workers in teaching hospitals in Ibadan, Oyo State.

3.2 Population of the Study

The population of the study comprised all 2,070 health workers in the two teaching hospitals (University College Hospital and Adeoyo Maternity Teaching Hospital, Yemetu) Ibadan.

Table 3.1 Population of the Study

Names of hospitals	Doctors	Nurses	Administrative staff	Health Information Management	Total
University College Hospital, Ibadan	346	1,298	136	87	1,867
Adeoyo Maternity Teaching Hospital Yemetu, Ibadan	26	155	12	10	203
					2,070

Source: Human Resource Department of the Teaching hospital

3.3 Sample Size and Sampling Technique

A sample of 327 health workers was used out of the total population of 2,070 for the study using Krejcie and Morgan¹ sample size table as attached in (Table 3.2). The stratified proportionate sampling technique was used to determine the number of questionnaires that were distributed in each of the institution (Table 3.3). The copies of the questionnaire were randomly distributed to each institution according to the proportional number calculated.

Table 3.2: Sample size Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	362
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Table 3.3: Stratified Proportionate Sampling of Health Workers in each Teaching Hospital

S/N	Names of Teaching Hospital	Number of health workers	Sample taken from each teaching hospital
1	University College Hospital, Ibadan	$1,867/2,070 \times 100$	$90/100 \times 327 = 294$
2	Adeoyo Teaching Hospital, Yemetu, Ibadan	$203/2,070 \times 100$	$10/100 \times 327 = 33$
Total			327

Table 3.4: Samples of Health Workers taken from each Teaching Hospital

S/N	Names of Teaching Hospital	Health workers	Sample taken from each teaching hospital
1	University College Hospital, Ibadan	Doctors	$346 \times 327 / 2,070 = 55$
		Nurses	$1,298 \times 327 / 2,070 = 205$
		Administrative staff	$136 \times 327 / 2,070 = 21$
		Health Information Managers	$87 \times 327 / 2,070 = 14$
2	Adeoyo Maternity Teaching Hospital, Yemetu, Ibadan	Doctors	$26 \times 327 / 2,070 = 4$
		Nurses	$155 \times 327 / 2,070 = 24$
		Administrative staff	$12 \times 327 / 2,070 = 2$
		Health Information Managers	$10 \times 327 / 2,070 = 2$
Total			327

3.4 Description of the Research Instrument

The instrument that was used for data collection in this study was a questionnaire. The purpose of using questionnaire is because of the direct response, feedback and the literacy level of the proposed respondents. The questionnaire was adapted and was modified to suit the study^{2,3, 4,5}.

The questionnaire is divided into three sections A to D. Section A covered the demographics of respondents such as: gender, age, marital status and educational qualification. Section B elicited

information on job performance of health workers^{2, 3, 4}. The scale was developed to measure the level of job performance of health workers. The items were adapted by the researcher to suit the objective of the study. The scale has three sub-sections. The first sub section measured task performane which comprised five items. The second sub-scale measured contextual performance which comprised five items. While the third sub scale measured adaptive performancce and it comprised of five items. The scale has a four (4) point response format ranging from Very High Extent(VHE)=4, High Extent (HE)=3, Low Extent(LE)=2 and Very Low Extent (VLE)=1. Two sample items include: ‘ I possess the competencies that my job requires’ and ‘ I have the aility to work effectively/ efficiently’. The adapted scale were revalidated and its Cronbach alpha were reported.

Section C was used to elicit information on organizational culture, using a 4-point Likert-type was used to elicit information and the items were adapted^{5,6}. The scale has three sub-sections. The first sub-section measured communication which comprised four items. The second sub-section measures integration of individual which comprised four items. While the third sub-scale measures organizational interest and it comprised four items. The scale has a four-point response format ranging from Very High Extent (VHE)=4, High Extent (HE), =3, Low Extent (LE)=2, Very Low Extent (VLE)=1. Two sample items include: “I become impatient with people who do not express their thoughts and opinions clearly” and “Health workers are encouraged to participate in team-building activities and social events to foster a sense of belonging”. The adapted scale was revalidated and its Cronbach alpha was reported.

Section D was used to elicit information on ethical behaviour using a 4-point Likert-type was used to elicit information on adapted items^{7&8}. The scale has three sub-sections. The first sub-section measured ethical value which comprised four items. The second sub-section measured

ethical decision making which comprised four items. While the third sub-scale measured ethical leadership and it comprised four items. The scale has a four-point response format ranging from Very High Extent (VHE)=4, High Extent(HE), =3, Low Extent (LE)=2, Very Low Extent (VLE)=1. Two sample items include: “I am committed to upholding ethical standards, even in challenging situations” and “Leaders in this organisation can be trusted”. The adapted scale were revalidated and its Cronbach alpha were reported.

3.5 Validity of the Research Instrument

To establish the validity of the instrument that was used for the study, the face and content validity of the questionnaire was scrutinised by the thesis supervisor and other experts in the department. They examined the instrument for comprehensiveness, relevance of contents, clarity of instructions and statements, possible ambiguities, errors and/or omission. The project supervisor and the experts also examined the instrument to ensure that the data that were collected using the questionnaire is useful in answering the research questions and in testing the hypotheses drawn for this study. Comments and the observations of these experts in conjunction with the supervisor’s comments were considered in constructing the final copy of the questionnaire.

3.6 Reliability of the Research Instrument

The reliability of the measuring instrument was done through a pilot study. This was carried out by using 30 copies of the questionnaires which were administered on health workers in Obafemi Awolowo Teaching Hospital, Ile-Ife, Osun State who are outside the scope of the study. The data that were obtained were subjected to Cronbach’s alpha test to establish the internal consistency of the items in each of the scale. The results of the Cronbach alpha coefficient of the scales were: job performance = 0.88, organisational culture = 0.84 and ethical behaviour = 0.86.

3.7 Method of Data Collection

A letter of introduction was obtained from the Department of Information Management, Lead City University, Ibadan, which was used to gain permission to conduct the survey from the workers that was used for the study. The researcher recruited two research assistants who assisted in the collection of data from the health workers from University College Hospital and Adeoyo Teaching Hospital. The researcher and the two assistants worked to ensure maximum cooperation. Respondents were assured of confidentiality of their responses while briefing them on the need for adequacy of responses and advantages embedded in the findings of the study. The copies of the questionnaires were administered on the health workers and retrieved within a period of two weeks and were collated for analysis.

3.8 Method of Data Analysis

The data that was collected for this study was analysed using Statistical Package for Social Sciences (SPSS 24). Descriptive statistics which included frequency counts and percentages was used to analyse the demographic information of respondents. Frequency counts, percentages, mean and standard deviation was used to analyse data to answer research questions 1, 2 & 3. For hypotheses 1 & 2 simple linear regression was used, while hypothesis 3 was tested using multiple regression analysis. The three hypotheses were tested at 0.05 level of significance.

Endnotes

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Chapter Four

Results and Discussion of Findings

This chapter presents results and discussion of findings. Section I constitutes the presentation of the descriptive analysis using frequency counts, percentage and mean. Section II presents the results to the research questions and hypotheses, which the study answered and tested. Section III of this chapter presents the discussion of findings.

4.1 Analysis of Demographic Data

This section is descriptive, and it presents the results of demographic characteristics using frequency distribution tables. The Table is presented as follows:

Table 1: Response Rate

Response Rate:	Frequency	Per cent (%)
Returned and used	321	98.17
Not Returned/Returned but not used	6	1.83
No of distributed Questionnaire	327	100

Source: Field Survey, 2024

The target respondents in the study were health workers in two teaching hospitals in Ibadan, Oyo State. A total of 327 questionnaires were administered out of which 321 were filled and returned, which represent 98.17% response. The other 5 copies of questionnaire which represent 1.83% were not well filled out and were not used in the analysis.

Table 4.2: Demographic Information of the Respondents

Variables		Frequency	Percentage
Gender	Male	113	35.2
	Female	208	64.8
Age	20 years and below	4	1.2
	21-30 years	47	14.6
	31-40 years	82	25.5
	41-50 years	118	36.8
	51-60 year	56	17.4
	61years and above	14	4.4
Marital Status	Single	37	11.5
	Married	274	85.4
	Separated	6	1.9
	Divorced	4	1.2
Educational Qualification	OND	28	8.7
	HND	46	14.3
	B.Sc	126	39.3
	M.Sc	104	32.4
	Others	17	5.3

Source: Field Survey, 2024

Table 4.2 reveals that 64.8% were females and the rest 35.2% were males. This means that female health workers participated more in the study than the males. Also, 1.2% of the respondents were between the age range of 20 years and below, 14.6% were between 21-30 years, 25.5% were between 31-40 years, 36.8% were between 41-50 years while 17.4% were between 51-60 years and the rest 4.4% were between 61 years and above. It could be inferred that the respondents whose age fell between 41-50 years were the majority. However, 41.3% of the respondents were 40 years and below. It was also revealed that 11.5% were single, 85.4% were married while 1.9% were separated and the remaining 1.2% were divorced. It could be inferred that respondents who were married were more represented in the study. It is also revealed that 8.7% had OND as their highest educational qualification, 14.3% had HND, 39.3% had B.Sc, 32.4% had Master's degree while 5.3% had other qualifications. It could be inferred that respondents who had B.Sc as their highest educational qualification participated more in the

study. This means that respondents who have B.Sc and M.Sc are mostly recruited as health workers.

4.2 Answers to Research Questions

Research question One: What is the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State?

Table 4.3: Level of job performance of Health workers in Teaching Hospitals in Ibadan, Oyo State

s/n	Items	VHE	HE	LE	VLE	Mean
Task performance						
	I possess / have the ability to do the following;					
1	The competencies that my job requires.	176 (54.8%)	145 (45.2%)			3.55
2	Work effectively/efficiently.	75 (23.4%)	234 (72.9%)	75 (23.4%)		3.20
3	Understand and carry out work-related procedures	4 (4.4%)	307 (95.6%)			3.04
4	Work in a planned and organized manner to conclude the task defined to me in full and on time	89 (27.7%)	150 (46.7%)	38 (11.8%)	44 (13.7%)	2.21
5	Eager to acquire new skills related to my job	42 (13.1%)	239 (74.5%)	40 (12.5%)		3.38
Average Mean: 3.08						
Contextual performance						
6	Take extra care and take extra responsibilities while doing my duty.	40 (12.5%)	255 (79.4%)	26 (8.1%)		3.71
7	Contribute to the creation of a positive working environment in my organization	68 (21.2%)	253 (78.8%)			3.79
8	The ability to encounter a situation that prevents the task from being done, I try to fix it	145 (45.2%)	150 (46.7%)	26 (8.1%)		2.61
9	Ability to help and encourage my colleagues to complete their work.	113 (35.2%)	196 (61.1%)	12 (3.7%)		3.57
10	The ability to defend my organization where there are criticisms inside or outside	115 (35.8%)	164 (51.1%)	24 (7.5%)	18 (5.6%)	3.96
Average Mean: 3.53						
Adaptive performance						
11	Ability to achieve total focus on the situation to act quickly	115 (35.8%)	150 (56.7%)	56 (17.4%)		2.42

12	Ability to use variety of sources/types of information to come up with an innovative solution	87 (27.1%)	234 (72.9%)	--		3.27
13	Easily reorganize my work to adapt to the new circumstances	38 (11.8%)	283 (88.2%)	-	-	3.11
14	Learn new ways to do my job in order to collaborate better with colleagues and patients	194 (60.4%)	127 (39.6%)	-	-	3.60
15	Analyze possible solutions and their ramifications quickly to select the most appropriate one	107 (33.3%)	150 (56.7%)	50 (15.6%)	14 (4.4%)	2.78

Average Mean: 3.04

Weighted Average Mean: 3.21

Key: VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: High =3.00-4.00, Moderate =2.00-2.99, Low =1.00-1.99,

Result from Table 4.3 shows the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. Very High, High, Low and Very Low were the response format used in measuring the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State, but for the purpose of reporting, Very High and High were merged to become High (H) while, Low and Very Low were to become Low (L). Result shows 321 (100.0%) affirmed that they have high competencies that their job required while none was rated as low. 309 (96.3%) reported a high level of work effectiveness and efficiency while 75 (23.4%) rated low response. Similarly, a total number of 154 (74.4%) stated that they have a high understanding and carrying out work-related procedures while 82 (25.5%) stated low response. Also, 281 (87.6%) stated the level of their eagerness to acquire new skills related to their job was high while 40 (12.5%) were rated low.

Furthermore, 295 (91.9%) were rated high that they take extra care and take extra responsibilities while doing their duties while 26 (8.1%) rated low response. Also, 321 (100.0%) stated that their level of contribution to the creation of a positive working environment in their organisation was high while none reported low response. Likewise, 295 (91.9%) stated that the level of ability to

encounter a situation that prevents the task from being done, they try to fix it was high, while 26 (8.1%) was rated low. Also, 309 (96.3%) reported that their level of ability to help and encourage their colleagues to complete their work was high while 12 (3.7%) rated low ability. 279 (86.9%) reported that their level of ability to defend their organization where there are criticisms inside or outside was high while 42 (13.1%) reported low ability.

A total number of 265 (92.5%) rated to have high ability to achieve total focus on the situation to act quickly while 56 (17.4%) had a low response. In addition, 321 (100.0%) were rated high in their ability to use variety of sources/types of information to come up with an innovative solution while none was rated low ability. Furthermore, 321 (100.0%) stated that they have high ability to easily reorganize their work to adapt to the new circumstances while none was rated low ability. Also, 321 (100.0%) stated that the level of their ability to learn new ways to do my job in order to collaborate better with colleagues and patients was high while none reported low ability. Lastly, 257 (90.0%) reported that they have high ability to analyze possible solutions and their ramifications quickly to select the most appropriate one while 64 (20.0%) reported low ability.

The weighted average mean of the whole item is 3.21, thus, it could be inferred that the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State is high. This means that the job performance of health workers in the selected hospitals is fair enough, however more has to be done in order to give quality care to the patients.

Research question Two: What is the level of organizational culture among health workers in Teaching Hospitals in Ibadan, Oyo State?

Table 4.4: Level of organizational culture of health workers in Teaching Hospitals in Ibadan, Oyo State

s/n	Items	VHE	HE	LE	VLE	Mean
Communication						
1	I become impatient with people who do not express their thoughts and opinions clearly	44 (13.7%)	277 (86.3%)			3.86
2	the words I choose in communication with other colleagues convey most of my messages	47 (14.6%)	241 (75.1%)	33 (10.3%)		2.35
3	I listen attentively and affirm that I understand what the other person has said	107 (33.3%)	156 (48.6%)	33 (10.3%)	25 (7.8%)	2.28
4	I feel comfortable expressing my ideas, concerns or suggestions to the management	85 (26.5%)	178 (55.5%)	47 (14.6%)	11 (3.4%)	3.22
Average Mean: 2.93						
Integration of individual						
5	Overall, I feel integrated and supported in this organization	156 (48.6%)	107 (33.3%)	47 (14.6%)	11 (3.4%)	2.78
6	There are established mentorship to help new employees connect with experienced colleagues	22 (6.9%)	225 (70.1%)	74 (23.1%)		2.84
7	This organisation has a diverse workforce that promotes diversity and inclusion in its hiring practices	80 (24.9%)	241 (75.1%)			3.75
8	Health workers are encouraged to participate in team-building activities and social events to foster a sense of belonging	96 (29.9%)	214 (66.7%)	11 (3.4%)		3.26
Average Mean: 3.16						
Organisational interest						
9	My organisation demonstrates a genuine interest in the well-being of its employees	85 (26.5%)	236 (73.5%)	-	-	3.26
10	My organisation provides opportunities for professional growth and development	11 (3.4%)	310 (96.6%)	-	-	3.03
11	My organisation values and recognizes the contribution of its employees	22 (6.9%)	288 (89.7%)	11 (3.4%)		3.03
12	My organisation supports divert and inclusion in the workplace	189 (58.9%)	132 (41.1%)	-	-	3.59
Average Mean: 3.23						
Weighted Average Mean: 3.10						

Key: VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: High =3.00-4.00, Moderate =2.00-2.99, Low =1.00-1.99

Source : Field Survey, 2024

Result from Table 4.4 shows the level of organizational culture of health workers in Teaching Hospitals in Ibadan, Oyo State. Very High, High, Low and Very Low were the response format used in measuring the level of organizational culture of health workers in Teaching Hospitals in Ibadan, Oyo State, but for the purpose of reporting, Very High and High were merged to become High (H) while, Low and Very Low were to become Low (L). Result shows 321 (100.0%) affirmed that the level at which they become impatient with people who do not express their thoughts and opinions clearly was high while none was rated as low. 288 (89.7%) reported a high level of words they choose in communication with other colleagues convey most of their messages while 33 (10.3%) rated low response. Similarly, a total number of 263 (81.9%) stated that they have a high ability to listen attentively and affirm that they understood what the other person has said while 58 (18.1%) stated low response. Also, 263 (82.0%) stated the level at which they feel comfortable expressing my ideas, concerns or suggestions to the management was high while 58 (18.0%) were rated low.

Furthermore, 263 (81.9%) were rated high that they felt integrated and supported in this organization while 58 (18.0%) rated low response. Also, 247 (77.0%) stated that their level of established mentorship to help new employees connect with experienced colleagues was high while 74 (23.1) reported low response. Likewise, 321 (100.0%) stated that the level at which their organisation has a diverse workforce that promotes diversity and inclusion in its hiring practices was high, while none has low response. Also, 310 (96.6%) reported that the level at which health workers are encouraged to participate in team-building activities and social events to foster a sense of belonging was high while 11 (3.4%) rated low response.

A total number of 321 (100.0%) reported that the level at which their organisation demonstrates a genuine interest in the well-being of its employees was high while none had a low response. In

addition, 321 (100.0%) reported that the level at which their organization provides opportunities for professional growth and development was high while none was rated low ability. Furthermore, 310 (96.9%) stated that the at which their level organisation values and recognizes the contribution of its employees was high while 11 (3.4%) reported low response. Also, 321 (100.0%) stated that the level at which their organisation supports divert and inclusion in the workplace was high while none reported low response.

The weighted average mean of the whole item is 3.23, it could be inferred that the level of organisational culture imbibed by health workers in Teaching Hospitals in Ibadan, Oyo State is moderately high. It could be adjudged that having effective communication, integration and interaction among health workers and having interest of the organization at heart are well practiced by the health workers.

Research question Three: What is the level of ethical behaviour among health workers in Teaching Hospitals in Ibadan, Oyo State?

Table 4.5: Level of ethical behaviour of health workers in Teaching Hospitals in Ibadan, Oyo State

s/n	Items	VHE	HE	LE	VLE	Mean
Ethical value						
1	Ethical values are essential in the workplace	64 (19.9%)	257 (80.1%)			3.80
2	I act in honesty, integrity and fairness at my workplace	9 (2.8%)	312 (97.2%)			3.03
3	When faced with ethical challenges, I actively seek guidance or support from my colleagues.	124 (38.6%)	169 (52.6%)	28 (8.7%)		2.86
4	Transparency and open communication are crucial for fostering ethical behaviour	106 (33.0%)	169 (52.6%)	37 (11.5%)	9 (2.8%)	2.86
Average Mean: 3.14						
Ethical decision making						
5	I am committed to upholding ethical standards, even in challenging situations	115 (35.8%)	178 (55.5%)	28 (8.7%)		3.47
6	I take responsibility for the ethical implications of my decisions and actions	134 (41.7%)	187 (58.3%)			3.58
7	I prioritise ethical considerations over personal gain or benefit	18 (5.6%)	303 (94.4%)			3.06
8	I always consider the potential ethical consequences before making decisions	107 (33.3%)	196 (61.1%)	18 (5.6%)		2.72
Average Mean: 3.21						
Ethical leadership						
9	Leaders in this organisation make fair and balance decision	64 (19.9%)	257 (80.1%)			3.08
10	Leaders in this organisation have the best interests of employees in mind	76 (23.7%)	185 (57.6%)	38 (11.8%)	22 (6.9%)	3.80
11	Leaders in this organisation can be trusted	46 (14.3%)	257 (80.1%)	18 (5.6%)		3.74
12	Leaders in this organisation discipline employees who violate ethical standards	134 (41.7%)	178 (55.5%)	9 (2.8%)		3.53
Average Mean: 3.54						
Weighted Average Mean: 3.29						

VH=Very High, H=High, L= Low, VL=Very Low

Decision Rule: High =3.00-4.00, Moderate =2.00-2.99, Low =1.00-1.99

Source : Field Survey 2024

Result from Table 4.5 shows the level of ethical behaviour of health workers in Teaching Hospitals in Ibadan, Oyo State. Very High, High, Low and Very Low were the response format used in measuring the level of ethical behaviour of health workers in Teaching Hospitals in Ibadan, Oyo State, but for the purpose of reporting, Very High and High were merged to become High (H) while, Low and Very Low were to become Low (L). Result shows 321 (100.0%) affirmed that the level at which of ethical values are essential in their workplace was high while none was rated as low. 321 (100.0%) reported that the level at which they act in honesty, integrity and fairness at my workplace was high while none was rated low response. Similarly, a total number of 293 (91.2%) stated that when faced with ethical challenges, they ability at which they actively seek guidance or support from my colleagues was high while 28 (8.7%) reported low response. Also, 275 (85.6%) stated the level at which transparency and open communication are crucial for fostering ethical behaviour was high while 46 (14.3%) were rated low.

Furthermore, 293 (91.3%) reported that the level at which they are committed to upholding ethical standards, even in challenging situations was high while 28 (8.7%) rated low response. Also, 321 (100.0%) stated that the level at which they take responsibility for the ethical implications of their decisions and actions was high while none reported low response. Likewise, 321 (100.0%) stated that the level at which they prioritise ethical considerations over personal gain or benefit was high, while none has low response. Also, 303 (94.4%) reported that the level at which they always consider the potential ethical consequences before making decisions was high while 18 (5.6%) rated low response.

A total number of 321 (100.0%) reported that the level at which leaders in their organisations make fair and balance decision was high while none had a low response. In addition, 261 (81.3%)

reported that the level at which leaders in their organisation have the best interests of employees in mind was high while 60 (18.7%) reported low response. Furthermore, 303 (94.4%) stated that the level at which leaders in their organisation could be trusted was high while 18 (5.6%) reported low response. Also, 312 (97.2%) stated that the level at which Leaders in their organisation discipline employees who violate ethical standards was high while 9 (2.8%) reported low response.

The weighted average mean of the whole item is 3.54, it could be inferred that the level of ethical behaviour of health workers in Teaching Hospitals in Ibadan, Oyo State is high. This means that many of the health workers follow the ethics of their job.

Test of Hypotheses

H₀₁: There will be no significant influence of organizational culture on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State.

Table 4.6a: Summary of Regression Analysis of Organizational Culture on Job Performance of Health Workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.486 ^a	.254	.248	3.64056

a. Predictors: (Constant), communication, integration of individual, organizational interest

Table 4.6b: Summary of Regression Analysis of Organizational Culture on Job Performance of Health Workers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	237.643	3	79.214	5.977	.000 ^b
	Residual	4201.422	317	13.254		
	Total	4439.065	320			

a. Dependent Job performance

b. Predictors: (Constant), Communication, Integration of individual, Organizational interest

Table 4.6c: Summary of Regression Analysis of Organizational Culture on Job Performance of Health Workers

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
1	(Constant)	27.772	5.543		5.010	0.000
	Communication	0.183	0.279	0.045	0.657	0.012
	Integration of individual	0.671	0.224	0.212	2.997	0.003
	Organisational interest	0.313	0.332	0.054	0.643	0.016

a. Dependent Variable: Job performance

Source: Field Survey Results (2024)

Table 4.6a, b & c show the influence of organizational culture on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. The most potent measure of organizational culture was integration of individual (Beta = .671, t= 2.997, p<0.05) followed by communication (Beta = .0183, t= 0.657, p<0.05) and organisational interest (Beta = .313, t= 0.643, p<0.05). This

implies that integration of individual, communication and organizational interest enhanced the quality of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State by 99.7%, 65.7% and 64.3% respectively. It was also revealed that the three measures of organizational culture combined accounted for 24.8% ($\text{Adj.}R^2 = .248$) variance in the prediction of job performance. The result from the regression analysis shows that there was a significant influence of organizational culture (communication, integration of individual and organizational interest) on job performance, $F_{(3, 317)} = 5.471$, $p < 0.05$. This implies that there is significant influence of organizational culture (communication, integration of individual and organizational interest) on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. Therefore, H_01 is rejected.

H_02 : There will be no significant influence of ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State.

Table 4.7a: Summary of Regression Analysis of Ethical Behaviour on Job Performance of Health Workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321 ^a	.122	.119	3.61076

b. Predictors: (Constant), Ethical value, ethical decision, ethical leadership

Table 4.7b: Summary of Regression Analysis of Ethical Behaviour on Job Performance of Health Workers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	160.996	3	53.665	3.977	.000 ^b
	Residual	4278.070	317	13.495		
	Total	4439.065	320			

a. Dependent Job performance

b. Predictors: (Constant), Ethical value, ethical decision, ethical leadership

Table 4.7c: Summary of Regression Analysis of Ethical Behaviour on Job Performance of Health Workers

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.129	2.604		3.533	0.000
	Ethical value	-0.093	0.181	0.026	-1.084	0.008
	Ethical decision	-0.312	0.162	0.402	-2.254	0.001
	Ethical Leadership	0.179	0.145	0.183	5.118	0.000

a. Dependent Variable: Job performance

Source: Field Survey Results (2024)

Table 4.7a, b & c show the influence of ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. The most potent measure of ethical behaviour was ethical leadership (Beta = 0.179, $t = 5.118$, $p < 0.05$), followed by ethical decision (Beta = -0.312, $t = -2.254$, $p < 0.05$) and ethical value (Beta = -0.093, $t = -1.084$, $p < 0.05$). This implies that ethical leadership, ethical decision and ethical value tend to enhance the quality of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State by 11.8%, -25.4% and -8.4% respectively. It was also revealed that the three measures of ethical behaviour combined accounted for 11.9% ($\text{Adj. } R^2 = .119$) variance to the prediction of job performance. The result from the regression analysis shows that there was a significant influence of ethical behaviour (ethical leadership, ethical decision and ethical value) on job performance of health workers, $F_{(3, 317)} = 4.977$, $p < 0.05$. This implies that ethical behaviour had significant influence on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. Therefore, H_{02} is rejected.

H_{03} : There will be no significant combined influence of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State.

Table 4.8a: Summary of Regression Analysis of Organizational Culture and Ethical Behaviour on Job Performance of Health Workers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.359	.342	3.49214

c. Predictors: (Constant), Organizational culture, Ethical behaviour

Table 4.8b: Summary of Regression Analysis of Organizational Culture and Ethical Behaviour on Job Performance of Health Workers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	293.120	2	146.560	11.241	.000 ^b
	Residual	4145.945	318	13.038		
	Total	4439.065	320			

a. Dependent Job performance

b. Predictors: (Constant), Organizational culture, Ethical behavior

Table 4.8c: Summary of Regression Analysis of Organizational Culture and Ethical Behaviour on Job Performance of Health Workers

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.378	4.652		5.702	0.000
	Ethical behavior	0.410	0.073	0.241	6.497	0.000
	Organisational culture	-0.090	0.112	-0.134	-2.386	0.012

a. Dependent Variable: Job performance

Source: Field Survey Results (2024)

Table 4.8a, b & c revealed the combined influence of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. Regression analysis was used to test the hypothesis. The result yielded a coefficient of multiple regression $R = 0.409$ and multiple $R\text{-square} = 0.359$. This suggests that the two factors combined accounted for 34.2% ($\text{Adj.}R^2 = .342$) variance in the prediction of job performance. The other factors accounting for the remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant combined influence of the independent

variables (organizational culture and ethical behaviour) on job performance, $F_{(2, 318)} = 30.706$, $p < 0.05$. This implies that organizational culture and ethical behaviour, when taken together, jointly influenced the job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. Therefore, H_{03} is rejected.

4.4 Discussion of Findings

Result from research question one revealed that the level of job performance of health workers in Teaching Hospitals in Ibadan, Oyo State is moderately high. It could be adjudged that this level of performance could be further improved if conducive working environment, remunerations, provision of up-to-date facilities, prompt payment of salaries among others are in place in the teaching hospitals. The finding supports a study that was conducted on training, employee engagement and employee performance: Evidence from Uganda's health sector using the descriptive design. Result revealed that the level of job performance of health workers was moderate¹. The finding supports another similar study that was conducted to examine the influence of motivation on job performance of employees using the descriptive survey. The main findings of this study revealed that positive working environment, opportunity of gaining quality experience, alignment of skills and job done by the employees and benefit packages have a significant effect on the motivation and the job performance. It was also found that the level of job performance was moderate².

The finding also corroborates another study that examined an approach to employees' job performance through work environmental variables and leadership behaviours using the descriptive survey design. Result showed that the level of job performance of employees was moderate. It was recommended that managers must cultivate a high-quality exchange with their subordinates, recognizing their achievements, involving them in decision-making processes,

providing them with constructive feedback, and granting them good development opportunities. It is likely that following more people-oriented rather than task-oriented management practices, the subordinates respond with a higher performance rate³.

Research question two showed that the level of organisational culture imbibed by health workers in Teaching Hospitals in Ibadan, Oyo State is moderately high. It could be adjudged that having effective communication, integration and interaction among health workers and having interest of the organization at heart are well practiced by the health workers. The finding corroborates a study that was carried out on the study of organisational culture on employee performance and asserts that the job performance of an organisation has a strong impact on strong organisation culture as it leads to enhanced productivity. It was also revealed that the level of organisational culture was moderate. They however recommend that the strong culture of an organisation based upon managers and leaders helps in improving levels of performance. Managers relate organisational performance and culture to each other as they help in providing competitive advantage to organisation. This corroborates the finding of other researchers who found that organisational culture has a positive impact on employees' job performance⁴. The finding also validates a study that examined the impact of organisational culture on job performance in Gombe State Nigeria using the descriptive survey and stratified random sampling technique. It was found that the level of organisational culture was moderately high. The authors affirm that every organisation should carry out regular appraisals to determine the performance of its employees; and the organisation can take the said opportunity to address the shortfalls and help the employees unleash their full potentials. The full responsibility of strengthening organisational culture lies entirely with the management and it is also found that the organisation invests in training and development of its employees to improve their human capability at all levels⁵.

The finding concurs to a study that investigated the relationship between organisational culture and performance and stated that organisational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organisation's culture can have an impact on organisational effectiveness. It was found that the level of organisational culture of was moderate. The author reiterated further that knowing the culture of an organisation allows employees to understand both the organisation's history and current methods of operation. Second, organisational culture can foster commitment to the organisation's philosophy and values. Organisational culture, through its norms, serves as a control mechanism to channel behaviours toward desired behaviours and away from undesired behaviours. Also, certain types of organisational cultures may be related directly to greater effectiveness and productivity than others⁶.

Result from research question three showed that the level of ethical behaviour of health workers in Teaching Hospitals in Ibadan, Oyo State is moderately high. It could be adjudged that having right attitude towards work, making good decisions that both have positive impact on the employees and employers and having good leadership could make health workers abide by the ethical values and rules of the organisation as this could in turn enhance their job performance. the finding lends credence to a study that investigated the relationships between ethical value, employee engagement, workplace optimism and individual performance and found that goal setting leads to engaged employees, which in turn leads to higher levels of workplace optimism that improves the individual performance of employees⁷.

The finding also supports a study that examined the effects of ethical behaviour on organizational performance among three service organisations in Lagos State, Nigeria by adopting the descriptive survey design. It was found that the level of ethical behaviour of

employees was moderate. The finding revealed that ethical behaviour has effects on the performance of an organization and that good ethical behaviour has a positive correlation with organizational performance. It was also found that organizations provided ethics training programs for all employees. These programs should explain the underlying ethical and legal principles and present practical aspects of carrying out procedural guidelines⁸.

Another study examined work ethics and employees' job performance. It was also found that the extent to which employee encourages integrity, sense of responsibility, quality, self-discipline and sense of teamwork in work discharge determine either strong work ethics or weak work ethics contribute to job performance level. Literature review and theoretical ground point towards the need for workers' to promote ethical practice and discourage unethical acts which can undermine corporate image and excellent performance. This study proposes that strong work ethics results in excellent work performance⁹. The study also validates a more recent study that investigated the effect of ethical behaviour on organizational performance among employees in 7up Bottling Company in Aba, Abia State, Nigeria using the survey design. It was revealed that employees demonstrated a moderate level of ethical value. Also, findings revealed that there was significant positive effect of ethical behaviour on employee performance. It was found that ethical behaviour among employees is crucial and imperative. It was revealed that ethical values, responsibility and accountability in these firms should not be overlooked, since it provided a sense of direction toward profitability as a measure of performance¹⁰.

Hypothesis one showed that there was a significant influence of organizational culture (communication, integration of individual and organizational interest) on job performance among health workers in teaching hospitals in Ibadan, Oyo State. The finding supports a more recent study that was conducted on the influence of organisational culture and job performance:

Proposing and Testing a Model concerning how an organisation's culture affects organisational performance. And demonstrate the application of LISREL modelling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organisation's strategies and practices, an organisational value system, and the collective beliefs of the individuals working within the organisation. The researcher measured organisational culture by several latent variables which are: organisational structure and purpose, organisational values, task organisation, climate, and individual values and beliefs. The result revealed there was a significant relationship between organisational culture and job performance¹¹. The finding also goes with a study that was conducted to examine the effect of organisational culture on job performance of employees in Singapore telecommunication using a descriptive research design and simple random sampling technique was used in selecting 100 employees. Finding revealed that organisational culture such as ritual, value and heroes has a huge and significant impact on employee's performance and through this research which shows that symbols has little or no impact on employee's performance¹².

Hypothesis two revealed that there was a significant influence of ethical behaviour (ethical leadership, ethical decision and ethical value) on job performance of health workers. The finding validates a study a study that investigated the impact of business ethics on employee's performance: An empirical study of Jordanian Public Universities. The findings revealed the significant positive relationship between ethical values (respect laws and regulations, justice and impartiality, respect time and perfection, honesty and straightness, and integrity and transparency) with employee's performance¹³. The finding also validates another study that investigated the relationship between workplace ethics and organizational success of construction sector in Port

Harcourt, Rivers State. The study used cross sectional survey design. The findings show significant relationship between the three dimensions of workplace ethics—transparency and the two measures of organizational success growth and market share, and the two measures of organizational success on job performance¹⁴. The finding also validates a study that investigated the relationship of ethical leadership and employees' performance through mechanisms such as counterproductive work behaviour and organizational citizenship behaviour of employees. The results showed significant direct positive influence of ethical leadership on employee's performance. Additionally, results showed that counterproductive work behaviour (CWB) partially mediated the relationship between ethical leadership behaviour and employee's performance. Interestingly, organizational citizenship behaviour (OCB) did not mediate the relationship between ethical leadership and employees' performance¹⁵.

Hypothesis three revealed there that was a significant combined influence of the independent variables (organizational culture and ethical behaviour) on job performance of health workers in teaching hospitals in Ibadan, Oyo State. The finding goes in line with a study that examined ethical behaviour and organizational performance in South east Nigeria. It was found that ethical climate had significant positive effect on organization' performance in South-East Nigeria. Unethical standard practices had no significant positive effect organizational performance. Ethical culture had a significant positive effect on organization' performance. Ethical behaviour had a significant positive effect on organization' performance in southeast Nigeria. The study concludes that business ethic had a positive significant effect on employee job satisfaction of academics' staff of public universities in South-East¹⁶. The finding also goes in line with a study that evaluated acquiescence of business ethics in Telecommunication industry of Pakistan and its effect on organizational development. The findings indicated a relationship between employees'

business ethics and organizational development. It was also found that employee ethical behaviours in organizations in turn led to cultivation of organizational culture. The culture influenced employees' commitment towards work in organizations and organizations themselves, and organizational commitment progressively affected organizational development¹⁷. The finding also supports a study that investigated the impact of organisational culture on employee performance, and the author affirmed that it is vital to understand the organisational culture and different aspects of employee performance. Though there are varying perspectives on organisational culture resulting into different model, there is no unanimity about what constitutes an organisational culture. The result revealed that there was a significant influence of organisational culture on employee performance. It was found that the researchers have considered varying dimensions of culture on one hand and different criteria to assess employees' performance¹⁸.

Endnotes

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusion and offers valuable recommendations. It further presents the contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The study investigated the influence of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan, Oyo State. The descriptive survey research design was adopted in order to achieve the purpose of the study. It was adopted mainly because it was useful in collecting data on phenomena that cannot be directly observed without any manipulation. The population of the study comprised all health workers in Teaching Hospitals in Ibadan, Oyo State, Nigeria. The sample size of the study was three hundred and twenty-seven (327) health workers who were selected using proportional sampling technique.

The total number of respondents who later responded to the questionnaire was three hundred and twenty-one (321) which comprised 208 males and 113 females. Result from the analyses of the data collected and the interpretation done, the findings of the study were:

1. The level of job performance of health workers in Teaching Hospitals in Ibadan was high.
2. The level of organisational culture of health workers in teaching hospitals in Ibadan was high.
3. The level of ethical behaviour of health workers in Teaching Hospitals in Ibadan was high.
4. There was significant influence of organizational culture on job performance of health workers in Teaching Hospitals in Ibadan
5. There was significant influence of ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan
6. There was significant combined influence of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan.

5.2 Conclusion

Based on the findings of the study, it was established that the level of job performance of health workers in teaching hospitals in Ibadan, Oyo State was high. It was also found that the level of organisational culture of health workers in teaching hospitals in Ibadan was high. In addition, the level of ethical behaviour of health workers in teaching hospitals in Ibadan was high. It was also established that there was significant influence of organizational culture on job performance of health workers in Teaching Hospitals in Ibadan. Also, a significant influence of ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan was also established. It

was also reported that there was significant combined influence of organizational culture and ethical behaviour on job performance of health workers in Teaching Hospitals in Ibadan.

When health workers in teaching hospitals tend to get themselves familiar with the culture of the organization which include smooth communication among workers, having the interest of the organization at heart, respect for values among others, they tend to be more productive. Also, when health workers demonstrate ethical conduct, it contributes to a positive work environment, builds trust, and supports the organization's reputation as this could in turn enhance their job performance. It could be concluded therefore that organisational culture and ethical behaviour had significant influence on job performance of health workers in Teaching Hospitals in Ibadan.

5.3 Recommendations

The following recommendations were made based on the findings of the study:

1. organizational culture has high contribution to job performance in UCH Ibadan and AMTH Ibadan in Oyo state. Concerted effort should be put on ground for improved integration and support of health workers for better job performance.
2. The contribution of ethical behavior to job performance was high. However, health workers should take extra responsibilities while doing their duty, contribute to the creation of a positive working environment in the hospital as this could in turn heighten their job performance.
3. The study established that organizational culture and ethical behavior was able to explain high significant influence in job performance of health workers in UCH and AMTH Ibadan. Hence, the study recommends the need to strengthened organizational culture mechanism investigated in the study and impose acceptable ethical behavior so that both can enhance the performance of the teaching hospitals investigated.

5.4 Contribution to Knowledge

The findings from this study provide an invaluable insight into the job performance of health workers in teaching hospitals in Ibadan. A theoretical framework that will be useful for further research in this field has been effectively constructed in this thesis. Additionally, this study has shed new light on the elements that can improve job performance of health workers in teaching hospitals in Ibadan. The literature that were revealed for this study, has improved knowledge and comprehension of how health workers perform their jobs and to what extent is the level of their job performance. The study has further demonstrated how important health workers' job performance is for the achievement of the teaching hospitals' mission and vision statements. This study has also contributed empirically to the body of literature on job performance of health workers as it could be used by other researchers to augment their research works.

In general, the study has filled a research gap which sought for the need to adopt more of this research in job performance studies. This study has also contributed to the existing body of knowledge on organizational culture, ethical behaviour on job performance of health workers in Ibadan, Nigeria, but also, at the global level.

5.5 Suggestions for Further Studies

Further studies may consider the following suggestion:

1. Further studies may consider a longitudinal study to confirm and provide explanation of causality for the interaction between organizational and ethical behavior on job performance of health workers over many years.

2. Given that this study focused solely on teaching hospitals in Ibadan, further study may expand the scope by incorporating more states in Nigeria.

3. Other factors besides organizational culture and ethical behavior can equally influence job performance; hence, future studies may consider these factors to establish their effects on job performance.

4. On methodological basis, future study on organizational culture, ethical behavior and job performance may consider the adoption of other data analytical techniques such as structural equation model to provide additional support for the findings of this study

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Appendix
Questionnaire
Lead City University Ibadan, Oyo State
Faculty of Communication and Information Sciences
Department of Information Management

Dear Respondent,

The researcher is a postgraduate student of the Department of Information Management, Lead City University, Ibadan. In partial fulfillment of the award of Master of Science (MSc) in Health Information Management; the researcher is conducting a research on **Influence of Organizational Culture and Ethical Behaviour on Job Performance of Health Care Workers in Teaching Hospitals in Ibadan.**

Your timely response to issues outlined below will contribute immensely to meeting the set objectives of the research work. All information supplied will be treated with confidentiality and they will only be used for academic purpose. Thank you!

Section A: Demographic of respondents

Please tick (✓) the appropriate option and fill in the gap where necessary.

1. Name of Teaching Hospital:-----
2. Gender: a. Male () b. Female ()
3. Age: a. 20 and below () b. 21- 30years () c. 31-40 years () d. 41-50 years () e. 51-60 years () f. 61 years and above ()
4. Marital status: a. single () b. Married () c. Separated () d. Divorced ()
5. Educational Qualification: a. ND () b. HND () c. Bachelor's () d. Master's e. Others, (please specify).....

Section (B): Job performance level existing among health workers in Teaching Hospitals in Ibadan. The statement in this section concerns Job Performance of Health Workers as

applicable to your organization. Please indicate the extent to which you agree or disagree with each statement in relation to your organization.

Very High Extent(VHE) =4, High Extent (HE)=3, Low Extent (LE)=2
Very Low Extent(VLE)=1

s/n	Items	VHE	HE	LE	VLE
	Task performance I possess / have the ability to do the following;				
1	the competencies that my job requires.				
2	Work effectively/efficiently.				
3	Understand and carry out work-related procedures				
4	Work in a planned and organized manner to conclude the task defined to me in full and on time				
5	Eager to acquire new skills related to my job				
	Contextual performance				
6	Take extra care and take extra responsibilities while doing my duty.				
7	Contribute to the creation of a positive working environment in my organization				
8	The ability to encounter a situation that prevents the task from being done, I try to fix it				
9	Ability to help and encourage my colleagues to complete their work.				
10	The ability to defend my organization where there are criticisms inside or outside				
	Adaptive performance				
11	Ability to achieve total focus on the situation to act quickly				
12	Ability to use variety of sources/types of information to come up with an innovative solution				
13	Easily reorganize my work to adapt to the new circumstances				
14	Learn new ways to do my job in order to collaborate better with colleagues and patients				
15	Analyze possible solutions and their ramifications quickly to select the most appropriate one				

Section C: Organisational Culture

The Statement in this section concerns the existing organizational culture among health workers in your Organisation. Please indicate the extent to which you agree or disagree with the statements in relation to your organization.

Very High Extent(VHE) =4, High Extent (HE)=3, Low Extent (LE)=2, and Very Low Extent

s/n	Items	VHE	HE	LE	VLE
	Communication				
1	I become impatient with people who do not express their thoughts and opinions clearly				
2	the words I choose in communication with other colleagues convey most of my messages				
3	I listen attentively and affirm that I understand what the other person has said				
4	I feel comfortable expressing my ideas, concerns or suggestions to the management				
	Integration of individual				
5	Overall, I feel integrated and supported in this organization				
6	There are established mentorship to help new employees connect with experienced colleagues				
7	This organisation has a diverse workforce that promotes diversity and inclusion in its hiring practices				
8	Health workers are encouraged to participate in team-building activities and social events to foster a sense of belonging				
	Organisational interest				
9	My organisation demonstrates a genuine interest in the well-being of its employees				
10	My organisation provides opportunities for professional growth and development				
11	My organisation values and recognizes the contribution of its employees				

12	My organisation supports divert and inclusion in the workplace				
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Section D: Ethical Behaviour

The statement in this section concerns the existing Ethical Behavior among Health Workers in teaching Hospitals. Please indicate the extent to which you agree or disagree with the statements in relation to your organization.

Very High Extent (VHE) =4, High Extent (HE)=3, Low Extent (LE)=2, and Very Low Extent=1

s/n	Items	VHE	HE	LE	VLE
	Ethical value				
1	Ethical values are essential in the workplace				
2	I act in honesty, integrity and fairness at my workplace				
3	When faced with ethical challenges, I actively seek guidance or support from my colleagues.				
4	Transparency and open communication are crucial for fostering ethical behaviour				
	Ethical decision making				
5	I am committed to upholding ethical standards, even in challenging situations				
6	I take responsibility for the ethical implications of my decisions and actions				
7	I prioritise ethical considerations over personal gain or benefit				
8	I always consider the potential ethical consequences before making decisions				
	Ethical leadership				
9	Leaders in this organisation make fair and balance decision				
10	Leaders in this organisation have the best interests of employees in mind				
11	Leaders in this organisation can be trusted				
12	Leaders in this organisation discipline employees who violate ethical standards				

Bio-data

A. Personal Data

Full Name: OKETOLA Ronke Ololade
Permanent Home Address: No 21, Irepodun Estate, Apata, Ibadan
E-mail Address: roketola2@gmail
Phone Number: 0805234302
Date and Place of birth: 1st of September 1979/ Ibadan
Nationality: Nigerian
Name and Address of Next of Kin: OKETOLA Jonathan Kolawole
NO 21, Irepodun Estate, Apata, Ibadan.

B. Institutions Attended with Dates

Dates

- Primary Education: Our Lady of Apostles primary school, I-Ode 1989
- Secondary Education:
 - Muslim Girls High School, I-Ode 1995
 - Idi Ito High School, Ibadan 2016
- Higher Institutions :
 - Federal Polytechnic Ilaro 2002
 - LAUTECH, Ogbomoso 2015

- | | |
|---|------|
| ➤ School of Health Information Management, UCH, Ibadan. | 2017 |
| ➤ Lead City University, Ibadan | 2021 |
| ➤ New Horizon Computer Centre | 2021 |

C. Qualifications Obtained With Dates **Dates**

- | | |
|--|----------|
| ➤ Primary School Leaving Certificate | 1989 |
| ➤ West Africa School Certificate | 1995 |
| ➤ National Examination Council Cert. | 2016 |
| ➤ Higher National Diploma (URP) | 2002 |
| ➤ Post Graduate Diploma (Public Admin) | 2015 |
| ➤ National Diploma (HIM) | 2017 |
| ➤ Bachelor of Science (HIM) | 2021 |
| ➤ Certificate in IBM SPSS | 2021 |
| ➤ Master of Science (HIM) | On-going |

D. Seminars Attended With Dates **Dates**

- | | |
|----------------------------------|------|
| Professionalism in the workplace | 2020 |
| Personality Development & CRM | 2021 |

E. Working Experience with Dates:

- | | |
|--|---------------|
| • Anis (TIN CAN SEAPORT), Lagos. | 2005 – 2006 |
| Post Held: Ibadan Branch Manager | |
| • Spectrum books Ltd, Ibadan. | 2006 – 2012 |
| Post Held : Computer Operator | |
| • University College Hospital, Ibadan | 2014-tilldate |
| Post Held: Health Information Manager | |

F. Membership of Academic Professional Bodies:

- Registered Health Information Management Officer(RHIM)
- Associate member of Institute of Customer Relationship Management

G. Publications (if any)

1. Thesis / Dissertations On-going
2. Books / monographs
3. Scholarly articles
4. Notable scholarly or professional accomplishment
5. Major conferences / workshop attended

H. Referees

I.

Signature

Date

Lead City University Ibadan DO NOT COPY

The University Compliance Certification

This is to certify that this thesis by Ronke Ololade OKETOLA with Matric NO: LCU/PG/003065 in the department of Information Management, Lead City University, Ibadan is in full compliance with the approved university format and style.

Signature

Date

Lead City University Ibadan DO NOT COPY