

Effects of Organizational Culture adoptability to Organizational Structure and its impact on Employee Job Performance in Thika Level 5 Hospital, Kenya

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Abstract : An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. The purpose of the study was analyze whether organizational structure has effects on hospitals' performance in Kenya in Thika Level 5 Hospital. The targeted population included the top management, middle management and operational level in Thika Level 5 Hospital a total of 200 employees. The data collection instruments were questionnaires which were self-administered. The data was analysed qualitatively and quantitatively and presented in tables and figures. The study found that organisational performance as put by 38% of the respondents is of very high effect on hospitals' performance in Kenya. The study concluded that every employee in the organization should be taken through organization behaviour and conduct. The study recommended organizational structure should be very clear, understandable, realistic and in line with the organizational objectives to ensure easier performance.

Keywords - Organizational Structure, organizational culture, Employee Job Performance

I. Introduction

World over, organizational culture is the collective behaviour of humans who are part of an organization and the meanings that the people attach to their actions (Hesket, 1992). Hofstede (1991) adds that culture includes the organization values, visions, and norms, working language, systems, symbols, beliefs and habits. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Work culture of an organization is born out of the organization's strategic intent values and the employees and management are the key factors in creating a productive work environment (Goelzer, 2004)

Corporate culture is vital in developing and sustaining employee commitment and intensity levels that is often characteristic of successful organizations (Silverthorne, 2004). In addition, shared values which are an aspect of corporate culture enhance employees' identification and attachment to the organization. This clearly shows that employees elect to be committed to organizations whose values they share (Nazir, 2005). In East Africa, the liaison between job satisfaction and performance has always been a matter of concern. Researchers have mixed opinion regarding this relationship as some agree with the fact and others counteract it. Satisfaction and productivity falls in the same category. It is believed that a healthy, established and steady organizational culture whether in private or public sector results in maximum level of employee satisfaction. The dynamic nature and extensive working of organizations have changed it into the most intricate social structures of the present age. Employees are one of the key players in the organization; it is through their rigorous hard work, commitment and participation which make an organization workable and successful. The relationship between the organization and its employees has the nature of mutual dependence as both the employees and organization share reliance; therefore they may have the ability to affect the results which can be positive or negative (McMaulle, Brown, and Cliffe, 2001).

Furthermore, the positive relationship between adaptability and employee commitment has been well established in this research. Adaptability predicts employee commitment more than any other corporate cultural variables. Employees are more committed to organizations that adapt to changing circumstances. Hospitals' performance in Kenya is incredibly enhanced with a positive and healthy organizational culture which in turns increases the individual performance, less absenteeism and reducing employee turnover. Several researchers, particularly (Cummings et al, 2004), have stated that improving individual sense of power and just treatment and management would lead to fruitful results in the context of work which would eventually minimize rates of turnover and non-attendance (Sigler and Pearson, 2000).

In the Kenyan context, hospitals and specifically the public hospitals have eroded the positive culture which included motivated employee performance and adopted the relaxed culture where patients keep in the waiting

for more than the recommended 5 minutes. The employee performance is described by McMaule, Brown, and Cliffe, (2001), as appraisal in the perspective of organization; in the meanwhile culture gives the portrayal in the background of work. Employee performance determines the organization performance. Job characteristics play a significant role in increasing and decreasing the level of job satisfaction and people will appraise their level of contentment and satisfaction in relation to what they recognize as significant and appropriate to them. The employees scrutinize diverse features of their jobs and their inspection and satisfaction varies from each other as it revolves around the subjectivity of the employees. Research finding in the sphere of job satisfaction connotes five vital job satisfaction dimensions i.e. pay, nature of work, supervision, promotional prospects and relations with co-workers. In view of the fact that main mechanism of any organization is related to job dimensions, and it portrays its climate, therefore job contentment is an assessment of the very factors of organization. The feelings of employees concerning the environmental factors explain the level of job satisfaction, at the same time organizational climate presents merely a depiction in the context of work.

II. Literature Review

2.1 Organizational Structure

An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual (Sopow, 2007).

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions. The set organizational structure may not coincide with facts, evolving in operational action. Such divergence decreases performance, when growing. For example, a wrong organizational structure may hamper cooperation and thus hinder the completion of orders in due time and within limits of resources and budgets. Organizational structures shall be adaptive to process requirements, aiming to optimize the ratio of effort and input to output (Brown, 2006)

The typically organizational structure with hierarchical arrangement of lines of authority, communications, rights and duties is adopted in most organization. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management. A structure depends on the organization's objectives and strategy. In a centralized structure, the top layer of management has most of the decision making power and has tight control over departments and divisions. In a decentralized structure, the decision making power is distributed and the departments and divisions may have different degrees of independence. A company such as Proctor and Gamble that sells multiple products may organize their structure so that groups are divided according to each product and depending on geographical area as well (Goelzer, 2004). Therefore organizational structure varies from one organization to another.

According to Sigler and Pearson (2000) organizational structure is seen as the hierarchy through which a group, business or organization of people collaborate to achieve a set of objectives and common goals. The ways these hierarchical structures interact with each other affects the measurement of effectiveness in that organization. In an organization, it is assumed that functional units or departments understand their roles and how these contribute to the organization's overall goals. But, most functional units perform their roles in a way that only reflects their specialization and focuses on their own goals. The personal preferences and agendas of a department's senior managers influence the performance outcomes of that department. Organizational structures that are inorganic and less versatile tend to cause miscommunication in the overall strategy of the organization. Miscommunication largely affects the execution of tasks and objectives and the organization's performance measurements. Open, fluid organizational structures have exemplary performance measurements (Irianto, 2005).

A functional environment is one where individual employees are given specific tasks under the umbrella of a division with a broader organizational purpose. These individuals are expected to perform in line with defined parameters. While there may always be plausibility for crossover between divisions as projects emerge and individuals miss work, the roles and job functions remain segregated and defined. The link between organizational structure and performance here is that employees are likely to become increasingly proficient at their work because of the clarity and repetition assigned to tasks. Also, individuals may have little recourse if productivity is lagging because the goals are clear as implemented by the employer (Bellou, 2010).

A small organization is more prone to adopt a flat organizational structure. This is in part due to practicality as this type of environment is shaped by a somewhat limited staff. Employees often work under the

direct leadership of the owner or operator of the company in contrast to being managed by departmental or middle-management executives. In this setting, organizational structure and performance are linked because employees are aware that upper management is cognizant of individual performance. This could affect productivity in a positive way and inspire participation among co workers (Abbaszadegan, 2000).

According to Lim, Griffiths, and Sambrook (2010), the concept of organizational culture has drawn attention to the long-neglected, subjective or 'soft' side of employment. Nevertheless, most of the strategies and methods used in the organizational culture have not received much attention. Instead, emphasis has been placed primarily on the cultural and symbolic aspects that are relevant. The technical cognitive interest prevails. Culture then is treated as an object of management action. In this regard, the contemporary student of organizational culture often takes the organization not as a natural solution to deep and universal forces but rather as a rational instrument designed by top management to shape the behaviour of the employees in purposive ways'. Accordingly, much research on corporate culture and organizational symbolism is dominated by a preoccupation with a clearly limited set of thematic meaning, character, symbol, total value, and presumably ideologies that are related to management and directly related to effectiveness and performance.

Employee Performance have got two fold ideologies, one is that many most of the organizational culture and structure are simply disregarded. It seems strange that the literature should generally disregard such values as bureaucratic-'meritocratic' hierarchy, unequal distribution of privileges and rewards, a mixture of individualism and one gender acceptance, putting much more emphasis on major economic structures and domains such as finances and economic growth, reduced inflation, developed economic structures and technological advancement (Weiner and Bernard, 2000). Instrumental reason dominates; quantifiable values and the optimization of means for the attainment of pre-given ends define rationality. Mainstream organizational culture thinking in organizations but also in academia tends to not take it much more serious as it's intended. The values and ideas to which organizational culture and research pay for attention are primarily connected with the means and operations employed to achieve pre-defined and unquestionable organizational goals. To promote an admirable organizational culture there is a need to breaks with some of the assumptions characterizing technical thinking, i.e. the idea that a particular input leads to a predictable effect (Jacobides, 2007).

A study by Reppenning (2002) indicates that there are different ideas regarding to what extent organizational culture can be used as a managerial tool. In the most instrumentally oriented of these formulations, culture is conceived as a building block in organizational design a subsystem, well-demarcated from other parts of the companies or organizations, which greatly include, operational taboos, culture, norms, values, traditions, beliefs, and behavioural styles of every employee in the job blanket. The term 'cultural engineering' captures the spirit of this position, which is sometimes called the 'corporate-culture school. According to Braha and Bar-Yam. (2007) there is considerable disagreement about what culture is but concludes that 'it is still important to consider what makes an example of a good culture or an example of a bad culture in the organization, and making it more adaptive or dysfunctional. Culture provides meaning, direction, and mobilization – it is the social energy that moves the corporation into allocation. The energy that flows from shared commitments among group members' and the force controlling behaviour at every level in the organization. He believes that every firm has a distinctive culture that can develop and change quickly and must be managed and controlled.

The underlying metaphor then clearly comes from technical science. The most important dimensions of culture are norms. With norms it is there that culture is 'most easily controlled'. More specifically, norms guide the employee behaviour and attitudes of the people in the company that are of greatest interest and important because they have effect on the requirements for its success quality, effectiveness, importance, efficiency, performance, product reliability, dependability and customer service. This is the core of most texts on corporate culture. There are many difficulties with this model. Norms and behaviours are affected by many dimensions other than culture. Within a culture there are a number of norms related to the enormous variety varied organizational culture as made by the employees (Robbins and Judge, 2007).

A third position in using the idea of organizational culture in relation to corporate performance is to treat culture as a diagnostic instrument, as an aid in making wise decisions and evading business down fall and pitfalls. This advocates for great value and in-depth significance to companies and organizations, sober or semi-sober traditions and ideals about objectives, relationships to outside world and the internal relations that underlie behavioural norms and other 'artefacts'. Culture is viewed as relatively resistant to attempts to control and change and only occasionally manageable. This approach is not much concerned about giving advice on how culture can be controlled, but it does attempt to be of practical relevance by informing managers of what may be difficult or impossible to accomplish and providing ideas for constructive action in proper knowledge for organizational culture (Gratton, 2004).

The focus is not on the effects of managerial action but rather on the consequences of organizational cultures on how initiatives and change efforts are worked upon to ensure proper working on the organisational structure. Organizational culture are anchored on the overall employee belief that they are motivated and

focused and exercise influence without the direct involvement of particular key actors. Culture is a strategy of patterns that are well laid down and made to exist with the proper arrangement by the employee or developed by a think tank group of the organization as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid. Indeed, members will find behaviour based on any other premise inconceivable. Artefacts are the visible and audible patterns of organizational culture on artefacts on a better surface level on the intermediary level, concern what 'ought' to be done and are more or less understood and consciously grasped by the organizational community. Cultural phenomena have far-reaching effects on organizational effectiveness and individual satisfaction (Thareja, 2008),

Objective Of The Study

To analyze whether organizational structure has effects on hospitals' performance in Kenya in Thika Level 5 Hospital.

Research Question

What are the effects of organizational structure on employee job performance in Thika Level 5 Hospital?

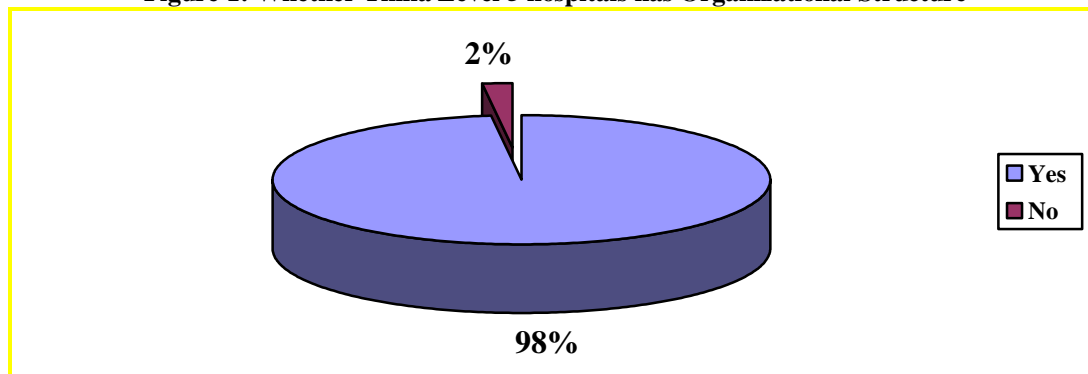
III. Methodology

This study adopted a descriptive research design. Stratified random sampling technique was used to arrive at a sample that had three strata, namely Top management, middle management and operational management staff in the Thika Level 5 Hospital. The data was collected using a structured questionnaire. The instruments were validated by experts while reliability was estimated by use of test –retest technique. Quantitative and qualitative data were obtained. Data was analyzed using Statistical Package for Social Sciences for Windows.

IV. Findings And Discussions

The objective of this study was to analyze whether organizational structure has effects on hospitals' performance in Kenya in Thika Level 5 Hospital. Organizational structures are key components of any organization whether small or big. The findings were as presented below.

Figure 1: Whether Thika Level 5 hospitals has Organizational Structure



The analysis found that Thika Level 5 has got an organizational structure. Nevertheless, one of the respondents did not know whether or not the hospital had the organizational structure since she had been recruited in the hospital for the internship some few days before the data collection. The study however can confidentially put that Thika Level 5 has got an organizational structure as developed by ministry of health. The importance of organizational structure in any hospital or organization is enormous.

The hierarchical arrangement of the organizational structure greatly help the hospital to work effectively and following the right protocols and guidelines as put by the ministry of health. This also helps in ensuring employee know who to respond to in leadership and management command. A study done by (Irianto, 2005) indicates that organizational structures that are inorganic and less versatile tend to cause miscommunication in the overall strategy of the organization. Miscommunication largely affects the execution of tasks and objectives and the organization's performance measurements. Open, fluid organizational structures have exemplary performance measurements

Effects of Organizational Structure on Hospitals’ performance in Kenya

Table 1: Response on Effects of Organizational Structure

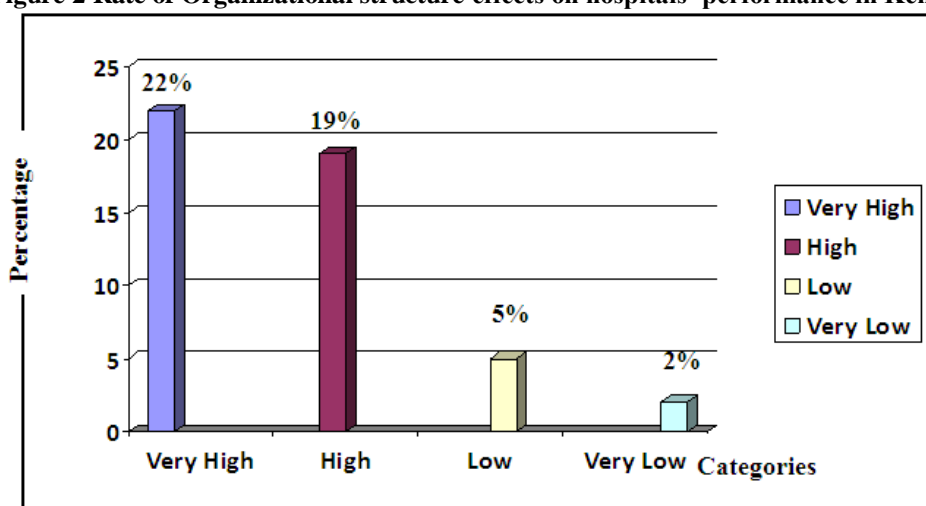
Responses	Frequency	Percentages
Yes	39	82
No	9	18
Total	48	100

The analysis of the study as shown on table 4.6 clearly indicates that organizational structure has a big effect on hospitals’ performance in Kenya in the hospitals. The study found from 82% of the respondents that Yes, organizational structure determine the performance of the organizations. However, 18% of the respondents felt that organizational structure has nothing in relation to the performance of the organization. The respondents under this proponent felt that organizational structure is independent from performance of the organization since the performance depends on the employee output and not the arrangement of hierarchy or authority. This disagrees with a study by Katsikea et al, (2010), which indicates that organizational structure and performance share a relationship in which the former can dictate or at least affect productivity.

Different structures might be more appropriate for businesses based on the size of an entity or the industry in which a company operates and therefore different structure can affect the performance of different organizations. The study therefore can conclude clearly that organizational structure affect the organisational performance in the hospitals like Thika Level 5 Hospital.

Rate of Organizations Structure on Hospitals’ performance in Kenya

Figure 2 Rate of Organizational structure effects on hospitals’ performance in Kenya



According to figure 2 above, highest number of respondents (22%) indicated that the organizational structure has got a very high effect on hospitals’ performance in Kenya followed by 19% of the respondent who said the effect are high. 5% of the respondent and 2% respectively indicated that the effects of organizational structure on hospitals’ performance in Kenya very low and low respectively and independently.

The study indicated that there is a very significant need for every organization whether formal or informal to know how the chain of commands works within themselves else there will be no leader, manager, head or even follower in any organization. The chain of command which is well spelt out by the organizational structure is paramount to the hospitals’ performance in Kenya. These findings collaborate with Sigler and Pearson (2000), findings that organizational structure is the hierarchy through which a group, business or organization of people collaborate to achieve a set of objectives and common goals. The ways these hierarchical structures interact with each other affects the measurement of effectiveness in that organization. In an organization, it is assumed that functional units or departments understand their roles and how these contribute to the organization’s overall goals.

V. Conclusion

The results support the findings of (McMaulle, Brown, and Cliffe, 2001) who concluded from their

research that employees are one of the key players in the organization; it is through their rigorous hard work, commitment and participation which make an organization workable and successful. The relationship between the organization and its employees has the nature of mutual dependence as both the employees and organization share reliance; therefore they may have the ability to affect the results which can be positive or negative.

VI. Recommendations

Based on the findings of the study, it was recommended that organizational structure be very clear, understandable, objective and in line with the organizational objectives to ensure easier performance. The study further recommended that the organization should ensure the organizational structure is inclusive in a way that every employee can find his/her part in the structure this will promote the spirit of belongingness which enhances employee motivation and subsequent performance.

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