



## INFLUENCE OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF LAND TENURE REGULARIZATION SUPPORT PROJECT

INTWARI Patrick

### ABSTRACT

*Although different studies suggested different reasons that should cause the success of the projects, some projects are still failing in Rwanda because of many factors including organizational culture. The study entitled “Influence of organizational culture on project performance. A case of land tenure regularization support project” is guided by four objectives: to find out the influence of management leadership on performance of land tenure regularization support project, to assess the influence of innovative culture on performance of land tenure regularization support project, to determine the influence of communication culture on performance of land tenure regularization support project and to find out the influence of employee recognition on performance of land tenure regularization support project. The research design to be used in this study was descriptive research design and inferential research design. The population of the study was 72 employees of and tenure regularization support project. The study used questionnaire as method of data collection and the researcher used descriptive statistics by serving quantitative and qualitative approach and inferential statistics such as correlation analysis and multiple linear regression analysis as method of data analysis. For the first objective, the findings revealed that management leadership has significance positive relationship with the performance of land tenure regularization support project as indicated by  $\beta_1 = 0.615$ ,  $p = 0.000 < 0.05$ . For the second objective, the findings revealed that communicative culture has significance positive relationship with the performance of land tenure regularization support project as indicated by  $\beta_2 = 0.433$ ,  $p = 0.008 < 0.05$ . For the third object, the findings revealed that innovative culture have significance positive effect on performance of land tenure regularization support as indicated by  $\beta_3 = 0.407$ ,  $p = 0.005 < 0.05$ . For the fourth objective, the findings revealed that employee recognition has significance positive with the performance of land tenure regularization support project as indicated by  $\beta_4 = 0.270$ ,  $p = 0.001 < 0.05$ . The study also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in LTRSP.*

### 1. Introduction

The concept of organizational culture and its influence on performance has gained a lot of traction since the 1980s when Japanese companies known for their strong and cohesive culture, made a boom with their productivity and began to suppress Western companies (Gavric, et al.,

2016). Where Western companies then focused on functional effects of individuals, Japanese companies incorporated elements of flexibility, adaptability, and teamwork to achieve huge successes. Since then, several models for exploring the link between organizational culture and firm performance have been proposed.

In United States of America, a rising number of researchers have centred their attention on researches focused on figuring out the effect of an organization's culture on its performance. The subject matter of organizational culture attracted a lot of attention in the late 1980's and early 1990's as management scholars investigated the reasons behind the failure of USA organizations in competing with their Japanese counterparts (Ojo, 2017). One of the earliest quantitative studies on the culture-performance link was conducted by Denison (2018) who used data from 34 American (USA) companies over a five year period. The author studied features of organizational culture in these companies and tracked their performance over time.

In line with these findings, a study by Yesil and Kayab (2022) in Gaziantep city of Turkey to establish the effect of organizational culture on firm financial performance in developing countries showed that organizational culture dimensions have no effect on firm financial performance. The study analyzed organizational culture dimensions of clan, adhocracy, market and hierarchy against firm financial performance as measured by sales growth and return on assets.

In Africa, a study by Leithy (2017) on local and multinational companies' employees located in Cairo, Egypt showed that both work-related attitudes and work behavior are related to organizational performance. Meanwhile, the relationship between organizational culture and performance was not established. A study by Chukwu and Aguwamba (2017) to determine the influence of organizational culture on performance of banking industry in Nigeria showed a significant and positive relationship between cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness and organizational performance. The study also showed a significant but negative relationship between consistent pattern of behavior and organizational performance. Zakari et al (2022) established a positive relationship between organizational culture and performance in the banking industry in Ghana with mission being the culture trait with the strongest potential of impacting positively on performance.

In Kenya, a study by Wambugu (2018) on the effects of organizational culture on employee performance at Wartsila Kipevu II power plant tested four elements of organizational culture (organization values, organization climate, leadership styles and work processes). The study revealed a positive relationship between organization culture and employee performance. However, the effect diversely varied amongst the variables with work processes and systems in having more effect to employees' performance. Further, organizational values have had a more significant effect to employee's job performance than the organization climate.

In Rwanda, the current trends on the organizational culture and project team performance are so crucial employees in different organizations have different organizational culture. Every organization has unique control, reward criteria and different levels of risk tolerance. Better cultural environment will boost the team spirits and increase team performance within the organization. This has caused the organization to experienced persistent low performance among project team from 2011-2016 (Mugabo, 2020). Therefore, this study seeks to find out the effect of organizational culture on project performance. A case of land tenure regularization support project (LTRSP).

## **2. Problem statement**

In spite of the influence of organizational culture in order to improve implementation of project but many projects in Rwanda keep failing resulting in loss of millions of dollars for organizations. Project failure is also the main challenge of our country for example, 55% of the executed fail to meet its objectives (RDB, 2022). This persisting challenge has led many project management professionals to attempt to identify the critical factors that need to be tackled head on to produce a successful project management outcome. Often, project managers have to monitor and manage many projects concurrently, unfortunately, some projects were completed successfully but some were not completed on time, involvement, lack of strategic management practices, incomplete requirements, lack of resources, incorrect cost estimation (Serrador, 2022). There are many project planning and scheduling techniques to manage and help to ensure project success, some of these techniques, however, may not be suitable for specific types of projects and should cause projects to fail (MINECOFIN, 2018). A study done Mugabo (2020) found out that organization control and risk tolerance had a positive influence on project team performance in Living Water Rwanda organization whilst reward criteria had a negative

influence on project team performance. This meant that the organization had put so much effort to see that they control their team's work performance and have been risk tolerant which have positively influenced project team performance however, the organization lacks equitable reward criteria which has negatively affected the project team performance. Although different studies suggested different reasons that should cause the success of the projects, some projects are still failing in Rwanda because of many factors including organizational culture. Thus, this study seeks to find out whether performance of Land Tenure Regularization Support Project was resulted to organizational culture (LTRSP).

### **3 .Objectives of the study**

The general objective of the study is to examine the influence of organizational culture on performance of Land Tenure Regularization Support Project (LTRSP).

### **4. Literature review**

This chapter discusses literature which is associated with the study. The chapter reveals theoretical and conceptual framework.

#### **4.1. Theoretical Review**

The study is guided by the following theories; Open System Theory, McGregor's X-Y Theory and Goal Theory.

#### **Open Systems Theory**

The open system theory was advanced by biologist Ludwig Von Bertalanfy LittleJohn (1983). The theory is basically centered on the view that organizations are social systems with constant interactions with the external environment and subsystems within itself. As open systems organizations derive inputs from their environments and release its outputs to the very same environment. This exchange relationship is considered vital for an organization. The system theory therefore places emphasis on the unity of organization with parts within itself and with the external environment.

Mwenda (2017) notes that the main managerial task is to find a suitable fit between the organization and its surroundings and develop proper organization design that will lead to greater

efficiency and effectiveness in an organization. Organizations are strongly influenced by their environments which exert forces of a political, economic, social-cultural and legal nature but are also reliant on this same environment for its key resources necessary to sustain the organization and enhance its survival in the presence of a dynamic environment. This theory is relevant to the study in understanding how organization culture and control mechanisms are used to provide feedback on the ever-changing environment. An entity can then readjust their strategies to fit the changing environment for effective project performance.

### **McGregor's X-Y Theory**

McGregor developed the Theory X and Theory Y which provides a distinction between management styles. Theory X is described as an authoritarian style which emphasizes on productivity and fairness and rewards for performance (Ramesh 2016). It is the assumption of this theory that workers are reluctant in carrying out their duties and usually find ways of not getting them done. The theory suggests having a motivated management staff that will encourage employees into being productive. The theory prescribes the use of strict control and monitoring once it is detected that employees are reluctant to work. It believes that the major reason for trouble in the work environment is the issue of employees avoiding taking up any responsibility.

Theory Y on the other hand illustrates a participate style of management based on the assumption that when people are committed to an objective, they will be self-motivated to achieve those objectives. According to Ramesh (2016), it falls on the management to maximize such commitment. Thus, employees become more productive when trust and responsibility is bestowed upon them, which is a strong motivator. This theory is related to organization culture whereby, employees share experience, work together to achieve common goal from team work, dialogue, creativity, and communication towards project performance

### **Goal Theory**

Goal theory was developed by Latham and Locke (2017) and it states that motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted, and when there is feedback on performance (Armstrong & Taylor, 2014).

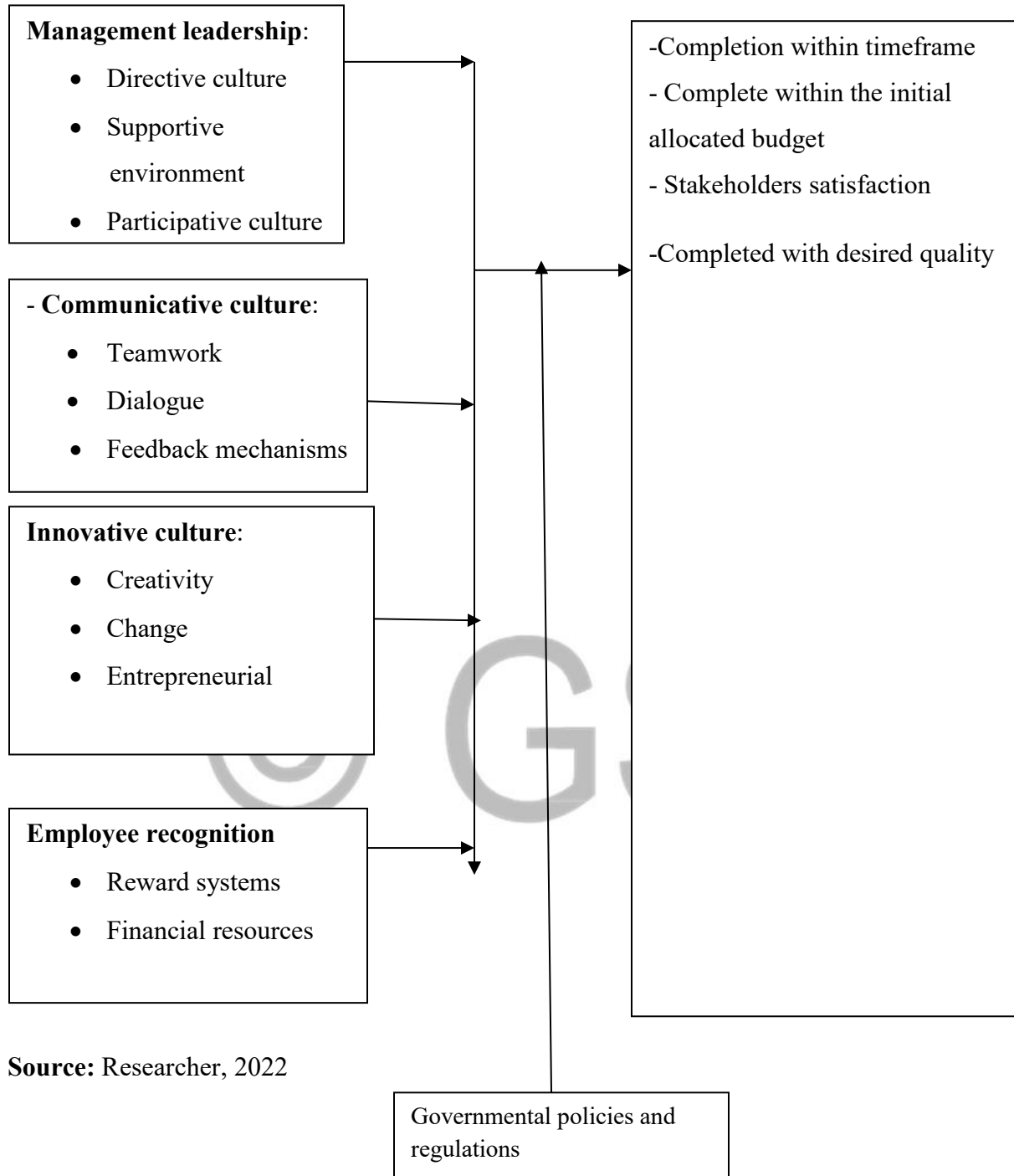
Involvement in goal setting is imperative as a way of receiving agreement to the setting of goals. Feedback is vital in sustaining motivation, principally towards attainment of even higher goals. Erez and Zidon (2018) emphasized the need for acceptance of and commitment to goals by employees in an organization.

Goal theory draws attention to four methods that attach goals to productivity results: they draw awareness to precedence; they inspire exertion; they dare employees to make use of their understanding and expertise to enhance their prospects of achievement; and the more demanding the objective, the more employees will employ their complete range of ability (Armstrong & Taylor, 2014). Goal systems influence productivity by enhancing inspiration to attain given objectives (Latham, 2017). They are thus contributions that influence the conduct of employees. This provides an impetus to enhance awareness to an objective, vigour in tracking an objective, determination in realizing an objective and capability to achieve an objective (Locke & Latham, 2019).

When employees direct interest on the conduct that will achieve an objective, they in addition switch consideration away from deeds that will not accomplish the objective (Locke & Latham, 2006). Participation in setting one's own goals results in a higher rate of acceptance due to an individual feeling a sense of control over the goal setting process (Erez, Earley & Hulin, 1985). Employees' motivation and performance are higher when goals are accepted and when there is feedback on performance. The goal theory supports the variable of market culture by providing a rationale for setting of demanding/higher goals and by providing feedback on employee performance, which in turn promotes an awareness of capability and mindset of self-competence and collective efficacy. The goal theory therefore is related to objective three of this study "To establish the influence of innovative culture on performance of land tenure regularization support project."

#### 4.2. Conceptual framework





Source: Researcher, 2022

## 5. Methodology

Research design refers to the way a study is planned and conducted, the procedures and techniques employed to answer the research problem or question (Ngechu, 2018). This study adopts a descriptive research design and correlation research design. Descriptive research design

was used to describe the organization culture such as management leadership, communicative culture, innovative culture and employee recognition and also the study described the level of performance of Land Tenure Regularization Support Project in terms of project timely completion, respecting project scope of work, delivery within project budget (cost), achieved project objectives and delivery project quality. The study also used descriptive correlation research design. The descriptive correlation research design was used to determine the relationship between organization culture and performance of Land Tenure Regularization Support Project.

The study used the population of 72 employees of Land Tenure Regularization Support Project Based on the population of this study the sample size equals to total population because population is less than 100 people. Therefore, sample size is equals to 72 employees of Land Tenure Regularization Support Project. The study used universal sampling techniques which involves the use of the entire target population of 72 employees of Land Tenure Regularization Support Project.

The questionnaire plays a major role in collecting data. This instrument was used because it is more comfortable to the researchers and respondents during data collection. It was made up on structured items and unstructured items. With structured items, respondents make a choice from a limited number of responses. With unstructured items (open-ended questions), respondents can give their opinions. In this study the researcher distributed 72 questionnaires to employees of Land Tenure Regularization Support Project.

### **Reliability and validity of the measurement instruments**

Validity is the extent to which the instrument measures what it supposed to measure before administering the questionnaires (Amin, 2005). Four experts in research were selected to assess the relevant items of the research. Validity was tested using content validity index (CVI)

$$CVI = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items}}$$

For this study the calculated CVI was:  $CVI = 34/42 = 0.8$



If the calculated CVI is greater than 0.60 (Saunders et al., 2007) the questionnaire was considered valid. In the study the was greater than 0.60, therefore, the questionnaire was valid.

The estimation of reliability used ascertained by pilot testing the instrument and applying a statistical package for social science (SPSS) and Cronbach's alpha coefficient test was used to measure internal consistency of the research questionnaire. Should Cronbach's alpha coefficient > 0.7 therefore the instrument was considered reliable (Amin 2005). The pilot study was carried out at Akazi Kanoze Access project.

**Table 1: Reliability Statistics**

Cronbach's Alpha	N of Items
0.714	42

**Source:** Primary data, 2022

The findings indicated that all variables had a coefficient of 0.714. All constructs depicted that the value of Cronbach's Alpha are above the suggested value of 0.7 thus the study was reliable.

### **Data analysis**

The data collected were qualitatively and quantitatively analyzed and presented in a descriptive form, as a descriptive study, mean and standard deviation were computed. The data will be presented, tabulated and presented in statistical form; it enables the use of statistical tools for easier representation and interpretation of the findings with the use of SPSS (Statistical Package for Social Science) and inferential statistics such as correlation analysis and multiple linear regression analysis were used to determine the relationship between organizational culture and performance of land tenure regularization support project.

**Descriptive statistics:** Descriptive statistics were used to describe the organization culture such as management leadership, communicative culture, innovative culture and employee recognition and performance of land tenure regularization support project by using percentages, frequencies, mean and standard deviation.

**Correlation analysis:** Correlation analysis was computed to measure the strength and closeness of the relationship between each independent variable to dependent variable which is the organizational culture and performance of land tenure regularization support project.

**Multiple linear regressions:** With multiple regression analysis, we can assess the effects of multiple predictor variables (rather than a single predictor variable) on the dependent measure. A multiple regression model was used to test the significance of the effect of the independent variable on the dependent variable. Based on other models that were used to test the influence of organization culture on project performance, the present study adopted the following model:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

Where: Y = Land Tenure Regularization Support Project performance

{ $\beta_i$ ;  $i=1,2,3$  and  $4$ } = The coefficients representing the various independent variables.  $\beta_0$  = the Y intercept

{ $X_i$ ;  $i=1,2,3$  and  $4$ } = Values of the various independent (covariates) variables.

$e$  = the error term which is assumed to be normally distributed with mean zero and constant variance, Y = Project performance (Land tenure and regularization support project)

$X_1$  = Management leadership

$X_2$  = Communicative culture

$X_3$  = Innovative culture

$X_4$  = Employee recognition

Inferential statistics measures were used to test statistical hypothesis (specific objectives). This study adopts the customary confidence level in many statistical tests of 95%, which means a customary significance level (p-value) of 5%. That is, statistically significant correlations between variables are only those with p-value below 5%. Pearson's correlation coefficient has been used to measure the strength of the association between dependent and independent variables.

The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient ( $\beta$ ), t-statistic and Prob. In addition, statistically significant relationship between the dependent variable which is performance of land tenure

regularization support project and independent variable which are management leadership, communicative culture, innovative culture and employee recognition from the model will be accepted at 5% significance level.

## 6. Findings

### 6.1 Correlation's analysis

Spearman correction method which is known as a statistical technique to measure the relationship between variables was used. Simply it is said that if the correlation value is positive the relationship between variables is said to be positive and vice-versa. After that, the following task is to confirm whether the correlation is statistically significant or not. To this, two famous p-alphas (0.01 and 0.05) are used where the calculated or tabulated p-value is compared to the/m. If the tabulated p-value is below to one among of them the relationship is said to be statistically significant and if it is above the relationship is said to be not statistically significant.

**Table 2: Correlation coefficients**

		X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	Y
Spearman's rho	Management leadership(X <sub>1</sub> )	Correlation Coefficient	1			
	Communicative culture(X <sub>2</sub> )	Correlation Coefficient	.005	1		
	Innovative culture(X <sub>3</sub> )	Correlation Coefficient	-.215*	.078	1	
	Employee recognition (X <sub>4</sub> )	Correlation Coefficient	.414**	.356	.402**	1
	Performance of land tenure regularization support project(Y)	Correlation Coefficient	.710**	.472**	.625**	.676**
		Sig. (2-tailed)	.0014	.000	.000	.000

\*. Correlation is significant at the 0.05 level (2-tailed).

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

The results from table 2 indicate that there is significant high positive correlation between management leadership and performance of Land Tenure Regularization Support Project at ( $r=0.710^{**}$ ,  $p\text{-value}=0.0014<0.01$ ). This implies that an increase of management leadership leads to the positive change to performance of Land Tenure Regularization Support Project.

The results from table 4.9 indicate that there is significant weak positive correlation between communicative culture and performance of Land Tenure Regularization Support Project at ( $r=0.472^{**}$ ,  $p\text{-value}=0.000<0.01$ ). This implies that an increase of communicative culture leads to the positive change of performance of Land Tenure Regularization Support Project.

The results indicate that there is significant moderate positive correlation between innovative culture and performance of land tenure regularization support project at ( $r=.625^{**}$ ,  $p\text{-value}=0.001<0.01$ ). This implies that an increase of innovative culture leads to the positive change to performance of Land Tenure Regularization Support Project.

The results indicate that there is significant moderate positive correlation between employee recognition and performance of Land Tenure Regularization Support Project at ( $r=0.676^{**}$ ,  $p\text{-value}=0.001<0.01$ ).

## 6. 2. Multiple linear regression analysis

Based on the model summary, the coefficient of determination (R squared) shows the overall measure of strength of association between independent and dependent variables.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 <sup>a</sup>	.650	.633	.15141

a. Predictors: (Constant), management leadership, communicative culture, innovative culture employee recognition.

**Source:** Computed by researcher from field data, 2022

The results from the table 3,, the value of adjusted r squared was 0.633(63.3%) an indication that there was variation of 63.3% on performance of Land Tenure Regularization Support Project was due to changes in s management leadership, communicative culture, innovative culture employee recognition at 95% confidence interval. Additionally, this therefore means that factors not studied in this research contribute 36.7% of performance of Land Tenure Regularization Support Project.

**Table 4: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.578	4	.895	29.833	.000 <sup>a</sup>

Residual	1.926	67	.03
Total	5.504	71	

a. Predictors: (Constant), management leadership, communicative culture, innovative culture employee recognition.

b. Dependent Variable: Performance of land tenure regularization support

**Source:** Computed by researcher from field data, 2022

From table 4, the combined organization culture such as management leadership, communicative culture, innovative culture employee recognition was statistically significant in explaining the variations in the performance of land tenure support project.

This is supported by a p value of 0.000 which is less than the acceptance critical value of 0.05. This implies that there was a goodness of fit of the model fitted for this study. In order to examine on whether the data was good fit for regression model, the ANOVA was undertaken and the data being good fit for data was tested at 5% level of significance. Since from the Table 4.11, indicated an F-value of 29.833 is larger than the critical  $F_{(v_1=4, v_2=67)} = 2.50$  and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. Therefore, this implies that organizational culture such as management leadership, communicative culture, innovative culture and employee recognition as independent variable are good predictors of the performance of Land Tenure Regularization Support Project.

**Table 5: Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.785	.360		2.180	.032
Management leadership	.615	.102	.840	6.044	.000
Communicative culture	.433	.094	.641	4.599	.008
Innovative culture	.407	.096	.728	4.238	.005
Employee recognition	.270	.028	.158	9.642	.001

a. Dependent Variable: Performance of land tenure regularization support project

**Source:** Computed by researcher from field data, 2022

The equation ( $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$ ) becomes:

$$\text{Performance of Land Tenure Regularization Support Project} = 2.785 + 0.615X_1 + 0.433X_2 + 0.407X_3 + 0.270X_4$$

The regression equation above has established that taking all factors into account (management leadership, communicative culture, innovative culture and employee recognition) constant at zero; the performance of Land Tenure Regularization Support Project will be 2.785

The regression results revealed that management leadership has significance positive relationship with the performance of Land Tenure Regularization Support Project as indicated by  $\beta_1 = 0.615$ ,  $p = 0.000 < 0.05$ ,  $t = 6.044$ . The implication is that an increase of one unit in management leadership would lead to an increase of the performance of Land Tenure Regularization Support Project by 0.615 units.

The regression results revealed that communicative culture has significance positive relationship with the performance of Land Tenure Regularization Support Project as indicated by  $\beta_2 = 0.433$ ,  $p = 0.008 < 0.05$ ,  $t = 4.599$ . The implication is that an increase of one unit in communicative culture would lead to an increase in the performance of Land Tenure Regularization Support Project by 0.433 units.

The regression results revealed that innovative culture have significance positive effect on performance of Land Tenure Regularization Support Project as indicated by  $\beta_3 = 0.407$ ,  $p = 0.005 < 0.05$ ,  $t = 4.238$ . The implication there is sufficient evidence that an increase of unit in innovative culture would lead to an increase in the performance of Land Tenure Regularization Support Project by 0.407 units

The regression results revealed that employee recognition has significance positive with the performance of Land Tenure Regularization Support Project as indicated by  $\beta_4 = 0.270$ ,  $p = 0.001 < 0.05$ ,  $t = 7.859$ . The implication is that an increase of unit in an employee recognition would lead to an increase in performance of Land Tenure Regularization Support Project by 0.270 units.

## 7. Conclusion

Based on the findings of the study it was concluded that organization culture (management leadership, innovative culture and employee recognition) influenced the performance of LTRSP. This is evidenced by the respondents who stated that projects delivered to funders satisfaction are an indicator of project performance (66.7%), 80.6% of respondents reported that satisfied stakeholders are an indicator of project performance, 55.6% of respondents agreed that the final output of Land Tenure Regularization Support Project is of the desired quality. The overall views of respondents on level of land tenure regularization support project performance were at very high extent with very high mean of 4.55 and standard deviation of 0.87 which implies that there is strong evidence of existing of fact the performance of LTRSP was at very high extent. The leadership in the organization enabled it to be more productive and profitable to its mandate. Leadership style in the organization to a large extent influenced organizational valued outcomes. Leadership in the organization created a stimulating work climate. Leadership style led to firm performance hence leadership in the organization led to project performance. The study also concluded that employee recognition had a positive influence on project performance LTRSP. The LTRSP recognized employees that performed well by giving them certificates. It had also put-up proper structures of recognizing its employees such as certificate awards. Employees in the project were motivated by the being given the employee of the month award and that lack of recognition such as employee of the month had led to low employee job performance. The organization awarded its best employees by giving them appreciation and this served as a motivation to the employees hence increasing their job performance in the project.

### **Recommendations**

With reference to the study findings and conclusions provided, the following recommendations were given Projects in general and LTRSP in particular:

LTRSP should have more diversity such as acknowledging, understanding, accepting values differences among the employees as this was noted to increase project performance.

LTRSP should ensure that they have documented formal rules and policies and endeavour to prioritize activities geared towards employment security and efficient service delivery. A formalized and structured place along with procedures, well defined processes and a smooth-running organization are often regarded as the main characteristics of hierarchy culture.

Leadership values has an influence on project performance, therefore, leaders in projects should therefore create strategic visions, disseminate those visions and inspire obligation aimed at achieving of the visions of their organizations. This is because leadership values in an organization have critical importance due to the shaping of the behaviors and attitude of the leaders.

The study also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in LTRSP

The study also recommended that the projects should have proper communication system and having careful communication planning and setting the right expectations with all the project stakeholders as this increased project performance.



## REFERENCES

Amin, M. E. (2005). *Social Science Research: Conception, Methodology and Analysis*, Makerere University Printery, Kampala, Uganda.

Denison, D. (2018). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13(2), 5-22.



- Erez, M., Earley, P.C., & Hulin, C.L. (1985). The impact of participation on goal acceptance and performance: A two-step model. *Academy of Management Journal*, 28(1), 50-66.
- Gavric, G., Sormaz, G., & Ilic, D. (2016). The impact or organizational culture on the ultimate performance of a company. *International Review*, 3(4), 25-30.
- Latham, G.P., & Locke, E.A. (2017). Goal setting: A motivational technique that works. *Organizational Dynamics*, 8(2), 68-80.
- Leithy, W. E. (2017). Organizational culture and organizational performance. *International Journal of Economics & Management Sciences*, 6(4), 1-6.
- Locke, E.A., & Latham, G.P. (2019). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.
- Mugabo, D. (2020). Influence of organizational culture on project team performance in ngoS Using specific reference of living water Rwanda, *International journal of Management and Commerce Innovations Vol. 7, Issue 2*, pp: (1318-1337)
- Ojo, O. (2017). The relationship between service quality and customer satisfaction in the telecommunication industry: Evidence from Nigeria. *Broad Research in Accounting, Negotiation, and Distribution*, 1(1), 88-100.
- Ramesh K. (2016). The Relationship between McGregor's X-Y Theory Management Style and fulfillment of Psychological. *International Journal of Academic Research in Business and Social Sciences*, 3(5).
- Yesil, S., & Kayab, A. (2016). The effect of organizational culture on firm financial performance: Evidence from a developing country. *Procedia - Social and Behavioral Sciences*, 81, 428 – 437.
- Zakari, M., Poku, K., & Owusu-Ansah, W. (2016). Organizational culture and organizational performance: Empirical evidence from the banking industry in Ghana. *International Journal of Business, Humanities and Technology*, 3(1), 95-107.