Impact of Leadership and Organisational Culture on Vital Performance of an Institution

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Abstract: This study investigated the impact of leadership and organisational culture on vital performance of an institution. The aim of the study was to explore on the role of leadership and organisational culture in enhancing institutional performance. The study was guided by four objectives as to: identify the tenets of organizational culture that influence institutional performance; assess the role of organizational culture in enhancing employee performance; examine the impact of leadership on institutional performance; and recommend ways to enhance institutional performance. The study took a qualitative approach guided by a conceptual framework. The study relied on secondary data sources, thus, there was no field research, and instead, the data was collected from document review. Context and thematic analysis were adopted because the study handled qualitative and non-standardised data sets. The data analysis process classified facts and observations into themes that align with the research objectives. The key findings established factors that affect employee motivation, hence very significant findings on the part of employee performance management. The study has also established that a conducive and well balanced organizational culture guides employees to perform better and has a very high significance on the employee performance in every organization. Several recommendations were made, including a recommendation for further studies on the subject to be conducted while accommodating use of primary data collection to compare its findings with the current study which has purely used secondary data. Finally, organisations must always strive to improve their performances through internal determinants of institutional performance such as effective leadership and organizational culture.

Key Words: Leadership, Organisational culture, Institutional performance.

1.   **INTRODUCTION** :

There are several factors in our modern corporate world that determine organisational performance (Attner, 2011). Availability of financial resources, intensity of industry competition, brand performance, human resources competence and supply chain performance are among the most cited success determinants for organisations good performance (Daft & Lane, 2015). The industry analysis categorises factors that influence institutional success into internal and external factors (Milite, 2018). Leadership and organisational culture top the list of internal factors that directly influence the success of any institution (Milite, 2018). Leadership is defined as the ability to inspire and motivate others to perform to the best of their abilities (Robbins, Coulter & Vries, 2020). Leadership in an institutional set up is broadly related to how managers and supervisors share the organisational vision with their subordinates and the motivation strategies they use to inspire the best of the employees' abilities. Leadership adopts various styles that greatly influence the organisational culture (Sedgwick, 2009). Organisation culture is described as a set of values, norms, practices and beliefs in an institution that shape the way in which members of the organisation behave (Scott, Mannion, Davies & Marshall, 2018). Leadership and organisational culture are arguably the major internal determinants of organisational performance (Kummerow & Kirby, 2014). Factors of organisational culture are viewed as subtle and sometimes as secondary factors in influencing performance but have a vital role in shaping the leadership styles and the level of motivation of employees (Sedgwick, 2009). As argued by Milite (2018) that organisational leadership is linked to organisational culture and the two lay the foundation for organisational performance. It is essential to study the correlation and the intricate relationship that the two have on organisational performance for the purpose of regulating them for the best outcome.

Organisational performance is boardroom subject and draws the attention of all key stakeholders such as investors, suppliers, customers and even employees (Robbins, Coulter & Vries, 2020). In fact, the purpose of the organisation is to outperform its competition (Drucker, 1956). This places extra importance on managing the factors that influence institutional performance. The common trend, however, places more emphasis on external and internal factors neglecting the soft issues such as leadership and organisational culture. The problem of poor leadership is breeding negative work culture and stifles employee motivation. Organisational performance suffers when employees' motivation is low.

2.   LITERATURE REVIEW :

2.1.   Tenets of organizational culture that influence organisational performance

Organisational culture is related to traits that develop in an organisation leading to a certain set of norms and values being observed and uphold as an everyday way in which organisational affairs are conducted (Brown, 1998). Organisational culture broadly defines a way in which the members in an organisation conduct and behave and also influences work attitude related to employees' corporate citizenship (Sedgwick, 2009). Employee performance is also attributed to the culture in the workplace environment as this influences their motivation (Kummerow & Kirby, 2014). According to Osborne and Hammoud (2017), the organization culture is toxic ~~as~~ if it derails the performance of employees in the organization, consequently, affects the whole performance of the organization. This is in line with what four other researchers established in China in their study titled: *Dynamic capabilities and organizational performance: The mediating role of innovation.* In this study Zhou, Zhou, Feng and Jiang (2019) sampled 204 Chinese firms to establish how organizational culture affects organizational firms and they employed partial least squares structural equation modeling analyses. The results revealed that positive organizational culture gives energy to employees which in turn brings positive performance to the organization and vice versa (Zhou et al., 2017).

2.2.   The role of organizational culture in enhancing employee performance

Organisational culture has a great role in influencing and or promoting employee performance. As O'Boyle (2017) indicated that employee performance sits at the centre of the matrix and has quite a significant impact. This means that the way an organizational culture is treating an employee, it can either increase or decrease employee's performance. Daft and Lane (2015) indicated that organisational cultures such as organisational's availability of financial resources at all times, having intensity of industry competition, organisational brand performance, accumulation of human resources competence and supply chain performance are amongst the top roles of organizational cultures that vitalize employee performance. Daft and Lane (2015) argument is in line with what Milite (2018) founded that there are both internal and external factors that stimulate employee performance; the top most internal factor that stimulates excellent employee performance is the organisational culture. The organisational culture by which Milite (2018) cited include, but not limited to, resource availability within the organisation, well trained human resources, organisational branding as well as competent supply chain for the organisation. Organizational culture plays a great role in enhancing employee performance in any serious organization and this is the reason why many orgnisations which employees perform better safeguard best organizational culture (2018). Kamau and Wanyoike (2019) in their study titled; corporate culture and organizational performance: A case of Mayfair casino, Nairobi city county, Kenya where they targeted a population of 360 people working for Mayfair Casino and randomly sampled 30% of the population. Kamau and Wanyoike (2019) established that the organisational culture enhances employee performance well through team work, proper company values, and employee engagement culture and leadership styles.

2.3.   The impact of leadership on organisational performance

The concept and art of leadership has roots tracing back into ancient times (Morrison, 2007). Leadership like several other business fields has been evolving over time taking diverse dimensions and resulting in varying implications. For example, the traditional autocratic, and democratic leadership styles are fast becoming extinct and are replaced by transformational and transactional leadership approaches. This transition has different impact on subordinates' performance as much as the selection of different leadership styles has on organisational performance (Kiersch & Peters, 2017). Some leadership styles secure commitment and encourages their performance, while some styles are detrimental to employee motivation thus stifling their performance. Arif and Akram (2018) researched on the transformational leadership's impact on organizational performance; the mediating role of organizational innovation by engaging

manufacturing industry employees and used a non-probability sampling method to sample 110 employees to respond to a questionnaire. The study found out that leadership has a direct impact on the organizational performance; this study specifically pointed out that transformational leadership and high organizational performance have direct correlation (Arif and Akram, 2018). The findings by Arif and Akram (2018) are in line with Rahman et al. (2018) study titled: Impact of strategic leadership on organizational performance, strategic orientation and operational, where it was established that transformational leadership has significant contribution on the performance of an organization. Recent studies have all focused on the two leadership styles namely; transformational and transactional leadership approaches as the types of leadership styles that contribute excellently well to the high organizational performance (Aghahowa, 2021; Phamthi et al., 2021; Kuswati, 2020; Schuldt & Gomes, 2020; Kamau & Wanyoike 2019; Daft & Lane 2015).

2.4. Ways to enhance organisational performance

There are a number of ways which researchers have highlighted to be promoting an organizational performance. Based on the reviewed literature, it has been noted that both employee performance and organizational performance are a product of a combination of factors such as organizational culture and leadership styles (Salameh & Burtonshaw-Gunn, 2013; Zhou et al., 2017: Phamthi et al., 2021). Organisational culture influences work attitude and is significantly related to employees' corporate citizenship (Sedgwick, 2009). Khanje (2018) indicated that leadership style in an organization contribute highly to organisational performance as this contributes to an established culture which is followed or practiced within the organization and in the long run contributing to the overall performance of that particular organization. From the literature reviewed, therefore, there are a number of ways in which organizational performance can be enhanced. Firstly, employees must be highly motivated, well trained, well-disciplined as all this will contribute to high employee performance, which in the end, support a high organizational performance achievement (Arif & Akram, 2018). Secondly, organisations must refrain from practicing or implementing the traditional leadership styles that promote job stress among employees such as autocratic leadership styles; this stifles high organizational performance. Alternatively, organisations must embrace transformational and transactional leadership approaches as these two styles always yield positive organizational performance (Kiersch & Peters, 2017). Furthermore, it should be noted that organisational performance is a subject of several independent factors such as skills or competences which are acquired, and also having experience in performing the task by employees based on organizational culture and leadership styles being displayed in the organization among other factors (Kioko, 2018). On the ways to vitalizing high organizational performance within the organization, it is better to treat all contributing factors to organizational performance equally and together. It is not good to treat organizational culture separate from the roles that leadership styles do to organizational performance. Organizational culture, leadership style and employee performance have all equally contributed to the organizational performance (Arif & Akram, 2018; Salameh & Burtonshaw-Gunn, 2013; Zhou et al., 2017: Phamthi et al., 2021).

3. METHODOLOGY:

An interpretivism research philosophy was adopted to explore a phenomenon gathering data from document review where inclusion strategy was used for articles, books and reports. Philosophical perspectives in research are important because they guide the research and reveal the assumptions that they make on research, leading to the best choice of design, broadening the scope of data collection as well as data analysis and interpretation (Saunders, Thornhill & Lewis, 2018). A qualitative study design was adopted for the collection of research data. The qualitative design ensured the researcher had no constraints over the data collection. The qualitative design is exploratory and thus allowing the researcher to collect detailed data to satisfy the research objectives (Mitchell & Jolley, 2013). The study relied on secondary data sources, thus, therefore, no field research was done; instead, the data was collected from document review. The inclusion criteria for articles, books and reports to be reviewed was their recent. Literature that dated back to more than ten (10) years were not used unless that literature is classical. The other criterion was the relevance of the literature to the research objectives and its context (Hewson, 2003). Documents studying similar concepts but in fields of non-profit organizations were not reviewed for lack of contextual relevance.

Context and thematic analysis were adopted because the study handled qualitative and non-standardised data sets. The data analysis process sought to classify facts and observations into themes that align with the research objectives (Lochmiller, 2021). The interpretation of meaning from data was guided by research objectives, similarly, themes were from the research objectives. Conclusions were drawn from each theme and be aligned to the research questions (Lochmiller, 2021).

4.   ANALYSIS OF FINDING AND DISCUSSION:

4.1.   The Tenets of Culture that influence Organizational Performance

Saad and Abbas (2018) investigated the organizational culture's influence on organizational performance within the Saudi Arabian public sector work culture. The organizational values, routines and distinctive aspects of organizational culture were found to be among the tenets that influence organizational culture (Saad & Abbas, 2018). In Pakistan, Al-Matari and Omira (2017) established that good organizational culture such as employees being less responsible, lack of employee discipline when carrying out tasks, carrying out tasks without following procedures or proper guidelines, as well as delaying in reporting results in poor employee performances would all tantamount to poor organizational performance. Similar sentiments have been shown by several other researchers in recent times that an organizational culture that promotes good behaviours and a hardworking spirit will enhance organizational performance (Kuswati, 2020; Kamau & Wanyoike, 2019; Daft & Lane, 2015). In the United States of America (US), in the state of Mississippi, a study by Osborne and Hammoud (2017) indicated that when an organization has a very toxic organizational culture, it derails its performance. This study was done among business leading community members within the state of Mississippi and concluded that organizational culture influences organizational performance (Osborne & Hammoud, 2017). The cited literature have all used non-probability sampling methods and mostly convenient sampling and engaged less than 25% of the target population. The data that have been collected in all the literature reviewed above was primary and has been collected between 2017 and 2020. The data in these studies are very relevant to the current desk review which is also seeking to establish the tenets of organizational culture that influence organizational performance. The only difference is that the current desk research has expanded its vicinity in the sense that it has engaged a lot of researchers through the use of a pool of published secondary data.

4.2.   The role of Culture in enhancing Employee Performance

Organizational culture plays a great role in employee performance which in the end translate to high organizational performance. Ilfi, Achmad, Ekowati and Ertanto (2020) examined the contribution of organizational culture on employee performance; the study found out that a conducive and well balanced organizational culture guides employees to perform better and has a very high significance on employee performance in every organization. This study introduced another component that is very critical in employees' high performance as a leadership type, for instance, democratic leadership promotes a good organizational culture which results in good employee performance (Ibid). This study by Ilf et al., (2020) involved 106 employees from the education office of Indonesia's East Java and used a survey research design and a questionnaire to collect its data in the year 2020. Abidin, Rabia, Samia, and Hodifah (2020) agrees with Ilf et al. (2020) in acknowledging the significance of organizational culture in enhancing employee performance. Abidin et al. (2020) note that there is a direct relationship between good organizational culture and excellent employee performance. Both studies, which were conducted during the early days of global Covid-19 pandemic, recommended that both leadership styles and organizational culture must be taken seriously for maximization of high employee performance. However, both Abidin et al (2020) Ilf et al. (2020) failed to acknowledge the fact that employee performance is a result of a combination of several factors which are both internal and external and that each of the factors should not be treated in isolation as noted by Agarwal (2020). The reviewed literature for the evaluation is all coming from the global Covid-19 era and that the sampled population involved is a representative sample and all studies used a survey research design. The current study has sampled the papers used through a simple random method to validate its inferential which is different from the studies presented under this desk review.

4.3.   The Impact of Leadership on Organizational Performance

The leadership being applied in an organization affects the organization's performance either indirectly or directly. For instance, Nosratabadi, Bahrami, Palouzian and Mosavi (2020) investigated the effects of leadership cultural intelligence which founded out that the leadership of an organization if possessed high leadership intelligence contributes to high organizational performance. Nosratabadi et al. (2020) further established that democratic leadership, transformational and transactional leadership approaches have a significant positive contribution to organizational performance. This was also previously noted by Morrison (2007) as well as Kiersch and Peters (2017). The study by Nosratabadi et al. (2020) used a quantitative empirical research design using a questionnaire, as a tool for data collection, and structural equation modelling on a target population of managers in Science and Technology Park at Bushehr in the Islamic Republic of Iran. The study involved seventy managers who were each given a questionnaire, and thereafter, their responses were

analyzed and only fifty-eight were found to be suitable for this study. The studies reviewed here indicate that these studies are very relevant to the current desk review which is seeking to establish the impact of leadership on organizational performance. The only difference is that the current desk research has expanded its targets in the sense that it has engaged a lot of research base through the use of a pool of published empirical evidence.

4.4. Ways to Enhance Organizational Performance

Based on the secondary data used in this desk research, several ways can be employed to enhance organizational performance. Al-Khajeh (2018) in a study titled; "*The impact of leadership styles on organizational performance*", which involved 78 respondents and data was collected using an open-ended questionnaire found out that organizational performance can be enhanced by adopting modern-day leadership styles such as transformational and transactional leadership approaches. However, Al-Khajeh (2018) did not point out the other factors whether internal or external factors that cordially affect organizational performance together with leadership styles in an organization. Shahzad, Iqbal and Gulzar (2013) on the other hand, emphasized the importance of improving organizational performance through organizational culture such as having the welfare of employees at heart at all times. This study by Shahzad et al. (2013) was titled: "*Impact of organizational culture on employee's job performance: An empirical study of software houses in Pakistan*", it used both interview guide questions and a closed-ended questionnaire to collect data from 135 respondents that showed a very considerable respondent rate of about 43%. Kaufmann, Borry and DeHart-Davis (2019) indicated that for an organization to improve its performance, several factors need to be carefully considered beyond organizational culture and leadership styles. The study by Kaufmann et al. (2019) which was titled: "*More than pathological formalization: Understanding organizational structure and red tape*", emphasized employees' performance as being triggered by the satisfaction obtained from the organizational culture. This study was a product of a public administration review which is almost similar to the current study. Based on this literature, the only best ways that can contribute significantly to the organizational performance include a good organizational culture that respect values, encourage employee high performance through good motivation and communication as well application of good leadership styles other than autocratic and democratic leaderships which are currently phasing out (Arif & Akram, 2018; Salameh & Burtonshaw-Gunn, 2013; Zhao et al., 2016; Phamthi et al., 2021). The current study has an advantage over the reviewed studies even though some of the studies used are primary data but the sample sizes at times were not representative and mostly used non-probability sampling whereas the current study has used secondary data with probability sampling which gives it good stand-in terms of representativeness

5. RECOMMENDATIONS :
This study recommends the following:

5.1. A similar study can be conducted which can use primary data collection so as to compare its findings with the current study which has purely used secondary data.

5.2. Managers must always be on the lookout on their leadership styles as they can compromise employees' performance in an organization.

5.3. Organisations must always strive to improve its performances through internal determinants of organisational performance such as leadership and organizational culture.

6. CONCLUSION / SUMMARY :

6.1. Summary of the study

There are many factors in our world today especially the corporate world which can determine organisational performance for instance the availability of financial resources, intensity of industry competition, brand performance, human resources competence and supply chain performance are among the most cited success determinants for organisations. The industry analysis categorises factors that influence organisational success into internal and external factors. Leadership and organisational culture top the list of internal factors that directly influence the success of an organization. The current study which has reviewed secondary data on the role of leadership and organisational culture in enlivening organizational performance. The aim was to explore on the role of leadership and organisational culture and how leadership role and organisational culture contribute to organisational performance. The study was guided by four objectives for instance; identifying the tenets of organizational culture that influence organisational performance;

assessing the role of organizational culture in promoting employee performance; examining the impact of leadership on organisational performance as well as making recommendations on the ways to be followed in order to enhance organisational performance. Not only were the research specific objectives were paramount in guiding the current study but also shaping the conceptual framework which is very significant in qualitative studies. Methodologically, the current study utilized secondary data sources in getting the data in order to achieve the specific objectives for the study as well the overall aim of this desk review study. The collected secondary data was then analyzed using well known qualitative methods; the context and thematic analysis as they are very suitable and relevant data analysis methods in handling qualitative and non-standardized data set.

6.2. Conclusion :

Leadership and organisational culture are arguably the major internal determinants of organisational performance. Therefore, this study aimed at exploring the role of leadership and organisational culture and how leadership role and organisational culture contribute to organisational performance. Firstly, this study has established that that good organizational culture such as employees being less responsible, lack of employee discipline when carrying out tasks, carrying out tasks without following procedures or proper guidelines, as well as delaying in reporting results in poor employee performances would all tantamount to poor organizational performance. Secondly, the study has established that a conducive and well balanced organizational culture guides employee to perform better and has a very high significance of the employee performance in every organization. Again, this current study has found out that the leadership of an organization if possess high leadership intelligence contributes to high organizational performance; and also that democratic leadership, transformational and transactional leadership approaches have a positive significant contribution on the organisational performance. Lastly, this current study has established that for an organization to improve its performance, there are a number of factors that need to be carefully considered beyond organizational culture and leadership styles, for instance, understanding organizational structure and red tape for employees' performance which can be triggered by satisfaction obtained from the organisational culture.

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