International Journal of Research Publication and Reviews

A Study on the Factors Affecting Organizational Performance at Chipata City Council (A Case Study of Chipata District of Eastern Province of Zambia)

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ABSTRACT

The purpose of this study was to establish the factors affecting organisation performance at Chipata City Council. It was guided by the following specific objectives: to examine how organizational culture influences its performance at CCC; to establish the relationship between organizational communication and its performance at CCC; and to find out how organizational commitment influences performance of employees at CCC.

This study adopted a descriptive survey research design because people's views and opinions were sought and described accordingly and established how organizational factors affect performance. Both qualitative and quantitative methods were used because they supplement each other. The study was done at Chipata City Council and the actual population was 120 staff, 10 Senior Administrative staff, and 30 Junior Administrative staff 90 Support staff.

The study concluded according to the hypothesis that organizational culture has a significant positive effect on employee performance. It was also concluded that there is a positive significant relationship between organizational communication and performance and it is realized that employees get timely communication about the decisions of the different organs at CCC, thus confirming that there is open communication in the Council.

Keywords

- ✓ Organisation Performance
- ✓ Organizational Communication
- ✓ Process Assessment Model
- ✓ motivation
- ✓ skill level
- ✓ role perceptions

Introduction

This study investigated factors that affect organizational performance at Chipata City Council. The organizational factors as the dependent variables comprised of organizational communication, organizational commitment and organizational culture, while the independent variable which is organizational performance were measured in form of efficiency, quality, productivity and timeliness. Employees are considered an important asset for good and effective performance in any organization. Indeed, Guest (1997), as cited by Armstrong (2009), stated that improved organizational performance is achieved through its commitment. Until the 1980s, performance was usually interpreted as the output of a combination of ability and motivation, given appropriate resources and hence motivating people became a key component of most management work Torrington et al, (2008). In this respect, when the full potential of HR is unlocked, an organization can achieve unlimited output, efficiency and effectiveness. It is important, however, to note that not all employees are equal in their working, as they have different modes of working. Some employees have the highest capability regardless of the incentive, while others may have an occasional jump-start. Nonetheless, if all employees are handled effectively, the results can be greater productivity and increased organizational morale (Truong, 2012).

This introductory part discusses the background, the statement of the problem, purpose of the study, the objectives of the study, research questions, hypotheses of the study, conceptual framework, the significance of the study, justification of the study and scope of the study.

METHODOLOGY

The purpose of undertaking this study was to find out the Key factors affecting organisational performance. In order to fulfill this purpose, the study followed a strict scientific methodology concerning research design, research methods, sampling technique, method of analysis and the limitation to the study. These items are further elaborated case by case in this chapter.

1. **Research Design**

Orodho (2000) defines a research Methodology as the scheme, outline or plan that is used to generate answers to the research problems. A research Methodology can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. It is the conceptual structure within which research is conducted. It constitutes the blueprint for collection, measurement and analysis of data (Kothari, 2003).

A descriptive survey research design was adopted in this study. This is because people's views and opinions are sought and described accordingly and established how organizational factors affect performance. Both qualitative and quantitative methods were used because they supplement each other. The qualitative approach was mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviors of the respondents as expressed verbatim from interviews and focus group discussions (Mugenda and Mugenda, 1999).

The quantitative methods helped in generating numerical data, which is statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics, which tested hypotheses using correlations and coefficients of determination Amin, (2005). This is because there was need to outlay some information statistically in order to bring out the statistical aspects of the study clearly. Using a combination of qualitative and quantitative data allows triangulation by ensuring that the limitations of one type of data are balanced by the strengths of another.

2. **Study population**

The study was done at Chipata City Council. The actual population was 120 staff, 10 Senior Administrative staff, 30 Junior Administrative staff and 90 Support staff

a. **Determination of sample size and selection**

A sample size of 120 respondents was determined using statistical tables of Krejcie and Morgan (1970), as cited by Amin (2005), and included various categories as specified above.

b. **Sampling Techniques and Procedure**

Purposive sampling involves identifying and selecting individuals or groups of individuals that are knowledgeable about or experienced with a phenomenon of interest Cresswell and Plano Clark, (2011). This technique was used to select the sample of 10 Senior Administrative staff.

Simple random sampling is a strategy that adds credibility to a sample when the potential purposeful sample is larger than one can handle whereby it uses small sample sizes, thus the goal is credibility, not representativeness or the ability to generalize Patton, (2001). This technique was used to select 30 Junior Administrative staff.

Stratified sampling is a sample that focuses on characteristics of particular subgroups of interest and facilitates comparisons. This technique was used to select 90 support staff.

c. **Data Collection methods and instruments**

This study used mixed methods that are both quantitative and qualitative data collection methods. Quantitative data was collected using questionnaires which were filled by the administrative staff and qualitative data was obtained from focus group discussions with the support staff and key informant interviews with the management.

d. **Data Collection instruments**

i. **Questionnaire Method**

A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents Kombo and Tromp, (2006). This structured questionnaire was developed following recommended guidelines by various scholars that include Kothari (2005), Sekaran and Bougie (2010) and Saunders et al (2009). The first section of the instrument addressed issues of demographic data, section two addressed organizational culture, section three addressed organizational leadership styles, and section four addressed organizational communications and performance. In each section, the respondents were given clear instructions on how to complete the item. The questionnaire will be refined once the instrument is piloted.

ii. **Interview guide**

An interview guide is a set of questions that the researcher asks during the interview McNamara, (2009). The researcher designed an interview guide which was used during the interview of the key respondents, the Management. The researcher posed questions intended to lead the respondents towards giving data to meet the study objectives and probe the respondents in order to seek clarification about responses provided. A structured interview guide was also used for the management to stimulate them into detailed discussion of factors that affect organisation performance.

Structured interviews are useful not only because they show excellent validity in meta-analytic research Hunter and Schmitt, (1996), but also because they provide a chance to probe the answers of the management and understand precisely what they mean. Interviewing is a very useful approach for data collection because it allows the researcher to have control over the construction of the data and it has the flexibility to allow issues that emerge during dialogue and discussion to be pursued (Charmaz, 2002).

iii. Focus Group Discussions

The researcher held focus group discussions with the support staff and these include cleaners, messengers, and drivers in order to share their views, experiences and attitudes on their performance. This method was used for this category of staff because some of them do not know how to read and write clearly. These focus group discussions had in-depth and complexity of responses and group members can often stimulate new thoughts among themselves which might have not happened.

e. Validity and Reliability

As observed by Vogt (2007), a number of studies have used this instrument and found both their reliability and validity values to be acceptable to the population being studied and in a different context thus recommended for testing the validity and reliability of the instruments.

i. Validity of instruments

Vogt (2007: 117) defines validity as the truth or accuracy of the research. Saunders et al (2009) add that it is the extent to which the data collection instrument measures as well as the appropriateness of the measures coming to accurate conclusions. Validity tests was conducted for content, criterion and construct validity to test how well the instrument is representative, captures relationships between the variables as well as measure the concepts (Saunders et al, 2009; Vogt, 2007; and Sekaran&Bougie,

ii. Reliability of instruments

Reliability is defined by Vogt (2007) as the consistency of either measurement or design to give the same conclusions if used at different times or by different scholars. The first step in ensuring reliability is by providing clear operational definitions of the variables under study. Thereafter, internal consistency is measured through internal consistency reliability test. Sekaran&Bougie, (2010) as well as split-half reliability using Cronbach's alpha. If R2 (Alpha) value equaled to 0.7 and above, then the instrument is considered satisfactory (Cronbach, 1951; and Sekaran&Bougie, 2010). After the data collection, reliability analysis was done and the findings for each of the variables were presented.

f. Data Analysis

The researcher will do both quantitative and qualitative data analysis. It involved uncovering structures, extracting important variables, detecting any irregularity and testing any assumptions Kombo& Tromp, (2006). Triangulation method of analysis was used to enable the researcher come up with appropriate conclusions and recommendations.

i. Quantitative data analysis

The quantitative data analysis consisted of numerical values from which descriptions such as mean and standard deviations were made Kombo& Tromp, (2006). Data collected was checked to ensure regularity and accuracy this was useful in ensuring that the objectives of the study are addressed. Analysis was done according to the objectives of the study, data generated by questionnaires was cleaned, edited and coded before analysis was done, then analyzed using the Statistical Package for Social Sciences (SPSS) V 16.0 Programme. Summary statistics in form of qualitative and quantitative measures, frequencies and percentages were formed and interpreted. Finally, conclusions and recommendations were derived.

ii. Qualitative data analysis

All the qualitative data collected from open-ended questions and written comments from questionnaires, key informant interviews and focus group discussions were edited on a continuous basis to ensure completeness. Data collected with the use of interview schedules were put into meaningful and exhaustive categories. Content analysis is the main method of analyzing the data collected to determine the adequacy of the information, credibility, usefulness and consistency Mugenda&Mugenda, (1999). Data collected was categorized according to emerging variables from each question in the interview guide and discussions. All data sources were triangulated during the analysis to increase validity, and at the end of it a report was generated.

DATA ANALYSIS

The research yielded the following data:

**Table 1.0 Presents the response rates to the study**

CATEGORY OF RESPONDENTS	SAMPLE SIZE	ACTUAL RESPONSE	PERCENTAGE
Senior administrative staff	10	10	100
Junior administrative staff	30	30	100
Support staff	90	90	100

According to Table 1 above, all the 103 questionnaires administered were returned fully completed, giving a response rate of 100%. With that high response rate of 100%, the findings of the study were representative of the actual population and could therefore be generalized, as observed by Sekaran (2003).

1.1.1. Gender of Respondents

Figure 1.0 gender of respondents.

Figure 1.0 below indicates that of all the 130 respondents interviewed, 91 representing 70% were males while 39 representing 60% were females.
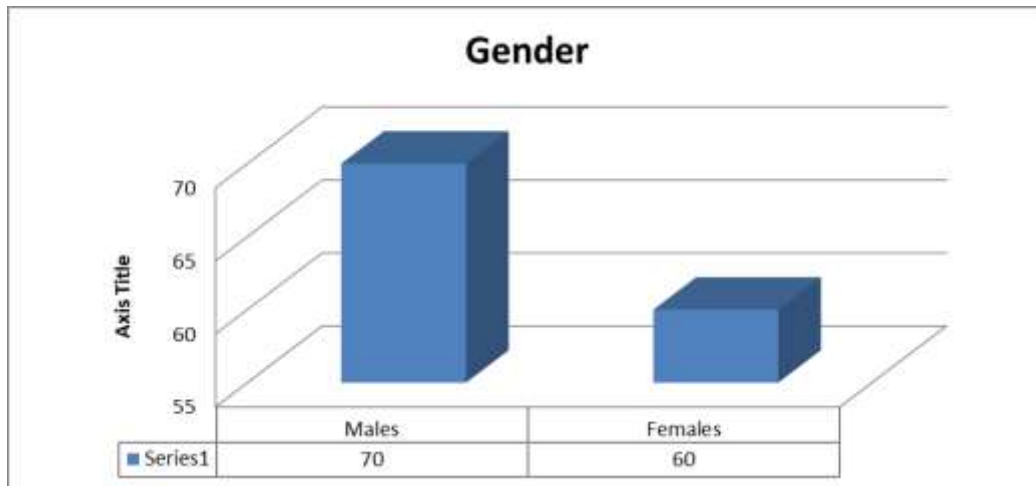
Source: field study

The research sought to find out about age, level of education and work experience. This information was required to ensure that the sample that participated in the study have similar distribution of the respondents by characteristics to that of the population it was drawn from. This determines the accuracy and representatives of information drawn from the sample to the population. Findings regarding their age, level of education and work experience are presented below.

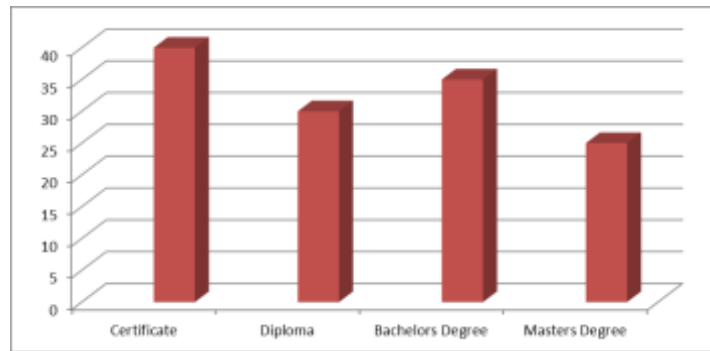### 1.1.2. Age of Respondents

Figure 2.0 Age of respondents.

Referring to age, the results revealed that out of all the 130 respondents 30 representing 39% were between 20-25 years of age. 32.5% were between 26-30 years of age while 52% were between 31-35. Those who were above 35 accounted for 45.5 %
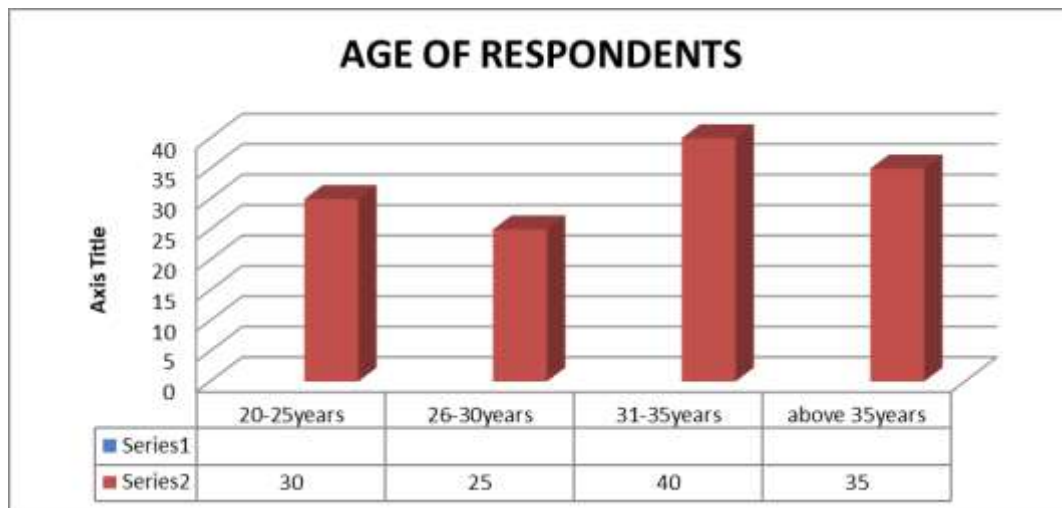
Source: field study

1.1.3. Level of Education

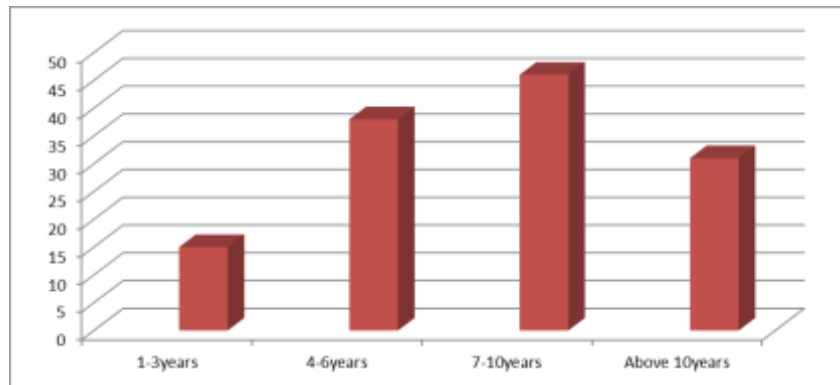**Figure 3.0 Level of Education.**

Source: field study

With respect to level of education, the results revealed that out of all the 130 respondents 40 had certificates. 30 had diplomas while 35 had bachelor's degrees. Only 25 had Masters Degrees.

1.1.4. Work Experience

Figure 4.0 Work experience.

Source: field study

Figure 4.0 above infers that only 31 respondents had more than 10 years of experience.15 respondents had less than 4 years of experience while 38 had between 4-6 years of experience. The majority 46 had between 7-10 years of experience.

1.2. Factors Affecting Organizational Performance.

In this section, descriptive statistics were presented before testing hypotheses. The descriptive statistics used were frequencies and percentages, while the inferential statistics used were Pearson correlation and coefficient of determination.

1.2.1. The Influence of Organizational Culture on Employee Performance at CCC

The first objective of the study was to examine the influence of organizational culture on employee performance at CCC. The employees were requested to respond to a number of statements.

**Figure 5.0 Politeness to each other.**
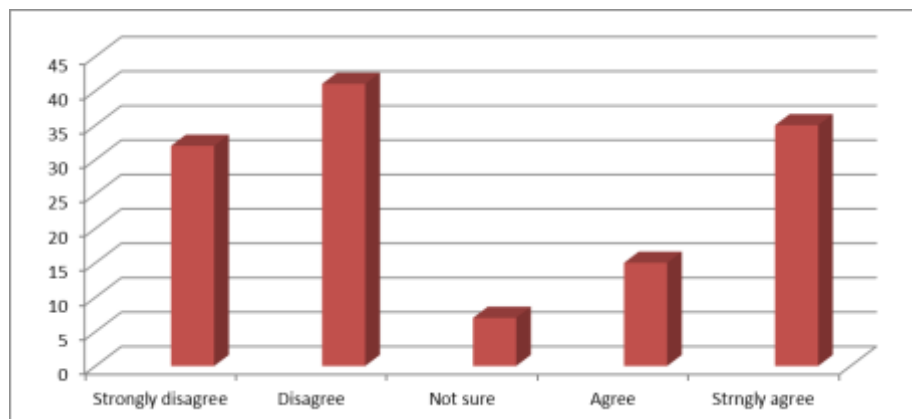
Source: field study

Asked whether employees are always polite to each other, mixed fillings were revealed. 41 of them disagreed supported by 32 who strongly disagreed.7 respondents were not sure about the scenario. However, 35 strongly agreed that employees were polite to each other and were supported by 15 who agreed to this sentiment.

Table 2.0 Organisation Culture.

|	ORGANISATION CULTURE	SD	D	N	A	SA
1	We are always polite to one another	32	41	7	15	35
2	Employees need to be honest in any situation by telling the truth	16	11	8	56	39
3	People in this council should do what they are told	35	10	43	16	26
4	People here have the sense of council mission	28	12	33	25	32

Figure 6.0 Honesty in all situations.
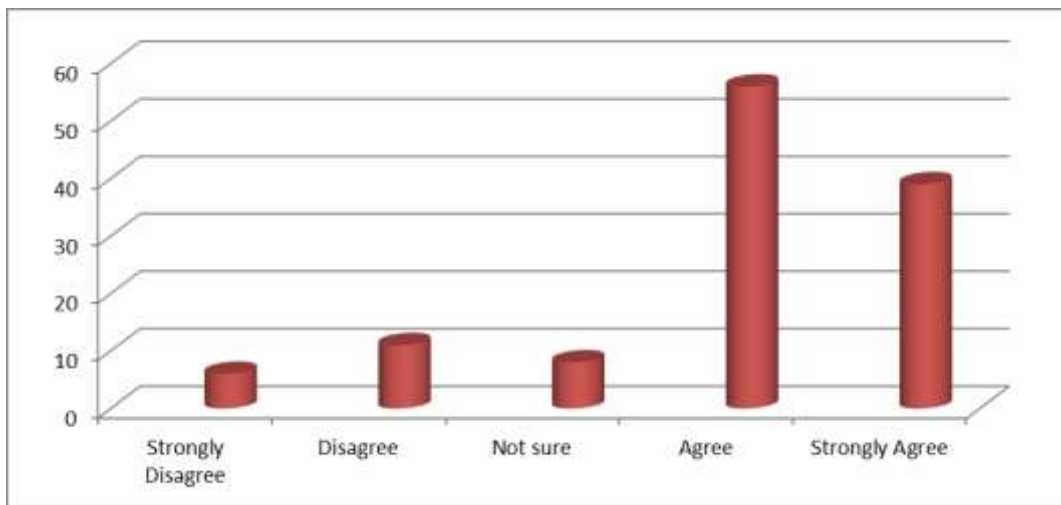
Source: field study

Whether employees are honesty in all situations, a likert scale of 1-5 was used and results indicated that 56 respondents agreed that they were honesty supported by 39 who strongly agreed to this statement. However, 16 strongly disagreed in support of the 11 who also disagreed and only 11 were not sure.

Figure 7.0 Following instructions.
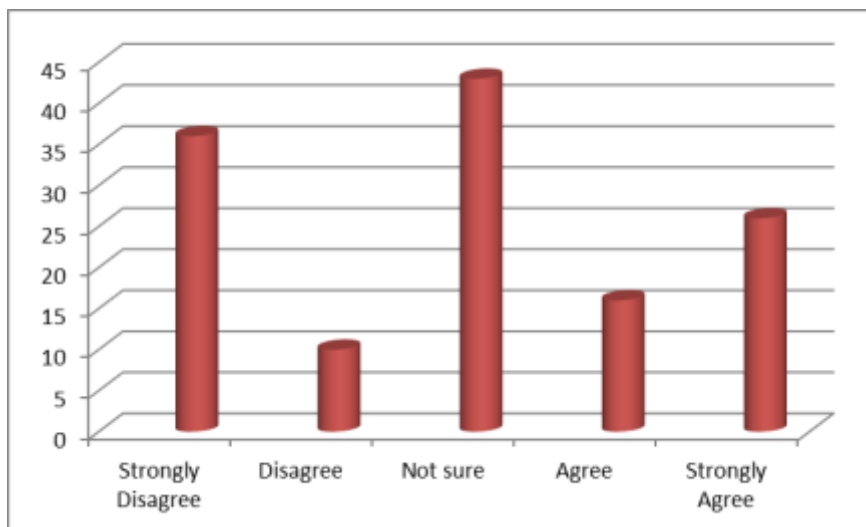
Source: field study

36 respondents strongly disagreed that people in this council do not follow what they are told to do and were supported by 10 others who disagreed to this sentiment.43 were not sure whether employees follow instructions or not. 26 respondents strongly agreed that employees well follow instructions and were supported by 16 who also agreed.

Figure 8.0 Sense of council Mission.
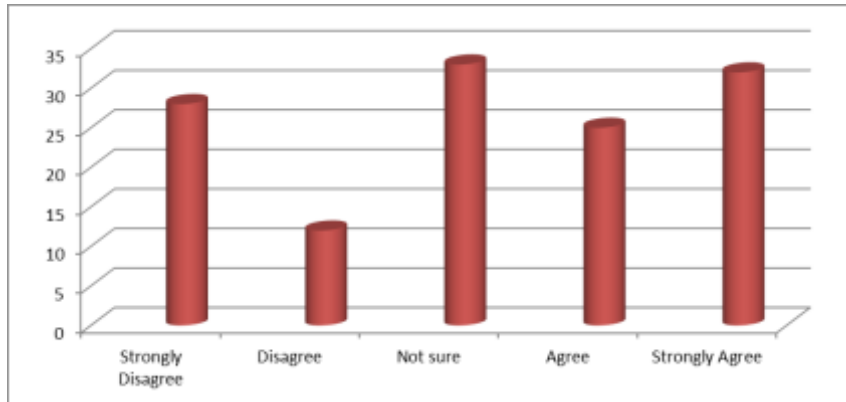
Source: field study

The arguments of whether People here have the sense of council mission or not was cleared by responses. On figure 8.0 above. 33 respondents were not sure.28 strongly disagreed while 12 disagreed. In controversy, 32 respondents strongly agreed that there was a sense of mission and were supported by 25 who agreed to the argument.

Figure 9.0 Completing task in time.
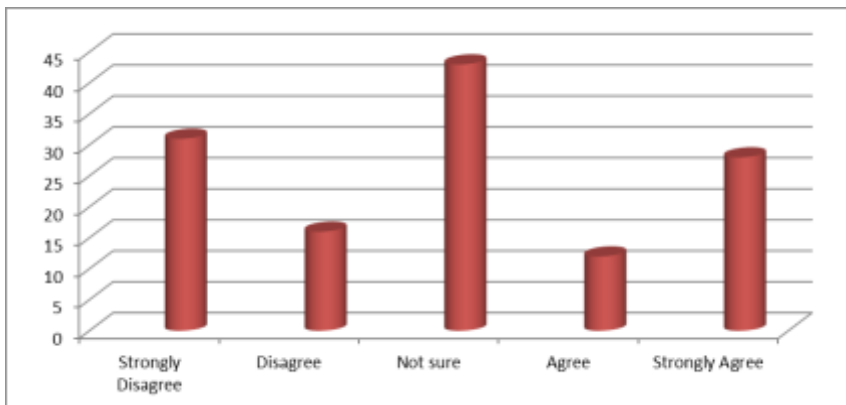
Source: field study

The researcher sought find out if employees at CCC complete their tasks in time. Results revealed that 31 strongly Disagreed that they do not complete their tasks in time supported by 16.in addition, 43 respondents were not sure whether they do so or not. 28 strongly agreed that it was true that employees finish their tasks in time and were supported by 12 who agreed to this assertion.

Figure 10.0 Meeting Customer needs.
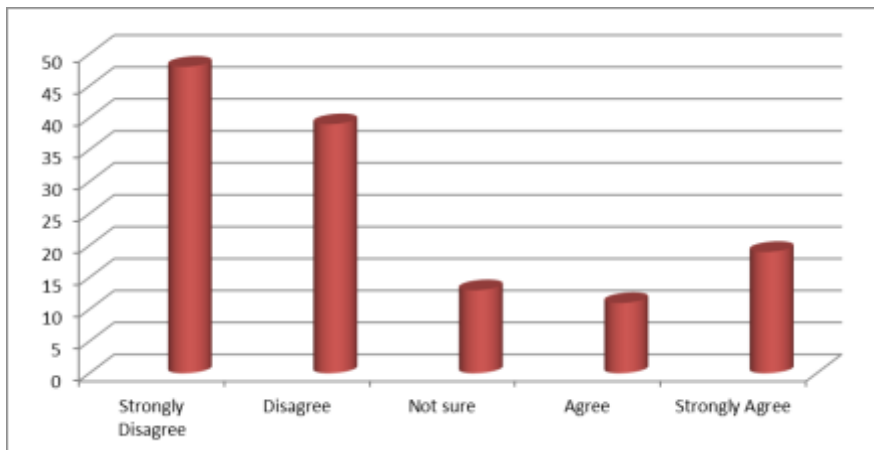
Source: field study

To prove whether CCC is on track for customer satisfaction, 48 respondents alluded that CCC does not meet its customer needs and 39 more disagreed as well that council does not meet customer needs.13 respondents were not sure about customer satisfaction. However 19 respondents strongly agreed that council is satisfying customer needs and were supported by 11 more respondents who also agreed.

1.3.   Testing the influence of organizational culture on its performance

In order to determine the influence of organizational culture on performance at CCC, correlation and regression analysis were conducted. Pearson correlation coefficient (r) was used to determine the strength of the relationship between organizational factors and its performance at CCC. The coefficient of determination was used to determine the effect of organizational culture on its performance. The significance of the coefficient (p) was used to test the objective by comparing to the critical significance level at 0.05. This procedure was applied in testing the other objectives and thus;

1.3.1.   Relationship between Organizational Culture and performance

According to the results in figures 5-10 organizational culture and performance were found to have a significant positive relationship (r=0.278, p<0.05).Thus, the hypothesis that stated that organizational culture would have a significant influence on performance is accepted. This means that organizational culture has a positive effect on performance at CCC. This practically implies that performance at CCC improves with a positive organizational culture.

Findings show that organizational culture significantly affects employee performance (r = .278). This means that organizational culture is a significant determinant of organisation performance at CCC. Since the correlation does imply a causal-effect as stated in the first objective, the coefficient of determination, which is a square of the correlation coefficient (r2 = .077), was computed and expressed as a percentage to determine the variance in employee performance at CCC due to organizational culture. Thus, findings show that organizational culture accounted for 7.7% variance in performance at CCC.

These findings were also subjected to a test of significance (p) and it was shown that the significance of the correlation (p = .011) is more than the recommended critical significance at 0.05. This means that organizational culture has a positive significant effect on performance. This practically implies that performance at CCC improves with a positive organizational culture.

1.4.   The Influence Of Organizational Communication On Employee Performance At CCC

The second objective of the study was to establish the relationship between organizational communication and employee performance. The respondents were asked to respond to a number of statements on a scale of 1-5 regarding organizational communication. The findings are summarized in figures 11-14 below.

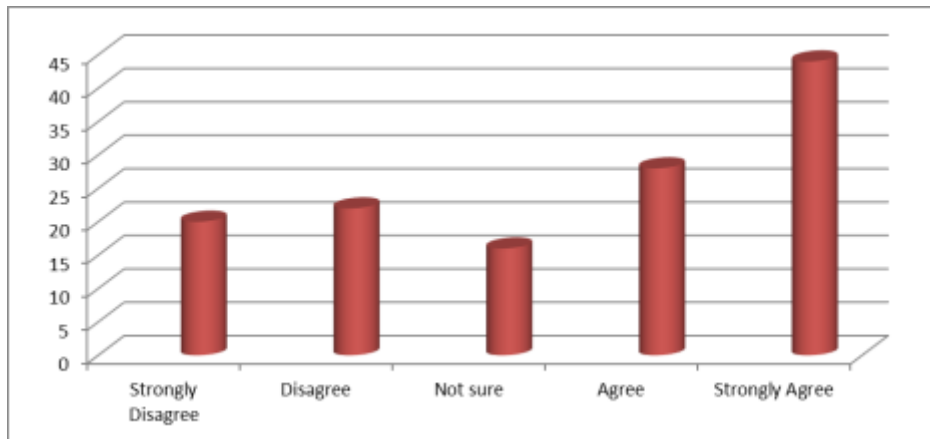**Figure 11.0 Timely communications.**
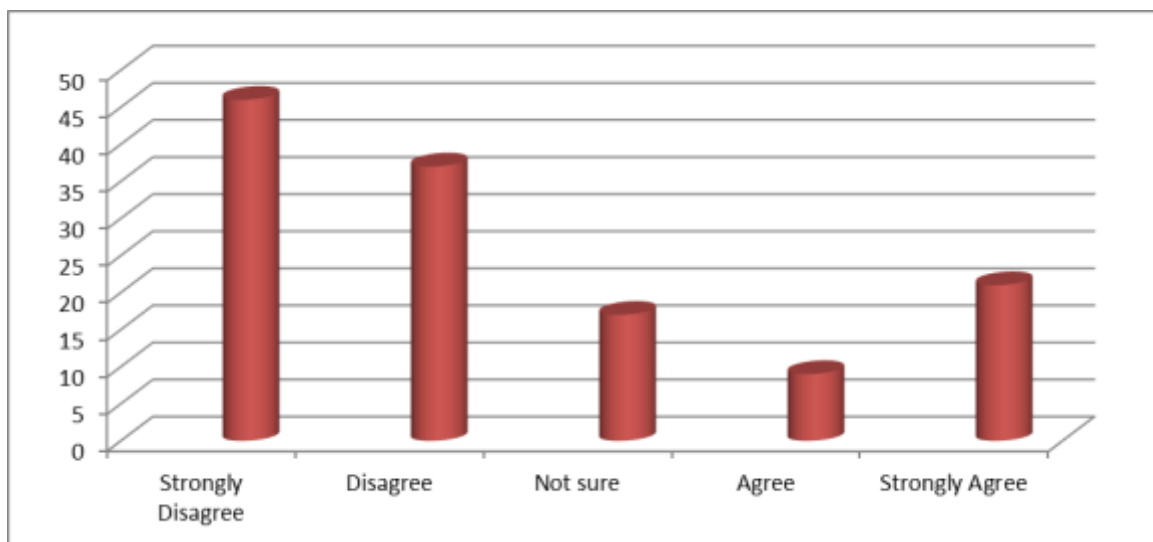
Source: field study

Although 21 respondents strongly agreed that there is timely communication at CCC, 46 strongly disagreed to this sentiment and were supported by 37 who also disagreed. But 17 were not sure.

Figure 12.0 Cross unit communication.

Source: field study

Under this variable 44 respondents agreed that cross communication exists at CCC and were supported by 28 others who also agreed. Even if 16 respondents were not certain, 20 strongly disagreed in support of the 22 who simply disagreed.

Figure 13.0 Written directives and reports are always clear and concise.
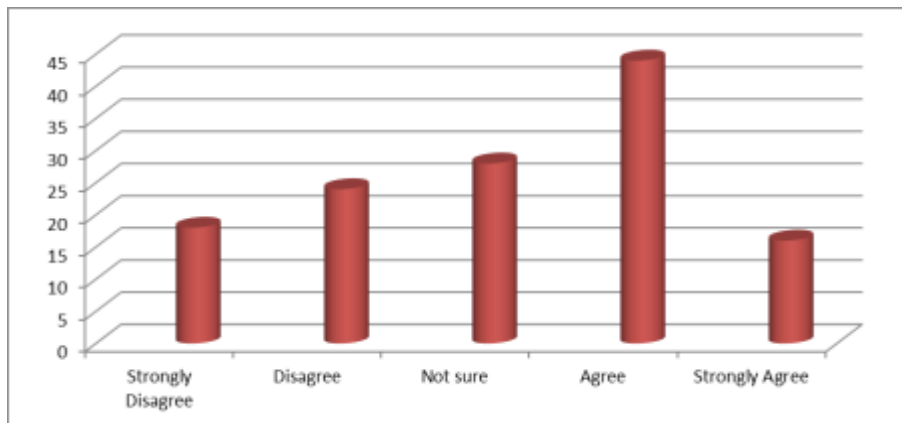
Source: field study

44 respondents agreed that written directives are clear and concise. While 24 disagreed and 28 were not sure.

Figure 14.0 All Council meetings are always well organized.

Source: field study

Results of how Organizational Communication influences Performance.
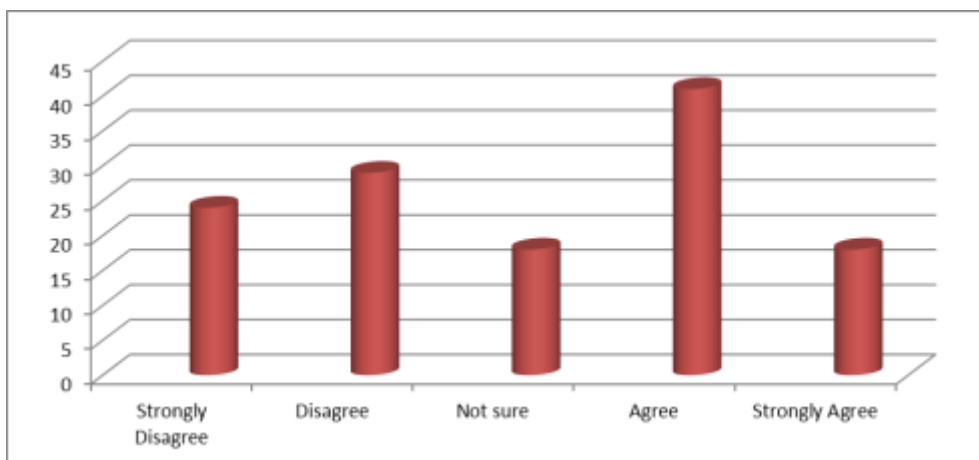
The study findings show that the organizational communication at CCC is moderately positive (aggregate mean =2.87). A comparison of these items shows that the percentage of employees that opposed ranged from 38% to 56%; the percentage of those that were not sure ranged from 10% to 35%; while the percentage of those who concurred ranged from 23% to 42.3%. From these comparisons, it can be seen that the range of percentages of those that concurred and those that were not sure are lower compared to those who opposed.

The results show that communication at CCC is moderately good (aggregated mean=2.87). According to the results above, the respondents reported that they got cross unit communication about the decisions of the different organs in this Council (mean=2.95). This means that communication at CCC is fairly timely. Timely communication is beneficial to the organization in that employees can work in an efficient manner to accomplish work-related duties so there is both time to devote to clients and confidence in the abilities of the organisation itself. Secondly, good communication increases the company's capacity to expand.

The study respondents agreed that there was open communication in this Council (mean=3.00). This means that there is open communication at CCC. This was reinforced by one key informant who noted that *"communication in the council is usually open through group internet and public memos".* Open communication enhances organisation performance. This is because frequent open communication builds increasing levels of trust between the organization and employees. As the trust grows stronger, it can result in good relations between the organization and employees which enhances cooperation, prevents or reduces Labour unrest and increases individual employee responsibility and ownership for their own performance.

The study respondents moderately agreed that their immediate supervisors often asks for opinions / suggestions on important issues relating to this Council (mean=2.68). This means that the supervisors at CCC consult their subordinates. This is likely to enhance a sense of feeling of importance among employees which is likely to enhance employee performance.

The respondents agreed that their immediate supervisors often give employees information/suggestions or feedback on important issues relating to this Council (mean=2.68). This shows that supervisors at CCC give employees feedback. Providing feedback enhances performance in that if effective feedback is given to employees on their progress towards their goals, organisation performance will improve. People need to know in a timely manner how they are doing, what is working, and what is not.

However, According to the study respondents, the staff at CCC cannot easily communicate job frustrations to their supervisors (mean= 1.13). This means that employees at CCC cannot easily communicate their job frustrations to their supervisors. When employees are allowed to communicate their frustrations, argumentative relations and counterproductive work behavior is likely to reduce, leading to improved organisation performance.

The study respondents agreed that communication motivates and stimulates enthusiasm for meeting goals (mean= 2.93). This means that communication stimulates and motivates employees to meet goals, hence improving organisation performance.

The study respondents noted that conflicts are handled appropriately through proper communication channels (mean= 2.91). This means that at CCC, there is proper conflict management through proper communication channels. Conflict management improves working relations which in turn result into a conducive working environment and subsequent improved organisation performance.

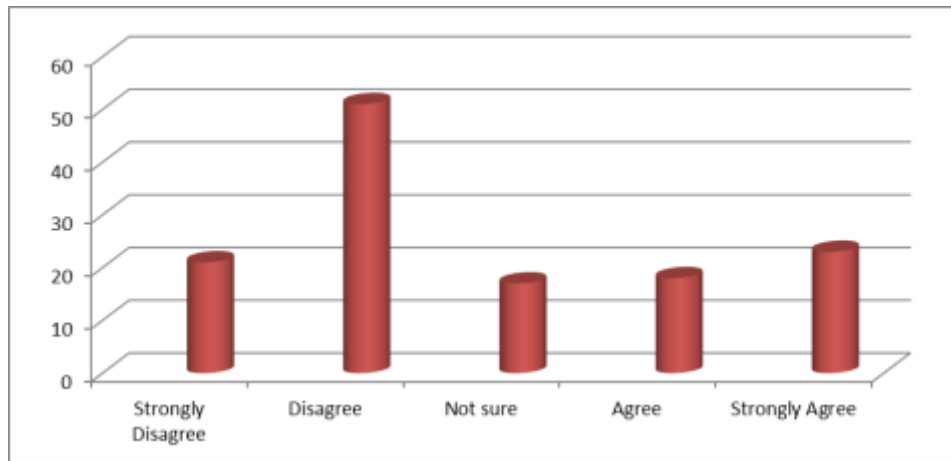*Relationship between Organizational Communication and performance*

According to the results above, organizational communication and organisation performance were found to have a significant positive relationship (r=0.310, p<0.05).Thus, the hypothesis that stated that organizational communication would have a significant influence on performance is accepted. This means that organizational communication has a positive effect on organisation performance at CCC. This practically implies that performance at CCC improves with better organizational communication.

The study findings further show that the organizational communication at CCC is moderately positive (aggregate mean = 3.21). A comparison on these items shows that the percentage of employees that opposed ranged from 13.2% to 56% while the percentage of those that were not sure ranged from 12% to 29% and the percentage of those who concurred ranged from 28% to 74%. From these comparisons, it can be seen that the range of percentages of those that opposed and those that were not sure are lower compared to those who concurred.

1.5. The Influence of Organizational Commitment on Employee Performance at CCC

The third objective of this study was to find out how organizational commitment influences performance at CCC. The respondents were asked to respond to a number of statements regarding organizational commitment. The findings are summarized in figure 15 below.

Figure 15.0 Sense of ownership.

Source: field study

Relationship between Organizational Commitment and Employee performance

According to the results above, organizational commitment and performance have no significant relationship (r = 0.048, p<0.05).Thus, the hypothesis that stated that organizational commitment would have a significant influence on employee performance is not accepted. This means that organizational commitment has no effect on employee performance at CCC. This finding was reinforced by one key informant who observed that *"most employees have worked with the council for many years but their performance has not improved".* This practically implies that organizational commitment has not affected the performance of organisation at CCC.

According to the results the coefficient of determination/ r2 for organizational communication is 0.002. This means that 0.23% of the variation in employee performance at CCC is explained by organizational commitment.

The standardized beta coefficient of (=0.002, p<0.05) means that organizational commitment has no significant effect on employee performance. This practically implies that performance at CCC cannot be improved by organizational commitment.

However, the study respondents noted that they would be happy to spend the rest of their lives at CCC (mean= 3.10). They also noted that they enjoyed discussing the council with people outside it (mean= 3.05). The above findings show some level of employee commitment to the organization. But this is unlikely to enhance organisation performance.

The study respondents also noted that they felt like part of family at the council (mean= 3.29); they felt emotionally attached to the council (mean= 3.32)

1.6. Employee Performance

This sub-section presents the respondents' opinions on organisation performance at CCC. The results are summarized in table 3.0 below.

		SD	D	N	A	SA
1	I complete my work within the time allocated	12	24	3	40	51
2	I work overtime to complete my tasks.	8	29	2	33	58
3	The degree to which I do my work meets our customers' requirements	53	32	13	29	3
4	My performance is measured against the productivity.	10	14	18	47	41
5	I attend to my work with speed and accuracy.	19	28	3	48	31
6	My performance has continually improved.	53	32	13	29	3
7	I take time to listen to my clients to ensure I attend to them effectively	14	27	6	50	15
8	I do my work effectively without complaining.	8	29	2	33	58
9	I combine the available resources very well to provide quality services.	9	21	9	39	52
10	I usually take time to follow up with clients to ensure that they are satisfied with my services.	12	24	3	40	51
11	Employees report on duty early and leave very late.	51	12	5	19	5
12	I record down a number of activities in my to do list before starting on the day's work	53	32	13	29	43
13	My job is in line with my interests, skills and attitudes.	55	30	0	20	25

According to the results in Table 3.0 above the study respondents noted that they completed their work in the time allocated to them (mean=3.50); they worked overtime to complete tasks (mean= 3.15); they satisfied customers (mean= 3.28); and, they attend to work with speed and accuracy (mean= 3.15).

This means that employee performance is moderate. The study respondents noted that their performance had continually improved (mean=3.33); they did their work effectively without complaining (mean= 3.48); they combine the available resources very well to provide quality services (mean= 3.43); although the majority indicated that they did report early on duty early and leave very late (mean= 3.15). The respondents also agreed that their jobs were in line with their interests, skills and attitudes (mean= 3.91). The results show that organisation performance at CCC is just moderate.

SUMMARY OF FINDINGS

Organizational Culture and Performance at CCC

The study tested the first hypothesis; *"organizational culture has a significant positive influence on performance"* and it was accepted. This is because there was a moderately positive relationship (r=0.278) between organizational culture and performance whereby an improvement in organizational culture increases the performance of the organisation. The study found that the staffs at the council respect each other, honesty is valued and that staff values are in line with the values of the council. It was further established that staff have a sense of the council mission, the workers feel free to voice innovative suggestions to top management in this Council and that the Departmental Heads frequently discuss with the workers their task requirements in order to cope well with the objectives.

Organizational Communication and Performance at CCC

The study tested the second hypothesis: *"There is a significant positive relationship between organizational communication and its performance",* and it was accepted. This is because there was a strong significant positive relationship (r=0.310) between organizational communication and performance, whereby an improvement in organizational communication improves on the performance of the organisation. The study respondents reported that they got timely communication about the decisions of the different organs of the Council. The study respondents agreed that there was open communication. The study respondents moderately agreed that their immediate supervisors often ask for opinions / suggestions on important issues relating to the Council.

Organizational Commitment and Employee Performance at CCC

The study tested the third hypothesis: *"The organizational commitment has a significant positive influence on performance of organisation",* and it was rejected. This is because there was no significant relationship (r=0.048) between organizational commitment and performance whereby an improvement in organizational commitment does not improve on the performance of the organisation.

SUGGESTIONS

It was there for suggested that:

Organizational Culture and Employee Performance at CCC

Since organizational culture enhances employee performance, there is need to improve on this culture in the following ways:

i. There is need to build and improve teamwork. Putting a team in place to connect with each other, not just on a work level, but also on a friendship level is beneficial towards more effective teamwork in the future. Team-building exercises are an easy way to get the team on the same level, familiar with one another and better at communicating in a variety of environments. Planning out-of-office retreats and exercises for the team is also a great way to encourage better teamwork.

ii. There is a serious need for leadership development at the council. The creation of a great organizational culture demands the presence of good leaders those who know how to delegate, communicate and listen. Without a great leader in place, the team can lose sight of the importance of organized and effective teamwork.

Organizational Communication and Performance at CCC

Management should create opportunities for more informal time for employees to interact with managers. Employees are often hesitant to interrupt their busy boss for small things such as information needs.

Managers who provide opportunities for casual work conversation actually help employees feel needed. Management should appoint a Communications Committee which will manage communication in the Council. Management should also hold regular meetings to foster communication between management and employees at all levels.

CONCLUSION

Organizational Culture and Organization Performance at CCC

As regards to the dimensions of organizational culture, it was concluded according to the hypothesis that organizational culture has a significant positive effect on employee performance. Employees are always polite to one another and they are free to discuss with supervisors their task requirements in order to cope well with the Council's objectives. Purposely, the current organizational culture; motivates employees, promotes good performance, improves on employee/ supervisor relations, demonstrates fair and equal treatment and improve on teamwork, efficiency and effectiveness.

Organizational Communication and Performance at CCC

It was also concluded that there is a positive significant relationship between organizational communication and performance and it is realized that employees get timely communication about the decisions of the different organs at CCC, thus confirming that there is open communication in the Council. However, employees are not able to communicate their job frustrations to their supervisors, which demotivate their enthusiasm to meet the Council's goals. We infer that smooth communication within the Council makes employees identify with it and also feel a vital part of it, hence improving on the way conflicts are handled within the communication brought about by improper communication channels.

Organizational Commitment and Performance at CCC

It was also concluded that there is no significant relationship between organizational commitment and performance, and it was realized that employees are part of the (CCC) family and feel emotionally attached to it. The employees also feel like even if the Council went down financially, they would still be reluctant to change to another organization. However, the approach encourages commitment rather than the willingness to make a change and this affects performance. Nevertheless, it was concluded that organizational commitment is there but without performance at CCC.

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