Organizational Culture and its Influence on Staff Nurses Empowerment

Amal Rabea Mansour *, Rabab Mahmoud Hassan **, Fawzia mohamed Mohamed***

* B.SC. Nursing, Ain Shams University, ** Professor of Nursing. Administration Faculty of Nursing - Ain Shams University, *** Assistant Professor of Nursing Administration. Faculty of Nursing - Ain Shams University.

Abstract

Background: The interest of health organizations in organizational culture has increased due to many positive outcomes such as job satisfaction, and empowerment. **Aim:** Assess organizational culture and its influence on staff nurses' empowerment. **Research design:** A descriptive, correlational design was used. **Setting:** The study was conducted at Ain Shams University Hospital. **Subjects:** 105 staff nurses out from 308 were included in the study. **Tools:** Data was collected by using an organizational culture inventory and, an empowerment questionnaire. **Results:** Less than one-third of the study participants had high perception level regarding organizational culture. While more than half of them had a moderate level of organizational culture. Moreover, more than two-fifths of them had a low level of empowerment. **Conclusion:** There was a highly statically significant positive correlation between staff nurses regarding of organizational culture and their empowerment. **Recommendations:** Encouraging nurses' participation in goal setting, problem solving, and decision making. Conduct a regular meeting between the supervisors and nurses to discuss and solve their problems.

Keywords: Empowerment, Organizational culture, Staff nurse.

Introduction:

Today organization is something more than the offices, hierarchy, and authorities. Organizations have an entity like an individual, the personality that consists of characteristics of flexibility, and creativity and, each organization has a life and existence that life that is different from its components. In this organization, employees agree on a particular pattern of behavior which is organizational culture. The most successful factor in this movement is organizational culture because it is possible to apply a strategy to be delayed or denied for opposing the organizational culture that is the set of beliefs *(Rashid & Bin Yeop, 2020).*

Organizational culture is defined as the collective effect of the common beliefs, behaviors, and values of the people within an organization. Those norms within any organization regulate how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the organization's overall mission *(Groysberg et al., 2018).*

Characteristics of organizational culture are innovation (risk orientation), attention to detail (precision orientation), emphasis on the outcome (achievement orientation), emphasis on people (fairness orientation), teamwork (collaboration orientation), aggressiveness (competitive orientation), and stability (rule orientation) *(Cooke, & Rousseau, 2016).*

The organizational culture inventory measures twelve behavioral norms that are grouped into three general types of cultures. Constructive cultures, in which members are encouraged to interact with people and approach tasks in ways that help them meet their higher-order satisfaction needs *(Sahertian et al., 2019).* Passive/defensive cultures, in which members believe they must interact with people in ways that will not threaten their security. On the other hand, aggressive/defensive cultures, in which members are expected to approach tasks in

forceful ways to protect their status and security *(Salehipour & Ahmand, 2018).*

Empowerment Create an environment that encourages proactively problem solving, accepting challenges, innovation, continuous improvement, and optimum utilization of employees. A high degree of employee motivation and enhancement of performance *(Chawla et al., 2017).* Empowered employees are more satisfied with their work, and less likely to seek employment elsewhere. This decreases employment costs and the need for training of new staff *(Albdour & Altarawneh, 2014).*

Empowerment is the interactive process of building, developing, and increasing a person's ability to set and attain goals. It is considered a motivational process of enhancing the feeling of self–efficacy among organizational members. It is an interactive process that develops, and increases power through cooperation, sharing, and working together and it is the process of giving nurses the power, capacity, and energy to decide on their work *(Kleemola et al., 2020).*

There are two types of empowerment (structural empowerment and psychological empowerment). Structural empowerment promotes managers to undertake special actions for creating an appropriate work environment by providing workers with access to the following empowering *elements,* access to information, support, resources, opportunities to grow &formal &informal power *(Fitzpatrick, 2018)*. While, psychological empowerment contains four categories meaning, competence, self-determination, and impact *(Thomas & Velthouse, 2014).*

Today, the main sources of competitive advantage in technology do not lay in the technology but it is rooted in dedication, commitment, and ability of labor. One of the most important resources of an organization may be indicted to the results of mobility, the creativity of employees, and empowerment is the new stimulation of this growing working environment. Meanwhile, some people consider organizational culture based on the formation of empowerment. The organizations can be successful in the empowerment process that is of defined valuable principles (values are reinforcing activities) *(Deci & Ryan, 2017).*

Managers who are aware of the relationship between organizational culture and empowerment can encourage their employees to be empowered with the use of their talents, knowledge, skills, and experiences this process is called empowerment. Thus, for empowerment, the organizational culture also must be changed. Organizational culture is mainly influenced by the philosophy of management and leadership style and their behavior takes shape. Managers who are receptive to new ideas and respect their employees and consider them effective and vital factors for the success of the organization are the best asset of an organization *(Abuzaid, 2018).*

Organizational culture is one of the critical components that facilitate employee empowerment to improve employee motivation, organizational commitment, and job satisfaction, and a great deal of effort has been expended to explore empowerment in organizations and a sense of high self-esteem, high degree of involvement, and participation, a learning environment opportunity for personal growth and development and a greater sense of achievement *(Nwakoby, Okoye& Anugwu, 2019).*

Significance of the study:

The researcher observed in their workplace , repeated absenteeism, poor nursing performance and lack of job satisfaction and empowerment among staff nurses and suffering from labor pressures, including role struggles, role ambiguity, physical work environment, and lack of participation in decision-making, and the sense of staff that their superiors do not treat them with sufficient respect and appreciation. So, the present study aims to assess organizational culture and its influence on staff nurses' empowerment.

Aim of the study:

This study aimed to assess the organizational culture and its influence on staff nurses empowerment.

Research question:

Is there an influence of organizational culture on staff nurses empowerment?

Subjects and Methods

Research design:

A descriptive correlational design was used to conduct this study.

Setting:

This study was conducted at Ain Shams University Hospital which affiliated to Ain Shams University Hospitals include twenty-five main units. (6 critical care units & 19 non critical care units). Its total bed capacity was 618 bed.

Subjects:

The subjects for the study was included 105 staff nurses out 308 who are eligible to participate in this study. They were selected randomly. Sample size was calculated according to the following equation:

$$n = \frac{N \sum_{j=1}^{23} N_j \sigma_j^2}{AN^2 + \sum_{j=1}^{23} N_j \sigma_j^2}$$

Steven & Thompson, (2012)

Tools of data collection:

The data were collected by using the following tools.

Tool (I): Organizational Culture Inventory:

This tool was consisted of two parts:

First part: This part concerned with collecting data about personal characteristics and job data of studied subjects including working department, age, gender, years of experience in nursing, educational qualification, marital status, and attended training course.

Second part: This part aimed to assess organizational culture as perceived by staff nurses. It was adopted from *(Ahmed, 2017)*. It consisted of (91) items under three main categories: pattern of constructive culture (32 items), a pattern of passive–defensive culture (28), a pattern of aggressive – defensive culture (31).

❖ **Scoring system:**

Responses of participants were measured at 5 points Likert scale ranged from always, often, sometimes, rarely, and never. Never was scored as "1", while always was scored as "5". These scores were summed up and were converted into a percentage score.

Staff nurses Perception toward organizational culture considered low if the total score was less than 50%. While it is considered moderate if the score was ranged from 50-70% and is considered high if the total score is more than 70% *(Ahmed, 2017).*

Second tool: Empowerment questionnaire

This tool aimed to assess empowerment level among staff nurses. This questionnaire was adopted from *(Abdallah, 2018).* It was divided into:

A– Structural empowerment:

It consisted of (19) items which grouped under (6) main dimensions (Opportunity, support, information, resources, informal forces, and formal forces).

B– Psychological empowerment:

It consisted of (12) items which grouped under (4) main dimensions (Meaning, competences, self – determination and impact).

❖ **Scoring system:**

Responses of participants were measured at 5 points Likert scale ranged from, sometimes, always, often, sometimes, rarely, and never. Never was scored as "1", while always was scored as "5". These scores were summed up and were converted into a percentage score.

Staff nurse's level regarding empowerment considered low if the total score was less than 60%. While it considered moderate if the score was ranged from 60-75% and considered high if the total score more than 75% *(Abdallah, 2018).*

Operational design

The operational design for this study consisted of three phases, namely preparatory phase, pilot study, and fieldwork.

Preparatory phase:

This phase started with a review of current and past, national and international related literature concerning the subjects of the study, using textbooks, articles, journals, and websites. This review was helpful to the researcher to be more acquainted with the research subject and reviewing and developing the data collection tools.

Pilot study:

A pilot study was conducted on 31 staff nurses of the total study participants. They represent 10 % of total study subjects the aim of the pilot was to evaluate the study tools clarity, applicability and comprehensiveness.

It also served to estimate the time needed to fill the questionnaires by each staff nurse. Subjects included in the pilot study were excluded from the main study subjects.

Fieldwork

It was carried out from the 2nd week of November 2019 up to the end of February 2020. The researcher was available in the study settings 3 days per week in the study setting from 10 Am to 1 Pm. Data collected from nurses, who accepted to be participated in the study after explaining the aim of the study. Nurses were asked to fulfill the sheets in the presence of the researcher to clarify any ambiguity. The average time required for fulfilling the two questionnaires was 30-45 minutes. 3-5 sheets were collected daily. The researcher checked the collected sheets for its completeness.

Ethical consideration:

The research approval was obtained from the Scientific Research Ethical Committee of The Faculty of Nursing, Ain Shams University before starting the study. Agreement was obtained from each nurse to participate in the study after explanation of the study aim and its implications. A clear and simple clarification of the study' and its expected outcomes was explained. They were assured that all data collected was used for scientific purpose. They informed that all the study subjects had the right to withdraw at any time from the study.

Administrative design:

An official permission was obtained by submission of a formal letter issued from the Ain of Faculty of Nursing, Ain Shams University to the director of Ain shams University Hospital to collect the necessary data for the current study after a brief explanation of the purpose of the study and its expected outcomes.

Statistical design:

Computerized data entry and statistical analysis were fulfilled using the Statistical Package for Social Sciences (SPSS) version20. The obtained data were organized, analyzed, and represented in tables and graphs as required. Data were presented using descriptive statistics in the form of Number, Percentage, Mean score, Standard deviation (SD), ANOVA test, and Correlation coefficient (r), which were used to estimate the relationship between the variables statistically significant as considered at P-value <0.05.

Results:

Table (1): shows that more than half (52.3%) of nurses were 25-35 years old. Slightly more than two thirds (66.7%) of them were unmarried. More than one third (36.3%) of them had 7 to 15 years of experience in their units, more than two fifths (47.6%) of them had a nursing diploma, and more than half (57.7%) of them work at non critical department.

Table (2): shows that more than one quarter (28.6%) of the study participants had high perception level total types of organization culture regarding pattern constructive culture and more than one third (34.2%) of them had low perception level pattern of aggressive defensive.

Figure (1): shows that less one third (16.9%) of the study participants had high perception level organization culture .While, more than half (53.8) had moderate level of organization culture and more than one quarter (29.3%) of them had low perception level of organization culture.

Table (3): shows that less than one fifth (18.1%) of the study participants had high level of empowerment regarding psychological empowerment and more than three third (60.9%) of them had low level of empowerment regarding structural empowerment.

Figure (2): shows that less than one fifth (19%) of the study participants had high level of empowerment while one third (33.3) of them had moderate level of empowerment, and more than two fifth (44.7%) of them had low level of empowerment.

Table (4): shows that there were significant relationships between total organization culture and gender, qualification, participants' years of experiences and marital status.

Table (5): reveals that there was highly significant strong positive correlation between total organizational culture perception and empowerment level among staff nurses.

Table (1): Personal & job characteristics of the studied staff nurses (n=105).

Personal characteristics		No	%
Age			
Less than 25years		19	18
From 25 to 35		55	52.3
	More than 35	31	29.2
Mean± SD.	**36.04.± 8.44**		
	Marital status		
	Married	35	33.3
	Unmarried	70	66.7
	Years of experience		
	Less than 7 years	32	30.4
	7-15 years	38	36.3
	More than 15 years	35	33.3
Mean±SD	**12.03±7.88**		
	Educational Qualification		
	Nursing Diploma	50	47.6
	Above average diploma	34	32.4
	Bachelor degree of Nursing	21	20
	Department		
	Critical care department	55	52.3
	Non-critical care department	60	57.7

Table (2): Staff nurses perception level regarding types of organization culture (n=105)

Types of organization culture	High (>70%)		Moderate (50%-70%)		Low (<50%)	
	No	**%**	**No**	**%**	**No**	**%**
Pattern constructive culture	30	28.6	42	40.3	33	31.1
Pattern of passive-defensive culture	18	17.1	60	57.1	27	25.7
Pattern of aggressive defensive	19	18	50	47.6	36	34.2

Figure (1): Staff nurses total perception level regarding organizational culture (n=105).

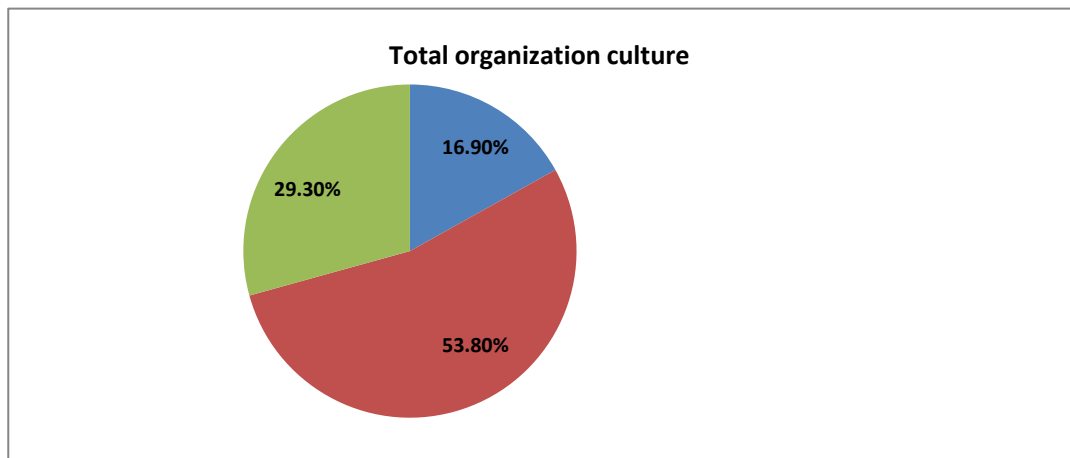**Table (3):** Empowerment level among staff nurses regarding total dimension empowerment (n=105).

Type of Empowerment	High (<75%)		Moderate (60%-75%)		Low (>60%)	
	No	**%**	**No**	**%**	**No**	**%**
Structural empowerment	16	15.2	35	33.3	64	60.9
Psychological empowerment	19	18.1	36	34.2	50	47.7

Figure (2): Total empowerment level among staff nurses (n=105).
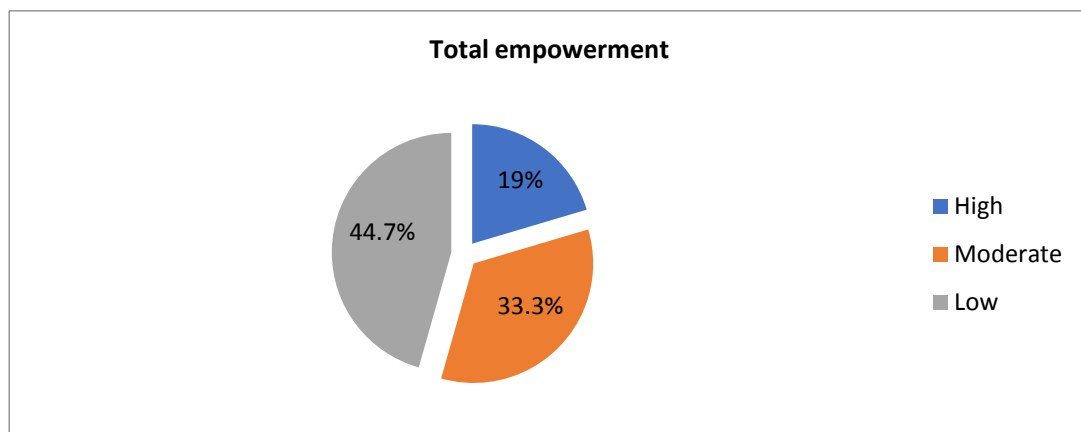
Table (4): Relation between personal characteristics of the studied staff nurses and their total perception of organization culture (n=105)

Items		Organization culture						X^2	P-Value
		High (>70%)		Moderate (50%-70%)		Low (>50%)			
		No	%	No	%	No	%		
Gender	Male	18	17.1	6	5.7	16	15.2	4.560	.012*
	Female	3	2.8	39	37.1	23	21.9		
Age	Less than 25 year	6	5.7	9	8.5	4	3.8	1.063	.064
	25 - < 35	15	14.2	22	20.9	8	7.6		
	- < 35	15	14.2	14	13.3	12	11.4		
Years of experience	Less than 7 year	16	15.2	12	11.4	9	8.5	6.420	.009**
	7 - < 15	15	14.2	20	19	8	7.6		
	>15	15	14.2	13	12.3	12	11.4		
Nursing Qualification	Nursing Diploma	17	16.1	23	21.9	15	14.2	1.305	.059
	Above average	7	6.6	13	12.3	9	16.7		
	Bachelor of Nursing	7	6.6	9	8.5	5	4.7		
Department	Critical department	20	19	20	19	15	14.2	1.187	.058
	Non-critical department	30	28.4	15	14.2	15	14.2		
Marital status	Married	20	19	40	38	12	11.4	3.064	.023*
	Un- married	11	10.4	10	9.5	12	11.4		
Training courses	Yes	13	12.3	4	3.8	7	6.6	1.187	.058
	No	20	19	42	40	19	18		

*significant p < 0.05.   **highly significant p < 0.01.

Table (5): Correlation between organization culture perception and empowerment level among staff nurses (n=105).

Correlation		Total staff nurses perception of organizational culture
Empowerment	**Pearson Correlation (r)**	.194**
	Sig. (2-tailed)	.000

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

(**) Highly statistically significant at P<0.01

Discussion:

Organizational culture is one of the critical components that facilitates employee empowerment to improve employee motivation, organizational commitment and job satisfaction, and a great deal of effort has been expended to explore empowerment in organizations and provides a sense of high self-esteem, high degree of involvement and participation, a learning environment opportunity for personal growth and development and a greater sense of achievement (**Rashid & Bin Yeop, 2016**). The present study aimed to assess the organizational culture and its influence on staff nurses empowerment.

The current study findings showed that more than one quarter of the study participants had high perception level regarding pattern constructive culture and more than one third of them had low perception level pattern of aggressive defensive. From the researcher point of view, this may due to staff nurses receive enough support from their mangers and their workplace. This result was supported by **Schneider et al. (2017)** who conducted study about organizational culture, stated the constructive cluster is the one that best defines

the organizational culture, followed by passive defensive cluster, and then aggressive defensive was the lowest score. on the same line, the result reported by **Larentis, Antonello & Slongo, (2018)** who reported that constructive culture was the highest culture reported by nurses, while the lowest agreement was related to aggressive defensive type.

Regarding staff nurses perception regarding total level of organizational culture. The result of present study demonstrated that less one third of the study participants had high perception level organization culture. While, more than half had moderate level of organization culture and more than one quarter of them had low perception level pattern of organization culture. This result may be due to semi rigid rules and policies that used for dealing with their staff. On the other hand, the present result was in disagreement with **Sutter, (2020)** who studied organizational culture among nurses in United States Military Branches and stated as general, staff had low level of perception for culture because of rigid rules and policies that used for dealing with their staff's. Also, incongruent with **Kamel & Aref, (2017)** who conducted study about organizational culture and its relation to innovative work behavior at critical care units among staff nurses at Benha University Hospital and reported that more than half of staff nurses had high perception level regarding organizational culture.

Empowerment was the second variable in the study, the finding of the present study revealed that study subjects reported that less than one fifth) of the study participants had high level of empowerment while one third of them had moderate level of empowerment, and more than two fifth of them had low level of empowerment. This result may be due to nurses not received adequate recognition for their efforts, high discretion in how they do their jobs and have not access to the support, resources and information required to perform their work effectively.

In addition, they have no adequate opportunities to advance within the organization or to learn and grow through challenging work experiences or learning opportunities. Empowerment is essential in nursing because it suggests that individuals should possess the power to perform their daily work in an environment that enables them to achieve both personal and organizational goals. Therefore, head nurses should support a working environment that provides staff nurses with sufficient resources, in order to promote patient health by ensuring nurses access to empowering conditions.

On the contrary of present study finding, the result of **Radwan, Adam & Hassan, (2017)** who reported that, most of studied nurses had high levels of empowerment. This study finding is relevant and consistence with **Kassem & Gaber, (2015)** who revealed that, the total mean score of empowering staff nurses was high. On the same line of the present study result **MBOLI, (2018)** reported that Nurses' structural empowerment score was moderate to high. Also, **EL-Gazar, (2014)** assess empowerment of staff nurses concluded that staff nurses had a high level of empowerment.

Regarding relation between personal characteristics of the studied nurses and their total organizational culture that there were significant relationships between total organization culture and gender, qualification, participants' years of experiences and marital status. This result might be due to perceptions of favorable organizational culture are highly dependent on gender, qualification, participants' years of experiences and marital status. For example, nurses in the sample may not be comparing their work environment to hospitals in developing nations.

This result consist with **Rashid & Bin Yeop, (2020)** and **Mohammed & Mohsin, (2020)** found that there were significant relationships between total organization culture and gender, and marital status. However, incongruent with **Nwakoby et al., (2019)** who found that there wasn't statistical relation between personal characteristics of the studied sample and their total organizational culture.

Regarding relation between personal characteristics of the studied nurses and their

total empowerment that there were significant relationships between total empowerment and age, qualification, participants' years of experiences. This result might be due to perceptions of favorable empowerment are highly dependent on age, qualification, participants' years of experiences.

This result consists with **Arathy & Biju, (2021)** who found that here were significant relationships between total empowerment and age, and qualification. However, inconsistent with **Kiral, (2020)** found that there weren't significant relationships between total empowerment and personal characteristics of the studied sample.

Regarding correlation between staff nurses perception of organization culture and empowerment level among staff nurses reveals that there was highly significant strong positive correlation between total level of organization culture and empowerment among staff nurses. This might be due to influence the organization culture on empowerment .For example when nurses had positive organization culture that leading to improve their empowerment.

This result consistent with **Abdullah et al., (2015) & Ali et al., (2018)** who found that total empowerment indicated significant positive relationships with total organizational culture. The coefficient of determination (R2) presents that PE predicted 12.4%, 12.2% and 16.3% of the variation in TOC, AOC, and NOC respectively. All dimensions of empowerment indicated significant positive relationships with organizational culture at different levels.

Conclusion:

This study was undertaken to aim at assessing organizational culture and its influence on staff nurse's empowerment. The study findings concluded that there less one third (16.9%) of the study participants had high perception level organization culture. While, more than half (53.8) had moderate level of organization culture and more than one quarter (29.3%) of them had low perception level pattern of organization culture. Less than one fifth (19%) of the study participants had high level of empowerment while one third (33.3) of them had moderate level of empowerment, and more than two fifths (44.7%) of them had low level of empowerment. There was highly significant strong positive correlation between staff nurse's perception regarding organizational culture and empowerment level. This finding answered the research question which was "Is there an influence of organizational culture on staff nurses' empowerment?"

Recommendations:

Based on the results of the present study, the researcher came up with the following recommendations:

- Hospitals have to conduct regular surveys to examine their employees' perception of organizational culture.
- Establishing a system of promotion and rewards, this should base on nurse's performance.
- Encouraging nurses' participation in goal setting, problem solving, and decision making.
- Rewards are another forceful tool in constructive cultures, as employees quickly learn through the reward system.

Future researches can be conducted:

- Studying the relationship between organizational culture and staff nurses commitment.
- Investigating the relationship between workplace empowerment and quality of work life.
- Examining the influence of organizational culture on job performance and productivity.

References:

Abdallah, S.A. (2018): A study on the organization climate versus Nurses Empowerment among Nurses, Thesis submitted of the Master Degree in Nursing Since for partial fulfillment. Faculty of

Nursing- Ain Shamas University, pp. 147-176.

Abdullah A, Almadhoun T, and Ling Y. (2015): Psychological Empowerment, Job Satisfaction and Commitment among Malaysian Secondary School Teachers, Asian Journal of Education Research; 3(3): 34-41.

Abuzaid, A.N. (2018): Employee Empowerment and Its Role in Achieving Strategic Success: A Practical Study on Jordanian Insurance Companies. Jordan Journal of Business Administration, 14 (4): 641-660.

Ahmed, N.M. (2017): The relationship Between Organizational Culture and Occupational Stress among Staff Nurses, Thesis submitted of the Master Degree in Nursing Since for partial fulfillment. Faculty of Nursing- Ain Shams University, pp. 189-199.

Albdour, A.A. & Altarawneh, I.I. (2014): Corporate organization culture and Employee empowerment in Jordan. International Journal of Businessand Management, 7, 89-105.

Ali A, El-Sayed, S., Shazly, M. and Abd-Elrahman S. (2018): Relationship between Empowerment an Organizational Commitment among Staff Nurses, Journal of Nursing and Health Science; 7(1): 17-24.

Arathy, C. & Biju, A.V. (2021): Are Bank Employees Psychologically and Structurally Empowered? an Assessment from the Indian Banking Sector, Employee Responsibilities and Rights Journal https://doi.org/10.1007/ s10672-021-09393-z 1 3.

Chawla, Deci & Ryan, et al. (2017): Relationships between organization culture, structural empowerment, in nurses. Journal of advanced nursing, 74(12), 2809-2819.

Cooke, S. & Rousseau, A. (2016): Structural Empowerment and Psychological Empowerment of Registered Nurses Working in an Emergency Department. Journal of nursing management, 26 (7), 881-887.

Deci & Ryan (2017): Relationships Between Organization Culture, Structural Empowerment, in Nurses. Journal of Advanced Nursing, 74 (12), 2809-2819.

EL-Gazar, H.E. (2014): Relationship between Emotional Intelligence of Head Nurses and Empowerment of Staff nurses. Unpublish Thesis. Port Said University.

Fitzpatrick, H. (2018): Relationships between Organization Cultures, Structural Empowerment, in Nurses. Journal of Advanced Nursing, 74(12), 2809-2819.

Gjuraj, E. (2013): The Importance of National Culture Studies in the Organizational Context. European Scientific Journal, 9(11), 160-180.

Groysberg, B., Lee, J., Price, J. & Cheng, J. (2018): The Culture Factor. Retrieved From Https://Hbr.Org/ 2018/01/The-Culture-Factor.

Kamel, F. & Aref, M. (2017): Staff Nurses Perception toward Organizational Culture and its relation to Innovative Work Behavior at Critical care units. American Journal of Nursing, 6(3), 251-260.

Kassem, A. & Gaber, H. (2015): Organizational Climate and Its Impact on Nurse's Job Empowerment at Main Mansoura University Hospital and Urology and Nephrology Center, IOSR Journal of Nursing and Health Science, Volume 4, (2) PP 40-48.

Kiral, B. (2020): The Relationship Between The Empowerment of Teachers By School Administrators and Organizational Commitments of Teachers. International Online Journal of Education and Teaching (IOJET), 7(1). 248-265. Http://Iojet.Org/ Index.Php/IOJET/Article/View/767

Kleemola, E., Leino-Kilpi, H., Numminen, O. (2020): Care Situations Demanding Moral Courage: Content Analysis of Nurses' Experiences. Nurs Ethics; 27(3): 714–25.

Larentis, F., Antonello, C. S., & Slongo, L. A. (2018): Organizational culture and relationship marketing: an inter organizational perspective. Revista Brasileira de Gestão de Negócios, 20(1), 37 56.

Mboli, T.A. (2018): Role of human resource in determining organizational culture: a case study of telkom kenya limited. mua.

Mohammed, M. & Mohsin, A. (2020): Activating Organizational Culture to Achieve Requirements of Management by Wandering Around. Journal of Engineering and Applied Sciences, 15(4), 888-897.

Mohammed, M. & Mohsin, A. (2020): Activating Organizational Culture to Achieve Requirements of Management by Wandering Around. Journal of Engineering and Applied Sciences, 15(4), 888-897.

Nwakoby, N., Okoye, J. & Anugwu, C. (2019): Effect of Organizational Culture on Employee Performance in Selected Deposit Money Banks in Enugu State. Journal of Economics and Business, 2(4), 1213- 1225.

Radwan, S.A., Adam, S.M. & Hassan, H. A. (2017): Organizational Climate versus Nurses Empowerment among Nurses**,** EJHC Vol.8 No.4.

Rashid, M. & Bin Yeop, N. (2020): The Effect of Organizational Culture on Knowledge Management and Managerial Performance of Government Department in Dubai. European Journal of Multidisciplinary Studies, 5(1).

Sahertian, O., Setiawan, M., & Sunnaryo. (2019): Culture and Employee Performance: The Mediating Role of Personality and Commitment. Management Science Letters 10 (2020) 1567–1574. Www. Growing Science.Com/Ms

Salehipour, A. & Ah Mand, A. (2018): The Impact of Organizational Culture and Performance Work System on Employees' Performance. International Business Research, 11(6), 199-212.

Schneider, B., González-Romá, V., Ostroff, C., & West, M.A. (2017): Organizational climate and culture: Reflections on the history of the constructs in the Journal of Applied Psychology. Journal of Applied Psychology, 102(3), 468.

Steven, K. & Thompson (2012): Sampling' 3rd ed, John Wiley & Sons, p59-60.

Sutter, M. (2020): The Relationship between Leadership Styles and Organizational Culture among nurses in United States Military Branches (Doctoral dissertation, Grand Canyon University).

Thomsen, P., Lindgreen, A. & Vanhamme, J. (2016): Special issue on industrial clusters and corporate social responsibility in developing countries. Journal of Business Ethics, 133(1), 5-8. doi:10.1007/s10551-014-2371-9.