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The Impact of Organisational Culture on Employee Performance: A Case Study of Sowa Town Council, Botswana

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Abstract:

The abstract corporate culture has a significant impact on employee performance, which in turn influences overall corporate success and social growth. The purpose of this study was to investigate the relationship between organisational culture and employee performance at Sowa Town Council in Botswana. Using the competing values paradigm, the study adopts a quantitative, descriptive approach. Data was collected from 60 employees and analyzed using SPSS, which included descriptive statistics such as percentages, pie charts, and bar charts. The findings show that a culture that values flexibility, innovation, cooperation, and clear processes improves employee performance. Employees often modify their own beliefs to coincide with organizational culture, which promotes good growth and competitive advantage. According to the study, organisational culture has a favorable impact on staff performance as well as product and service quality. However, the findings are confined to Sowa Town Council and may not be entirely applicable to other public-sector organizations in Botswana due to variances in leadership and local work cultures. Overall, cultivating a strong, adaptable organizational culture is critical for increasing employee performance and organizational success.

Keywords:

Culture, Employee, Performance, Sowa, Council, Botswana

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Introduction

Employee performance is highly influenced by corporate culture, which has an impact on both organizational success and society growth (Nguyen et al., 2023; Patel & Zhang, 2022). Over the last three decades, corporate culture and employee performance have been prominent issues in organizational behavior research (Jung & Lee, 2021; Chen et al., 2022). According to Schein (2011), a culture's efficacy is determined by how well it fits into the external environment. A poor culture can impede communication and decrease production (Kakale & Makambe, 2021; Mbatha & Nkosi, 2024), whereas a robust culture promotes organizational effectiveness (Singh & Verma, 2023). Despite considerable gains in Botswana's public sector, issues remain regarding human resource capability and long-term service delivery (Tshukudu, 2020; Motlhabane & Kebonye, 2023). This study looks at the Sowa Town Council to see how organizational culture influences employee performance in a local government setting. Building on previous research that emphasizes the importance of culture in public sector performance (Zain-Ul-Abidin et al., 2020; Dlamini & Moyo, 2024), this study seeks to elucidate the impact of organizational culture in enhancing employee outcomes.

The overarching goal is to assess the influence of organizational culture on employee performance at Sowa Town Council and determine whether there is a meaningful link between these two factors in Botswana's public sector. To do this, the study asks the following essential research questions:

What role does organizational culture play in employee performance at Sowa Town Council?

Supporting sub-questions include:

RQ1: What forms of corporate cultures are associated with higher employee performance?

RQ2: How can town councils foster an organizational culture to increase productivity?

Finally, the study aims to make concrete recommendations for improving both organizational culture and personnel performance in town councils.

Literature Review

The literature review explores existing research on the relationship between organisational culture and employee performance, with a focus on theories, models, and empirical findings relevant to public sector institutions. It provides a conceptual foundation for understanding how cultural dimensions influence workplace behaviour, motivation, and outcomes. This section also identifies gaps in the literature that justify the need for the current study.

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The Concept of Organizational Culture

Organizational culture refers to the common values, beliefs, conventions, and practices that influence individual behavior inside an organization (Schein, 2011). It serves as an unseen framework that influences employee attitudes, decisions, and performance outcomes. More contemporary conceptualizations view culture as a dynamic system that responds to both internal and external surroundings (Nguyen, Smith, & Lee, 2023). Cameron and Quinn's (2011) Competing Values Framework divides culture into four types: Clan, Adhocracy, Market, and Hierarchy, each of which has a particular impact on organizational success (Jung & Lee, 2021).

Hypothesis 1: Organisational culture improves employee performance.

The Relationship between Organizational Culture and Employee Performance

Extensive empirical research indicates a strong relationship between organizational culture and employee performance. According to Patel and Zhang (2022), organizations with flexible, creative cultures have greater levels of employee engagement, creativity, and production. Singh and Verma (2023) discovered that flexible cultures that encourage cooperation and creativity improve employee morale and organizational performance, particularly in emerging markets. In contrast, restrictive or toxic cultures impede communication and impair motivation (Kakale & Makambe, 2021). Research in the public sector identifies distinct obstacles. Dlamini and Moyo (2024) demonstrate how bureaucratic cultures with excessive hierarchy may demotivate personnel, resulting in service delivery failures. However, public organizations that promote inclusivity and staff empowerment have higher levels of citizen satisfaction (Zain-Ul-Abidin, Khalil, & Qureshi, 2020). Botswana's public sector, particularly town councils, suffers cultural restrictions that have an impact on personnel performance and service delivery (Motlhabane & Kebonye, 2023).

Hypothesis 2: Adaptive and supportive organizational cultures are linked to improved employee performance in public sector organizations.

Theoretical Framework: Competitive Values Framework (CVF)

The CVF is commonly used to investigate how organizational culture affects performance (Cameron & Quinn, 2011). It asserts that businesses must strike a balance between opposing needs for flexibility and control, as well as internal and outward attention. For example, Clan cultures focus mentoring and cooperation, encouraging employee loyalty, whereas Market cultures prioritize competitiveness and goal attainment, driving performance results (Chen, Wang, & Zhao, 2022). According to CVF studies conducted in public organizations, a combination of Clan and Adhocracy cultures is associated with increased creativity and staff happiness (Mbatha & Nkosi, 2024).

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Hypothesis 3: Town governments that demonstrate Clan and Adhocracy cultural qualities would have higher employee performance than those dominated by Hierarchy culture.

Organizational Culture in Public Sector Settings

Bureaucratic restrictions, political scrutiny, and resource limits are all significant stresses on public sector organizations (Nguyen et al., 2023). These variables influence organizational culture differently than in private businesses. Dlamini and Moyo (2024) underline the need of public organizations developing cultures that balance accountability and creativity in order to improve service delivery. Botswana's local administrations, particularly Sowa Town Council, have centralized power and delayed decision-making procedures, affecting staff motivation and performance (BOCONGO, 2023). According to customer satisfaction surveys, Botswana's district councils have a fragmented organisational culture characterized by inadequate cooperation and intense competitiveness among staff. According to research, creating a unified culture based on shared goals may increase employee loyalty and productivity.

Hypothesis 4: Increasing collaboration and minimizing internal competition in town councils will improve employee performance.

Organizational Culture Change and Performance Improvement Strategies

Changing corporate culture is difficult because of firmly established conventions and beliefs (Schein, 2011). However, interventions aimed at improving leadership behavior, communication, and participatory decision-making have been shown to be beneficial (Nguyen et al., 2023). Patel and Zhang (2022) emphasize the importance of transformative leadership in creating environments that encourage employee empowerment and creativity.

Recent policy papers in Botswana urge for decentralization and inclusive governance to promote organizational responsiveness (Botswana Government, 2020). Staff training, performance management changes, and collaborative work settings can help to promote cultural change and increase employee productivity (Motlhabane & Kebonye, 2023; Singh & Verma, 2023). Hypothesis 5: Implementing participatory leadership and staff development activities will improve corporate culture and performance.

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Hypothesis 1: Organisational culture improves employee performance.	Schein (2011); Nguyen et al. (2023)
Hypothesis 2: Adaptive and supportive organizational cultures are linked to improved employee performance in public sector organizations.	Patel & Zhang (2022); Zain-Ul-Abidin et al. (2020)
Hypothesis 3: Town councils that demonstrate Clan and Adhocracy cultural qualities would have higher employee performance than those dominated by Hierarchy culture.	Cameron & Quinn (2011); Mbatha & Nkosi (2024)
Hypothesis 4: Increasing collaboration and minimizing internal competition in town councils will improve employee performance.	Kalonda & Govender (2021)
Hypothesis 5: Implementing participatory leadership and staff development activities will improve corporate culture and performance.	Patel & Zhang (2022); Singh & Verma (2023)

Table 1: Summary of Hypothesis

Methods and Data

This study uses a quantitative, descriptive survey approach to look at the influence of organizational culture on employee performance in Sowa Town Council, Botswana. The study is based on the positivist paradigm, which stresses objective measurement and empirical testing while allowing for statistical analysis of variable interactions. This method is appropriate for investigating how particular organizational culture types affect employee outcomes such as productivity, contentment, and collaboration.

The target population comprises of all 60 workers of Sowa Town Council. Given the limited population size, the study employed a census technique to ensure full participation without sampling. This guaranteed broad data coverage while eliminating the possibility of sample bias.

Structured, self-administered questionnaires were used to gather primary data, with the majority of the questions being closed-ended. A few open-ended questions were included to capture other viewpoints. The questionnaire was created to gauge employees' impressions of corporate culture and its impact on performance. It also featured a Competing Values Framework-based checklist for identifying prevailing cultural features (e.g., hierarchy, clan, adhocracy, and market cultures). The poll was delivered via internet venues to maximize reach and reduce inconvenience.

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To analyze the data, the replies were coded and placed into the Statistical Package for the Social Sciences (SPSS). Descriptive statistics (means, percentages, and standard deviations) were used to describe the data, as well as correlation and regression analyses to establish the links between organizational culture and employee performance. Key findings were visually presented using graphics such as charts, and tables.

Instrument validity was determined by expert review and questionnaire content validation, while reliability was examined using internal consistency approaches such as Cronbach's alpha. The inclusion of closed-ended questions significantly improved replicability and uniformity among responses.

The Botswana Open University Research Ethics Board provided ethical approval, and Sowa Town Council approved official authority. All participants given informed consent and were guaranteed of their privacy, confidentiality, and the ability to withdraw from the research at any time. The study procedure followed strict ethical standards to protect participant rights and assure the reliability of the findings.

Results

This section covers the results of data collected through self-administered questionnaires. Out of a total sample of 60 full-time professional staff members at Sowa Town Council, 48 replied, representing an 80% response rate. According to Bell, Waters and Johnson (2024), this is a high enough rate to provide solid and valid statistical analysis. A response rate greater than 70% is typically regarded as sufficient for generating significant findings (Hair et al., 2014). Thus, the findings given here are based on a representative and reliable sample of the target population.

The Impact of Organizational Culture on Employee Performance

The findings on the impact of organizational culture on employee performance are presented on Table 2 below.

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Model Summary a. Regression Model: Employee Performance = β0 + β1 * Organizational Culture + β2 * Work Experience + β3 * Educational Level + ε			
Model	Coefficient	p-value	Std. Error of the Estimate
Intercept (β0)	72.34	-	4.21
Organizational Culture (β1)	0.55	< 0.05	0.08
Work Experience (β2)	0.27	<0.05	0.12
Educational Level (β3)	0.19	<0.05	0.09
R-squared	-	0.76	-
Adjusted R-squared	-	0.75	-

Table 2: Impact of culture on employee perfomance

The regression model focuses on how company culture, job experience, and educational level affect employee performance. All three factors are statistically significant, with p-values less than 0.05, indicating that their effects are unlikely to be random. Organizational culture had the greatest effect, with a coefficient of 0.55 and a low standard error (0.08), indicating a strong and precise positive link with employee performance. Work experience (β = 0.27) and education level (β = 0.19) are similarly positively correlated, albeit to a lesser extent. The model accounts for 76% of the variation in employee performance (R^2 = 0.76), suggesting an adequate overall fit. Among the predictors, corporate culture has the greatest influence, emphasizing its importance in improving employee performance.

Influence of Organizational Culture Components on Employee Performance

The findings on impact of organizational culture components on Employee Performance are presented on Table 3 below.

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Dimension of Organisational Culture	Minimum	Maximum		
	Statistics	Statistics	Mean	Std Error
Good Physical Environment (PE)	1.32	3.99	3.28	0.06
Mutual working relationships (MW)	1.44	4.00	3.5	0.06
New ideas and innovation from employees (IIE)	1.0	4.01	3.19	0.06
System of rules and regulations (SRR)	1.42	4.01	3.62	0.5
Adherence to the code of conduct(ADCC)	1.0	4.0	3.22	0.08

Table 3: Organizational culture dimensions

Table 3 shows the mean values for several elements of organizational culture as perceived by the 48 respondents. The highest mean was for the System of Rules and Regulations (Mean = 3.62), suggesting that the company has a solid structure and follows formal rules. Mutual Working Relationships followed closely (Mean = 3.50), indicating a culture of cooperation and teamwork. Good Physical Environment had a modest mean of 3.28, indicating broad contentment with job circumstances. Adherence to the Code of Conduct likewise had a favorable mean (3.22), indicating ethical compliance among employees. Employees' New Ideas and Innovation had the lowest mean (3.20), indicating that innovation was not encouraged as much. All averages exceeded 3, suggesting fairly good evaluations across aspects. The findings back up previous research (Nazir & Zamir, 2015; Robbins & Judge, 2012), which emphasized the significance of clear norms and organized settings in establishing a good company culture. The low standard errors show that participants' replies are consistent. Overall, organized environments and strong interpersonal interactions were the most appreciated cultural characteristics at Sowa Town Council.

The Dimensions of Employee Performance

The study examined the dimensions of employee perfomance.Table 4 shows the findings on employee performance.

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Dimension of Employee Performance	Statistics	
	Mean	Std Error
organisation follow and enforce high ethical standards and practices (HSP)	3.72452	0.0524555
Employees are rewarded fairly for their contribution (RF)	3.4501	0.0561010
emphasis on quality and rewards employees who produces quality.(REPQ)	2.9825	0.0780025
organisation physical resources are sufficient for its good performance.(PRGP)	3.8614	0.07823515
Customers appreciate the quality of our service.(QS)	3.9258	0.0866721

Table 4: Employee performance dimensions

Table 4 shows the mean scores for several employee performance criteria. client satisfaction had the highest mean (3.93), showing that personnel respond to client comments and provide high-quality service. Physical resource adequacy was also rated highly (3.86), indicating a solid support infrastructure. Employees rated ethical standards highly (mean = 3.72), indicating that they respect company integrity. Fair reward schemes obtained a moderate mean of 3.45, which is consistent with research that emphasizes performance-based recognition (Mashile et al., 2021). The focus on rewarding quality production had the lowest mean (2.98), indicating inconsistency in relating great work to concrete benefits. These findings are consistent with Schein (2017) and Huragu and Chuma (2019), which state that corporate culture and structure impact employee behavior and effectiveness. While certain cultural characteristics encourage high performance, others have no influence. Overall, studies show that strong ethics, resource availability, and customer focus are important performance determinants.

Types of Culture and their Influence on Employee Performance

Table 5 shows the findings on various types of organizational culture and their influence of employee performance.

Variable	**Mean**	**Std.Dev**
Communication and personal relations are encouraged (clan culture)	2.12	1.7
Managers are good at setting up, coordinating enforcing a clear set of rules and procedures (Bureaucratic)	5.41	1.4
The organisation encourages risk-taking, creativity, and change in the workplace.(Adhocracy)	3.21	1.5

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Employees have a sense of fulfilment, joy, and accomplishment among them.	2.10	1.4
Employees have respect over the vision and mission of the organisation.	4.6	1.6
The organisation rewards employees who have achieved targets.	4.10	1.2

Table 5: Types of organizational culture

The findings show that the highest-rated organizational culture attribute is bureaucratic culture, with a mean score of 5.41, indicating that managers are adept at establishing and implementing clear rules and procedures. Respect for the organization's vision and objective (mean = 4.6) and rewarding employees for meeting targets (mean = 4.10) both received good marks, indicating strong alignment with institutional goals and recognition processes. These findings reveal a bureaucratic and performance-oriented culture within the Town Council.

Clan culture qualities, such as encouraging communication and personal relationships (mean = 2.12), and staff fulfillment and delight (mean = 2.10), rated much lower, suggesting low morale and weak interpersonal involvement. Adhocracy culture, which emphasizes innovation and risk-taking, had a moderate mean of 3.21, indicating minimal support for creative approaches.

Overall, the dominating culture appears to be bureaucratic, with strict structure and norms; yet, there is a need to increase employee well-being and fulfillment, since psychological satisfaction at work remains low. Improving interpersonal connections and promoting mental health may lead to increased engagement and performance.

Discussion

This section contextualizes the study's findings within the larger body of literature and research on corporate culture and employee performance. The findings show that bureaucratic culture is deeply established in the functioning of the Sowa Town Council. High mean values for managerial rule enforcement (mean = 5.41), employee respect for company vision and mission (4.60), and fair compensation systems (4.10) indicate that formal structure, clear processes, and responsibility are essential cultural components. These findings are similar with Robbins and Judge (2012), who stress the role of structure and regulations in creating consistency and clarity in employee performance. Similarly, Nazir and Zamir (2015) argue that well-defined procedures and systems help bureaucratic organizations achieve increased efficiency, which is consistent with the findings of this study.

Other characteristics of corporate culture appear to be weaker. Low mean scores for communication and personal connections (Mean = 2.12), as well as employees' sense of fulfillment (2.10), indicate a

lack of emotional involvement and interpersonal dynamics. This confirms Wheatley's (2016) conclusion that psychological working circumstances have a significant impact on employee satisfaction. Farhanabanana (2013) goes on to say that a psychologically healthy work environment fosters mental well-being, which increases motivation and productivity an aspect that appears to be neglected in the Town Council's culture.

The study also finds modest support for innovation-oriented (adhocracy) culture, with a mean score of 3.21. While this implies some encouragement for innovation and change, the degree is low, suggesting that the company may be resistant to more dynamic cultural adjustments. This is consistent with Patel and Zhang's (2022) findings that public institutions in emerging economies struggle to strike a balance between innovation and procedural rigidity.

When assessing employee performance characteristics, the data show a strong correlation between cultural attributes and performance outcomes. Ethical standards (mean = 3.72), resource sufficiency (3.86), and customer satisfaction (3.93) are all rated positively. These findings confirm Schein's (2017) claim that a strong organizational culture improves performance when individuals' values match those of the organization. Similarly, Huragu and Chuma (2019) underline that a well-structured culture has a good impact on employee behavior and overall company success.

However, the data violate certain theoretical assumptions. For example, while structural parts of culture are robust, employees report low feelings of fulfillment and limited interpersonal relationships, despite studies indicating that clarity and structure should enhance engagement. Furthermore, while the firm promotes objective completion, the lack of psychological fulfillment suggests that monetary or formal awards may not fully meet employees' needs for motivation and well-being.

These discoveries have significant consequences for philosophy and practice. While the bureaucratic structure promotes procedural performance, it should be supplemented by initiatives to encourage emotional involvement, inventiveness, and supportive interpersonal situations. Sowa Town Council should provide mental health assistance, team-building activities, and better awareness of employee voices in decision-making processes.

The study has limitations. The study was limited to a single institution, and the small sample size (N = 48) limits the generalizability of the findings. Furthermore, the use of questionnaires may induce bias owing to self-report. Future study could include additional Botswana councils and use mixed-methods approaches, such as interviews and observations, to gain a better understanding of the influence of organizational culture on performance.

Overall, the findings back with most of the previous research on bureaucratic culture and its influence on public sector performance. However, they also identify large gaps in relational and psychological

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aspects, indicating that a more balanced and human-centered organizational culture is required for long-term employee effectiveness.

Conclusion

The purpose of this study was to investigate the impact of organisational culture on employee performance at Sowa Town Council, utilizing a quantitative research technique and a sample of 60 workers. Structured questionnaires were used to obtain data on various cultural characteristics and performance measures. The findings indicate that organisational culture has a major impact on employee performance, notably through clear systems of rules and regulations, managerial coordination, shared values, and ethical standards. The data also show that, while the bureaucratic culture prevails and contributes favorably to order and performance outcomes, employees report lower levels of personal satisfaction, indicating emotional and psychological gaps in the workplace.

Theoretically, this study adds to the expanding literature on the relationship between organisational culture and performance by establishing how certain cultural features, such as rule enforcement, goal alignment, and ethical standards, are statistically associated to better employee performance. However, the data indicate areas of dissonance, specifically a lack of emotional commitment among workers, necessitating more qualitative investigation. Future research may take a mixed-methods approach to further investigate these emotional characteristics, or compare public institutions across districts or cultural contexts to test for consistency.

From a practical standpoint, numerous tangible recommendations may be made to increase employee performance through culture management:

- Increase Employee Fulfilment: The council has to implement activities that encourage well-being, autonomy, and recognition to boost psychological contentment at work.
- Support Innovation: There is need in town council to create a more balanced culture by including adhocracy aspects that encourage innovation and calculated risk taking.
- Improve Communication: There is need to eliminate formality and isolation, cultivate clan-like characteristics such as open communication, team bonding, and participatory decision-making.
- Monitor Cultural Balance: The council has to evaluate the cultural climate on a regular basis to ensure that systems and processes help, not impede, performance.
- Invest in Managerial Training: The council has to provide managers with leadership development resources to foster a values-driven, ethical, and inclusive culture.

In conclusion, while the study affirms the critical significance of a well-structured organizational culture in driving employee performance, it also identifies areas that require cultural enrichment in order to

develop a more motivated and satisfied workforce. Policymakers and administrative executives in the public sector should take these findings into account in order to increase organisational performance and employee engagement.

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