Role of Organisational Culture on Employee Performance at Zambia Medicines Regulatory Authority

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ABSTRACT: This research paper is about investigating the effect of organizational culture on employees' perceived performance. The aim of this study is to assess and examine the effect of organizational culture on employee performance in Zambia Medicines Regulatory Authority. the research findings and research conclusions, major recommendations such as; employees' capacity development, performance management system, and enhancing internal communication tools were offered for possible consideration by Zambia Medicines Regulatory Authority.

KEYWORDS: Culture, Organisation Culture, Performance, Symbol, Involvement, Consistency, Adaptability, Mission

I. INTRODUCTION

The purpose of the study establishes the role towards achievement of organisational goals. Zambia Medicines Regulatory Authority is identified as a National regulatory Authority. National regulatory authorities (NRAs) are the gatekeepers of the supply chain of medical products, and they have a mandate to ensure the quality, safety and efficacy of medicines, vaccines, blood and blood products, medical devices, including diagnostics, and traditional or herbal medicines. They work within a legal framework and set of regulatory functions spanning the medical product lifecycle, from clinical trial oversight, product marketing authorization and registration, licensing establishments, regulatory inspections, testing products, post-marketing surveillance, and vigilance activities. Organizational culture positively impacts ZAMRA employee performance both directly and indirectly through organizational commitment and job satisfaction.

[1] The Authority should pay more attention to maintaining and improving organizational culture that has strong organizational leadership commitment and employee job satisfaction in order to achieve its mandate Sopiah et.al., 2021.

The pharmaceutical industry is a complex sector involving many different stakeholders such as manufacturers, wholesalers, retailers, regulators, and government ministries, and agencies. Regulating the sector requires concerted effort across these stakeholders to create an enabling environment in which the sector can flourish and realize its full potential as an asset to economic and social development. The Government of the Republic of Zambia is committed to ensuring that its citizens have access to affordable, quality, safe and effective medicines and allied substances. In this regard, the government has continued to provide leadership and enabling legislation to facilitate the achievement of this goal. In 2013, the Pharmaceutical Act (No. 14) of 2004 was repealed by the enactment of the Medicines and Allied Substances Act (No. 3) of 2013. This Act provides for the continued existence of the Pharmaceutical Regulatory Authority, renaming it as the Zambia Medicines Regulatory Authority (ZAMRA).

11. STATEMENT OF PROBLEM

The Authority uses different resources and processes to guide employee behaviour and change using its code of ethics, strategic plan and service charter. In order to become an efficient organization, the Authority should note, the importance of culture, which should not be neglected because culture has an impact on how the organization is run. Culture can also have influence on employee motivation; employee morale and 'good will'; productivity and efficiency; the quality of work; innovation and creativity and the attitude

of employees in the Authority, Zambia Medicines Regulatory Authority, (2021) Annual report).The reason organizational culture is an important factor in accounting for organizational performance is that it refers to the taken-for-granted values, underlying assumptions, expectations, and definitions present in an organization. It represents "how things are around the Authority." It reflects the prevailing ideology that people carry as part of their tacit knowledge. It conveys a sense of identity to employees, provides unwritten and, often, unspoken guidelines for how to get along in the organization, and enhances the stability of the social system that they experience. Unfortunately, employees are unaware of their organisational culture until it is challenged, until they experience a new culture, or until it is made overt and explicit. The big problem of not having and understanding culture is that it has an effect on employee performance. This means that employees are not guided in particular ways of carrying out their tasks. Culture is a carrier of meaning, which gives direction to employees to reinforce their performance and assist the organisation gain a competitive advantage in order to succeed. There has been no study carried out to understand the organisation culture at the Authority and how it has impacted on the performance of the employees. Hence this study aimed at investigating the role of the organisation culture on employee performance at Zambia Medicines Regulatory Authority.

OBJECTIVES
The specific objectives of the study were:
i)   To investigate the effect of organizational culture dimension on employee performance in the context of ZAMRA;
ii) To explore the extent of the Organization's mission as an element of Organizational culture influence on employee perceived performance in ZAMRA;
iii) To examine the degree of employee involvement as an element of Organizational Culture influence on employee job performance in ZAMRA;
iv) To Ascertain the degree of employee adaptability as an element of Organizational Culture influences on employee job performance in ZAMRA;
v)   To determine the degree of employee consistency as an element of Organizational Culture influences on employee job performance in ZAMRA.

111.   Literature Review
       The study conducted by Akpa,2021 found four essentials of Denison Organizational culture model (a) involvement, (b) consistency, (c) adaptability, and (d) mission. (The four organizational culture model essentials are important in developing and upholding an operative organizational culture in the organization Denison posits that involvement and consistency are internal factors in developing an effective organizational culture while adaptability and mission are the external factors. The study findings in the range of organizational culture illustrates the reality of a positive association between high employee involvement in decision-making procedure and

[2] Nigussie,2018, elaborates that the Denison model was developed based on 20 years of studies and research.

[3]A study was conducted by Sugiyono, and Fakhri, (2021) The work culture formed cohesiveness in groups in order that each individual learns and increases their ability to work and solve problems in tasks and operations. [4] Kurniawan et.al.,2022 asserts that organizational culture has a direct or indirect effect on employee performance through work life balance, and work life balance itself also has an effect on employee performance.

[5] The study by Obi et.al. (2023) notes that organizational cultures, such as involvement, consistency, and mission, can work together to affect worker performance positively. Organization performance has been the most important consideration for every organization, be it profit or non-profit organization.

[6] Arogundade, 2020, concluded that organizational culture is one which encourages teamwork as seen from the finding that teamwork positively influences employee performance. It was interesting to find that even in the midst of the bureaucracy, teamwork can thrive. High level of competitiveness does not necessarily translate to employees' performance.

[7] Demissie and Egziabher (2022) agreed with the Willard in that they found that an organization's culture influences not only the performance of its employees but also the effectiveness of the organization as a whole. Therefore, Management must seek to change the current organizational culture of their institutions in order to serve the requirements and interests of stakeholders and to improve the overall performance of their organizations.

Different leadership styles and Organisation Culture

[8] A study on cultural performance conducted by Ayandibu, and Vezi-Magigaba, (2021) revealed that, "current SMEs were characterized by different leadership styles i.e. Autocratic, Authoritative, Pacesetting, Democratic, Coaching, Affiliative and Laissez-Faire leadership styles (those that are already operating as a corporate entity) which can positively or negatively affect strategy, innovation and provision of customised services for its customers"

Dominant existing culture

[9] A study conducted by Maropeng, (2020) found that the dominant existing culture is perceived to be the role orientated culture. The conclusions of the empirical study describe the impact of organisational culture on employee commitment during an acquisition process. The empirical study indicated that the impact of preferred organisational culture on employee commitment is insignificant. However, the impact of existing organisational culture on employee commitment is significant. The study by Maropeng, (2020) found that the dominant existing culture was the role culture, whilst the dominant preferred culture is the power culture.

Influence of Commitment on Organizational Performance

[10] Sencherey et.al, (2022) concluded that the influence of commitment on organizational performance and intentions to stay in the organisation. This study concluded that commitment on the part of employees is a recipe to increase organizational performance and their intention to stay. Thus, for organizations to achieve their goals and objectives, employee needs to be committed and there should be a sense of attachment to the organization and its mission and vision.

Theoretical framework

This study considered the organizational culture theories which were developed by Schein's model of organizational culture that serves a high degree of thought and intricacy reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artifacts.

This theory has been chosen to guide this study because it postulates that the basic underlying assumptions, espoused values and artefacts should be reflected in an organizational culture so as to promote employees' performance and ultimately organizational performance, Akpa et al. (2021).

Conceptual Framework

Early studies have indicated that there exists relationship between organizational culture and its [11] performance. Magee (2002) has justified that organizational culture is inherently connected to organizational practices; therefore, organizational performance is conditional on organizational culture. The study on organisation culture by Hellriegel and Slocum (2009), concluded that organizational culture can enhance performance in a large scale if it can be understood what sustains a culture.

Based on the objectives of the research and the theoretical framework, the researcher devised the independent variables and dependent variable to develop a conceptual framework. The conceptual framework was logically developed and designed based on the primary objective of this study, to identify the effect of organizational culture on employee performance in case of ZAMRA. Organizational culture was applied an independent variable consisting of Cultural dimension, Organisation mission, Employee involvement, Employee adaptability and Employee consistency. Whereas employee performance was selected as an independent variable. The conceptual framework is as indicated below:
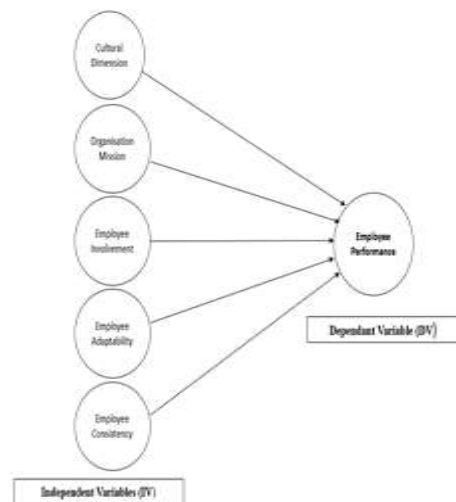
Cultural dimension

The dimensions provide the anchor of impacting on employee performance. They are referred to as Organization mission, employee Involvement, employee adaptability and employee consistency. The dimensions provide a shared understanding, a shared language, and shared expectations concerning culture and its implications for both individual and group results. Lastly, dimensions allow for an understanding and utilization of culture as a business oriented,

behavioral, tangible, and results-oriented mechanism

Mission and performance

A mission provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A mission allows an organization to shape current behavior of employees by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long-term commitment to the organization. Performance is more likely when individuals and organizations are goal directed.

Involvement and performance:

Organizational Cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility in terms ofperformance.Employees should rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems. Out of this sense of ownership grows a greater commitment to the organization and an increasing capacity for autonomy. Receiving input (involvement) from organizational members increases the quality of the decisions and improves their performance.

Adaptability and Performance

Adaptability is a culture that holds Organizations as a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth, development and good performance.

Consistency and performance

Consistency provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support by employees. They are highly committed have a distinct method of doing business and a clear set of do's and don'ts. Consistency creates a "strong" culture based on a shared system of beliefs, values and symbols that are broadly understood by members of an organization. Implicit control systems based on internalized values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations. It enables individuals to better respond in a predictable way to an unpredictable environment by stressing a few

general, value-based principles on which actions can be grounded.

Research Methodology
Qualitative Methodology
[12] Qualitative research is primary research conducted to clarify and define the nature of a problem (Zikmund, 1997). Additionally, exploratory research is useful in that it generates new ideas about the problem, explains the problem's variables for reviewing the preliminary research for the next phase of a study (Cooper and Emory, 1995). It is especially useful for this study because of the lack of previous studies in thisarea related to the ZAMRA context. One of the methodological approaches that has been advanced to address methodological triangulation is content analysis. The different qualitative several analysis methods can be used include phenomenology, hermeneutics, grounded theory, ethnography, phenomenographic and content [13] analysis (Bengtsson, 2016; Burnard, 1995). This study adopts the content analysis methodology.This research deals with opinions and beliefs, so the researcher needs to present deeper explanation and to develop further understanding of the topic. "The researchers doing qualitative research will attempt to obtain an inside view of the phenomenon, getting as close as possible to the subject of the research in order to collect resonant, fertile data to enable the development of a social construct through the [14] dynamic process of research" (Walliman, 2001).

The qualitative approach seems to have a flexible design and the skillful researcher can adapt it to fit into the research demands. [15] In addition, this approach might be used before a quantitative approach (Robson, 1993). Qualitative research is used ''to construe the attitudes, beliefs and motivation within a subject; it can also perform a preparatory role in quantitative research'' (Walliman, 2001).

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Qualitative Research Sampling

Sampling is the process of selecting units (e.g., people, organizations) from a population of interest. "The quality of a piece of research not only stands or falls by the appropriateness of methodology and instrumentation but also by the suitability of the sampling strategy that has been adopted" [16] (Cohen, Manion and Morrison, 2000)

There are many advantages of using sampling instead of studying the complete context because the sample represents the genuine context. The whole context cannot be studied because it is time and money consuming. Moreover, sampling might achieve the purpose of the study if it is valid and reliable, and the use of sampling can help in depth study of most of the details. On the other hand, high quality results need a larger sample; also, bias might affect the selection of the sample.

[17] For qualitative researchers, Flick (1998, cited in Neuman 2006) stated that "it is their relevance to the research topic rather than their representativeness which determines the way in which people to be studied are selected". As the sample includes the existing employees of the ZAMRA selected cases of the researcher used "Purposive Sampling Strategy" [18] (Neuman, 2006); as the nature of the study concentrates on exploring the topic and investigating on the themes that might have an effect on the employees' perceptions on the impact of culture towards their performance.

Qualitative Data Processes

The focus of the preceding section was to deal with methodological issues to do with the quantitative part of this study. Earlier sections of this chapter did highlight that this research has adopted the explanatory sequential mixed methods approach in which quantitative analysis precedes qualitative analysis. This section focused on dealing with the methodological decisions regarding the qualitative analysis phase of this study

Justificatification for use of qualitative methodology

[19] Myers (2009) pointed out that the use of qualitative research helps researchers understand people and what they say and do. The use of qualitative data in explanatory sequential designs therefore plays a complementary role of providing some answers that the quantitative research cannot provide.

Adoption of Focus Group discussions

Focus group discussions (FGDs) is a research method where the researcher can get together with several respondents at the same time and initiate discussion on a small (focused) number of issues [20] (Ghauri et al. 2020). The major distinguishing factor between focus group discussions and other methods such as in-depth interviews is that in FGDs, theinteraction is not only between the interviewer and the respondent but also among the respondents (Ghauri et al. 2020). The way focus group discussions are conducted by interviewing a number of respondents at the same time makes it relatively cheaper and convenient for the researcher as they are able to gather information from several respondents in a short time (Ghauri et al. 2020).

There are several circumstances that make focus group discussions ideal to collect qualitative data. [21] Tracy (2013) advanced that FGDs are ideal for studies where the researcher would like to benefit from the group effect as well as circumstances where participants share a significant experience in common.
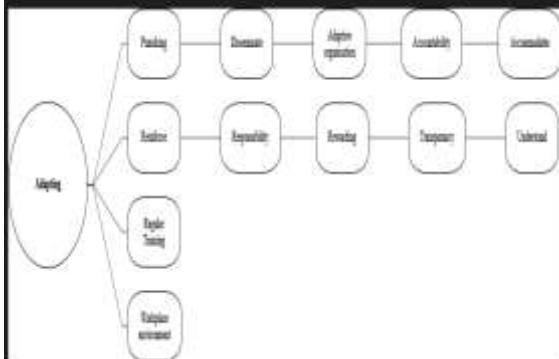
Qualitative Data Analysis Software

[22] The software that was selected for use in this study is NVivo version 12 developed by QSR International. Further, Kraiwanit et al, (2023) recommends that NVivo has gained popularity as a powerful tool for managing and analysing large volumes of qualitative data, enabling researchers to delve deeper into complex datasets and gain valuable insights.
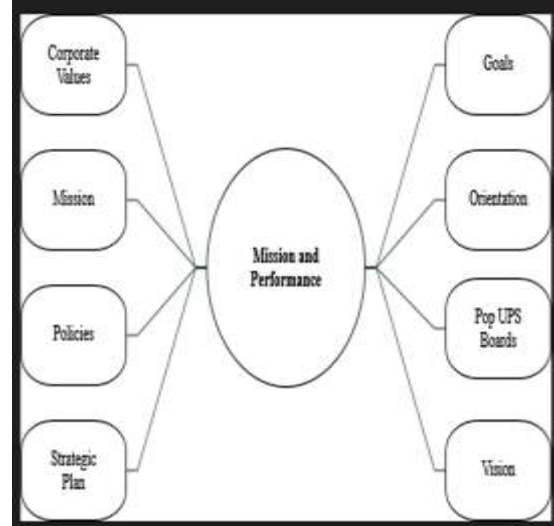
Qualitative Data Analysis

The preceding section presented results for the quantitative phase of this study as stipulated by the sequential explanatory research method which requires the quantitative phase to precede the qualitative phase. This section presents results for the qualitative phase to explain some "interesting" results that were noted in the focus group discussion.
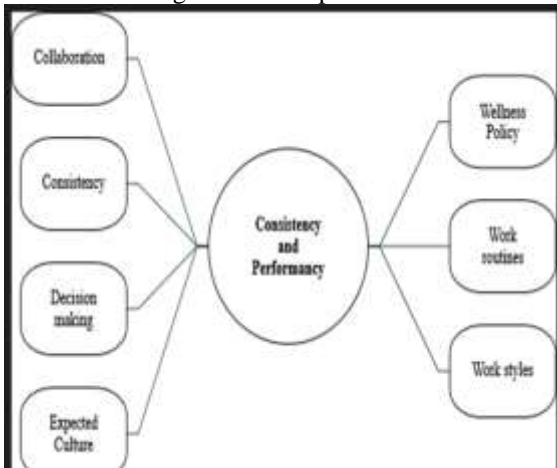
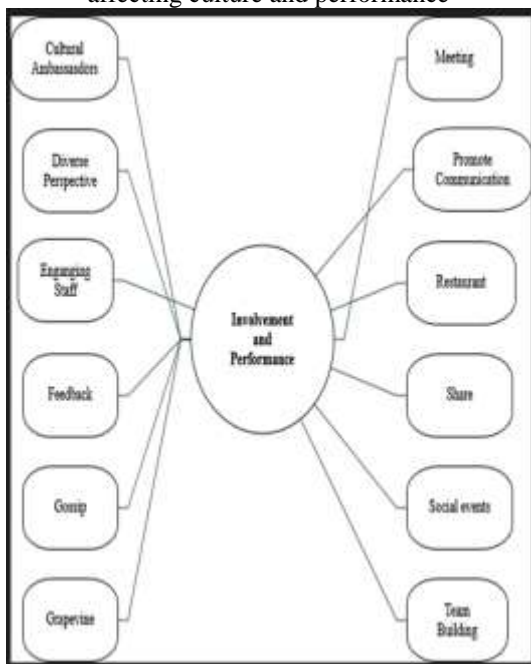Mind map of adapting theme and codes affecting culture andperformance

Mind map of consistency theme and codes affecting culture and performance

Mind map of Involvement theme and codes affecting culture and performance

Mind map of mission theme and codes affecting culture and performance

II.   FINDINGS

After conducting the data analysis, the researcher developed different codes that contributed to the emergence of the theme follows:

1. Accommodating was one of the highlighted issues that contributed as part of Culture that enhance employee performance;
2. Accountability as a source of culture was also another significant issue that significantly contribute to enhancing performance;
3. Dissemination was one of the highlighted issues that contributed to culture that enhance employee performance;
1. Regular Training was also one of the issues highlighted that contribute to culture enhancing performance;
1. Regular trainings session sessions and workshops;
2. Transparency was also one of the issues highlighted that contribute to culture enhancing performance.
3. Management should maintain transparent environment
4. Collaboration was one of the highlighted issues that contributed as part of Culture that enhance employee performance.
5. Collaboration and the development of a positive team culture
6. Decision making was also one of the issues highlighted that contribute to culture enhancing performance.
7. Management should maintain transparency in decision making processes
8. Expected Culture was also one of the issues highlighted that contribute to culture enhancing performance.

9. At the time of engaging staff, management need to structure an orientation addresses the expected culture for the organisation.
10. Wellness Policy was also one of the issues highlighted that contribute to culture enhancing performance.
11. Implement Wellness policy and Continuous development programmes.
12. Cultural Ambassadors was one of the highlighted issues that contributed as part of Culture that enhance employee performance.
13. Identify and empower some employees as cultural ambassadors to disseminate and reinforce the Organisation Culture.
14. Diverse Perspective was one of the highly highlighted issues that contributed as part of Culture that enhance employee performance.
15. Promote a flexible and inclusive workplace environment that accommodates diversity.
16. Engaging Staff was one of the highlighted issues that contributed as part of Culture that enhance employee performance.
17. At the time of engaging staff, management need to structure an orientation which addresses the expected culture for the organisation.
18. Feedback was one of the highlighted issues that contributed as part of Culture that enhance employee performance.
19. Implement regular feedback mechanisms
20. Gossip was one of the highlighted issues that contributed as part of Culture that enhance employee performance.
21. There is gossip because employees are in the dark, so employees that seem to know more tend to influence others.
22. Grapevine was one of the highlighted issues that contributed as part of Culture that enhance employee performance.
23. There is grapevine because employees are in the dark, so employees that seem to know more tend to influence others.
24. Meeting was one of the highly highlighted issues that contributed as part of Culture that enhance employee performance.
25. Interactive meetings with different sections or Departments in the Organisation.

III.   CONCLUSION

The objective of the study was toinvestigate the effect of organizational culture dimension on employee performance in the context of ZAMRA; It can be concluded that organisation culture refers to, "ways an organisation operates or conduct the day today or yearly operations to deliver services to the public". It was further stated that organisation culture are guiding written or verbal procedures which employees follow on daily basis during their execution of responsibilities from these statistics, it is very clear that the majority of the respondents have demonstrated a good understanding of the organisation culture at ZAMRA and that the majority of respondents were oriented in their job description; followed by the orientation on functions of different departments; and rules and set of principles that defines employees, customers and suppliers and how to interact with each other. However, very few employees were oriented to the strategic plan for the organisation. Arguably, the orientation on the Strategic Plan is very critical for every employee exist to deliver the implementation of strategic plan. Thorough understanding of the strategic plan among employees acts as a driver and enhance the common deliverables for the organisation and ultimately it strengthens the organisation culture towards common goal and vision of ZAMRA. These findings have demonstrated that despite employees having inadequate orientation in various organisation processes, half of the participants have expressed good knowledge levels in organisation strategic plan; organisation mission statement, vision, and values; functions of different departments; and rules and set of principles that defines employees, customers and suppliers and how to interact with each other. This knowledge levels among employees on these areas is very important to building organisation culture towards achievement of common goal and vision. Therefore, Management Team at ZAMRA should train and orient employees annually to enhance the thorough understanding of the Strategic Plan and buy in from all employees if the achievement of the common goal and vision of ZAMRA is to be realised and sustained.   Management should also put in picture frames and place at Strategic locations in the office building such as the Board rooms, receptions, notice boards the Vision, Goals and Values of ZAMRA for all Staff to read and embed within them so that they walk the talk.

Contributions of this Study

This study presented an important investigation on the topic of impact of organisation culture on employee performance. It provides a better understanding of cultural effects in Organisations. It is clear from the theoretically perspective, it is apparent that previous studies mainly focus on the analysis of managing employee performance based on output from the viewpoint of firms. Relatively little attention has been devoted to the factors that enhance

performance such as culture. Thus, this research adds to the existing literature by conducting empirical research on the factors that could impact employee work performance towards attainment of strategic objectives. The results of this study also prove that consistency, adaptability, involvement and mission are some of the cultural dimensions a positive work attitudes towards good performance. Further, this study confirmed the study of [23] (Nigussie,2018) which pinpoints that organisation Culture once managed well has the potential of significantly impacting employee performance in organisations. From a managerial perspective, by understanding the impact of culture on performance the employee work culture will be positive and improve institutional performance. Moreover, this study reminds employees to document and be aware of positive culture and how it evolves.

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