

**AKENTEN APPIAH-MINKA UNIVERSITY OF SKILLS TRAINING AND
ENTERPRENUERIAL DEVELOPMENT**

**THE INFLUENCE OF ORGANISATIONAL CULTURE ON INDIVIDUAL
OUTCOMES: THE MODERATING ROLE OF PERSON/ORGANISATIONAL FIT
A CASE STUDY (KUMASI INTERNATIONAL AIRPORT)**

AGYARE YEBOAH FRANK

OCTOBER, 2022

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**A DISSERTATION IN THE DEPARTMENT OF MANAGEMENT STUDIES, FACULTY
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AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

OCTOBER, 2022

STUDENT’S DECLARATION

I, Agyare Yeboah Frank, declare that, this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

Signature:.....

Date:

SUPERVISOR’S DECLARATION

I, Augustine Acheampong, declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University.

Signature:.....

Date:

DEDICATION

I dedicate the success of this work to my loving wife, Dorothy Brefo and children, Michelle and

Vanessa

ACKNOWLEDGEMENT

My sincere thanks and appreciation go to the Almighty God for whose guidance and protection I have been able to complete this work successfully.

Secondly, I thank the Management and Staff of Kumasi International Airport for assisting me with the necessary information needed for the completion of this work.

Finally, the effort of my supervisor cannot be overlooked, Sir, Augustine, thank you.

ABSTRACT

Organisational Culture has over the years contributed significantly to the development and growth of industries. In achieving this, many Organisations are faced with merging its own culture to that of employees personal cultures. The general objective of this research is assessing the influence that organisational culture has on individual outcomes: the moderating role of person/organisational fit amidst the following questions: Is there a relationship between Organisational Culture and Individual outcomes, what are the individual outcomes that are been affected by Organisational Culture? Explanatory research type provides a functional explanation as to why a solution has certain components in terms of the requirements stated in the design. Kumasi International Airport was selected for this study with a total of 120 populations of which 60 were selected with various instruments such as Simple Random of Probability Sampling Technique. Both secondary and primary sources of data were used. Based on the findings of this scientific research, it was concluded that: The relationship between Organizational Culture and Individual Outcomes was statistically significant. Again, the relationship between Person/Organizational fit and Individual Outcomes was statistically insignificant. Also, the moderating effect of Person/Organisational fit on the relationship between Organizational Culture and Individual Outcomes was statistically insignificant.

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CHAPTER ONE

INTRODUCTION

This Chapter dealt with the Background of the Study, Problem Statement, Research Objectives, Research Question, Significance of the Study, Limitation, Definition of terms and Organisation of Chapters.

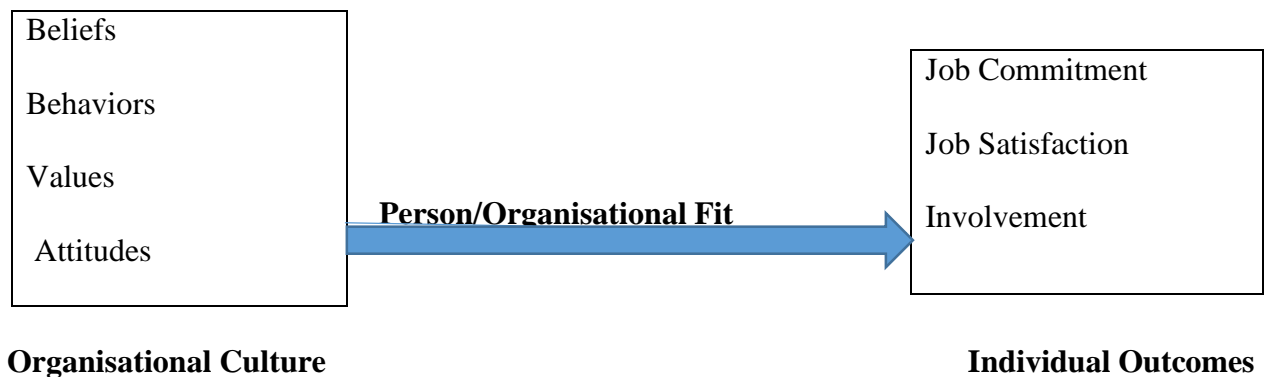
1.1 Background of the Study

Organizations are social entities with deliberately structured activity, directed towards an end and bounded by the external environment through permeable boundaries (Muscalu 2014). Erhard Friedberg defines organizations as “human formalized and hierarchical assemblies to ensure cooperation and coordination of their members to achieve given ends”. Organizational culture therefore refers to a series of attitudes and behaviors adopted by employees of a certain organization, which affect its function and total well-being (Belias and Koustelios 2014). Again, Organisational Culture is a system of values, beliefs and behavior shared among employees (Deshpande and Webster,1989; Ravasi and Schultz, 2006; Xiaoming and Junchen, 2012). The exponential growth of an organisation lies in the strong development of its culture (Kane-Urrbazo, 2006). Organisations can only survive when employees synchronize or totally abandoned their personal cultures to that of the very firm they have chosen to work for. Organisations strive around certain patterns known as cultures. Person/organization fit, defined broadly as the compatibility between people and the organizations for which they work.

Although culture influences members' behavior, they are not merely passive recipients of social control. Individual characteristics may interact with the organization's culture to predict important

behavioral and work outcomes. (Chatman and Goncalo, 2015). Organisations were built not just for fun but to settle an objective which is enhancing basic survival (Maslow 1943). The end product of employees' outcomes is always influenced by so many factors. Individual outcomes could be Commitment, Satisfaction, Involvement among others. The moderating role of person/organisational fit serves as the link between Organisational cultures and Individual outcomes. It provides the channel through which individual outcomes can be achieved. Organizational culture is an important part of modern approaches related to human capital in organizations. Developing the concept of organizational culture has been favored by major reconsideration of the role that human capital plays in the evolution of the organization.

Exhibit 1.



History of firms

Industrial firms are relatively recent in History. They arose only after the beginning of the Industrial Revolution, in the second half of the 18th century in England and, a bit later, on the Continent and in America, when a new source of energy, the steam engine of Newcomen (1663-1729), later improved by Watt (1736-1819), made it economically rational to set up factories with a large workforce located in the same place.

In the preceding centuries, "industrial" production was achieved mostly by the putting out system: merchants dispatching the production of goods, for instance textiles, in the dwellings of many people, who each had a loom in their home. Of course, there is no clear cut date for the evolution, one could mention the "manufactures" launched by Colbert in 17th century France, according to the mercantilist way of thinking. These factories, however, were not financed and did not function following modern capitalist techniques.

In the Middle Ages, industrial production essentially did not exist. Most of the population was rural (more than 90%) and produced goods for auto-consumption. Some craftsmen worked in towns. Society as a whole was not based on free markets, free production and free exchange.

Furthermore, the only physical products built with a manufacturing process, as opposed to agricultural products, were stones for buildings, bridges and other monuments, wooden elements for various constructions, and some metallic objects like hoes, nails, and later on the first clocks. None of those required plants for their production.

In other words, industrial firms gathering in the same location large amounts of production equipment and a large workforce are recent. They are the consequence of the invention of the steam engine and other machines, themselves the consequence of protectionist laws (Calico Acts). The laws of enclosures also played a role.

Industrial firms brought big changes to the British and then other western societies. Demography and cities changed. But also the mode of payment of workers changed: craftsmen of medieval and preindustrial times were paid what they produced; workers in big plants were paid their time, disregarding the quantity of things they produced. This led to tremendous changes too. From the three social classes, aristocracy, clergy and commoners, we went to workers, capitalists and landowners. The sequel of this history, which is the social and economical history of the last two centuries is fascinating, but beyond the scope of this course in general accounting.

The methods used to collect the data from the respondents were through the administration of both online and face to face questionnaires. Again, Simple Random Sampling of Probability was used as the Sampling Technique.

1.2 Statement of Problem

Organisational Culture has over the years contributed significantly to the development and growth of industries. Every organisation is built on certain patterns which through it, growth is expected to be achieved. Those patterns are the cultures that firms are identified with. From the Start up stage through to the Decline stage of a business, the influence culture has on employees cannot be quantified. It forms the heart of every organisation. The culture (behaviors, values, attitudes as expected from staff and sometimes the structures, color, logo, how its branded itself) is expected to inform employees how to live their lives so long as they continue to work for the organisation. Again, every organisation is branded with specific cultures that differentiate one organisation from the other and based on that, all newly recruited employees would have to be oriented to fit into those specific cultures. This means recruits would have to put aside their personal cultures and

align themselves to that of the firm (Person/Organisational Fit). Based on this, the researcher wants to know if indeed organisational culture has influence on individual outcomes at the workplace and using the Person/organisation fit as a channel.

1.3 Research Objectives

The general objective is to assess the influence that organisational culture has on individual outcomes: the moderating role of person/organisational fit.

Specific Objectives:

1. Determining the moderating role of Person-Organisational Fit in relation to Organisational Culture and Individual outcome
2. Estimate the influence that Person-Organisational Fit has on Individual outcome.
3. Assessing Organisational culture on Individual outcome.

1.4 Research Questions

The following questions were raised in the cause of the study:

1. What is the moderating role of Person-Organisational Fit in relation to Organisational Culture and Individual Outcome?
2. What is the influence that Person-Organisational Fit has on Individual outcome?
3. What is the relationship between Organisational culture on Individual outcome?

1.5 Significance of the Study

A study of this nature has a positive rippling effects on a number of entities. Entities such as Owners of Firms (Shareholders), Employees, Managers of firms, Government, and all stakeholders. Since the government has a general responsibility of providing enabling environment for businesses to thrive, the outcome from a scientific study like this would help it make better business laws. Owners of firms (Shareholders) who have created businesses need a report of this nature as well since they link various cultures to organisations. Managers of organisations need such a study to make policies to guide organisations. Again, employees who are at the center of this have to be aware of how organisational culture influences their outcomes and act accordingly to make positive impact.

1.6 Scope of the Study

The study “The influence of Organisational Culture on individual outcomes: The moderating role of Person/Organisational fit was centered on workers across the Ashanti region from various organisations. The choice became necessary because the researcher didn’t want to limit the responses by considering responses from just an organization but from various organisations so that the outcome of the research could be generalized

1.7 Limitations of the study

For the sake of generalizing the outcome of the findings, it was best for the researcher to have interviewed almost all employees nationwide but because of certain constraint, that was not possible making the researcher choose among the lots and limiting the respondents to a number of employees in the Ashanti region. Some of the listed constraints are:

- Time
- Finances
- Respondents attitudes

1.9 Organisation of the study

There are five chapters which were considered in this scientific research.

It comprised of Chapter one which constituted Introduction (Background of the study, Statement of Problem, Research Objectives, Research Questions, Significance of the Study, Scope of the Study, Limitations)

Chapter two looked into what people have already written about the subject at hand constituting Literature review, (Theories, Concepts, Perspectives and Relevant Studies)

Methods that were used by the researcher to gather information were considered in Chapter Three as Methodology (Research Design, Population, Sample size, Sampling Techniques, Method of Data Collection and Data Analysis Techniques)

Chapter four dealt with Data Collection, Presentation and its Analysis.

The research was concluded at Chapter Five by presenting Summary of Findings, Recommendations and Conclusion

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed some literatures that other people have written about the topic

2.2 Conceptual Framework of Organizational Culture

Culture itself is a product of a group of people living at the same place and having similar attitudes and behavior. People who belong to a certain culture share similar norms, history, religion, values and artifacts which distinguish them from others. Therefore, there are numerous national cultures and even more subcultures, providing certain types of organization and action (Belias 2014). In modern societies, however, culture is considered to be a tangible or intangible environment in which a group of people live and work together (Gjuraj, 2013). In organizational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organization or service they work in. Hence, contemporary organizations and companies are considered to be social groups, and in this way their function should be studied and promoted. Studying an organization's specific culture is fundamental to the description and analysis of organizational phenomena (Tharp, 2009). Organizational culture has been a subject of investigation for many decades, as the fact that distinctions between values and expectations of employees with different cultural backgrounds had always been clear (Tayeb, 1996, Black et al. 1992) have come to the conclusion that problems that are likely to come up during international business activities and working settings are wrongly attributed to professional incompetence, while they most probably occur due to the employees' inability to perceive other people's ideas and

attitudes and adapt to foreign strategies. Therefore, a fundamental challenge for organizations is to make their employees re-categorize demographically dissimilar people as in-group members, in order to increase interaction and mutual trust and benefit from information diversity (Gruenfeld et al., 1996). As Hofstede (1991) has noted, the employees' behavior in their workplace is influenced by three different cultures: their national, their occupational and their organizational culture. More specifically, an individual's attitudes and beliefs toward his/ her occupation are chiefly influenced by his/ her personal values and ideals, which have been achieved in the frame of family during his/ her earlier development. Secondly, a person's specific views, perceptions and ambitions are formed during school and professional life and belong to the occupational culture shared among partners. Finally, organizational culture is a product of occupational relations among employees and between employees and customers, thus it is likely to reform and adapt to the institution's goals and strategies. Therefore, an organization's internal culture should be studied and measured as part of its employees' national culture, demographic characteristics and individual features. The first systematic attempt to describe working environment in terms of culture is considered to be the investigation of the Hawthorne effect at the Western Electric Company in the early 1930's. The purpose of the study was to examine if factory employees would become more productive in response to the fact that they know they are being studied. A number of studies followed, measuring workers' productivity in different levels of illumination, clean work stations and floors without obstacles. As results were encouraging, more experiments were conducted. The study of Mayo and Warner in 1931-1932 revealed the formation of small groups of colleagues (cliques), with informal rules of behavior and internal support. Thus, employees were considered to be more responsive to the social force of peer groups than to the incentives and control of managers (Mayo, 1945). In the decades that followed, studies of the phenomenon of organizational culture were

conducted by psychologists and sociologists. In the 1970's, the universal rise in economy and the concomitant increase of competition among companies led to the migration of big numbers of workers and employees to the countries of the Western world, a fact that made organizations and institutions multicultural and miscellaneous. The purpose of many researches was to study whether the employees' corporate attitudes, values and ways of behavior influenced their work performance and the institution's success (Tharp, 2009). Gradually, researchers and writers introduced new means of improving business performance via knowledge, lifestyles, values and experiences shared among employees (Ouchi, 1981, Deal and Kennedy, 1982, Pascale and Athos, 1981).

Types of Organizational Culture

Four types of organizational culture have been suggested by Xenikou and Furnham (1996), referring to the organization's goals and decision-making: 1) The Openness to change/ innovation culture: this type of culture is human-oriented and promotes affiliation, achievement, self-actualization, task support and task innovation. 2) The Task-oriented culture: organizations with this type of culture focus on detail and quality of products or services, while superiors are characterized by high ambitions and chase success. 3) The Bureaucratic culture: this type of culture is rather conservative and employees are characterized by centralized decision making. 4) The Competition/ Confrontation culture: organizations with this type of culture are highly competitive, goal-oriented, while superiors chase perfection and achievement.

Daft (2001) suggested another four types of organizational culture, based on environmental requirements: 1) Entrepreneurial Culture: Organizational strategic focus is external so that it acts to meet needs and requirements of clientele and customers in a dynamic and variable environment.

It creates changes and innovation, risk ability, prospect, group working, freedom and autonomy.

2) Involvement Culture: It is focused on participation and involvement of organizational members and environmental expectations which vary promptly and it creates sense of accountability, ownership and further commitment to organization in personnel. 3) Mission Culture: It takes service to customers in outside environment into consideration. It does not need to rapid changes and instead personnel are accountable for performance up to certain level. 4) Bureaucratic Culture: It is focused internally and adapted to a fix environment. In such a culture, personnel's involvement is low but supervision and control over environment are high. Some factors like organizational discipline and rank and position and observance of hierarchy are highly important in this culture.

Denilson et al. (2004) have distinguished four traits – types of an organization's subcultures: 1) Adaptability: creating change, customer focus, organizational learning. 2) Mission: strategic direction and intent, goals and objectives, vision. 3) Consistency: core values, agreement, coordination and integration. 4) Involvement: empowerment, team orientation, capability development. Another model of organizational culture types has been developed by Cameron and Quinn (2006). They suggested four types of culture which refer mainly to the relations among employees: 1) The Hierarchical culture: this type of culture is considered to be well coordinated, characterized by formal rules and policies. 2) The Market culture: organizations that adopt this type of culture aim to be highly competitive, while winning is the “glue” that holds the employees and the organization together. 3) The Clan culture: this type of culture refers to a friendly and “cosy” working environment, where the working force is perceived as an extended family and the superiors are perceived as mentors; employees are characterized by high job and organization commitment and develop friendly relations.

4) The Adhocracy type: this type of culture is characterized by innovation and risk taking, assured by a highly creative and dynamic working environment.

Measuring Organizational Culture

Apart from the various types and models that have been suggested for the description of organizational culture, quite a big number of instruments for the measurement of organizational culture have been developed as well. In the last few decades, both academics and practitioners in management science have focused on studying possible ways to measure the dimensions of organizational culture and how such measures relate to the effectiveness and competitiveness of an organization (Mobley et al., 2005). Harrison (1975) developed an inventory to address both the existing and the preferred culture within an organization called the Harrison's Organizational Ideology Questionnaire. The inventory consists of 15 items assessing the ideology which has been developed by an organization's employees in terms of four dimensions, orientation to power, roles, tasks and individuals. Respondents are asked to rank four statements in each of the 15 items in terms of how representative they are both of the organization and of their own attitudes. Another famous instrument of measuring organizational culture is the Organizational Culture Inventory (OCI), developed by Cooke and Lafferty (1987). It includes 120 items which assess shared norms and expectations that are likely to affect the ways of thinking and behavior of group members, resulting 12 styles: humanistic/helpful, affiliative, approval, conventional, dependent, avoidance, oppositional, power, competitive, competence/perfectionist, achievement, self-actualization. After analyzing those styles, three factors arise: people/security culture, satisfaction culture and task/security culture. In 1987 as well, Glaser, Zamanou and Hacker carried out the Organizational Culture Survey, designed to address six empirical factors: teamwork and conflict, climate and

morale, information flow, involvement, supervision, meetings. It includes 31 items and the responses were given in a 5- point scale.

2.3 Theories on Organisational Culture

Among the key studies aimed at organisational culture, Johnson's Cultural Web theory and the Types of Culture framework are considered vital for interpreting phenomena in the areas of employee behaviour and organisational decision-making (Johnson and Scholes, 1988, p.15; Deal and Kennedy, 1982, p.56).

Johnson's Cultural Web is a theoretically distinct framework that takes into account different cultural elements as key factors in shaping organisational culture (Johnson and Scholes, 1988, p.15). In this model, six cultural elements (e.g. power structures, organizational structures, control systems, stories, rituals and routines and symbols) are defined and serve as key determinants of the organisational culture and employees' behaviour, reflecting the collective experience of organisations (Cooper et al., 2018, p.49). The main benefit of the model is in its simplicity on providing a clear picture of the cultural elements (Cooper et al., 2018, p.49). At the same time, the framework also attempted to include organisational entities (namely structure and control systems) into its interpretation of culture (Porkka, 2016, p.910). It remains to be seen whether these elements fit with the remaining components of the model (Porkka, 2016, p.910). The principles of the Cultural Web are presented in the following figure.

Figure 1: The Elements of Johnson's Cultural Web



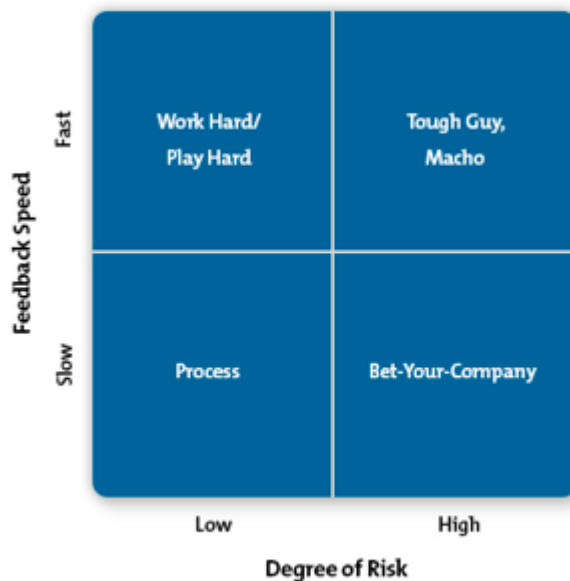
Source: Adapted from Johnson et al. (2017, p.198)

A major criticism of the Cultural Web model and its identification of the six elements is that these components may be not enough to truly understand and measure organisational culture (Cooper et al., 2018, p.49). This is because culture is intangible, making it impossible to measure its everyday operations and the way organisations manage certain departments (Cooper et al., 2018, p.49; Sun, 2008, p.139). Despite this, the model is widely used among researchers because its criteria are suitable for making an observation and acting as distinct units of analysis (Porkka, 2016, p.910). Organisations may use Johnson's Cultural Web whenever they want to implement changes to the existing organisational structure. However, since the constituents of the Web are interdependent, such change programmes would need to be holistic and be guided by a strong strategic vision (Levovnik and Gerbec, 2018, p.119). This limits the applicability of Johnson's Cultural Web to real-life problems for both academics and businesses.

Types of Culture Framework Theory

Types of Culture framework theory measured organisations based on the level of feedback and the respective level of risk. The scholars identified four types of culture, namely Tough Guy Macho, Work Hard/Play Hard, Process and Bet-Your-Company culture (Cacciattolo, 2014, p.6). The differences between these categories are highlighted in the following figure.

Figure 2: Deal and Kennedy's Types of Culture



Source: Sridhar (2013, p.17)

The ability to attribute an organisation to one of the four distinct categories was the main advantage of the theory proposed by Deal and Kennedy (1982, p.56). At the same time, the environment in which a company is established has the biggest impact on the type of culture that should be implemented to achieve success (Maximini, 2015, p.13). In other words, there are no companies following a single culture type. In complex organisations, there often exists a mixture of sub-cultures, which makes it possible to combine the most suitable characteristics of each culture (Cacciattolo, 2014, p.6). Nonetheless, the feasibility of this approach remains unknown. Another criticism of the above ideas is that the scholars did not consider the interplay of social networks

and organisational hierarchies, which could also determine culture aside from the external environmental influences (Maximini, 2015, p.13).

The key implication of these findings is that the explanatory power of the Types of Culture is limited which would, in turn, lower its empirical validity.

Edgar Schein's Model of Organizational Culture Theory

Edgar Schein proposed a model of an organizational culture where the basic assumptions shape values and the values shape practices and behavior, which is the visible part of the culture. Organizations do not adopt a culture in a single day and in fact learn from past experiences and start practicing it every day thus forming the culture of the workplace.

Schein's Levels in an Organization Culture

1. Artifacts

These mark the surface of the culture in every organization.

The visible part of the culture can be noticed by a visitor or an 'outsider' in the form of the following aspects:

- Physical Artifacts can be found through the architecture and interior arrangements, physical space, and its allocation and office design, decoration, manner of dressing, and even mementos and trophies awarded on chosen occasions.
- Language gives away culture through modes of speaking, levels, and types of sound, slogans, and special expressions.
- Stories and myths circulating among the staff indicate what type of persons or acts are considered heroic, how certain types of situations should be handled, what should not be done, what happens in this organization if one acts in a particular way, and so on. Especially

interesting are the stories that narrate what happens in ‘our’ organization if a high-status person breaches a rule, what happens if the organization has to choose between profits and people, what happens if you make a mistake around here/there. These stories can be about another-day-at-work-here, or about key events as well as about the past glory of the organization.

- Technology is also a part of the culture, since it reflects and shapes the values and assumptions through operations, materials, and knowledge.
- Visible traditions displayed at ceremonies and rituals, social practices, leadership practices, and work traditions that show ‘our way of doing things’.

Artifacts are visible, but that does not mean that they can be understood easily and by everyone alike. In fact, artifacts can be confusing for an observer who is tempted to use readily available labels and stereotypes upon noticing them. Thus, the shapers of culture as well as students should avoid going too much into detail about an artifact, as well as overgeneralizing and labeling.

2. Values

When compared to basic assumptions, values are at higher levels of consciousness and they reflect the members shared opinion on ‘how things should be’. When we say ‘opinion’, it means that when it comes to acting, these members may or may not act as per their values. The values help the organizational members classify situations and actions as either undesirable or desirable.

The values seldom lead directly to basic assumptions even after the values have been articulated, listed, and arranged according to their priority. The observer may only find that the values do not form a pattern, or that they are contradictory, or incongruent with observed behavior.

3. Basic Assumptions

An assumption is a kind of belief that is taken for granted as a fact and so it is never challenged.

A pattern of basic assumptions evolve among the members of a social group and makes the core of the culture in any organization.

When the basic assumptions are understood, the apparently isolated and confusing artifacts and values become coherent. Schein (1985) gave six types of assumptions that form the paradigm for every organization:

1. Assumptions about what is the ‘truth’ in physical and social matters, how reality and truth are determined, and whether truth is to be revealed or discovered.
2. Assumptions about the importance of time in a group, how time is to be defined and measured.
3. Assumptions about how space is to be owned and allocated, the symbolic meaning of space around persons, the role that space plays in shaping relationships between individuals, and boundaries between intimacy and privacy.
4. Basic assumptions about the intrinsic or ultimate aspects of human nature, whether human nature is fundamentally good or bad, and whether it can be perfected.
5. Assumptions about the organization’s relationship with its environment, about the understanding of work and play, and how much activity and passivity should be appropriate.
6. Assumptions about the right way for people to relate with each other, the appropriate ways to distribute power and responsibilities, the relative merits of cooperation vs. competition, individualism or group collaboration, the basics of leadership – whether it should be a traditional authority, law or charisma. Appropriate ways of resolving conflicts and making decisions.

2.3 Person-Organization fit

Person-organization fit, or P-O fit, is essentially compatibility between an employee and an organization – it is about the congruence of a candidate’s own beliefs and values with the mission, values, and ethics of your organization, which in turn should be reflected in your company’s culture. (Alexandra 2020)

Measurement of Person-Organization Fit

Early studies of the interaction between employee and organization used measures of personality or other individual variables that did not correspond with the measures of organizations (Bem & Funder, 1978; Tom, 1971). Thus, people were described in one “language” while situations were described in a totally different “language” (Schneider, 1987). To better assess fit, “commensurate measurement” utilizes a common standard or measure (Chatman, 1989). The Organizational Culture Profile (O’Reilly et al., 1991), the Comparative Emphasis Scale (Meglino et al., 1989), and the Organizational Values Congruence Scale (Enz, 1988) operationalize organizational culture as respondents’ perception of the extent to which a set of value dimensions exist in their current organization. Then, to allow comparisons, they assess individual values by asking whether the same dimensions would exist in respondents’ “ideal” organization. Issues related to measurement of P-O fit include: (1) the distinctions between direct (perceived) and indirect (calculated) fit, (2) the distinctions between individual and cross level measures of indirect fit, and (3) alternative methods for calculating indirect fit.

2.4 Empirical Evidence

Management's role in shaping organizational culture to affect employees' outcome

According to Kane-Urrabaz (2006), Culture in an organization is very important, playing a large role in whether or not the organization is a happy, healthy place in which to work. While many managers acknowledge the significance of culture, few realize the roles and responsibilities that they have in its development. Alluding to the type of culture as power, role, task and person, he believes, trustworthiness and trust, empowerment and delegation, consistency and mentorship – all contribute to the overall good of the organization. He again argues that, these factors cannot stand-alone and not only do they coexist, but also empowerment and mentorship are based upon the foundation of trustworthiness and trust, and likewise, a strong mentor programme contributes to that level of trust as well. Managers must realize their function in establishing and maintaining an organization's culture. The attitudes, values and behaviours of an institution begin with its leadership. This is done through role modelling and communication at all levels. Managers must not forget the importance of being consistent when expressing these attitudes, values and desired behaviours. When one or more of these components are missing or are weak, the organization will eventually suffer.

The Importance of HRM in Creating Employee Innovativeness – The Mediating Role of Person-Organisation/Job Fit and Job Characteristics

Wojtczuk-Ture (2014), believes Innovative behaviour at work depends on HR practices, as well as person-job/ organisation fit and job characteristics. The assumed indirect relation between HR practices and Innovative workplace behavior (IWB) is confirmed by the research done in this area. An HRM system may also constitute a mediator and moderator of relations. That is to say, training

and managerial coaching formed, in the light of research, an intervening variable between the characteristics of Research & Development department employees (in high technology firms), and their innovative behaviours (Wang 2013). Such a result is not surprising when the knowledge of complex interrelationships between variables related to both innovativeness and HRM practices is taken into account. What is more, an organisation's use of certain practices is not as important as the perception that they are effective (Dorenbosch, Van Engen & Verhagen 2005, Nishii, Lepak & Schneider 2008, Boon et al. 2011), which, in turn, depends on other factors, including fit (Boon et al. 2011). The integration of practices was another factor indicated by researchers to facilitate positive effects of HRM activities on innovativeness (Arthur 1994, Huselid 1995). It is stressed that work as a part of the work environment forms a separate concept (Kristof 1996), and possession of job skills does not have to signify congruence with organisational values and culture (Lauver & Kristof-Brown 2001). Therefore, fit between an employee and an organisation as a whole is also relevant, as confirmed by Choi and Price (2005), who showed that agreement between individual values and innovative values (supply-values fit) forms a predictor of commitment from the point of view of innovation implementation, while congruence between required abilities for innovation and the actual abilities of an employee (demands-ability fit) strongly correlates with effective behaviour directed at implementation. I would stress that HRM increases fit and job design, which are directly tied to innovative activity in the workplace. HRM practices are key both in adjusting competences to job characteristics and demands, and in creating attitudes that support the innovative commitment of employees.

The Effects of Person-Organisation Fit and Employee Commitment. The Mediating Role of Organisational Culture

According to Kontor (2019), Premising on the analysis and findings of the study, organizational culture is significantly related to person organisation-fit and employee commitment. The study found that organizational culture is an important element which highly influences the employee commitment and person organisation-fit. It is viewed that strong organizational culture is very helpful for the new employees to adopt the organizational values to get the competitive advantage. In the light of the findings of the study, it is recommended that organizational policies regarding culture should be clear to the employees. The flexibility of the culture of an organization provide a conducive working environment to employees in which they may work easily and independently without feeling any burden. As a result, organization should have a flexible culture and top management should adopt decentralized technique of management to ensure that employees at low level have authority and power to make decisions.

A Review Paper on Organizational Culture and Organizational Performance

According to Abu-Jarad et al (2010), firms are challenged to continuously offer a portfolio of innovative products and services. Despite the key role of portfolio innovativeness for corporate performance, firms differ in their focus on building innovation capabilities and generating innovation outcomes (Hambrick, 2007; Hambrick and Mason, 1984). Research of the link between organizational culture and performance had increased substantially during the past two decades (Lim,1995). In the 1980s, there were ‘obsessions’ by researchers to focus on the Strong Theory- a search for strong shared values in organization which were supposed to result in performance for the organization. Perters and Waterman (1982) claimed that high performance firms could be

distinguished from low performance firms because they possessed certain cultural traits and 'strong culture'. Similarly, Deal and Kennedy (1982) suggested that organizational performance can be enhanced by strong shared values. Their suggestions were criticized by Carrol (1982), Reynolds (1986), and Saffold (1988) who commented that 'a simple model' relating organizational culture to performance no longer fits- a more sophisticated understanding of the tie between culture and performance must be developed. In the 1990s, the "obsession" in testing the Theory of Adaptability (Denison (1991); Gordon and DiTomaso (1992); Denison(1990), Kotter and Heskett (1992) and Lee (2006), however, found inconsistent results on the link between culture strengths and organizational performance. Denison and Mishra (1995) and the Strong Culture Theory have again been criticized by other scholars.

For example, Wilderom and Berg (1998) argued that instead of striving for strong culture, researchers should attempt to reduce the gap between employees' preferred organizational culture practices and their perception of the organisational practices. Wilderom and Berg (1998) pointed out that the empirical for the impact of the organizational performance using organizational culture was limited but it formed a fruitful basis for more refined organizational culture-performance research. The use of organizational cultural practice to assess organizational culture was supported by Hofstede (1990); House et al (2004), Pfeffer (1997) and Wilderom (1998), Researchers used different organizational dimensions to measure organizational culture although some of these researchers such as Gordon and DiTomaso (1992), Kotter and Heskett (1992); Denison and Mishra (1995) had utilized almost the same organizational cultural dimensions. Other researchers such as Rouse (1990), Calori and Sarnin (1991); Marcoulides and Heck (1992); Petty et.al.(1995) and Koene(1996) all developed different dimensions of organizational culture in their studies. They

had also obtained inconsistent results about the link between organizational culture (Calori & Sarnin, 1991; Petty et.al. (1995).

In terms of sample, Denison and Mishra (1995); Gordon and DiTomaso (1992), assessed organizational culture by using only managers or executives. This has been heavily criticized by a few scholars. For example, Ashkanasy (2000) argued that to study organizational culture, it was imperative that researchers investigate all levels of organizational members, representing all levels of staff of the organization. There was a need to organization culture practice to study organizational cultures, performance link because most studies link values to performance (Lee, 2006; Salzainna, 2004, Jaundi, 2000; Zila, 2001)

A cross-sectional study investigating the associations of person-organisation and person-group fit with staff outcomes in mental healthcare

Herkes et al, (2019) Concludes that, amidst growing interest in organisational and workplace cultures in healthcare contexts, there is increased understanding of the potential downstream effects of culture on outcomes for both staff (eg, well-being, work-life balance, burnout) and patients (eg, quality of care, mortality, disability). The focus on culture in healthcare is particularly important as clinicians have disproportionately high rates of suicidal ideation, depression and burnout compared with other professions. Such experiences are not only harmful to clinicians personally, but may have effects on patient care through. There is particularly concerns in mental health services as individuals working in these settings may be influenced more by localized culture than individuals in other types of health facilities, due to the importance of human relationships in the intense personalization and continuity of care demanded for treating mental illnesses.

The Impact of Social Capital and Organizational Culture on Improving Organizational Performance

According to Nuryanto et al (2020) organizational culture, had a positive and significant influence on competitive advantage and organizational performance in the chemical manufacturing industry sector in Banten province. This study has implications for managers and control holders in the company to be able to increase the social capital of existing human resources by using existing indicators in the form of mutual trust, mutual respect, ease of communication, common goals, access and experience exchange. An implication is related to the organizational culture that can be used as a predictor for company managers which in this study are described in indicators such as increasing employee skills and abilities, fulfilling customer expectations, following procedures in accordance with regulations, involving and empowering teamwork, producing high-value outcomes and eliminate misunderstandings and gossip

The Influence of Organizational Culture, Job Satisfaction, and Professional Commitment on Innovative Behavior of Flight Instructors at The Civil Flight School in Indonesia

According to Sena (2020), Organizational culture has a direct influence on the innovative behaviors of flight instructors. This means that the cultural conditions of the organization that are supportive and conducive will have an impact on increasing the innovative behavior of flight instructors. The organizational cultural dimension at the flight school of the most dominant is an adaptation, while the most substantial dimensions of innovative behavior are digging into problems and opportunities. Job satisfaction has a direct positive effect on the innovative conduct of flight instructors. These results suggest that increased job satisfaction will be followed by increasing the innovative behavior of flight instructors. The primary job satisfaction source perceived by the instructor comes from the dimensions of the work itself or the characteristics of the work. The

professional commitment directly affects positively on the innovative conduct of flight instructors. These findings have the meaning that increasing professional commitment will be the leader in enhancing the innovative behavior of flight instructors. Professional commitments have the most substantial influence on innovative behaviors that are well-endowed with organizational culture and job satisfaction. The most active dimension of professional commitment is the acceptance of professional goals and values. Organizational culture has a direct positive influence on the professional commitment of flight instructors. These findings suggest that the organizational cultural conditions that are supportive and conducive and well implemented will have an impact on the increasing commitment of the professional pilot instructor. Job satisfaction has no direct effect on the professional commitment of flight instructors. Although the direction of influence is positive, its influence is not significant. These results indicate that the job satisfaction factor does not significantly affect the increase or decrease of the professional pilot instructor's commitment. Organizational culture has a direct positive influence on the job satisfaction of flight instructors. This means that the organizational cultural condition that supports and is conducive will affect the increased satisfaction of the instructor's work

Effects of Organizational Culture on Employee Performance

According to Wambugu (2014) Top management believes that the culture can be influenced through aligning thoughts of the employees. Employees at the operational level explains culture through a generalized view suggesting that culture is the attitude that people develop by doing their daily work. Culture helps employees to direct their ideas towards the set of principles developed by Wäertsilä; such culture is similar to the beliefs of Schein (1990). However, the results are consistent with Peters and Waterman (1982); Deal and Kennedy (2001) that identified the connections between culture and performance. Understanding the link is vital to identify the

performance issues and consequently aligning the applied leadership styles affecting the same. It was further noted by the researcher through interviews with supervisors, department heads and team leaders at the different sections that the administrative structure put in place is not very flexible to the extent where the culture can breed freely. Similarly, Nkata (2004) notes that the importance of organisation leadership by having team work and team building require the creation of a climate in which productive and harmonious relationship can thrive and be maintained through partnership between management and employees for the team to flourish. The paper demonstrated that the attributes of organizational culture that were studied have significant positive influence over the performance of employees. The paper has mapped out four variables of organizations culture as well as showed the vital relationship between them and employee performance. The paper explained how organisation values, organisation climate, leadership styles and work processes and systems impacts on employee's performance. The findings of the paper significantly demonstrate both positive and negative mannerism of culture attributes which has significant consequences on employees as well as organisation's performance. The paper also asserts that organizational culture is an open system approach which has interdependent and interactive association with employee's performance.

Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes

According to Gregory (2008), the results of the mediation analyses demonstrate that culture does influence organizational effectiveness as measured by patient satisfaction and controllable expenses, but the influence is indirect. More specifically, the findings suggest that culture impacts employee attitudes (employee satisfaction and physician satisfaction) and that those attitudes have

an influence on organizational outcomes (controllable expenses and patient satisfaction). While extant research has investigated the relationship between culture and effectiveness (i.e., Cameron and Freeman, 1991; Denison, 1990; Quinn and Spreitzer, 1991) and the relationship between attitudes and effectiveness (Ostroff, 1992; Ryan et al., 1996), the mediating role of attitudes in the culture–effectiveness relationship has not been thoroughly examined. The assimilation of these two streams of research into one mediating model provides a more complete understanding of the relationship between culture and organizational effectiveness and, therefore, represents the most significant contribution of this research. Although our findings regarding mediation were by no means comprehensive, they hint at a deeper understanding of one of the mechanisms through which an organization's culture comes to impact its effectiveness

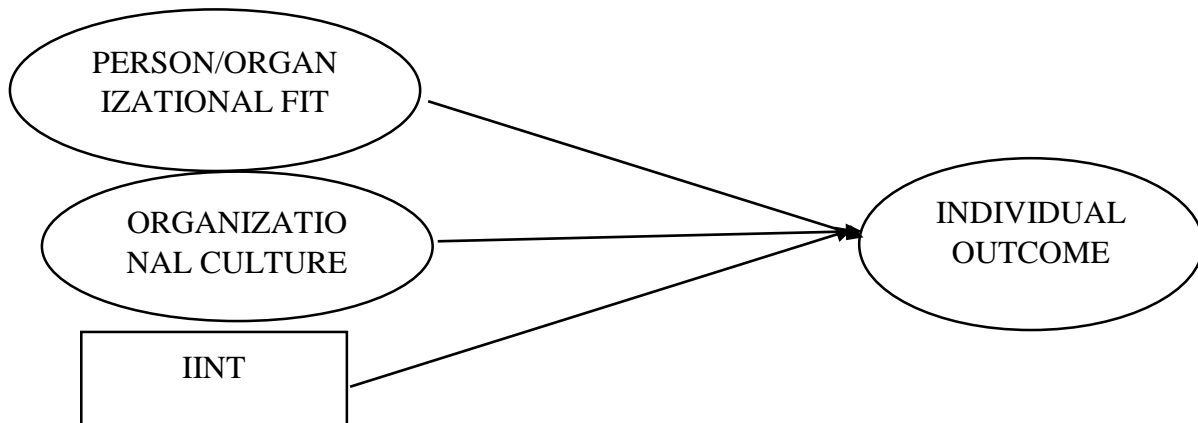
The effect of personal values, organizational culture, and person organization fit on individual outcomes in the restaurant industry

According to Tepeci (2001) Since organizational culture demonstrated an important effect for all three outcome variables, situationists' belief that behavior is predicted by characteristics of organizations is supported. The low impact of individual values suggests individuals adapted to organizational settings (Davis-Blake & Pfeffer, 1989; Mischel, 1968; Sheridan, 1992).

The organizational culture dimension of Honesty and People Orientation was most influential in explaining employee outcomes. Restaurant managers had better invest more time and resources for emphasizing such values as integrity, truthfulness, and support for employees.

The most critical individual value dimensions were Fair Compensation and Employee Development, and Honesty and People Orientation.

2.5 Conceptual framework of the study



Note: IINT: (Personal/Organizational fit and Organizational outcome)

The framework exhibiting the relationship that exist between Organisational culture and Person-Organisational Fit with the associate influence on Individual Outcome.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter of the study deals with the research design and methodology of the study. It includes research design, target population, sample size and sampling methodology, data source and instrument of data collection and data analysis method,

3.1. Research Design

According to Baskerville et al, (2010), explanatory research type provides a functional explanation as to why a solution has certain components in terms of the requirements stated in the design. This design was chosen because the topic “The influence of Organizational Culture on Individual Outcomes: The moderating role of Person/Organisational fit provides explanations on the various variables involved. Explanatory research design as well focused on relatively all the dimensions of the topic and measured those dimensions systematically. The Explanatory research design also provided information about the isolated variables which are Organizational Culture, Individual Outcomes and Person/Organisational fit. Explanatory research would help the researcher to predict the cause or make a hypothesis, behind a phenomenon and predict future occurrences.

3.2 Population of the study

A population is a group of people, objects, or things from which measurement samples are taken (Studdert, 2020). Kumasi Airport, a subsidiary of Ghana Airport Company Limited located at Buokrom in the Kumasi Metropolis of the Ashanti Region was selected as the case study for this

scientific work. The entire population of Kumasi Airport is around 120 employees which included Management both Senior and Junior Staff

3.3 Sampling Technique and Sample Size

Samplings is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2013). A total of 60 workers at Kumasi Airport were selected for this scientific study. The total number selected became necessary because it was proportional to the population at the studied area. Also, the researcher considered Simple Random of Probability Sampling Technique where the 60 Staff respondents were selected from the pool of population at the Kumasi Airport.

3.4 Data Collection Instruments

For this research the researcher collected data through questionnaire. The researcher gathered data for this study using a questionnaire, which is said to be the most efficient method for gathering accurate and relevant information (Easterby-Smith, 2021). Questionnaires were developed for employees, and management. The structured questionnaire was designed to have both close and open ended questions. Close-ended questions are like single-select questions while open ended questions are wide in description. The questionnaire was developed on the variables which are Organizational culture, Person/Organizational fit and Individual outcome.

3.4.1 Data Sources

To make the study more fruitful, the researcher used both secondary and primary source of data. Primary data was collected by distribution of questionnaire to randomly selected employees, and managers of the company. The secondary sources of data were collected but used for other purposes. These data were selected from journals, articles and other literatures from authorities.

3.5 Procedure of Data Collection

An introductory letter was initially sent to the company for this exercise and when management agreed, the researcher personally administered the questionnaires to the respondents. Purposive Sampling Technique of Non Probability Sampling was used to solicit the data from the 5 Management members. This type of Non Probability Sampling Technique was used because there was the need to interview some Management members to getting their views on the topic “The influence of Organizational Culture on Individual Outcomes: The moderating role of Person/Organisational fit. The researcher used Key Informant Interview guide to inquire from management their position on the various questions raised.

Also, the researcher used Simple Random Sampling of Probability to solicit the data from the 55 staff. The respondents were chosen randomly without recourse to their status at the company. During launch time, the first ten workers who reported at the canteen room was selected for this survey for a consecutive seven (7) day period.

3.7. Methods of Data Analysis

The collected data were statistically analyzed, using Statistical Package for Social Sciences (SPSS) version 25. Representations like tables was used to ensure easy and quick interpretation of data. Responses were expressed in percentages. Data from the completed questionnaire were checked for consistency.

3.8 Reliability and Validity

Validity determines whether the research truly measures that, which it was intended to measure. Thus validity measures how truthful the research results are or the extent to which scores truly reflect the underlying variable of interest. The thesis would seek expert judgment from superiors to verify and improve the value and content of research data collection instruments in order to assess the validity of the questionnaires. Any argument in the questionnaire that is considered to be vague in terms of eliciting pertinent information was updated and restructured. Faux (2019), Reliability is one of the major criteria for evaluating research instruments. According to Lombard (2018), Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 is appropriate

VARIABLES	NO. OF ITEMS
Organizational culture	5
Person/Organizational fit	5
Individual outcome	10

Field survey, 2022.

3.9 Ethical Considerations

The cornerstones of field research operations to obtain pertinent and suitable data are confidentiality and privacy. The goal of the study and the privacy of the data were guaranteed by the researcher. Respondents have guaranteed that any data collected using data collection tools will only be utilized for academic purposes. Data and papers were protected during the research process and stored securely without being given to outside parties. The research inputs and outputs were kept as backups. Additionally, the organization gave its approval for the study to be done, and the respondents' consent was required to collect their data. The sources and resources that were used, however, have all been properly acknowledged.

3.10 Profile of Kumasi International Airport

Although approval was obtained as far back as 1940, it was not until 1947 that documentation for the land acquisition was completed and paid for. However, by 1953, Kumasi Airport had been completed.

There were extensive developments in 1958 and 1959 by the Ghana Government on the run way, navigational facilities and human resource to enhance internal airline operations. The installations of runways and taxiway lights and the extension of the main runways to the southern part in the late 1970's was another major improvement to the Kumasi Airport.

Whilst the night enhanced night operation, the extension of the runway enabled operations of short haul jets like F28. The building of a new terminal and the installation of a VOR/DME commissioned on 1st December 1993 completed the modernization process. In 2003, Kumasi Airport was declared an International Airport primarily for regional operations with the full complement of Security, Customs and Immigration staff.

In December 2014, the newly rehabilitated runway installed with Aeronautical Ground Lighting Systems was inaugurated. This paved way for domestic airlines to commence night operations. Currently, Master Plan studies for the airport is ongoing. Some projects planned in the next phase included the construction of additional parking aprons, extension of the runway and the construction of a new terminal building.

CHAPTER FOUR
RESULTS OF THE STUDY

4.1 Introduction

This Chapter dealt with the Collection of questionnaires, data presentation and its analysis. The data presented were analysed with an SPSS tool.

4.2 Data Presentation and Analysis

The data collected were analysed with SPSS version 25 and the information presented in a tabulation form and through a moderated regression analysis

Table 1: Respondents Sex

	FREQUENCY	PERCENTAGE
MALE	30	50.0
FEMALE	30	50.0
TOTAL	60	100.0

Source, Field Data, 2022

From table 1 above, both the male and female respondents are 30 each constituting 50 percent respectively. This indicates that, Kumasi International Airport has equal number of gender as workers.

Table 2: Respondents Age

	FREQUENCY	PERCENTAGE
Below 25	2	3.3
26-35	17	28.3
36-45	19	31.7
46-55	11	18.3
Above 56	11	18.3
TOTAL	60	100.0

Source, Field Data, 2022

From table 2, only two (2) people are “below 25” constituting 3.3%. A total of 17 and 19 fall under the ages of “26-35” and “36-45” years representing 28.3% and 31.7% respectively. The higher number of 31.7% indicates that, most of the workers are adults with high sense of energy to carry out any given task. 11 respondents were in their “46-55” years while another 11 workers were also above 56 years. The both year groups constituted 18.3 years.

Table 3: Respondents Educational Background

	FREQUENCY	PERCENTAGE
Up to High School	11	18.3
Tertiary	37	61.7
Masters & PHD	12	20.0
TOTAL	60.0	100.0

Source, Field Data, 2022

According to the data from table 3, 11 respondents educational level was “Up to High School” constituting 18.3%. total of 37 workers had completed “Tertiary” representing 61.7% and forming the majority. This means workers at Kumasi International Airport are more enlighten and can therefore contributes significantly to the progress of the company. 12 persons of 20% had their Masters & PHD.

Table 4: Staff Status of Respondents

	FREQUENCY	PERCENTAGE
Senior Staff	45	75.0
Junior Staff	10	16.7
Management	5	8.3
TOTAL	60	100

Source, Field Data, 2022

According to table 5 above, 45 respondents were “Senior Staff” corresponding to 75%. This shows that at Kumasi Airport, workers are expected to work under little or no supervision. Management had 5 responses which is 8.3% and 10 people of 16.7% formed “Junior staff”

4.3 Reliability Analysis

In this study, regression analysis was done using SPSS version 25. DeVellis (1991) stated that reliability coefficient of more than 0.60 is considered quite respectable for establishing the appropriateness of an instrument, thus, this coefficient was deemed high enough to support its

usage in study. The reliability analysis was used to check the consistency of the research instrument by the respondents. Among the variables of the research instrument on the questionnaire were organizational culture, individual outcome and the role of person/organizational fit. Table 5 depicts the reliability coefficients of each of the variables according to the number of items for each

Table 5: Reliability Analysis

	NO. OF ITEMS	RELIABILITY COEFFICIENT
Organizational culture	5	0.828
Individual outcome	10	0.823
Person/organizational fit	5	0.723

Source, Field Data, 2022

From table 5 above, it presented the coefficient value of the reliability analysis among the variables being studied. From the table, the number of observable items of organizational culture was 7 with its reliability coefficient as 0.765. individual outcome reported a reliability coefficient of 0.823 from 10 observable items on the questionnaire while Person/organizational fit had 7 items with a coefficient of 0.916. From this analysis, it informs that the threshold value of each of the items satisfied for further analysis since they are greater than 0.060 from the suggestion of DeVellis (1991) stated that reliability coefficient of more than 0.60 is considered quite respectable for establishing the appropriateness of an instrument.

4.4 Descriptive Statistics and Discriminant Validity

Descriptive statistics was analyzed using mean and standard deviation while discriminant validity was analyzed using correlation and square root of the average variance extracted.

Table 6 presents the analysis of the descriptive statistics and the discriminant validity

Variables	Mean	SD	Age	CORGC ULT	CPERF	CINTOUT
Age	3.20	1.17				
CORGCULT	4.17	.246	-.149	.784		
CPERF	4.12	.269	-.066	.223	.684	
CINTOUT	3.96	.274	.252	.062	-.152	.643

SD: standard deviation.

CORGCULT: Organisational Culture

CPERF: PERSON-Organisational Fit

CINTOUT: Individual Outcome

Square roots of average variance extracted are reported in the diagonal.

** $p < .05$; ** $p < .01$ (two-tailed test).*

From table 6, descriptive statistics was achieved among the variables since their mean is greater than 3.0 as suggested by Hair et al. (2010) that if the value of the mean is above the midpoint value of a five-point Likert scale, then descriptive analysis satisfied the threshold for further analysis. In addition, research by Arthur et al. (2021) suggested that discriminant validity is achieved if the smallest value of the Square roots of average variance extracted is greater than the correlational values among the latent variables. From table 6, the least value of the Square roots of average

variance extracted was 0.643 while the highest value of the correlational value was 0.252 (relationship between gender and individual outcome). Since the Square roots of average variance extracted is greater than the correlational value, it presents that discriminant validity is achieved

4.5 Results of analysis

Ordinary least square regression analysis was used for the data analysis. The analysis was done in relationship to the control variables (age, gender, staff status, educational background) and the latent variables (organizational culture and person/organizational fit) against the dependent variable (individual outcome). Table 7 presents the analysis of the results

Table 7: analysis of the results

Independent Variables	Dependent variable: Individual outcome			
	Model 1	Model 2	Model 3	Model 4
Control Path				
Gender	.072	.058	.056	.001
Age	.064	.054	.054	.003
Staff status	.134	.131	.126	.005
Educational	-.083	-.073	-.070	-.004
Background				
Direct effect path				
Ho: Organizational culture		.214	.000	.944***
Persons/Organizational fit			.244	.070
IINT			.000	.239***
Model Fit Statistics				
F-value	.183	.137	.217	.000
R ²	.105	.140	.140	.999
ΔR^2	.040	.060	.043	.998

Critical t-values are 125.360, 1.180 and 173.281, respectively (one-tailed test as all hypotheses are one-directional). ***p < .01; **p < .05; and *p < .10.

Regression model was performed to determine the relationship between Organizational culture and Individual outcome and the mediating effect of person/organizational fit. The regression model

was significant ($F = 4990.340$, $p < .01$), with an R indicating that there is 99% of the effect of Organizational culture influence on Individual Outcome which can be explained by the predictor variables (Relationship between Organizational culture and Individual outcome). Furthermore, the change in R was statistically significant indicating that there is an effect on Individual outcome, $0.998 > 0.05$ level (2 tailed). From the table, model 3 defines significance value, and model 4 presents the beta (co-efficient value)

Research question one: what is the relationship between Organizational culture and Individual outcome?

This research question sought to find out from the respondents the relationship between Organizational culture and Individual outcome. Employees were asked to indicate by means of a five-point Likert scale the relationship between Organizational culture and Individual outcome. Table 7 displayed the regression weight for the regression analysis of the relationship between Organizational culture and Individual outcome. From the table, it was seen that Organizational culture impact Individual outcome by 40% with ($\beta = 0.944$, $Std. Error = 0.058$). To answer the research question one in this study, it is defined by the value of the t-test in table 7. From the table, the t-test value was 125.360 and p-value of 0.000. Since the value of the t-test is greater than 3.0 as suggested by Hair et al. (2010), we fail to reject the null hypothesis and conclude that, there is a statistically significant effect of Organizational culture on individual outcome. Moreover, the p-value from the table 7 had a p-value of $0.000 < 0.05$ and by this, we support the analysis of the t-test and conclude that the relationship between organizational culture and Individual outcome was statistically significant.

Research question two: what is the relationship between Person/Organizational fit and Individual outcome?

This research question sought to find out from the respondents the relationship between Person/Organizational fit and Individual outcome. Employees were asked to indicate by means of a five-point Likert scale the relationship between Person/Organizational fit and Individual outcome. Regression analysis was used to analyze this objective. Table 7 displayed the regression weight for the regression analysis of Person/Organizational fit on individual outcome. From the table, it was seen that Person/Organizational fit impact individual outcome by 7% with ($\beta = 0.070, Std. Error = 0.023$). To answer this research in this study, the value of the t-test in table 7 predict the results. From the table, the t-test value was 1.180 and p-value of 0.091. Since the value of the t-test is less than 3.0 as suggested by Hair et al. (2010), we reject the null hypothesis and conclude that, there is a statistically insignificant relationship between Person/Organizational fit and Individual outcome. Moreover, the p-value from the table 4 had a p-value of $0.091 > 0.05$ and by this, there is a statistically insignificant relationship.

Research question three: what is the moderating effect of Person/Organizational fit on the relationship between organizational culture and Individual outcome?

This research question sought to find out from the respondents the moderating effect of Person/Organizational fit on the relationship between organizational culture and Individual outcome. Employees were asked to indicate by means of a five-point Likert scale the moderating effect of Person/Organizational fit on the relationship between organizational culture and Individual outcome. Regression model was performed to determine the moderating effect of Person/Organizational fit on the relationship between organizational culture and Individual

outcome. This objective was analyzed using an interaction term IINT. From the regression model, the regression analysis of the moderating effect of organizational culture and individual outcome through person/organizational fit was seen that the interaction term (IINT) effect on individual outcome has an influence of 23.9% with ($\beta = 0.239, Std. Error = 0.054$). To answer the research hypothesis one in this study, it is defined by the value of the t-test in table 6. From the table, the t-test value was 173.281 and p-value of 0.000. Since the value of the t-test is greater than 3.0 as suggested by Hair et al. (2010), we fail reject the null hypothesis and conclude that, there is a moderating effect of Person/Organizational fit on the relationship between organizational culture and Individual outcome. Moreover, the p-value from the table 7 had a p-value of $0.000 < 0.05$ which also defined that there is a moderating effect of person/organizational fit on organizational culture and individual outcome.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This Chapter dealt with Summary, Conclusion, Recommendations and Suggestions for further Research

5.2 Summary

Organisational Culture has over the years contributed significantly to the development and growth of industries. Every organisation is built on certain patterns which through it, growth is expected to be achieved. Those patterns are the cultures that firms are identified with. The moderating role of person/organisational fit serves as the link between Organisational cultures and Individual outcomes. It provides the channel through which individual outcomes can be achieved. The methods used to collect the data from the respondents were through the administration of both online and face to face questionnaires. Again, Simple Random Sampling of Probability was used as the Sampling Technique.

The Research Objectives were to determine the relationship between Organizational Culture and Individual outcome, identifying individual outcomes that are been affected by Organizational Culture and to examine how person/organizational fit influences organizational culture on individual outcomes. The following questions “What is the relationship between Person/Organizational fit and Individual outcomes? What is the moderating effect of Person/Organizational fit on Organizational Culture and Individual outcomes?” were raised in the cause of the study.

Explanatory research design from SPSS version 25 was selected for this scientific study. The design was chosen because the topic “The influence of Organizational Culture on Individual Outcomes: The moderating role of Person/Organisational fit described the variables precisely, completely and accurately.

Kumasi Airport, a subsidiary of Ghana Airport Company Limited located at Buokrom in the Kumasi Metroplis of the Ashanti Region was selected as the case study for this scientific work. The entire population of Kumasi Airport is around 120 employees of which 60 workers which included Management both Senior and Junior Staff were selected for this scientific study. The On sources of data collection, both secondary and primary sources of data were used. Also, Simple Random of Probability Sampling Technique was used to select the 60 respondents for the study. The collected data were statistically analyzed, using Statistical Package for Social Sciences (SPSS). The data Collection Instruments were through questionnaire administration. Data analysis was done using ordinary least square regression analysis (OLS).

5.3 Conclusions

Based on the findings of this scientific research, it was concluded that:

1. The relationship between Organizational Culture and Individual Outcomes was statistically significant.
2. The relationship between Person/Organizational fit and Individual Outcomes was statistically insignificant.
3. The moderating effect of Person/Organisational fit on the relationship between Organizational Culture and Individual Outcomes was statistically significant.

5.4 Recommendations

Based on the conclusions of this scientific research, it was recommended that:

1. Managers of organizations should not only be content with the three Individual Outcomes but should focus more on others
2. Person/Organizational fit role should be more flexible to accommodate both organizational cultures as well as individual cultures
3. Even though Organizational Culture has a negative relationship with Individual Outcomes, some cultures can be looked into, position it to conform to the current situation so that employees can appreciate and work harmoniously with it.

5.5 Suggestions for further Studies

Researching into an area such as Organizational cultures is so broad that not all aspects were researched into and therefore other researchers can as well research into such areas.

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APPENDIX

Staff Questionnaire

TOPIC: THE INFLUENCE OF ORGANISATIONAL CULTURE ON INDIVIDUAL

OUTCOMES: THE MODERATING ROLE OF PERSON/ORGANISATIONAL FIT

Method

Participants and procedure

The data for this study would be collected from 60 employees from Kumasi International Airport, a subsidiary of Ghana airport company limited. The staff of the company consist of Management, Senior staff and Junior staff. Most of the research on job commitment, job satisfaction and organizational culture have been done using quantitative methodology. In line with prior research, I have used standardized questionnaires to obtain data on the following variables; individual outcomes, organizational culture, and person-organisational fit.

Measures

The questionnaire has four sections.

Section 1 is the study by Lodahl & Kejner (1965) and Kanungo (1982) on Individual outcome questionnaire. This instrument has been widely used by other researchers in this field and it comprised of 10 items that relate to different aspects of the work or work environment. Subjects indicate their level of satisfaction with each of these aspects by responding on a five-point rating scale ranging from “highly dissatisfy” (1) to “highly satisfy” (5)

Section 2 is Allen and Meyer (1990) on Person-Organisational Fit questionnaire. It is frequently used by researchers and it has 7 items. For each item, a statement is given (for example, “I have

the tools and resources I need to do my job”) and subjects respond using a five point Likert scale, ranging from “Highly dissatisfy” (1) to “Highly satisfy” (5).

Section 3 is the Jain (2003) and Jain et al (2011) organizational culture index (OCI) that describes organizational culture to employees’ personal outcomes and respondents are to respond based on the provided five point Likert scale, ranging from “Highly dissatisfy” (1) to “Highly satisfy” (5).

Section 4 consists of basic demographic data, including age, sex, the staff status and the educational background of the respondents.

Likert Scale Questionnaire for measure of organizational culture, individual outcomes and personal/organizational fit

Questions related to how satisfy you are in relation to your job

Questions	Highly Dissatisfy 1	Dissatisfy 2	Neutral 3	Satisfy 4	Highly Satisfy 5
1. Are You satisfied with your work					
2. Are You satisfied regarding your associate works					
3. Does work makes the best use of your abilities					
4. Do you have physical working conditions that are safe, not injurious to health, not stressful					

5. Do you have a job that provides a steady employment					
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Questions related to how you are involved in your job

Questions	Highly Dissatisfy 1	Dissatisfy 2	Neutral 3	Satisfy 4	Highly Satisfy 5
6. I have the tools and resources I need to do my job					
7. My supervisor actively listen to my issues and suggestions					
8. Working hours that allow me enough time with family and time to pursue other strong interests					
9. In my job, I am satisfied with how often I take part in problem solving.					
10. You are enthusiastic about your Job					

To what extent do you agree with the following statement? Please answer base on your understanding of your organization’s culture

Questions	Highly Dissatis fy 1	Dissatis fy 2	Neutral 3	Satisfy 4	Highly Satisfy 5
11.Our organization regularly evaluates its business processes for improvement					
12. Our organization regularly implement best practices that improve business processes					
13.Employees of an organization strive to continually improve our business processes					
14.Managers of our organization regularly invite ideas from our employees on ways to improve processes					
15.Our organisation regularly uses performance indicators to find ways to improve processes					

16.The core business processes of our organization are focused on satisfying our customers					
17.Our organization incorporates customer expectation into its business processes					
18. Our organization uses customer complaints as an opportunity to reflect on the redesign of business processes					
19.Our organization includes our customers in the design of our business processes					
20.Our organization understands the processes of our customers which lead to an interaction with the organization					

PERSONAL DATA

21. Sex

1. Male ()

2. Female ()

22. Age

1. Below 25 ()

2. 26 – 35 ()

3. 36 – 45 ()

4. 46 – 55 ()

5. Above 56 ()

23. Educational background

1. Up to high school ()

2. Tertiary ()

3. Masters & PHD ()

24. Staff Status

1. Senior Staff ()

2. Junior Staff ()