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ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE: EVIDENCE FROM ALEX EKWUEME FEDERAL TEACHING HOSPITAL, ABAKALIKI

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Abstract

This study is on organizational culture and employee performance evidence from Alex Ekwueme Federal Teaching Hospital Abakaliki (AEFUTHA) with emphasis on organizational value, organizational climate and organizational leadership style. Specific objectives of the study were to examine the effect of organizational values on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki (AEFUTHA),To determine the effect of organizational climate on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki(AEFUTHA).To ascertain the effect of leadership style on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki(AEFUTHA). It was survey research that used a sample size of 197 from a population of 398 resident Doctors of Alex Ekwueme Federal University Teaching Hospital Abakaliki. Using simple regression model to analyze data, it was found that organizational value had significant positive (.317) effect on Resident Doctors performance; organizational climate does not have significant effect (.068) on resident doctor's performance; and organizational leadership style has significant positive (.485) effect on resident Doctors performance. The implication of the finding is that organizational value and organizational

leadership style significantly affect Resident Doctors performance. The study recommends among others; motivation of staff, maintenance of good leadership style and encouragement of team work among resident doctors as these will improve their performance.

Key words: organizational culture, employee performance.

INTRODUCTION

Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" in taking decisions that relate to structure, power and other key decisions in the organization. It is based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Dave & Jeanne, 2011). With a strong organizational culture, employees do things because they believe it is the right thing to do and feel they will be rewarded for their actions.

Organizational culture can be treated as a series of distinctive characteristics of a specific organization. Some modern definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship. Organizational culture can be seen to include; a system of ideas and concepts, customs, traditions, procedures and habits for functioning in a specific macro environment. Organizational culture can mean values, standards and beliefs Organizational culture is implicit, invisible, intrinsic and informal awareness of the organization which directs behavior of individuals. In understanding organizational culture it is very important to know its elements. Authors are not unanimous about what are the elements of the organizational culture, according to Armstrong (Žugaj, Cingula, 1992) there are four important elements of organizational culture; organization value, organization climate, Leadership style, work

processes and system. Values are defined by Thomas (2013) as what is desirable and valuable, both socially and personally. Values hold a judgmental element in that they bear a person's thoughts as to what is good, right, or desirable (Robbins & Judge, 2015). It is important to know a person's values as they are explaining attitudes, behaviors, and perceptions (Robbins & Judge, 2015;). So understanding of an individual's value system can afford insight into what makes the individual "tick" (Robbins & Judge, 2015). Organizational climate is an aspect of culture and defined as team spirit but at the organizational level (Robbins & Judge 2013), In order to understand how an employee perceives organizational climate, it is necessary to consider the employee's perceptions of the work situation (including the characteristics of the organization they work for) and the nature of his/her relationships with other people in the same environment (Churchill, Ford & Walker 1976). Organizational climate has a significant impact on the wellbeing of employees that has a direct influence on quality and quantity of work done in the organization (Mullins 2010). Leadership is a method through which an executive can direct, guide, and influence the behavior and work of others in order to achieve specific objectives in a given situation. Subordinates might be persuaded to work with zeal and confidence by their supervisor (Iqbal et al., 2015). Leadership allows for the formation of teams and the making of sound decisions, all of which impact progress (Nwaigwe, 2015). As a result, management decisions have an impact on every area of a company. as a person's way of giving orders, motivating others, and carrying out goals. All aspects of interacting within and outside of an organization, handling or dealing with conflicts, assisting and guiding the workforce to achieve and complete tasks, and appearing as a role model for all are covered by leadership styles (Memon, 2014).This study is an attempt to find out how the elements of organizational culture as listed by Armstrong influences employee performance in an organization.

Statement of the Problem

Organizational culture plays a crucial role in shaping behavior in organizations, and focuses on those elements which includes value, climate and leadership (Žugaj &Cingula, 1992). It determines the way employees interact and relate to one another, healthily compete, accomplish their tasks, unite and work as a team, implement organization policies, and carry out their role and responsibilities at workplace. Without effective organization culture, an organization cannot achieve its goals, and therefore plays crucial role in development and performance of the organization, it also impacts on the level of employees' satisfaction in the organization. Organizational Culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm's competitive advantage since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, and provides solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008). Difference in organizational culture can result to difference in outcomes of two organizations using the same strategy and in the same industry even in the same location. positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. According to Dave and Urich, (2011) Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success. Performance on its own is the degree of an achievement to which employees fulfill the organizational mission at workplace and the job of an employee is build up by the degree of achievement of a particular target or mission that defines boundaries of performance. Modern organizations pose enormous opportunities and challenges to the corporate

practitioners and policy makers. Analysis of this dynamism is crucial to pursue the organizational strategic objectives. From the forgoing one might argue that there is lack of effective organizational culture in the health sector leading to poor employee performance of health workers and there is little research investigating the effect of organizational culture on employee performance, hence this study to find out the effect of organizational culture on improving employee performance in Alex Ekwueme Federal University Teaching Hospital, Abakaliki (AEFUTHA).

Objectives of the Study

The main objective of this study is to examine the effect of organizational culture on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki(AEFUTHA). However the specific objectives are:

i. To examine the effect of organizational values on employee performance of AEFUTHA.
ii. To determine the effect of organizational climate on employee performance of AEFUTHA.
iii. To ascertain the effect of leadership style on employee performance of AEFUTHA.

Research Hypotheses

The hypothesis of this study is stated in Null form

H_o1 Organizational value does not have significant effect on employee performance in AEFUTHA.

H_o2 Organizational climate does not have significant effect on employee performance in AEFUTHA.

H_o3 Organizational leadership styles does not have significant effect on employee performance in AEFUTHA.

REVIEW OF RELATED LITERATURE

Conceptual Review

Organizational Culture

Organizational culture refers to the beliefs and values that have existed in an organization for a long-time, the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior. Knowledge of the culture of an organization allows employees to understand both the organization's history and current methods of operation. Organizational culture can foster commitment to the organization's philosophy and values. Organizational culture serves as a control mechanism to channel behaviours toward desired behaviours and away from undesired behaviours. Work culture of an organization is born out of the organization's strategic intent and values. The employees and management are key factors in creating a productive work environment.

Ricardo and Wade (2001) said that performance and productivity were two different things. Productivity means the ratio that represents the volume of work done within the due period, while performance is an indicator of productivity, consistency and quality of work. They suggested that result-oriented culture needed high level of education, concepts, instruments, training and management, as well as leadership skills. According to Stewart (2010), norms and values of organizational culture highly affect those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He also suggests that norms and values are the first thing to look out for in the organizational culture effective 221 Impact of organizational culture Downloaded by Harbin University of Science and Technology At 10:17 30 October 2016 (PT) communication plays a very important role in industrial disagreements, miscommunication, gossips and organizational divergences. Customer service orientation Joel and Michelle (2000) state that employees observe the organization's procedures as believing them well and giving wisdom of society at

workplace and got the customers' report regarding the quality of services. High service quality could result when the organizational culture communicates advanced customer service at the top.

Organizational Values

Values are defined by Thomas (2013) as what is desirable and valuable, both socially and personally. Values hold a judgmental element in that they bear a person's thoughts as to what is good, right, or desirable (Robbins & Judge, 2015). It is important to know a person's values as they are explaining attitudes, behaviors, and perceptions (Thomas, 2013; Robbins and Judge, 2015; Shane and Glinow, 2013). So understanding of an individual's value system can afford insight into what makes the individual "tick" (Robbins and Judge, 2015). Values according to Shane and Glinow (2013) are essential manners of behavior that affect employees' behavior. Organizational values according to some researchers are different from those of the environment, but these kinds of values can be made and transformed more easily and to a larger scope. Organizational values are defined by Toliver (2013) as a set of principles that express to employees what is essential to the organization, and informs the organization's actions and the behavior of its employees. Organizational values are something that came out from an organization or are they basically transferred from an individual level to the organizational level through its employees. Organizational values are considered as what individuals within organization believe is good for organization, what needs to occur within organization and in the future what might be needed within organization

Organisational Climate

Robbins and Judge Stated that Organizational climate can be considered as an aspect of culture and defined as team spirit but at the organizational level (Robbins and Judge , 2013), one of the most important aspects in an organization to influence how people

behave is organizational culture that can be defined as the shared beliefs and values within the organization (Robbins and Judge, 2013). In order to understand how an employee perceives organizational climate, it is necessary to consider the employee's perceptions of the work situation (including the characteristics of the organization they work for) and the nature of his/her relationships with other people in the same environment. Organizational climate has a significant impact on the wellbeing of employees that has a direct influence on quality and quantity of work done in the organization [Mullins., 2010].

Most times, organizational climate perceived by employees influences the motivation of employees and motivation will result in higher productivity so, a positive climate is said to encourage employees' productivity and decrease turnover. According to Mullins [2010], there is a significant relationship between organizational climate and commitment of employees as well as perceived organizational performance. However, a healthy organizational climate does not guarantee an improved organizational performance, even along with organizational commitment, there are other variables contributing to improved performance [Mullins., 2010].

emotional manipulation of power and influence. It is the "feeling" that comes from the organization's physical structure and how participants engage with one another and connect with other members of the organization or outsiders (Okoseimiema and Eketu, 2019). The organizational environment is defined by employees' descriptions of organizational characteristics such as size, structure, policies, and leadership styles. They went on to say that the organization's atmosphere depicts members' subjective opinions and impressions, regardless of whether or not they are a true reflection of reality in the workplace (Mitonga-Monga and Coetzee., 2012). Organizational climate is a force that influences employees' emotions and conduct; a perspective shared by members of an organization that represents

the individual's norm, value, and attitude; formed through member contact; functions as a source of influence for influencing behavior and the work environment (Tedla, 2016).

Organizational Leadership Styles

Leadership is a method through which an executive can direct, guide, and influence the behavior and work of others in order to achieve specific objectives in a given situation. Subordinates might be persuaded to work with zeal and confidence by their supervisor (Iqbal, Anwar and Haider., 2015). Leadership allows for the formation of teams and the making of sound decisions, all of which impact progress (Nwaigwe, 2015). As a result, management decisions have an impact on every area of a company. as a person's way of giving orders, motivating others, and carrying out goals (Memon, 2014). All aspects of interacting within and outside of an organization, handling or dealing with conflicts, assisting and guiding the workforce to achieve and complete tasks, and appearing as a role model for all are covered by leadership styles. Memon claims that an organization's leadership style is one aspect that influences whether or not employees are interested in and committed to the organization. Furthermore, there are six leadership styles, each of which has a distinct impact on the target followers' emotions (Saxena, Desanghere,Stobart and Walker., 2017). These include, innovative leadership style, coaching style, affiliative style, democratic style, pace-setting style, and authoritative leadership style are the ones to look for. The above authors state that any of these styles can be used by any leader and that a good mix adapted to the situation is usually the most effective method. The library staff can readily drive the university library's goals when the leaders and management team members employ democratic and transformational leadership approaches. Employees will make a significant contribution to attaining business goals when the library's management communicates with them frequently about personal rather than official matters, they added. However, democratic and transformational leadership styles may be effective where employees have proved their ability to work with minimal supervision. Even if this is not

the case, the leader may employ an authoritarian leadership style to get desired results. It is important to note that numerous leadership styles can be used in a company. Each has its own set of advantages and disadvantages (Johnson, 2005). The emphasis is on the fact that whichever style is used, it must be suitable for positively influencing followers' behavior in order to assist the organization in meeting its objectives.

Alex Ekwueme Federal University Teaching hospital Abakaliki was created by upgrading the former Federal Medical Centre Abakaliki to a Teaching Hospital in December 2011. It is an agency/ parastatal under the Federal Ministry of health their services include ; Medical Advisory, Nursing Service(HNS), school of Midwifery(SOM), Pharmacy, Laboratory Service, Radiology, Bio-Medical Engineering, Surgery Department Physioterapy, Dietitics, Dental Surgical(Clinicals) Pediatrics, Obstetrics and Gynecology (O&G) Accident and Emergency (A.&E) Ophtamology Psychiatry, Community Medicine, Family Medicine Histopathology, Medical Social Works. Haematology, Chemical Pathology, Microbiology, Anaesthesia.

AEFUTHA is a frontline tertiary health institution dedicated to the delivery of efficient, effective, and qualitative services comparable with internationally acceptable best practices. Its vision is to be a resource centre of excellence offering value- based, patient-centered, innovative, health and academic services that reflect global best practices. The chief Medical Director is Prof. Robinson Chukwudi Onoh.

Theoretical Framework

This study is anchored on Edgar Schein Theory of Organizational Culture Edgar Schein (1980) developed an organizational culture model to make culture more visible within an organization. Edgar Schein also indicated what steps need to be followed to bring about cultural change .Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. This theory aims to explain how organizations adopt culture over a period of

time. According to Edgar Schein(1990) organizations do adopt culture on a single, form it over a period of time as employees go through various changes, adapting to the external environment and solving problems thereof. The gain is realized from their past experience as the start practicing it daily thus forming the workplace culture. The new employees will also strive hard to adjust to the new culture and enjoy a stress free life. (Schein, 2004).Espoused beliefs and values are the next level of organizational culture that include strategies, goals, shared perceptions and assumptions , norms, beliefs and values instilled by the founders and leaders, play an important role in deciding Organizational culture. The espoused values cultural learning reflects someone's original values. Values and beliefs become part of the conceptual process by which group members justify actions and behavior. Basic underlying assumptions are the base level of the organizational culture, which are deeply embedded, unconsciously held learned responses. They look at the solutions to a problem that works repeatedly as it comes, and therefore it should not be taken for granted. They are implicit assumptions that actually guide behavior and determine how group members perceive, think and feel about things. Schein (1990) suggested that the basic assumptions are treated as observed manifestations of the culture essence. He defined a formula used to interpret most visible symbols of a culture. It is important to note that espoused beliefs and values may only reflect the aspirations of a culture, and organizational culture being atmosphere that pervades the interior of the company. This theory is relevant to this study because it aims at explaining how organizations adopt culture over a period of time and the three levels of organizational culture and their effect on employee performance.

EMPIRICAL REVIEW

Globally, several studies have been reviewed on organizational culture. As has already been noted in preceding sections,

Sujatha, Ganesan and Laila (2016) investigated the existing organizational climate at Mahatma Gandhi University Library by surveying the library professionals. The study aimed to find out the current organizational climate and the influence on the commitment of library professionals. The majority of the respondents were satisfied with the library profession, salary, working hours, job security, and work freedom. However, in the case of promotion, job rotation, rewards, decision making, leadership style, and transportation facilities, the majority of the respondents showed dissatisfaction.

Jahani, Yaminfrooze and Siamian. (2015) carried out a study on the regression model of the Iran library's organizational climate. The purpose of their study was to draw a regression model of the central organizational libraries of Iran's universities. Of the nine variables affecting organizational climate, five variables of innovation, teamwork, customer service, psychological safety, and deep diversity played a significant role in predicting the organizational climate of Iran's libraries. From the study, the contribution of teamwork is more than any other variable. This implies that the reinforcement of teamwork in university libraries can be more effective in improving the organizational climate of libraries. Within Nigeria,

Ibegbulam, Eze and Akpom. (2017) focused on investigating the organizational climate for creativity/innovation among librarians in Academic libraries in southeast Nigeria. The study aimed to know librarian's perception of their organizational climate as it relates to creativity. Six dimensions of organizational climate were investigated: organizational encouragement, supervisory encouragement, workgroup support, freedom, sufficient resources, and challenging work. The findings revealed that workgroup and organizational encouragement were perceived to be highly favorable for creativity. Recently,

Nwangwu,Etodike, Okeke and Ifeanacho. (2021) carried out a study on organizational climate factors in job creation among public university libraries in Anambra State. They aimed to establish the perception of librarians about their organizational climate and whether this perception correlates with their creativity. Findings from the study indicated that the perception of organizational climate is low among University librarians. In a nutshell, the implication from the studies above is that management of university libraries have a responsibility to nurture the pattern of behavior which they want and which will drive librarians to work in the direction that will bring about the desired organizational result(s) through providing a positive organizational climate. This can be achieved by providing the practical tools and solutions which employers require to function maximally.

METHODOLOGY AND RESULTS

This study adopted survey research design with a population of three hundred and ninety eight(398) Resident Doctors of Alex Ekwueme Federal Teaching Hospital Abakaliki but with a sample size one hundred and ninety seven (197) using Taro Yamane Formulae. Data was presented with descriptive statistics and analyzed using multiple regressions.

Model Specification

The model of the study is based on the classical linear regression model of brooks (2014), an econometric analysis of which employee performance is dependent variable while the independent variable/explanatory variables are organizational value(ORGV), organizational climate (ORGC) and organizational leadership style (ORGLS).

The model is shown as follows;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 \ldots\ldots\ldots\ldots \beta_n X_n + \mu t \ldots\ldots\ldots\

μ= Error or disturbance term

t = time

In relating this to the study

EMP = F (ORGV,ORGC and ORGLS) …… (2)

Relating it in econometric form and the variable

Log EMP = β0 + β1 Log ORGV + β2 Log ORGC + β3 Log ORGLS + μt …… (3)

Where;

EMP=employee performance

ORGV = Organizational value

ORGC = Organizational climate.

ORGLS = Organizational leadership style

B_0 = Constant /Intercept Term

β_1 & β_2 = Coefficient of the parameter estimated or the slope

μ = Error or Disturbance Term

t = time Period

Apriori expectation: It is expected that β1, β2 >0

Table 1: **Questionnaire Distribution And Return**

Number of questionnaire distributed	Number of questionnaire returned	Number of questionnaire not returned	Percentage of questionnaire returned%
197	155	42	79%

Source: Field Survey Report 2024

Table 3: ANOVA[a] Output

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	857.301	3	285.767	77.633	.000[b]
	Residual	555.834	151	3.681		
	Total	1413.135	154			

a. Dependent Variable: EMPE

b. Predictors: (Constant), ORGLS, ORGV, ORGC

Sourse: Eempirical analysis 2024

The ANOVA summary as presented on table 3 above shows that the outcome is statistically significant with p-value (0.000) < 0.05 and the F value of 77.633.

Table 4: Collinearity Diagnostics[a] Output

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	ORGV	ORGC	ORGLS
1	1	3.974	1.000	.00	.00	.00	.00
	2	.014	16.636	.94	.13	.02	.03
	3	.007	23.850	.06	.76	.44	.05
	4	.005	29.693	.00	.11	.54	.92

a. Dependent Variable: EMPE

Source: Empirical Analysis 2024

Table 5: Residuals Statistics[a] Output

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	11.4380	23.0874	19.3097	2.35943	155
Residual	-8.90137	5.67703	.00000	1.89982	155

Std. Predicted Value	-3.336	1.601	.000	1.000	155
Std. Residual	-4.640	2.959	.000	.990	155

a. Dependent Variable: EMPE

Source: Empirical Analysis 2024

Table6: Model Summary[b] output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.779[a]	.607	.599	1.91860	.607	77.633	3	151	.000	2.245

a. Predictors: (Constant), ORGLS, ORGV, ORGC

b. Dependent Variable: EMPE

Source: Empirical Analysis 2024

From the model summary shown on table 6 above, it was observed that R is 0.779, R Square equal to 0.607 and Adjusted R Square equal to 0.599 Judging from and with the adjusted R square, it suggest a good model representation on the indication that employee performance among resident Doctors in Alex Ekwueme Federal Teaching Hospital Abakaliki are influenced by the independent variables (organizational values and organizational leadership style) which account for 60% while the remaining 40% are accounted by other factors. This outcome is also supported by the Durbin-Watson figure of 2.245 showing no presence of multi-collinearity issues and as such, the model shows statistical significance (0.000).

Table 7: Coefficients[a] output

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.677	1.132		2.364	.019		
	ORGV	.317	.080	.322	3.975	.000	.396	2.526
	ORGC	.068	.091	.063	.744	.458	.364	2.744
	ORGLS	.485	.098	.453	4.948	.000	.311	3.219

a. Dependent Variable: EMPE

Source: Empirical Analysis 2024

From the table above, it is observed that Organizational value (ORGV), Organizational Climate (ORGC) and organizational leadership style (ORGLS) had P-values of 0.000, 0.458, and 0.000. Since the P-values (0.000 and 0.000) for organizational value and organizational leadership style are less than 0.05, it suggests that the outcomes for the two variables are statistically significant. Thus, leading to the rejection of the null hypotheses which had it that Organizational value does not have effect on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki (AEFUTHA). Organizational leadership styles does not have effect on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki(AEFUTHA).

In view of the rejection of the null hypotheses, the alternate hypotheses were accepted, thus, Organisational value has effect on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki (AEFUTHA). Organisational leadership styles has effect on employee performance of Alex Ekwueme Federal Teaching Hospital Abakaliki(AEFUTHA These outcomes were also supported by tolerance statistics level, VIF, and t-statistics as there are no multi-co-linearity problems among the explanatory variables in the study and as such affirming that organizational value and organizational leadership

style have significant effect on employee performance for resident doctors of Alex Ekwueme federal Teaching Hospital Abakaliki. However, given the p.value of 0.458 for organizational climate (ORGC) it suggestes that the outcome for the variable is not statistically significant and thus, we uphold the null hypothesis which states that organizational climate does not have significant relationship with employee performance at Alex Ekwueme Federal University Teaching Hospital Abakaliki.

Test of Research Hypotheses

In testing the first, second, and third hypotheses, the P-values of the t-statistics in table 5 was used. The hypotheses were tested considering all diagnostic factors and regression results obtained in table 4 and 5 formed the basis for the test of hypotheses one, two, and three.

Step 1 Restatement of the Null and Alternate Research Hypothesis

$H0_1$: Organistional value does not have significant relationship with employee performance in Alex Ekwueme Federal University Teaching Hospital Abakaliki.

Step 2 Decision Rules

Decision Rule 1: Accept the alternate hypothesis and reject the null hypothesis if the P-value is less than the chosen level of significance (0.05). It implies that the estimated variable has significant impact on the dependent variable.

Decision Rule 2: Uphold the null hypothesis and reject the alternate hypothesis if the P-value is greater than the chosen level of significance (0.05). It implies that the estimated variable has insignificant impact on the dependent variable.

Step 3: Decision

Based on the regression result presented in tables 7 the coefficient of Organisational value (ORGV) is .317 while the P-value is [0.000]. The parameter of ORGV is positive and significant in measuring Employee performance (EMP) as confirmed by its P-value. Since

5% (0.05) level of significance is greater than the P-value [0.000], we reject the null hypothesis and conclude that the level of organizational value has significant effect on on employee performance (ORGV) among Resident Doctors in Alex Ekwueme federal university Abakaliki. The study accordingly could not uphold the null hypothesis since the p-value is less than 0.05 at 5% level of significance.

$H0_2$:Organisational Climate does not have significant effect on Employee performance of Resident Doctors in Alex Ekwueme federal university teaching hospital Abakaliki..

Ha_2: Organisational climate significantly influence employee performance of Resident Doctors in Alex Ekwueme federal teahing Hospital Abakaliki.

Based on the regression result presented in tables 5 the coefficient of organizational climate (ORGC) is .068 while the P-value is [0.458]. The parameter of ORGV is not significant because the p.value is greater than 5% (0.05) level of significance, we uphold the null hypothesis and conclude that the level of organizational climate at Alex Ekwueme Federal Teaching Hospital Abakaliki does not have significant effect on Employee performance (EMP) the study accordingly could not reject the null hypothesis since the p-value is greater than 0.05 at 5% level of significance.

$H0_3$: Organisational leadership style does not significantly influence employee performance in Alex Ekwueme Federal University Teaching Hospital Abakaliki.

Ha_3: Organisational leadership style significantly influences employee performance in Alex Ekwueme Federal University Teaching Hospital Abakaliki.

Based on the regression result presented in tables 5, the coefficient oforganisational leadership style (ORGLS) is 0.485 while the P-value is [0.000]. The parameter of ORGLS is positive and significant in measuring Employee performance (ORGLS) as confirmed by its P-value. Since 5% (0.05) level of significance is greater than the P-value [0.000], we reject the null hypothesis and conclude that organizational leadership style(ORGLS) has

significant effect on employee performance of resident Doctors at Alex Ekwueme Federal Teaching Hospital Abakaliki. The study accordingly could not uphold the null hypothesis since the p-value is less than 0.05 at 5% level of significance.

CONCLUSION

Based on literature and survey carried out for this study, it is evident that organizational culture has a significant effect on employee performance. The study confirms that organizational culture is an important factor that cannot be ignored in organisations. Organizational culture has been seen to be growing rapidly over the years. Organisations are now realizing that it is essential for its success. This is so because the study has shown that having a good organizational culture such as a good organizational value, and good leadership style can improve employees' performance and in turn enhances the organisational performance which can be noted on its employee turnover, effectiveness, growth and customer referee. From the survey conducted, the respondents confirmed that organiisational culture is a strength as well as opportunity for organisation which needs to be exploited and managed effectively. It is vital to state here that Nigeria is a country with large number of individuals with different health challenges. As such, the Nigerian health institutions are operating in an environment that their services are highly required. Hence, having knowledge of how organizational culture affects or influences staff's performance and overall organisational performance is very fundamental to organisational managements.

RECOMMENDATIONS

Based on the findings of the study, the researcher recommended the following;

i. Alex Ekwueme Federal University Teaching Hospital Abakaliki should sustain and off course make their organizational value work better such as avoid lateness to work try not to delegate duties etc as this will make their Resident doctors perform better.

ii. The management of Alex Ekwueme Federal Teaching Hospital Abakaliki should encourage Team work and ensure that their Resident Doctors are part of the organizations decision making in the organization and give them sense of belonging.

iii. Alex Ekwueme Federal University Teaching Hospital Should maintains their leadership style by continuous motivation of employee as this will spur their Resident Doctors to perform better.

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