Influence of Work Culture on Organizational Performance in Rwanda: A Case of Economic Policy Research Network

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Abstract

Work culture has long been regarded as a significant component of a wide range of organizational processes, personnel, and performance. It has also served as a vital connection to bind diverse corporate cultures in the corporate group structure. This descriptive assessed the influence of work culture on organizational performance, data collected were cross-sectional. The total population was 302 and the sample size was 177 calculated using Yamane formula. Both stratified and purposive sampling techniques were employed. Statistical Package for Social Science (SPSS) was used to analyze quantitative data while qualitative data were analyzed using content analysis. With respect to the specific objective of the study, after collecting data, cleaning, and interpreting, the findings indicated that regarding to the influence of ethics-driven work culture on organizational performance. The majority 115 out of 177 or 65% concurred that having certain values as a work-driven culture in an organization influences organizational performance. Respondents supported the findings by saying organizations with values that become a work-driven culture motivate their employees to always take the right decisions. Likewise, 77 out of 177 and represented by 43.5% asserted that setting norms in an organization influences organizational performance. Regarding to the influence of technology-driven work culture on organizational performance. The findings showed about 117 (66.1%), and 113 (63.8%) respectively strongly agreed that automating organizational services and fostering organizational services online significantly contribute to organizational performance. Concerning to the influence of M&E on organizational performance, 53.7% strongly agree that acknowledging the feedback of organization stakeholders influences organizational performance. Above all, the findings demonstrated that a combination of ethics-driven work culture, technology-driven work culture, and M&E-driven work culture contributes up to 72% to organizational performance. Moreover, correlation analysis showed that there is positive relationship between ethics, technology, and M&E-driven work culture with organizational performance. However, technology-driven work culture and M&E-driven work culture are more highly correlated with organizational performance than ethics-driven work culture. The study recommended that ethics-driven work culture, technology-driven work culture, and M&E-driven work culture should be enhanced in organizations since it's a key factors with regard to performance.

Keywords: *Work Culture, Organizational Performance, Economic Policy Research Network Rwanda.*

1.1 Background of the Study

Globally, organizations set expectations for how people behave and work together, and how well they function as a team. In this way, culture can break down the boundaries between solid teams, guide decision-making, and improve workflow overall. According to Kate (2021), companies with winning work cultures have 72 percent higher employee engagement ratings than organizations with weak cultures. According to Ayansola (2021) in South Africa, a strong work culture contributes up to 56% of company performance than their counterpart. A number of policies have been established in this field of work culture, like a code of conduct policy. This policy establishes guidelines for acceptable behavior among workers. A code of conduct aims to encourage ethical and professional conduct among staff members and to make sure that everyone is aware of their duties and commitments to the company. The policy emphasizes that organizations can create an effective work atmosphere where employees feel appreciated, valued, and empowered to uphold the company's values by implementing a code of conduct policy (Kahn, 2018). Additionally, the policy fosters a culture of trust and accountability among staff members, which may boost output and general job happiness.

There is also a community policy that highlights the expectations for communication in the workplace, including why and how it should occur as well as the acceptable channels to use in certain circumstances. This policy establishes the standards for employee communication with one another, with clients or customers, and with stakeholders outside the company. An organization can foster a culture of effective communication by enacting a communication policy. As a result, it could boost output, foster collaboration, and boost employee happiness (Kahn, 2018). A healthy and productive work environment can result from effective communication since it can lessen the possibility of misunderstandings and conflicts (Okoro, 2012). Work culture is a result of specific norms, beliefs, attitudes, philosophies, values, and ways of working that guide all members (Suda, 2017). Nowadays every institution needs innovative ways of working to enhance its performance. In this regard, work culture should be among the priorities because a strong work culture shapes an organization's decision patterns, guides actions, and drives individual behavior of all members (Suda, 2017). Additionally, work culture has an impact on the majority of organizational life, including how decisions are taken, who makes them, how rewards are dispersed, who gets promoted, how people are treated, how the business reacts to its surroundings, and more. (James, 2012).

Understanding and maintaining work culture can have a number of benefits to organizational performance and on the other hand, when they are not well managed, it can create issues that may negatively impact its performance (Christopher, 2018). The system of common understanding that members hold which sets an organization apart from other organizations is referred to as work culture (Manetje, 2003). Work culture has long been regarded as a significant component of a wide range of organizational processes, personnel, and performance. It has also served as a vital connection to bind diverse corporate cultures in the corporate group structure (Ngozi, 2021). Attention to culture has been an increasingly significant part of day-to-day organizational functioning in the 21st century because performance has been deemed to be dependent on the organization's culture (Akpa, 2021). In order to better produce results and improve the lives of those it serves, the Secretary-General of the United Nations recognized the transformation of work culture as a core tenet of United Nations reform in the 2018 United Nations General Assembly. He has emphasized the need for a culture that is results-driven, risk-aware, forgiving of errors, innovative, empowered, and accountable (UN, 2018).

A study report titled "Evaluation Work Culture" that was published in 2020 by the Office of Internal Oversight Services emphasized that work culture could be the actions and underlying assumptions, beliefs, and values that contribute to the distinctive social and psychological environment of an organization and influence how people act, think, and interact with one another. There were significant work culture takeaways from the research assessment for program managers and executive secretaries as they continue to improve their job and deliver even better outcomes for the United Nations. These include setting a work culture that strengthens accountability, promotes greater teamwork and collaboration, pays close attention to staff morale, and culture that ensures gender mainstreaming in an institution (OIOS, 2020). The fact that the ordinary workplace in Africa, and notably South Africa, employs people of many races, genders, religions, political affiliations, and many other differences has helped to develop a positive work culture. Because of this, developing and maintaining a supportive and cohesive workplace culture is a challenging but crucial step to take. Geographical location and physical elements can significantly impact work culture in Africa. The type of services provided by an institution can vary depending on whether it is located in a busy metropolitan center or a calm rural area. (Muya, 2012).

Not only introduced in the rest of the world but also work culture has been serving as a greater contributor to organizational performance in East African Community (EAC). A paper published by Awino in 2020 titled the influence of corporate culture on the operational performance of Multi-national Companies in Kenya described that there is a correlation between adhocracy and the operational performance of multinational companies while bureaucracy which has been the symbol of leadership has a negative correlation with organizational performance. Furthermore, in East Africa Region, according to Phoebe (2022), in his study entitled Effect of Work Culture Change on Organizational Performance of Kenya Wildlife Service (KWS) Nairobi National Park. The study revealed that the majority (35.9%) of the respondents feel less motivated when they don't see a better working environment as a result of not considering the importance of work culture. In this study, the findings revealed that work culture supports an organization to attain its vision, goal, and strategies. In this study, about 40.5% agreed that managers should encourage employees to adapt to changes and to care (35.9%) asserted that employees, customers, and stakeholders and be motivated by work culture. The study concludes that work culture aligned with vision, goals, and company strategies guides employees toward a shared purpose and improves an organization's capacity to perform excellently. It also concludes that KWS management encourages work ethics through consistency, and effective communication that improves work commitment that ultimately leads to better performance.

Rwanda has achieved impressive development for the past 28 years. A strong focus on homegrown, policies and initiatives has contributed to significant improvement in the life of the country in all aspects. In the journey of improving the well-being of all citizens, government of Rwanda (GoR) has discovered that setting a strong work culture in public organizations should be the pivotal contributor of the nation development. Prior to this, the Rwandan government introduced the imihigo, a ground-breaking method, in 2006. All public institutions have begun to work toward achieving goals and periodically present the achievement. This new spirit of working has promoted the performance of public institutions in Rwanda due to investing in result-based monitoring and evaluation. The Imihigo program has its roots in a pre-colonial Rwandan cultural practice whereby leaders or warriors would publicly vow to achieve certain goals and face public humiliation if they failed. (Daniel, 2010).

Indeed, Economic Policy Research Network (EPRN) is a non -governmental organization initiated in 2008 and officially registered by Rwanda Governance Board in 2018. The network's goal is to support the development of economic policies that are grounded in evidence by offering top-notch research, enhancing capability, and fostering networking opportunities. Organization offers its interventions in three areas: capacity building, research and networking. EPRN is headquartered at the University of Rwanda, Gikondo Campus (former SFB). Therefore, this study assessed the influence of work culture on organizational performance in Rwanda.

1.2 Statement of the Problem

Globally, organizations are becoming innovative and creativity in a way of paving better performance. In Rwanda, many organizations are directed by distinctive ethical standards together with norms, beliefs, and attitudes toward work shared by the environment and organizations. Work culture in Rwanda brings an association between the better performance of an organization and the practices adopted by both the environment and the organization itself. The outcomes created a strong relationship between work attitudes and project achievement of the institution. Using both qualitative and quantitative research methods, the research showed due to the different beliefs and backgrounds, laborers should have affirmative philosophy toward work, institutional principles, and personal judgments (Daniel, 2016). Work culture and project performance are interdependent and work side to side in an institution. This is because the success of an institution is much depending on the beliefs underlying assumptions and philosophy of both the institution and the environment in general, but this influence change significantly according to the management of the organization or institution and also varies according to the environment or according to the regulatory framework imposed by the government (Daniel, 2016).

Ozguler (2016) asserted that developing a multicultural project management approach and using the following steps can help improve institution performance: Create an organizational cultural map, assess the current project management procedure, develop a plan for improvement, gauge the organization's level of multicultural competency, assess the project managers' level of multi-cultural competency, create a multi-cultural project management process, and put the multi-cultural management process into practice. Ozguler also looked at other factors influencing organizational performance, such as stakeholder perception, the human element, and the financial strategy. There is, however, no research connecting it to organizational performance.

Common business culture problems include inconsistency, poor communication, and uncertainty. These may contribute to a hostile and unpleasant workplace culture, which may decrease employee loyalty and exacerbate issues like harassment, bullying, and high turnover (McMahon, 2022). It takes a lot of work to establish and maintain a distinct workplace culture. Organizational structure, size, composition, industry, and outside restrictions all contribute to this complexity. Many businesses have attempted to gain this competitive advantage by creating cultures attempts to gain this competitive advantage by creating cultures that they label in accordance with the culture they wish to create. Some companies have tried to develop learning cultures, high-performance cultures, service cultures, and external cultures, all of which should be directly related to project success, particularly in non-government firms (Hunter, 2017). There is inadequate knowledge on how to monitor the beliefs of employees. Work culture impacts organizational performance in many different ways and these should vary accordingly. As a researcher who wants to fulfill academic studies, we can ask ourselves this question "How can work culture influence organizational performance in Rwanda?"

An institution's culture can be strong and cohesive if it operates in accordance with a clear and explicit set of principles and values that the management spends significant time communicating to employees and that are widely shared throughout the organization. According to Muya et al (2021) A person who shares an organization's values defines the compatibility of individuals and organizations (Adriana, 2019). Apart from a few studies that tackled the influence of work culture, no study has been carried out to assess the influence of work culture mainly considering three independent variables which are ethics, technology, and Monitoring and Evaluation adopted in organization and become work culture.

1.3 Objectives of Study

i. To assess the influence of ethics-driven work culture on organizational performance in Rwanda;
ii. To examine the influence of technology-driven work culture on organizational performance in Rwanda;
iii. To ascertain the influence of monitoring and evaluation-driven work culture on organizational performance in Rwanda

2.0 Literature Review

2.1 Theoretical Literature

2.1.1 Work culture

There is no doubt that organizations either private, public, or non-government organizations play a vital role in improving the livelihood of the population by establishing numerous projects and programs that foster members and community development. It is a general belief that organizations are a backbone to support poor in the society and the voice of marginalized people in society (Megersa, 2020). And this unique way of working lies in what one organization believes and follows which makes them unique. One of the many elements regulating the expansion of organizations was thought to be work culture (Kadozi, 2019). The work atmosphere is made up of a variety of attitudes, beliefs, and behaviors collectively referred to as work culture. Workplace cultures take individual well-being into account while also coordinating employee behavior and corporate policies with the broader objectives of the firm. Work culture affects a person's capacity to establish productive working connections with co-workers and how well they fit into their new setting. The workplace culture influences the attitude, work-life balance, prospects for growth, and level of job satisfaction work-life balance, prospects for growth, and level of job satisfaction are all influenced by the workplace culture (Kate, 2021).

According to Robbins (2012), work culture is a uniform way of distinguishing an organization based on what makes it stand out from rival organizations. Work culture has a significant impact on an organization because it establishes who are its key stakeholders, its unique employees, clients, suppliers, and competitors, and how to engage with them (Barney, 2012). Employees will respect the organization's historical and current operating procedures when they are aware of the culture of their workplace. This provides guidance for future behavior and can help advance the organizational way of life by fostering a sense of community. Because employees share success-oriented beliefs, any firm with a well-defined culture frequently works toward common goals and can accomplish efficiency.

2.1.2 Organizational performance

Organizational performance is the ability of an organization to reach its goals and optimize results or Organizational performance comprises the actual output or results of an organization as measured against its intended outputs and it can also be the success or fulfilment of organization at the end of program or projects as it is intended (Miles, 2022). Organizational performance, according to Ittner and Larcker (2012), is a more general concept with indicators like productivity, quality, consistency, and efficiency as well as supplementary measures like management and leadership training for fostering the necessary skills and attitudes among the workforce (Richard, 2002). Organizational performance can also be thought of in terms of net income, sales, the number of employees, physical expansion, increasing market share, and long-term financial viability (Kotter, 2012). The financial performance of an organization, including earnings, return on assets, return on investment, sales volume, market share, and shareholder return (Richard 2013). Work culture, according to Khin (2018), is the way things are done in a company, the unspoken guidelines that affect individual and group behavior and attitudes. The management of organizations is significantly influenced by work culture. A crucial management tool for firms is culture. Many advantages have been mentioned as being extremely valuable to the advancement of design and structure. Due to cultural variation that influences reporting methods, many organizations have failed. Studies demonstrate a link between work culture and the successful completion of projects.

2.2 Empirical Literature

2.2.1 Ethics driven work culture and organizational performance

Employees and stakeholders' moral judgments are influenced by the organizational or corporate culture. Companies that put forth an effort to establish a strong ethical culture encourage all employees to express themselves and act honestly and morally. Making sure that senior managers and executives set a good example is one of the most obvious ways that organizations can show their dedication to developing an ethical workplace culture. Employees look to senior management's actions as an indication of the kind of conduct the organization accepts in the workplace. Since actions speak louder than words, it is encouraging for employees when senior leaders act ethically. Senior leaders need to remember that people are watching them and make sure that they follow their own advice (Eisenstein, 2021). Most workers would desire to act morally, particularly if they are employed by a corporation that has strong moral and ethical standards.

Work ethics are crucial to the success of an organization because they demonstrate employees' trust in it, which would foster employee growth, transparency, integrity, a positive reputation for the company, and improved work procedures. In addition, ethics serve as the fundamentals of behavior, which have a significant impact on how well employees perform in their jobs (Jamal, 2018). Corporation policies, rules, and laws as well as the work ethics of a company determine its culture. People need to be aware of who they are and what they want from an organization while evaluating potential employers. The employee should make sure the organization meets its requirements, just as a corporation evaluates a prospective employee in light of its organizational structure. According to research, workers who feel congruent toward their employer are more likely to feel respected as individuals, be content in their work, and show an affective commitment to the company (Amos & Wethington, 2008).

The research undertaken by Khaltar & Joe Moon (2019) on the Effects of Ethics and Performance Management on Organizational Performance in the Public Sector showed that**.** This study empirically tests the effects of ethics management, performance management, and transformational leadership on organizational performance in Korean public organizations by using Structural Equation Modeling (SEM) on data collected from 270 public employees. This research analyzes the mediating functions of organizational commitment and ethical performance that support organizational performance while analyzing the links among ethics management, performance management, transformational leadership, and organizational performance. In public agencies, it has been discovered that informal ethics management and transformational leadership boost organizational performance by decreasing unethical behavior and fostering more organizational commitment (Odkuhuu, 2020).

2.2.2 Technology driven work culture and organizational performance

Organizations today work in contexts marked by rapid technical advancement, fierce worldwide competition, and consistently shifting customer demands (Droge *et al.,* 2008). Innovation is viewed as one of the crucial elements for establishing organizational success and maintaining competitive advantage in light of these complexities (Damanpour & Gopalakrishnan, 2001). In the literature, it is well established that innovative firms are more adaptable and quicker to change in order to seize competitive possibilities (Drucker, 1985). Novelty is viewed as a key tool for adjusting to a constantly shifting business environment and as a competitive mechanism for firms' performance and success (Blackwell, 2006).

2.2.3 M&E-driven work culture and organizational performance

In this new era characterized by digital change, managers desire to see staff members of organizations work towards achieving organizational goals and objectives because organizations use M&Es to evaluate their progress and success at reaching targets. M&Es consider the strategic objectives of the firm and assess performance in relation to a predetermined goal that is specified from a strategic, planning, or budgetary perspective. Users can assess their likelihood of attaining their objectives by measuring M&Es. The International Federation of Accountants (IFAC) claims that the intense emphasis on M&Es in many organizations, including the setting of aspirational or stretch targets, combined with incentive payment schemes, can divert employees at all organizational levels to "game" their behaviors, possibly in the interest of the customers but, at the same time, push out the boundaries of moral behavior in organizations. Staff who are motivated by M&Es are prone to "turn a blind eye" to their social and ethical responsibilities since they are encouraged to pay strong, if not excessive, attention to their measured personal performance and its rewards. People's actions, even professionalism, are influenced by self-interest.

2.3 Theoretical framework

2.3.1 Denison Organizational Culture Model

Denison (1990) identified four elements of organizational culture model (a) involvement, (b) consistency, (c) adaptability, and (d) mission. (Denison, 1990; Denison & Mishra, 1995; Gordon & Di Tomaso, 1992; Kotter & Heskett, 1992). The four components of the organizational culture model are crucial for creating and sustaining an effective organizational culture in the workplace (Kotrba *et al.*, 2012). According to Denison, adaptability and mission are the external aspects while involvement and consistency are internal factors in creating an effective organizational culture. Mousavi, Hosseini, and Hassanpour (2015) observed that participation is a key component of a

strong organizational culture. Strong interpersonal ties within the workplace, open communication, and employee-focused leadership are all examples of involvement. (Engelen *et al.,*2014. Employees who take part in organizational decision-making show greater loyalty, trust, and ownership toward the company as well as increased responsibility and accountability for their activities (Denison, 1990). One of the cornerstones of a strong company culture is a sense of ownership and accountability, trust, loyalty, and a sense of ownership are crucial components of employee motivation in a firm. (Kotrba *et al*., 2012). The results of the study in the domain of organizational culture indicate that there is a favorable association between performance and a high level of employee involvement in the decision-making process (Hacker, 2015). Givens (2012) suggested, however, that a high degree of involvement in numerous tasks leads to a lack of specialization, where it is challenging to identify the person who is in charge of a given assignment. Additionally, research has demonstrated that an organization's consistency is a good indicator of how effective its organizational culture is (Givens, 2012). Givens (2012) concurred that one of the key elements to forging an effective organizational culture and raising worker productivity is consistency.

High organizational consistency, according to Nongo (2012), does not directly influence individuals' commitment to and performance inside the organization. The capacity of company managers to recognize and react to external situations is known as adaptability (Schein, 2010). This suggests that corporate managers have a strong sense of purpose, are sensitive to internal and external circumstances, and are capable of changing the organizational culture to reflect necessary changes. In reaction to competition from outside sources, the shift includes enhancing and updating internal departments and products (Mousavi *et al*., 2015). A collection of fundamental presumptions that the organization's members are exposed to and developed in dealing with issues with external adaption are part of an effective organizational culture (Cian & Cervai, 2014). According to the adaptability principle, workers are able to modify, reorganize, and reintroduce internal procedures, behaviors, and attitudes in response to pressures and demands from the outside world (Denison, 1990). Adaptability is a critical organizational cultural element in promoting business performance (O'Reilly *et al.,* 2014). Finally, in an effective organizational culture, business managers define the organization's mission by providing purpose and meaning to every major part of the organization's mission (Givens, 2012). The mission contains (a) clear direction and vision, (b) strategic decisions and intent, and (c) goals and objectives of the organization that members use to guide the activities of the organization (Mousavi et al.,2015). Business managers use the organization's mission and vision of determining the organization's short and long-term goals (Nongo & Ikyanyon1,2012). The organization's mission is used to provide appropriate direction to internal and external stakeholders (Raza *et al*., 2014).

2.3.2 Goal Setting Theory

Goal setting theory (Locke & Latham, 1984, 199O) is based on the simplest of introspective observations, namely, that conscious human behavior is purposeful. It is regulated by the individual's goals. Goal-directedness, however, characterizes the actions of all living organisms including those of plants. Thus, the principle of goal-directed action is not restricted to conscious action. According to Binswanger (1990), goal-directed action is characterized by three characteristics: (1) self-generation (the energy source is a part of the organism); (2) value-significance (the actions not only enable but also ensure the survival of an organism); and (3) goal-causation (the action is motivated by a goal). In the case of vegetative action, successful goal-directed conduct in the past is what drives goal-directed activity in the present. For instance, a

person's heart continues to beat today because it did so successfully (and so helped them survive) yesterday. Physiological control governs goal-directed action at the lowest level (e.g., plants). The following stage, found in lower animals, involves conscious self-regulation via sensory perception systems. This idea effectively focuses on and strives to accomplish the goals that are significant to us. The Lockean goal-setting approach can be used to manage time effectively. This idea is based on the premise that setting clear, specific goals and objectives motivate people to work harder. According to this belief, setting clear expectations is the only way to get excellent performance. By establishing personal goals, a person gains the ability to plan ahead and, eventually, live their life on their own terms. By setting challenging yet attainable goals, a person will have a clear idea of what needs to be done and will be inspired to work towards the defined goals. As a result, they won't waste time on things that won't help them achieve their desired objectives.

2.3.3 Equity Theory

This theory was developed by Stacey Adams (1845). According to the equity hypothesis, people are motivated by their perceptions of the fairness of the compensation system in their company. In general, workers have a tendency to compare themselves to other employees by using prejudiced judgment to weigh their contribution and advantage in the connection. They either reduce the amount or quality of their work or leave their current organizations if they believe their compensation is unfair. On the other side, if they believe they are being treated nicely, they can be inspired to stick with it (Reiss, 2004). People experience discrimination when they believe their effort-to-reward ratio is less favorable than that of their peers. When this happens, employees could make a variety of efforts to lessen inequality. Among other choices, these include making a minimal effort, asking to be promoted, and changing the employee's conduct (Robbins, 2012). How companies resolve equitable inconsistencies that surface when these comparisons are made is one of the issues facing equity theory. When there is a significant gap in pay, for example, key performers will perceive higher equity when comparing themselves to average and low performers, who will perceive lower equity when comparing themselves to others. The costs of perceived injustice among the latter group, however, can occasionally surpass the advantages of perceived equity among the former group (Bloom, 2000). This theory was deemed suitable for use in directing this investigation since it would aid in examining the circumstances in which Economic Policy Research Network can foster an equal work environment for various employee groups.

2.4 Conceptual Framework

Independent variables   **Dependent variables**
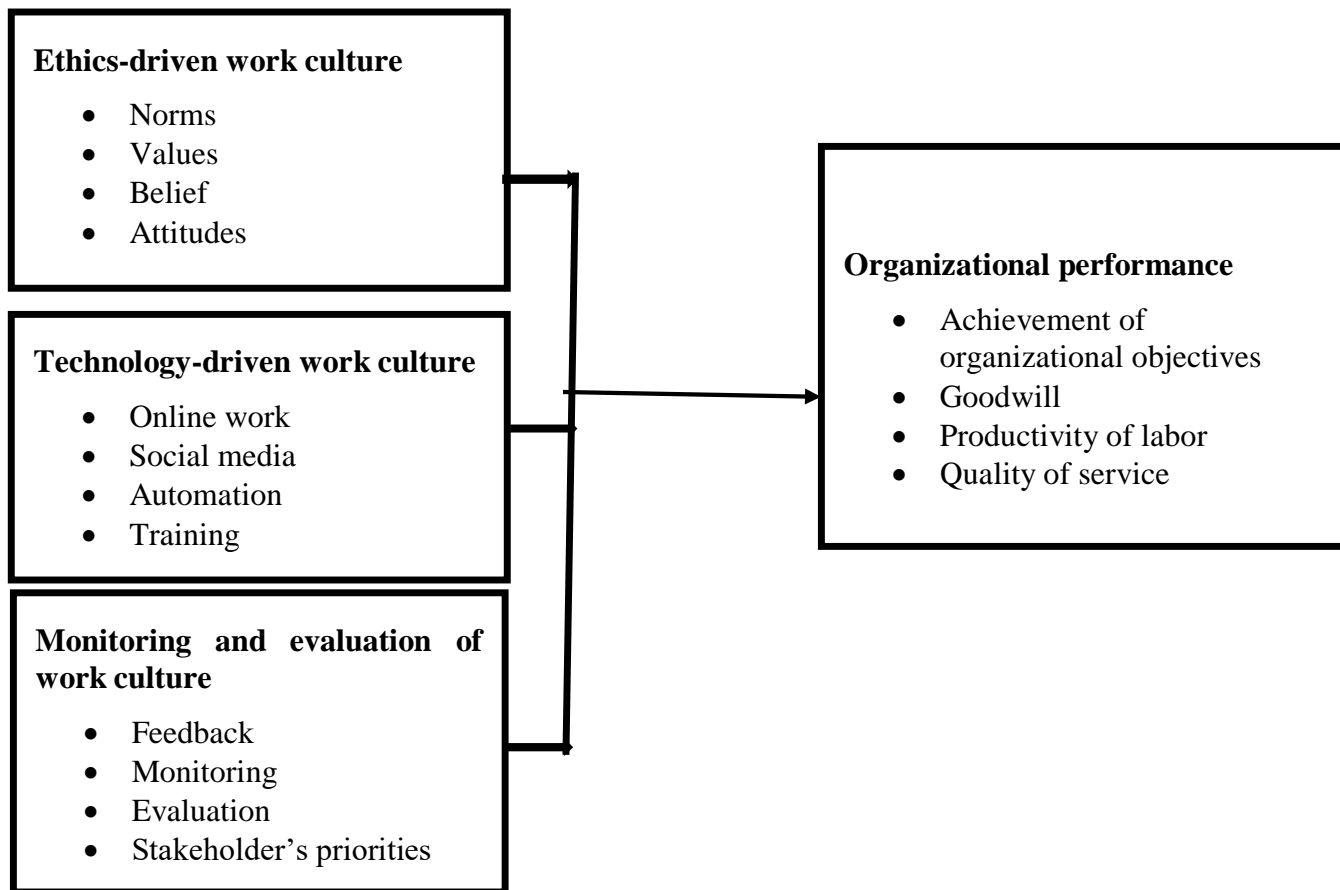

Figure 1: Conceptual Framework

3.0 Research Methodology

The study employed descriptive study and collected cross sectional data. Total population equal to 302 which made by the Staff of EPRN, and EPRN stakeholders. Using the granular formula, calculated sample was 177 respondents. The studies employed three tools of data collection which are: Questionnaire, interview, and documentary reviews. To address the specific study objectives, both qualitative and quantitative data were gathered. Statistical Package for Social Sciences (SPSS) was used to study quantitative data, and content analysis was used to examine qualitative data. SPSS used for data entry, data cleaning and providing quantitative data. Quantitative data presented in form frequencies, percentages, means, standard deviations, deviations, and standard errors of the estimate. However, inferential statistics utilized in order to use the samples to draw generalizations and inferences.

4.0 Research Findings and Discussion

The findings indicated that, the majority of the respondents were male represented by 67.2% compared to their counterparts' females represented by 32.8%. The findings showed that majority of the respondents aged between 25 and 40 years old represented by 52.5 % while the least

represented are those aged above 40 years. The findings showed that the majority of the respondents aged between 25 and 40 years old represented by 52.5 % while the least represented are those aged above 40 years. The findings revealed that the preponderance was at the bachelor level (53.7) followed by those who were at Master's level (42.9%).

The findings showed that the majority of the respondents aged between 25 and 40 years old represented by 52.5 % while the least represented are those aged above 40 years. The findings showed that the majority of the respondents aged between 25 and 40 years old represented by 52.5 % while the least represented are those aged above 40 years.

4.1 Descriptive Statistics Findings

4.1.1 Influence of ethics driven work culture on organizational performance

Nobody sets out to fail, similar organizations always aim to reach their mission and overall objectives. Ethics is considered as principles and standards that guide the individual and group behavior of the people in an organization. According to scholars, organizational ethics are set up to steel and manage activities and organization situations to proactively avoid harmful behavior. Researcher were interested to link norms, values, attitudes, and beliefs set by organizations to its performance. Therefore, after collecting, cleaning, and analysing data on the first objective, table 4.6 illustrates the findings.

Table 1: Influence of ethics-driven work culture on organizational performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Norms	7	4.0	9	5.1	0	0	84	47.5	77	43.5	177	4.45	0.532
Values	6	3.4	5	2.8	1	0.6	50	28.2	115	65.0	177	4.68	0.481
Attitudes	1	0.6	1	0.6	0	0	150	84.7	25	14.1	177	3.03	1.375
Beliefs	43	24.3	21	11.9	15	8.5	84	47.5	14	7.9	177	4.11	0.451

The findings showed that the majority 115 (65%) concurred that having certain values in organization influence organizational performance because organization with value motivate their employees to always take the right decisions. The findings also showed that 77 (43.5%) strongly agree that, setting norms influence organizational performance, similar to 150 (84.7%) who asserted that, attitudes contribute to an organizational performance and 84 (47.5%) also agree that having certain beliefs in an organization contribute to the performance of an organization. Further, members of EPRN including staff during the interview said that, employees who are ethically positive contribute to organizational performance in terms of services delivery, achieving organizational goals, increasing labor productivity through an increase of morale, employee feel motivated, and reducing maximum supervision to an employee because everyone feels involved,

respect and valued in an organization. Despite norms, values, attitudes, and to the performance of an organization, few respondents who disagree with the statement said that ethics can harm better performance when these ethics requested to be followed as law discourage employees and push them to unfollow them intentionally.

4.1.2 Influence of technology-driven work culture on organizational performance

In this era of digital transformation, a number of organizations are leveraging technology work culture. Very recently the new world pandemic of Covid-19 has opened a new model of working "shifting from manual and physical working habits to ict based working habits". Following Covid-19, many organizations have moved from being dependent on manual processes and started to perform tasks using technology. This research considered EPRN because they adopt technology-driven work culture over traditional ways of working. From a pilot study conducted at EPRN, a number of initiatives have already been transited from manual to ict based, numerous trainings offered by EPRN have started to be delivered online, numerous policy dialogues have shifted from physical to online, numerous team meetings have shifted from physical to online, research debates and conference have started to be organized in a hybrid manner, a number of programs like Female Working Group and Young Economists Programs, etc., have shifted to be partially online others physical.

Table 2: Influence of technology-driven work culture on organizational performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Online work	9	5.1	6	3.4	4	2.3	60	33.9	98	55.4	177	4.60	0.502
Social media	16	9.0	5	2.8	4	2.3	39	22.0	113	63.8	177	4.73	0.506
Automation	17	9.6	9	5.1	7	4..0	27	15.0	117	66.1	177	4.81	0.432
Training	12	6.8	24	13.6	7	4.0	993	52.5	41	23.2	177	3.13	1.348

The findings showed that about 117 (66.1%), 113 (63.8%), 98 (55.4%), and 41 (23.2%) respectively strongly agree that, automating organizational services, boosting organizational services at social media, shifting some manual or physical services online contribute to organizational performance. Discussion from the interview highlights the reason behind this contribution such as saving time, easy tracking of work done, linking the services to bigger audiences in a limited period of time, giving customers preferences to choose and being royal to employers because everything is open and employer being facilitated to monitor and evaluate what is going to everyone in the organization. Furthermore, participants said that choosing technology over manual facilitate employees to not end up wasting too much time and effort on low-value activities or activity which could be done in a minute and end up being done in hours and days, or weeks. This has a negative implication to the performance of an employee in an organization hence reducing labor productivity and even quick good service delivery.

Besides that, the respondents who preferred manual process over technology process have reflected on circumstances that relying on technology can impede smooth operation of the organization, typically when the entire organization uses technology with exchanging even secrets of the organization, these secrets might be hacked by third and what was secret in one organization start to be used by other people or even go in public which may sometimes cause effect to the brand of an organization and affect goodwill. In addition, sometimes when there is much supervision, technology encourages laziness due to increasing exposure to technology goes in hand with a decrease in physical activity, and without self-control, internet-based workers could always end their days with no job but spend their time on social media until social takes enough time at work instead of work itself.

Moreover, working and at the same looking for new messages come in may disturb consistency, focus, and accurate thinking. More so, when work to be done rely on power and internet on power and power is off a long period of time, employee may end up with no job. Yes, it is significant to replace technology with manual working process but it is better to supervise the work done and balance what could be done with technology and those that could be done without technology and this would reduce unnecessary cost, time consuming and postponement of work to be done on the schedule. Members of EPRN who are the same times researchers have said that, technology is new which means that a lot of need to be done like building staff to comply with existing technology in use and strategy to slowly shift from the manual operating system to technology-based work culture.

4.1.3 Influence of M&E-driven work culture on organizational performance

It is obvious that every employer wishes to see employees working on targets and evaluating their performance by assessing what has been achieved or to what extent does agreed indicators achieved which is always done in form of monitoring and evaluation. It is for this background that, the findings from pilot study and field visit at EPRN yield the third specific objective of the study.

Table 3: Influence of M&E-driven work culture on organizational performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Feedback	7	4.0	11	6.2	12	6.8	51	28.8	95	53.7	177	4.66	0.522
Monitoring	28	15.8	13	7.3	10	5.6	93	52.5	33	18.6	177	3.33	1.281
Evaluation	18	10.2	6	3.4	13	7.3	135	76.3	5	2.8	177	3.68	0.862
Stakeholder's priorities	18	10.2	4	2.3	7	4.0	126	71.2	22	12.4	177	3.63	0.986

The findings showed that 71.2%, 76.3%, and 52.5% respectively agree that considering stakeholders' priorities suggested in monitoring and evaluation practices, periodically undertaking evaluation assessments and continuously monitoring operations organizations all contribute to the performance of an organization. In addition, about 53.7% strongly agree that acknowledging the

feedback of organization stakeholders which include donors, partners, clients, and even employees contribute significantly to the performance of an organization. During the interview, respondents linked the role of monitoring and evaluation as a work-driven culture with organizational performance. Monitoring and evaluation adopted as a driven work culture help to identify all areas for improvement as a way of achieving organizational goals or objectives. The feedback from monitoring and evaluation stimulates to improve service delivery. By consistently tracking achievement against defined organizational objectives and implementing corrective actions when needed, organizations can ensure that they are maximizing their benefits. Furthermore, continuous monitoring and evaluations allow organizations to make course corrections as needed in order to keep projects on track and attain desired outputs. With convenience monitoring and evaluation, organizations can make data-driven decisions that could improve organizational efficiency and effectiveness.

4.1.4 Indicators of organizational performance

The study considered achieving organizational objectives, goodwill, labor productivity, and quality services dependent variables.

Table 4: Indicators of organizational performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Std
Achieving organizational objective	0	0	0	0	0	0	72	41.2	105	58.8	177	4.58	0.529
Goodwill	0	0	0	0	0	0	48	27.7	128	72.3	177	4.69	0.530
Labor productivity	0	0	0	0	0	0	20	11.3	157	88.7	177	4.89	0.317
Quality services	0	0	0	0	0	0	15	8.5	162	91.5	177	4.92	0.279

The findings indicated that 91.5%, 88.8%, 72.3 and 58.8% respectively strongly that delivering quality service, an increase of labor productivity, goodwill of an organization, and achieving organizational objectives the good indicators of organizational performance.

4.2 Inferential statistics

Inferential statistics refers to the manner of making generalizations about the larger population based on the sample. Under this analysis, correlation analysis, and regression analysis.

4.2.1 Correlation analysis

Correlation analysis is a statistical method used to analyse whether there is a relationship between dependent and independent variables.

Table 5: Correlation matrix

Statements		Organizational performance
Technology-driven	Pearson Correlation	.828**
	Sig. (2-tailed)	.000
	N	177
Ethics driven	Pearson Correlation	.072
	Sig. (2-tailed)	.340
	N	177
Monitoring and evaluation	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	177

The findings showed that there is positive relationship between ethics, technology and M&E driven work culture with organizational performance. However, technology driven work culture and monitoring and evaluation driven work culture have a strong relationship with organizational performance compared to ethics driven work culture.

4.2.2 Regression analysis

With respect to the present study, regression analysis is a way of mathematically sorting out which of independent variables have an impact on dependent variable.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.94[a]	.078	.072	.593

Using this model $Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon$, rregression analysis indicated that, a combination of ethics driven work culture, technology driven work culture and M&E driven work culture contribute up to 72% organizational performance

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	17.123	3	5.708	2.249	.004[b]
1	Residual	439.046	173	2.538		
	Total	456.169	176			

The findings showed that the study is statistical significance because P-Value is less than 0.05

5.0 Conclusions

Based on the interpretation of collected and analyzed data during this study which aimed to assess the influence of work culture on organizational performance, the study concludes that ethics-driven work culture, technology-driven work culture, and M&E-driven work culture influence organizational performance in terms of achieving organizational goals and objectives, improving service delivery, improving labor productivity and improving organizational goodwill.

6.0 Recommendations

Based on the findings of the study, the study ends with the following recommendations

i. The study recommended that ethics-driven work culture, technology-driven work culture, and M&E-driven work culture should be enhanced in organizations since it's a key factor with regard to performance

ii. The study recommended organizations to investigate and establish specific work culture that should influence their performance and foster an environment that makes members of an organization feel ownership over existing organizational-driven work culture;

iii. In order to prevent the side effects of technology at work, there is a need of setting maximum supervision and consistently equip members of the organization on the usefulness of existing technology;

iv. Work cultures should not be enforced to be applied as laws in order to assure their proper implementation;

v. The study recommended to consistently taking into consideration stakeholder feedback in monitoring and evaluation practices in order to align organizational plans with stakeholders' aspirations;

vi. As a way of dealing with unnecessary costs, there is a need to balance what could be done with technology and what could be done manually

vii. The study recommended setting a work culture that promotes greater teamwork and collaboration, pays close attention to staff morale, and culture that ensures gender mainstreaming in an institution as the key drivers of organizational performance.

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