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Enhancing Workplace Productivity: The Nexus of Organizational Culture and Policies in Public Institutions

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ABSTRACT

Aim – This study aims to explore the intricate interplay between organizational culture, policies, and productivity within a major public institution in Ghana. The primary purpose is to investigate the relationships between organizational policies, characteristics of organizational culture, and non-financial indicators of organizational productivity.

Design/methodology/approach – This study utilizes a descriptive survey design, using a sample of 119 respondents randomly selected from a population of 1489 employees. Advanced statistical techniques, including Pearson Correlation and Multiple Linear Regression, are employed to identify relationships and test hypotheses.

Findings – The results indicate positive and statistically significant relationships between organizational policies, cultural characteristics, and productivity. Multiple linear regression analysis supported the hypothesis, demonstrating a substantial influence of these factors on productivity. Notably, a moderate to strong positive correlation was found, highlighting the critical role of organizational culture in fostering improved performance.

Limitations – Reliance on self-reported data raises concerns about social desirability bias. Additionally, the descriptive survey design allows for the identification of correlations, but causal relationships between variables cannot be established.

Practical implications – This research highlights the importance of strategic policies and a supportive culture for public sector productivity. Clear policy implementation, leadership fostering a positive work environment, and engagement in policymaking likely enhance performance, particularly within diverse workforces. However, future research should explore causal relationships between these factors and productivity for deeper understanding and continuous optimization.

Originality/value – This study investigates the combined effects of organizational culture, policy clarity, and employee participation on productivity in a Ghanaian public institution. It contributes to the literature by confirming the positive influence of a supportive culture and well-defined policies, while emphasizing the importance of employee involvement in policy development. These findings offer practical insights for leaders seeking to enhance productivity in similar contexts.

KEY WORDS

Productivity, Organizational culture, Policies, Public institution, Ghana

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1 INTRODUCTION

In the intricate tapestry of organizational dynamics, the synergy between integrated components becomes the linchpin for efficiency and effectiveness, particularly in the development of policies. These policies, wielding considerable influence over formulation, implementation, adoption, and evaluation, are integral to the coherent functioning of an organization. The interplay of organizational policies demands a judicious balance to pre-empt conflicts that may arise between management and employees during their formulation. Addressing this need for equilibrium, Chiemekwe, Ashari, and Muktar (2018) emphasize the significance of involving employees in the creation of organizational policy norms, encompassing aspects

such as role clarity, organizational culture, learning, and support. Chiemeeke et al.'s postulation underscores a critical nexus: organizations that actively engage employees in shaping culture and policies gain a formidable competitive advantage. The notion extends beyond a mere strategic edge, delving into the realm of improved attitudes toward work functions. This engagement not only fortifies the organizational fabric but also augments the quality of work life for employees, contributing to a mutually beneficial synergy.

Organizational culture, a potent force shaping operations, decisions, and behavior, stands as a linchpin for organizational excellence (Schein, 2010). The resonance of culture within an organization extends its tendrils into successful communication and heightened performance. The symbiotic relationship between effective organizational culture and enhanced productivity is underscored by Lee and Gaur (2013), portraying it as a requisite for fostering an environment conducive to optimal performance.

However, amidst the recognition of the pivotal role of organizational culture, contemporary managers grapple with unprecedented challenges in its establishment. Kenny (2012) underscores this, highlighting the growing complexities faced by managers in weaving an effective organizational culture into the fabric of their structures. The assertion implies that the act of establishing and integrating culture has become a defining factor in enhancing overall performance. While extant literature delves into the relationship between organizational culture and employee performance, the focus on its impact on productivity in Institutions of Higher Learning in Africa, particularly Ghana, remains conspicuously scant. Noteworthy studies (Abane, Adampsey, & Ayim, 2022; Awaah, 2022; Paschal & Nizam, 2016; Nazir & Zamir, 2015; Shahzad, 2014, Dadzie, Winston, & Dadzie, 2012) have significantly contributed to the discourse but have predominantly concentrated on understanding how organizational culture influences employee behavior, decision-making processes, and overall performance in non-academic settings. Consequently, there exists a discernible void in understanding how organizational culture and policies collectively resonate within the unique context of productivity in higher education institutions.

The relationship between organizational culture, policies, and productivity is of particular relevance to Ghanaian higher education institutions, which grapple with unique challenges and opportunities in fostering a productive and supportive work environment. This study, delving into these intricate dynamics from a Ghanaian perspective, offers valuable insights into this understudied area. Addressing a critical gap in the literature, this research scrutinizes the interplay between organizational culture, policies, and productivity within a prominent public university in Ghana. By investigating this intersection, the study aims to provide unique insights into the specific dynamics governing this relationship in the context of African public institutions.

2 THEORETICAL RELEVANCE

The primary theory supporting this research is Geert Hofstede's cultural dimensions theory. The idea of culture dimension, created by Geert Hofstede, provides an all-encompassing structure for comprehending the cultural subtleties that influence the actions of organizations. Understanding cultural dimensions is based on the basis established by Hofstede's key writings, *Culture's Consequences* (1980) and *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations* (2001). Key features including Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint were recognized by these early contributions. Expanding upon Hofstede's theory, contemporary literature addresses modern cultural dynamics and incorporates complex insights. An updated investigation is offered by Hofstede, Hofstede, and Minkov's *"Cultures and Organizations: Software of the Mind"* (2010), which emphasizes the impact of technology on cultural changes and includes a wider range of cultural variables. Li and Zhang's (2016) recent study investigates the connection between innovation and Power Distance. They contend that companies with cultures that are less Power Distanced tend to cultivate an environment that is favorable to innovation, which has a good effect on output. A 2019 study by Smith, Lewis, and Tushman explores how individualism and collectivism affect team dynamics. Results imply that being aware of and taking advantage of these cultural aspects promotes better teamwork, which in turn affects organizational productivity. Given the growing significance of technology in the workplace, Gupta and Pandey (2021)

examine how technological progress interacts with cultural factors. They stress how important it is for businesses to modify their human resource management (HRM) procedures to accommodate changing cultural dynamics brought about by technology.

Additionally, Kattman (2014) emphasizes how crucial it is to incorporate cultural considerations into international commercial negotiation methods. This strategy improves cross-cultural negotiations and has a beneficial effect on organizational results. Contemporary organizations understand the value of inclusion and diversity. In their 2020 study, Jackson & Ruderman investigate how the notion of cultural dimensions influences successful diversity and inclusion programs that support company objectives and boost overall output. With its foundations in Hofstede's ground breaking research, culture dimension theory is still an essential tool for comprehending and improving organizational productivity. A growing grasp of cultural dynamics is shown in recent research, which also acknowledges the influence of globalization, diversity, and technology on organizational culture. Organizations may negotiate cultural challenges and maximize efficiency in the fast-paced, global business environment of today by incorporating these insights into HRM strategies.

2.1 ORGANIZATIONAL CULTURE

Organizational culture is a multifaceted combination of conventions, values, and attitudes that sets one company apart from another. It summarizes the fundamental beliefs, presumptions, and understandings that define an organization (Cameron & Quinn, 2011). Bellot (2011) highlights that shared ideals and presumptions that direct members' conduct make up organizational culture. The conventional definition of organizational culture is the shared set of values, norms, expectations, and work practices that influence interpersonal relationships and goal attainment (Schein, 2010). It represents the many approaches that different members use in their work. According to Qazi and Kaur (2017), it is an amalgam of customs, principles, guidelines, convictions, and dispositions that form an all-encompassing environment inside a company.

The views of the organization's founders are one of the main elements from which organizational culture develops (Schein, 2010). According to Uddin, Luva, & Hossian (2013) and Gibbs (2012), it is influenced by the collective learning experiences of the group members, the views of newcomers and managers, and the impact of society. According to Robbins and Judge (2022) and Furnham and Gunter (1993), internal integration and coordination are among the functions of organizational culture. It helps new members get along with one another, forges commitment and identity, makes coordination easier and gives a competitive advantage by defining acceptable behavior and maintaining the integrity of the social structure.

There are two types of organizational cultures: strong and weak. Strong cultures encourage employees to act consistently and with shared ideals (Simoneaux & Stroud, 2014; Shahzad, Luqman, Khan, & Shabbir 2012). Transparent communication, a sense of identity, and consistent values are traits of strong cultures that boost profitability and productivity (Sharma & Good, 2013; Flamholtz & Randle, 2012). Conversely, weak cultures lack consistent direction, which can result in communication problems, inconsistencies, and even dangers to the survival of the business (Eaton & Kilby, 2015; Flamholtz & Randle, 2011).

2.2 ORGANIZATIONAL POLICIES

The essential elements influencing employee behavior and decision-making include organizational policies. Policies define acceptable behavior and consistent reaction mechanisms, making them essential components of company governance (Sanelli, 2018). The success of these measures, despite being codified and documented in manuals, depends on regular compliance and clear communication. Anjum, Ming, Siddiqi, and Rasool's (2018) studies show the difficulties that exist today in creating and putting policies and procedures into place. These include rules about workplace activities, employee rights, and safety protocols, highlighting the significance of their creation and dissemination.

Maintaining fairness and openness in decision-making requires a consistent application of policies and procedures (Sanelli, 2018). According to Anjum et al. (2018), policies are crucial for setting limits, encouraging consistency in employee rights and obligations, and resolving issues related to workplace safety.

Policies are instruments of communication that express expectations about behavior. The need for efficient regulations that support positive behaviors without needlessly limiting employee freedoms is emphasized by recent research. Establishing explicit guidance regarding the repercussions of policy infractions is also necessary. Recent research indicates that an overabundance of restrictive regulations may result in low morale, reduced output, and stifled creativity (Rosenkranz, Mailey, Umansky, Rosenkranz, & Ablah, 2020; Anjum, et al., 2018; Sanelli, 2018). To avert adverse effects, policies need to be just and well-intentioned.

2.3 PRODUCTIVITY

In the particular context of Ghana's higher education institutions, productivity – a notion that refers to the effectiveness of resource usage in output generation – is of utmost importance for organizational success. Syverson (2011) clarifies that a comprehensive definition of productivity includes resource allocation and usage that maximizes production. This is especially important when it comes to higher education because managing resources well has an impact on the success of the individual institution as well as the larger educational system. Productivity has a greater significance in the public sector and has a significant impact on a nation's overall performance. Public sector productivity has a crucial role in the country's economy, as highlighted by Thornhill (2006). The productivity of Ghana's higher education institutions is closely linked to the country's economic trajectory since it is a significant employer, supplier of services, and user of tax resources.

2.4 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND PRODUCTIVITY

The complex relationship that exists between productivity and organizational culture is a crucial component of modern management research. Organizations are paying more and more attention to how culture affects productivity as they work through the challenges of today's complex business environment. Employee engagement is stimulated by a strong organizational culture that is defined by common values and beliefs. According to research, workers are more likely to be motivated, devoted, and in line with company objectives when they share the organization's core values (Chatman, Caldwell, O'Reilly, & Doerr, 2014). Because of their shared goal, employees are motivated by this alignment, which increases productivity by fostering a sense of purpose.

The foundation of organizational culture is communication, which affects the flow of information inside the company. Transparent and consistent communication lowers ambiguity and fosters a shared knowledge of the objectives of the business in a strong culture (Schein, 2010). This clarity makes it easier for departments and teams to coordinate, which streamlines workflows and increases overall efficiency (Robbins & Judge, 2022). On the other hand, communication breakdowns in weak cultures can result in miscommunications and inefficiencies, which can reduce output (Flamholtz & Randle, 2011).

The identity of an organization is significantly shaped by its culture. A robust organizational culture cultivates a feeling of unity and acceptance among staff members (Mohammed, 2020; Ebadollah, 2011). This feeling of community encourages a deeper dedication to the organization's goals. Strong organizational culture identification increases the likelihood that workers will go above and beyond in their positions, which will increase productivity (Olynick & Li, 2020). An organization's innate ability to adapt is essential in the face of changing business conditions. Organizational resilience and continuous productivity are enhanced by a culture that values adaptability and creativity (Chatman et al., 2014). Organizations that foster a culture of learning and flexibility are better equipped to handle obstacles and seize opportunities in a world that is changing quickly. The relationship between a positive workplace culture and employee well-being has been shown in recent studies. Higher levels of employee well-being are associated with workplace cultures that place a high priority on work-life balance, employee happiness, and a positive work environment (Chatman et al., 2014). Since overall job happiness has a positive correlation with work performance, employees who are satisfied and receive adequate support are likely to be more productive. Modern understanding acknowledges the influence of technology on corporate culture and, in turn, productivity. The emergence of digital communication platforms, virtual collaboration tools, and remote work has forced a reassessment of conventional cultural dynamics. Businesses are better

positioned to sustain productivity in remote and hybrid work contexts when they successfully modify their cultures to accommodate digital transformation.

A complex dynamic including interrelated elements like shared values, communication, identity, adaptation, and employee well-being underlies the complex relationship between organizational culture and productivity within Ghanaian higher education institutions. Within the changing context of higher education, organizational culture is becoming increasingly important and plays a crucial role in forming the institutional ethos. These organizations must adopt cultural components that encourage participation as well as creativity and adaptability. These cultural variables play a pivotal role in manoeuvring through the intricacies of the educational landscape, ultimately facilitating the preservation and enhancement of productivity within the unique framework of Ghanaian higher education institutions.

2.5 RESEARCH HYPOTHESIS

Guided by the literature reviewed, our research hypothesis posits the following:

H1: There is a significant relationship between organizational culture and policies, and productivity.

3 METHODOLOGY

3.1 Research Design

The research design is the foundation of the study, providing direction for all stages of the investigation, from conception to data analysis (Yin, 2014). Descriptive survey research design is the methodology employed. Using questionnaires or interviews with a known population is a useful research tool for evaluating current status, opinions, beliefs, and attitudes. With the help of this approach, data about a phenomenon's present state and the nature of a scenario as it was throughout the investigation can be gathered (Garcia & Gluesing, 2013). It is relevant since the goal of the present study was to investigate how organizational culture and policies affect productivity in the setting of a public institution in Ghana.

3.2 Population and sample

To guarantee a thorough comprehension of employee viewpoints throughout the organizational hierarchy, the research focused on all 1489 staff members of a public higher education establishment in Ghana. A variety of perspectives and experiences were to be recorded because of this inclusive approach, which included senior members, senior staff, and junior employees. Simple random sampling was used to preserve the integrity of the sampling procedure. This process eliminates any potential biases by guaranteeing that every member of the population has an equal probability of getting chosen. A sample size of 119 was judged sufficient, taking into account resource limitations, to attain statistical significance and yield results that might be applied to a larger population. This sample size is per the accepted protocols for doing research in organizational contexts, especially when time and financial resources are scarce. Every employee was given a unique number, and workers were chosen at random from the population using a random number generator. After that, the chosen workers were contacted and asked for permission to take part in the study. We made sure that every employee in the population had an equal chance of being chosen for the study with the use of simple random sampling. This lessens bias and makes the study's conclusions more applicable to the whole population.

3.3 Data Analysis

The Statistical Package for Social Sciences (SPSS) version 22.0 was used for data analysis. There were several steps in the process, including coding, editing, tabulation, and advanced statistical methods. An overview of the data was provided via descriptive statistics, such as frequency distribution tables. To find significant correlations between variables and test hypotheses, inferential statistics were used, such as Pearson Correlation and Multiple Linear Regression. Correlation coefficient tests and significant levels

were conducted to check the strength of the linear relationships between pairs of variables. The determinant of the correlation matrix and residual histograms were generated to provide information on the multi-collinearity among various variables (Belsley, Kuh, & Welsch, 1980). To better understand how the independent variables affected the dependent variable (productivity), a regression model that predicted the link between the independent variables (organizational policies and organizational culture) was developed. The prediction equation and the interpretation of the results both made use of the unstandardized coefficients (values). Equation 1's generic expression of a regression model takes the values of the input (independent variables) and uses them to create the intended output (dependent variables). The model was created with SPSS version 22 and was as follows:

$$y_1 = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_p + \epsilon_i \dots \dots \dots (1)$$

Where

Y = dependent variable,

x = independent variable,

X₁ = Nature of the University's policies

X₂ = Characteristics of the University's Culture

β = Coefficient,

ε_i = error term or residual,

β₀ is the y-axis intercept.

Productivity metrics were the dependent variable, and this model was used to forecast how different independent variables would affect it. Different inferences and interpretations of the study were made in light of these findings.

3.4 Measurement of Variables

Organizational policies: Topics covered included the rights of employees, acceptable conduct, particular job duties, safety protocols, and the formal formulation of rules. The effectiveness and productivity effects of the current policies were assessed by analyzing the responses.

Organizational culture: Organizing principles including shared values, behavior that aligns with organizational ideals, transparency and communication, employee motivation, and goal alignment were all assessed through structured research items. We also looked at transparency and possible conflicts of ideals.

Productivity: A variety of non-financial measures of organizational productivity were evaluated, such as market share, competitiveness, stakeholder satisfaction, institutional reputation, absenteeism, and employee timeliness. Policies and organizational culture were found to have an impact on these metrics.

3.5 ETHICAL CONSIDERATION

Respondents gave their informed consent, stressing that their data would only be used for research and that it would remain anonymous. Strict adherence to ethical rules ensured that participants suffered no damage or unfavorable outcomes. Throughout the whole research procedure, respondent information confidentiality was given top priority.

4 RESULTS

4.1 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The demographic profile of the respondents for the study is shown in table 1 below.

Table 1. Demographic Information of Respondents

Variable	Sub-Scale	N	%
Age	20-29	27	22.7
	30-39	47	39.5
	40-49	34	28.6
	50-59	11	9.2
	Total	119	100.0
Gender	Male	67	56.3
	Female	52	43.7
	Total	119	100.0
Educational Back-ground	Vocational/Technical	1	.8
	University/Polytechnic	118	99.2
	Total	119	100.0
Department:	Administrators/ Registry	19	16.0
	Finance/Audit/Procurement	45	37.8
	Academic Faculties	20	16.8
	Security Unit	15	12.6
	Others	20	16.8
	Total	119	100.0
Occupational Status	Senior Member	37	31.1
	Senior Staff	77	64.7
	Junior Staff	5	4.2
	Total	119	100.0
Number of years worked in the University	Less than 5yrs	31	26.1
	5-10yrs	52	43.7
	Above 10yrs	36	30.3
	Total	119	100.0

The table indicates that the 119 respondents' demographic profile is characterized by a varied representation across different demographic categories. With a notable presence in the 30-39 age range, the age distribution shows a balanced inclusion of individuals throughout various age brackets. With 56.3% men and 43.7% women, the gender distribution is fairly balanced. In terms of education, 99.2% have attended a university or polytechnic. The departmental distribution mostly features roles from the Finance, Procurement, and Internal Audit Division, but it also includes other occupational categories. The bulk of employees are Senior Staff, which indicates a richness of experience in terms of occupational standing. The personnel are diverse, as evidenced by the tenure distribution, which shows a high proportion of those with five to ten years of work experience. The study's conclusions are made richer overall because of the varied demographic makeup that guarantees a thorough and nuanced grasp of the organizational context.

4.2 TESTING FOR ASSUMPTIONS OF MULTIPLE LINEAR REGRESSION MODEL

The study checked for sample size, data set normality, linearity, multicollinearity, factor analysis, and reliability to make sure the multiple linear regression model produced a valid result. The study's result was derived from 119 data replies provided by the respondents. This assumption is satisfied by the study sample size of 119, which is greater than the minimal sample size of 30 needed for the multiple linear regression model. The outcome, as seen in Figure 1 and Table 2 below, further supports the normal distribution of the data set.

Fig 1. Normal distribution of data set

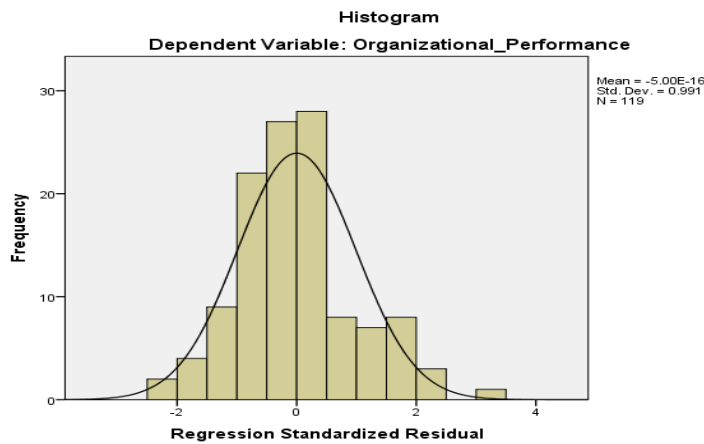


Table 2. Normal Distribution of Dataset

Variable	Kaiser-Meyer-Olkin Measure	Bartlett's Test Sig.
β_{1x1}	0.684	0.000
β_{2x2}	0.719	0.000
y1	0.843	0.000

The KMO measure and Bartlett's test confirm the dataset's adequacy for sampling. Reliability tests (Table 3) validate the internal consistency of the scales.

Table 3. Reliability Statistics

Variables	Cronbach's Alpha
Organizational Policies	0.705
Characteristics of Organizational Culture	0.775
Organizational Productivity	0.856

The Cronbach's Alpha values exceed the minimum acceptable reliability of 0.7, affirming the dataset's reliability.

4.3 REGRESSION MODEL SUMMARY

The dependent and independent variables have a positive connection, according to the regression model ($R = 0.721$). After adjusting for the independent factors, the dependent variable's variation is explained by the adjusted R-square (0.512). No autocorrelation among residuals is suggested by the Durbin-Watson statistic (1.921).

Table 4. Model Summary of Dependent and Independent Variables

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	0.721	0.520	0.512	1.921

Analysis of Variance (Table 5)

The significant F-statistic (62.781, $p < 0.05$) implies the regression model effectively explains the variation in the dependent variable.

Table 5. ANOVA of Dependent and Independent Variables

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2	1036.608	62.781	0.000
	Residual	116	16.512		
	Total	118			

Estimating the Functional Regression Equation (Table 6)

The unstandardized coefficients show a positive relationship between organizational policies (0.292) and characteristics of organizational culture (0.764) with organizational performance. The regression equation is: $Y = -6.166 + 0.292x_1 + 0.764x_2$

Table 6. Coefficients of Dependent and Independent Variables

Model	Unstandardized Coefficients	T	Sig.	Collinearity Statistics
1	(Constant)	6.166	3.109	
	Characteristics of Organizational Culture	0.764	8.024	0.712, 1.405
	Organizational Policies	0.292	2.293	0.712, 1.405

4.4 RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND POLICIES AND PRODUCTIVITY

The correlations between the variables under investigation – organizational policies, organizational culture characteristics, and organizational productivity – are shown in Table 7. The strength and direction of correlations between these variables are indicated by correlation coefficients.

Table 7. Correlations of Dependent and Independent Variables

	Organizational Policies	Characteristics of Organizational Culture	Organizational Productivity
Organizational Policies	1	0.537**	0.503**
Characteristics of Organizational Culture	0.537**	1	0.706**
Organizational Productivity	0.503**	0.706**	1

Organizational Policies, Organizational Culture Characteristics, and Organizational Productivity are found to be significantly correlated in Table 7. In particular, there is a somewhat positive association ($r = 0.537^{**}$) between organizational policies and organizational culture characteristics. Similarly, there is a moderately favorable link ($p = 0.503^{**}$) between Organizational Policies and Organizational Productivity. Moreover, there is a significant positive association (0.706^{**}) between organizational productivity and characteristics of organizational culture. These results imply that organizational productivity is positively impacted in proportion to the strength of organizational policies and cultural characteristics. The relevance of investigating the interactions between organizational components to comprehend and improve productivity within the setting under study is highlighted by the significance of these relationships.

5 DISCUSSION

The study's findings provide insightful information about the complex interactions that exist between productivity, policy, and organizational culture in the setting of a well-known public university in Ghana. The respondents' demographic profile shows a wide range of representation in terms of age groups, genders, departments, years of experience, educational backgrounds, and occupational statuses (Table 1). This

diversity guarantees a thorough comprehension of the organizational setting, enhancing the conclusions of the research. The proposed research hypothesis (H1) postulated a significant association between organizational culture, policies, and productivity within the investigated institution. This hypothesis was firmly supported by the multiple linear regression model, revealing a positive and statistically significant relationship between organizational policies, organizational culture characteristics, and organizational productivity. The robust explanatory power of the model is evident from the adjusted R-square value of 0.512, indicating that 51.2% of the variance in organizational productivity can be attributed to the combined influence of organizational policies and organizational culture characteristics. Furthermore, the absence of autocorrelation among residuals, as indicated by the Durbin-Watson statistic of 1.921, reinforces the reliability and internal validity of the model.

The effectiveness of the regression model in explaining the variation in organizational productivity is further corroborated by the significant F-statistic (62.781, $p < 0.05$) obtained from the analysis of variance (ANOVA). The estimated regression equation, $Y = -6.166 + 0.292X_1 + 0.764X_2$, reveals positive coefficients for both organizational policies (X_1) and characteristics of organizational culture (X_2), indicating their positive impact on organizational productivity. The correlation matrix (Table 7) highlights significant relationships between organizational policies, characteristics of organizational culture, and organizational productivity. The moderate positive correlation (0.537**) between organizational policies and characteristics of organizational culture suggests that a strengthening of organizational policies is accompanied by a concomitant enhancement of organizational culture characteristics within the institution. Similarly, the moderate positive correlation (0.503**) between organizational policies and organizational productivity implies that effective policies are conducive to higher levels of productivity. Moreover, the strong positive correlation (0.706**) between characteristics of organizational culture and organizational productivity underscores the crucial role of a positive and strong organizational culture in fostering productivity. The convergence of our study's findings with established literature highlights the profound influence of organizational culture and policies on productivity, solidifying our understanding of the complex interplay within organizational behavior. From the viewpoint of public sector workers at the Sekondi-Takoradi Metropolitan Assembly (STMA) in Ghana, Abane et al. (2022) examined the relationship between organizational culture and worker productivity. With cross-sectional and descriptive approaches, the study employed a quantitative methodology. The results of the study on organizational culture and public sector productivity showed that worker productivity was positively correlated with involvement, consistency, and mission. The observed positive correlation of this study also aligns with Chiemeké et al.'s (2018) emphasis on the transformative impact of employee involvement in policy formulation and shaping. Chiemeké et al. advocate for organizations to harness the competitive advantage gained by actively engaging employees in decision-making processes surrounding culture and policies. The positive correlations identified in our study corroborate the proposition that fostering an inclusive approach to policy development, one that incorporates employee input contributes to enhanced organizational productivity.

Further supporting the significance of our findings, Smith et al. (2019) conducted a comprehensive study examining the impact of cultural dimensions on team dynamics, with a particular focus on the dimensions of Individualism versus Collectivism. Their research, akin to ours, underscores the critical role of comprehending and leveraging cultural dimensions to improve organizational productivity. Smith et al. found that organizations fostering an environment that values collective efforts and team cohesion, reflective of a culture that prioritizes collaboration (Collectivism), experienced more effective teamwork, ultimately leading to heightened productivity. This resonates with our study's identification of the positive correlation between organizational culture, particularly its characteristics, and overall organizational productivity. Additionally, the research conducted by Gupta and Pandey (2021), along with the insights from Chatman et al. (2014), provides valuable perspectives on the evolving interplay between cultural dimensions and organizational dynamics. This further supports our study's emphasis on the dynamic nature of organizational culture.

Organizational culture, as elucidated by this study, emerges as a transformative force that profoundly impacts employee perceptions, engagement, and contributions to institutional goals and operations. This alignment with existing literature underscores the enduring significance of fostering a robust and positive organizational culture. The study's findings, consistent with prior research, emphasize that a harmonious

and well-defined culture not only cultivates a positive work environment but also plays a pivotal role in nurturing higher levels of employee engagement and commitment. Furthermore, the correlation between organizational policies and productivity, observed in both the current study and established literature, reinforces the notion that the structures and guidelines governing employee conduct are crucial determinants of organizational effectiveness. The positive associations identified in the study affirm that well-crafted policies not only contribute to regulatory compliance but also enhance the overall efficiency and productivity of the workforce.

Rooted in Geert Hofstede's culture dimension theory, the study's theoretical underpinnings resonate with the positive relationships identified between organizational culture and productivity. The study enriches the literature by expanding the understanding of how cultural dimensions, such as those identified by Hofstede, manifest within the context of productivity in a Ghanaian higher education institution.

6 CONCLUSION

This study investigated the relationships between organizational culture, policies, and productivity in a Ghanaian public institution. The findings revealed positive and statistically significant correlations, aligning with existing scholarship emphasizing these factors' importance for performance. These results underscore the need for public sector organizations to prioritize strategic policy development and cultivate a supportive work environment. While the study contributes to the understanding of these relationships within a specific context, it does not deviate from the current discourse in the field. The findings offer practical implications for leaders seeking to enhance productivity in similar settings.

6.1 Implications, Limitations, and Future Research Considerations

The study underscores the significance of strategic policy development and the cultivation of a supportive organizational culture in enhancing productivity within public institutions. Clear and well-defined policies, when strategically implemented, exhibit a positive correlation with organizational productivity. Organizations should prioritize fostering a positive work environment, recognizing the pivotal role of leadership in shaping culture, and implementing policies that positively influence employee performance. Additionally, involving employees in policy development enhances the effectiveness of policies and contributes to a more engaged and productive workforce.

Furthermore, the study highlights the need for continuous monitoring and evaluation of the relationships between policies, culture, and productivity. Organizations operating in diverse cultural contexts should adapt their policies and cultural initiatives to align with specific workforce dynamics. While recognizing the limitations of a descriptive survey design, practitioners and leaders are encouraged to complement descriptive insights with targeted research to explore causal links between organizational elements and productivity, ensuring a more comprehensive understanding of these relationships.

The study's reliance on self-reported data through questionnaires introduces the possibility of social desirability bias, where respondents may provide answers that they perceive as socially acceptable rather than reflecting their true perceptions or experiences. While the descriptive survey design used in the study is useful for assessing current status and opinions, it cannot establish causal relationships between variables. The study acknowledges the correlations identified through statistical analyses, but causation cannot be firmly established in a descriptive survey design. Employing experimental or quasi-experimental designs in future research could strengthen causal inferences. Addressing these limitations would contribute to a more robust and comprehensive understanding of the intricate relationship between organizational culture, policies, and productivity.

Implications

This study highlights the importance of strategic policy development and a supportive culture for public sector productivity. However, the generalizability of these findings may be limited to similar contexts.

Recommendations for Organizational Leaders:

1. Prioritize clear and well-defined policies with strategic implementation.
2. Foster a positive work environment through strong leadership that shapes culture and implements performance-enhancing policies.
3. Involve employees in policy development to increase effectiveness and engagement.
4. Continuously monitor and evaluate policies, culture, and productivity relationships.
5. Adapt policies and cultural initiatives to align with the specific dynamics of a diverse workforce.

Limitations and Future Research:

While the study provides valuable insights, the descriptive survey design limits causal inferences. Social desirability bias could also be present due to self-reported data. Future research should consider:

1. Longitudinal studies: Exploring the evolution of organizational culture and policies over time.
2. Experimental or quasi-experimental designs: Establishing causal relationships between these factors and productivity.
3. Cross-cultural comparisons: Examining the applicability of findings in diverse contexts.

By addressing these limitations, future research can contribute to a more robust understanding of the complex interplay between organizational culture, policies, and productivity.

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