

EFFECT OF ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF TRINITY PRIVATE HOSPITAL IN MARABA ABUJA

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Abstract

The study examined the effect of organisational culture of Trinity private hospital Maraba Abuja performance. The study adopted a descriptive survey research design. The population of the study comprises of 213 selected employees who ranged from executive, senior managers and junior manager out of 327 management staffs of Trinity private hospitals Maraba Abuja. Online questioner was sent out to the 213 respondents which were dully filled and submitted. A null hypothesis was used for the study hypotheses. The study employed partial least square structural equation modelling (PLS-SEM) to model the regression analysis. Based on the results, the study concludes that the following organizational culture variables (market culture, hierarchy culture, adhocracy culture and clan culture) used for the research has a positive and significant effect on the performance of Trinity hospitals Maraba private hospital in Abuja. the researcher observed that there is more to be written on the organisational culture and its effect on private hospital especially in Nigeria as there haven't been much written on the topic by Nigerian scholars and will like to encourage Nigerian scholars to research on the topic as it will bring about development and growth in the performance of our private hospitals.

Keywords: Organisational Performance, Organisational culture, Market Culture, Hierarchy Culture, Adhocracy Culture, Clan Culture.

INTRODUCTION

In today's dynamically competitive environment, it's been recognised that organizational culture has increasingly been identified as an important means of ensuring firm survival and prosperity. In several studies that investigated the relationship between organizational culture and firm performance, it was found that well implemented organizational culture has leads to improvements in firm performance. According to the literature, one of the substantial intangible forces that affect performance is organizational culture.

Organization performance has been the most important issue for every organization be it profit or non-profit one. It has been very important for managers to know which factors influence an organization's performance in order for them to take appropriate steps to initiate them. However, defining, conceptualizing, and measuring performance have not been an easy task. The central issue concerns with the appropriateness of various approaches to the concept utilization and measurement of organizational performance (Venkatraman & Ramanuiam, 1986).

Researchers among themselves have different opinions of performance. Performance, in fact, continues to be a contentious issue among organizational researchers (Barney, 1997).

Javier (2002), performance is equivalent to the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity. Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2001), Richardo (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives. Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. As stated by (Hefferman and Flood 2000).

Organizational culture has been identified as a mediating variable in this study. There are many terms used by different researchers to denote organizational culture. Similarly, there are many definitions of organizational

culture. Organizational culture has been characterized by many authors as something to do with people and the unique quality and style of the organization (Kilman et al; 1985), and the way things are done in the organizations (Deal & Kennedy, 1982). Sometimes, organization culture is also known as “corporate culture”. “Corporate Culture” is used to denote the more “commercialized” meaning of organizational culture (Deal & Kennedy, 1982).

This study adopts the “Competing Value Framework (CVF)” derived from the primeval work of (Cameron and Quinn 2005; 2006) and is recognized as one of the most reliable theoretical models for the assessment of organizational culture. CVF model classifies four distinct types of organizational cultures namely Market, hierarchy, clan, and adhocracy. (Quinn & Cameron, 2005) and the definition of Hofstede (1980) and that of other reputable scholars. According to Hofstede (1980), organizational culture refers to the collective programming of the mind that distinguishes the members of one organization from another. This includes shared beliefs, values and practice that distinguish one organization from another. The beginning of formal writing in an organizational culture started with Pettigrew (1979). He introduced the anthropologist concepts like “symbolism, myths, and rituals that could be used in organizational analysis. Scott et al, (2003), concept of culture has principally stemmed from the study of ethnic and national differences in the varied disciplines of social sciences. Organizational culture is claimed that one of the main factors required for understanding organizations. Thus, the concept of organizational culture has been examined many times by management and organizational scholars over the last decades. According to this interest, there have been many academic studies about organizational culture from various perspectives. Organizational culture denotes a wide range of social phenomena which help to define an organization’s character and norms, including an organization’s customary dress, language, behaviour, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion.

Statement Problem

Private hospitals have continued to serve as source of medical consultation and treatment to help cushion the effect experienced by the surge in number of patients who patronize the government hospitals. However, recent studies by Nigerian medical and dental association has shown that most private hospitals in Abuja are no longer what it used to be. It’s been notice that most of the private hospitals are folding up as a result of decline in number of customers, those still in business are not providing their patience with quality medical service and care.

Research Objectives

The main objective of this study is to investigate effect of organisational culture on organisational performance of sisters of nativity in Abuja while the specific objectives are to;

- i. examine the effect of market culture on organisational performance of Trinity hospitals Maraba in Abuja
- ii. determine the effect of hierarchy culture on organisational performance of Trinity hospitals Maraba in Abuja
- iii. investigate the effect of adhocracy culture on organisational performance of Trinity hospitals Maraba in Abuja
- iv. assessed the effect of clan culture on organisational performance of Trinity hospitals Maraba in Abuja

LITERATURE REVIEW

Marketing Culture

Market (competitive) culture occurs at the time of stability and control. This is a rational culture which emphasizes efficiency and achievement (Quinn & Spreitzer, 1991). Employees in these culture types are success-oriented. They give importance to personal interests rather than organizational goals and emphasis on the concepts of planning, performance and efficiency. Global businesses which have effective relationship between suppliers, customers and external stakeholders are examples of this organizational culture (Berrio, 2003, Cameron & Quinn, 1999; Erdem, 2007). A market culture, working towards clear and rational goals that are

achieved through high productivity and economical operation. Cultural values such as goal achievement, productivity and efficiency are emphasized, reflecting the external orientation and value for governance systems. Motivating factors include competition and successful achievement of predetermined ends, whereas effectiveness criteria in such structures include planning productivity and efficiency (Denison & Spreitzer 1991). Market culture is recognized as being clearly concerned with a goal (or objective) accomplishment culture type. Hence, the predominant corporate values inherent to this culture are productivity, effectiveness, and competitiveness and results optimization. These organizations normally stress gaining prestige, status and profitability and their main purpose is to end in transactions (i.e., exchanges, sales, contracts), with other parties, in the hope of achieving competitive advantages (Cameron & Quinn, 2011). In market organizations, both internal and external transactions (exchanges of value) are viewed in market terms. In effective market organizations, value flows between their different members and stakeholders, with minimal Market culture includes competition and organizational goal achievement (Pinho et al., 2014). A market culture is regarded as a results-oriented workplace with emphasis on winning, outpacing the competition, escalating share price, and market leadership (Cameron, 2004; Cameron & Quinn, 2006).

Hierarchy Culture

Hierarchy Culture, when it focuses on internal maintenance and strives for stability and control through clear task setting and enforcement of strict rules. Motivating factors include security, order, rules and regulation, whereas effectiveness criteria in hierarchies include control, stability and efficiency (Denison & Spreitzer 1991). Hierarchical (control) culture is located between internal organization focus and stability/control dimensions. The hierarchical culture reflects values and norms associated with bureaucracy (Quinn and Spreitzer, 1991). This is an organizational culture type which the leadership is effective because it is in mechanical and bureaucratic organizations that give importance to order and rules. This culture can be seen in global companies like McDonald's and Ford Motor Co. leads to worker alienation, purposelessness and decrease in the sense of autonomous (Berrio, 2003, Cameron & Quinn, 1999; Erdem, 2007).

Adhocracy Culture

Adhocracy (Dynamic, entrepreneurial, innovative and creative workplace) Culture. Adhocracy (creative) is a developmental organizational culture which is based on risk taking, innovation and change (Quinn & Spreitzer, 1991). It refers to the culture of an organization in entrepreneurial, flexible, innovative and creative areas with its external oriented and dynamic structure. Employees can take the initiative, supported with new discoveries and freedoms so they feel satisfied, happy and successful in this environment (Berrio, 2003, Cameron & Quinn, 1999; Erdem, 2007). An Adhocracy Culture, where the organization concentrates on external positioning with a high degree of flexibility and individuality that is supported by an open system that promotes the willingness to act. Hence in this culture emphasis is on entrepreneurship, creativity and adaptability. Effectiveness criteria include growth, the development of new markets and resource acquisition (Denison & Spreitzer 1991).

Organizations, doing business over the internet which is defined as 'new economy', using advanced technology are examples of this culture. Based on these foresight and findings from the literature, depending on traditional roots of the public and private sector, it is predicted that there are different types of organizational culture of the companies in these two sectors. In this context the first hypothesis is expressed as follows Adhocracy culture is characterized as a dynamic, entrepreneurial, innovative and creative workplace (Cameron & Quinn, 2006). It emphasizes new product and service development, adaptability, growth, change, productivity, efficiency and experimentation.

Clan Culture

A Clan Culture is typical for an organization that concentrates on internal maintenance with flexibility, concern for people, and human relations. The commitment of organizational members is ensured through participation, and organizational cohesiveness and personal satisfaction are rated higher than financial and market share objectives (Desphande et al., 1993).

Effectiveness criteria include the development of human potential and member commitment (Denison & Spreitzer 1991).

Clan (cooperative) culture is shaped between the dimensions of organization focus and flexibility/dynamism. The clan culture possesses high affiliation and concern with teamwork and participation (Quinn & Spreitzer, 1991). Organizational commitment is a culture type which has seen in organizations, acting as family and has social features as trust, solidarity and unity. Successful Japanese firms with effective team structure are typical examples of this culture (Berrio, 2003, Cameron & Quinn, 1999; Erdem, 2007). Hierarchy (control) culture is located between internal organization focus and stability/control dimensions. The hierarchical culture reflects values and norms associated with bureaucracy (Quinn & Spreitzer, 1991). This is an organizational culture type which the leadership is effective because it is in mechanical and bureaucratic organizations that give importance to order and rules. This culture can be seen in global companies like McDonald's and Ford Motor Co. leads to worker alienation, purposelessness and decrease in the sense of autonomous (Berrio, 2003, Cameron & Quinn, 1999; Erdem, 2007). Although there is an external focus/orientation, Market (competitive) culture occurs at the time of stability and control. This is a rational culture which emphasizes efficiency and achievement (Quinn & Spreitzer, 1991). Employees in these culture types are success-oriented. They give importance to personal interests rather than organizational goals and emphasis on the concepts of planning, performance and efficiency. Global businesses which have effective relationship between suppliers, customers and external stakeholders are examples of this organizational culture (Berrio, 2003, Cameron & Quinn, 1999; Erdem, 2007).

Empirical Review

EkaWati (2021), study aims to analyse the influence of organizational culture and work environment on employee performance with job satisfaction as a mediation. The use of research methods with quantitative methods. The use of the research population is the West Jakarta Mayor's Office employees, totalling 130 employees, with a total sample of 100 employees. The use of data analysis method with Structural Equation Model-Partial Least Square. The results found that the work environment has no significant impact on employee performance, organizational culture positively affects work fulfilment and worker execution, the workplace positively affects work fulfilment, job satisfaction positively affects representative execution, job satisfaction there is influence mediates organizational culture variables and work environment variables on employee performance.

Soyhan (2022) many universities in Japan have expanded their international faculty as part of their internationalization efforts. However, little is known about how the reform-driven expansion has influenced organizational culture and leadership practices. The present narrative case study aims to offer insights into international faculty members' personal accounts of their adaptation challenges and proposes ways to enhance their integration. Narrative interviews were held with eight international English teachers from a non-English department of a Japanese university. The interview questions were informed by Burke and Litwin's (1992) Casual Model of Organizational Performance and change. Creswell and Creswell's (2013) six-step method was used for the qualitative data analysis. The findings suggested the hierarchical organizational culture remained uninfluenced despite the faculty expansion. This was attributed to uncertainty avoidance to maintain harmony and ensure a smooth operation. Therefore, leadership practices were also focused on standardization of teaching and course design through micromanagement practices. The participant accounts indicated that exclusive leadership along with the existing hierarchy resulted in isolation. However, the feeling of isolation was perceived both positively and negatively. Finally, through the participants' self-reflection, lack of linguistic and intercultural competency appeared to be a hindrance to their integration. Thus, it may be necessary to focus on inclusive leadership and intercultural competence building to accomplish mutuality for the successful integration of international faculty members and create new avenues for the leadership to harness diversity.

Acer and Acer (2014) Identify the dominant organizational culture types of private and public hospitals while make a comparison between their effects on business performance. To examine the research questions a questionnaire survey performed, and data collected from 512 employees of 99 hospitals which are located in

large cities of Turkey are analysed by using SPSS program. Mahrooz and Ebrahim (2016) investigated organizational culture and the financial performance of manufacturing firms. The size of 247 firms located at industrial towns/parks in Guilan was selected. Clan culture, adhocracy culture, market culture and hierarchy culture were employed as the explanatory variables while financial performance was employed as the dependent variable. Spearman's rank correlation coefficient was employed in analysing the data. The results show that there is a significant positive relationship between clan culture, adhocracy culture, market culture and hierarchy culture and the financial performance of manufacturing firms.

Oboreh (2020) this thesis examined the effect of organizational culture on firm performance in selected multinational companies in South-South Nigeria. Marketing (competition) culture, clan (supportive) culture, hierarchy culture and adhocracy culture were employed as the explanatory variables while firm performance was applied as the independent variable. The study was anchored on resources based-view theory because it is germane in explaining the interaction between organizational culture variables and firm performance. The study adopted descriptive survey research design. The population of this study comprised 17716 employees of four selected multinational companies in South-South Nigeria. Taro Yamane formula was applied to determine the sample size of 391. Questionnaire was applied as the instrument for data collection. The instrument was validated using face and content validity while its reliability was established using Cranach Alpha. The research questions were analysed using frequency tables and percentages while the hypotheses were tested using ordinary least square regression technique at 0.05 level of significance. The study found that marketing (competition) culture and hierarchy culture have significant positive effect on firm performance, clan (supportive) culture has significant negative effect while adhocracy culture has no significant positive effect on firm performance. The study concludes that organizational culture has significant positive effect on firm performance in the selected multinational companies in South-South Nigeria. The study recommends that market culture and hierarchy culture should be encouraged in multinational companies in South-South Nigeria since they were found to have significant effect on firm performance.

The study aimed at determining the influence of organizational culture on the performance of microfinance institutions in Kenya. A descriptive cross-sectional survey design was adopted. Secondary data were collected from annual reports by the Association of Microfinance Institutions in Kenya and the Microfinance Rating Africa. Primary data were collected using structured questionnaire targeting the chief executive officer, human resource manager, and marketing manager. Data were analysed using factor analysis and hierarchical regression. The analysis identifies clan and hierarchy as the dominant cultural typologies in the microfinance industry. The results obtained demonstrate that organizational culture has a significant influence on non-market performance. In addition, market culture is inversely associated with debt/equity ratio. It concludes that organizational culture is a major source of sustainable competitive advantage in the microfinance industry. Furthermore, we conclude that market culture promotes financial independence and sustainability in the long term (Owino, et al., 2019). Gachagua and Kinyua (2022) study Sought to determine the effect of adhocracy culture on the performance of a Level 5 hospital in Nairobi, Kenya. The study was anchored on resource-based view theory. The study targeted 20 level five hospitals in Nairobi County. All the hospitals were included in the study and therefore it was a census. The unit of observation included 10 department heads from each hospital. A total of 200 respondents were expected to participate in the study. The findings of the correlation analysis found out that adhocracy culture had a positive and significant relationship with firm performance. Therefore, the study concluded that adhocracy culture has a substantial contribution to the performance of level 5 hospitals. The study suggested that management should further boost the organizations' resources through acquisition of new resources

Nihal and Ata (2014), examines the effect of environmental conditions and organizational culture on corporate entrepreneurship and the mediator effect of corporate entrepreneurship on environmental conditions, Organizational culture and firm performance. Face-to-face or online surveys were conducted with three respondents per company – one junior administrative officer, one middle level manager and one top level manager. Mean averages for each company were used in data analysis, totalling 561 surveys. Results from

regression tests showed that market culture and adhocracy culture have positive and strong effects on all corporate entrepreneurship dimensions, clan culture positively affects innovativeness but has no significant effect on new business venturing-self renewal and reactiveness. Also, hierarchy culture has no effect on corporate entrepreneurship. So it is possible to suggest that adhocracy and market cultures enhance corporate entrepreneurship more than clan and hierarchy cultures. It can also be observed that innovativeness the study further added that market culture and sales, and new business venturing-self renewal positively and strongly affects market share and organizational performance.

Balajia. et al, (2020) examines how different types of organizational culture moderate the effect of customer incivility on frontline employee (FLE) response. We propose that FLE forgiveness determines their customer-oriented behaviour following customer incivility; FLE vengeance mediates the effect of customer incivility on dysfunctional behaviour. We further posit that the effects of customer incivility on FLE forgiveness and vengeance would vary depending on the organizational culture (i.e., clan, adhocracy, market, and hierarchy). We test the research hypotheses by conducting a survey, followed by a scenario-based experiment. The findings show that forgiveness of customer incivility determines FLEs' customer-oriented behaviour; whereas vengeance influences FLEs' dysfunctional behaviour following customer incivility. Furthermore, organizational culture moderates the effects of customer incivility on FLE responses such that clan culture and adhocracy culture positively moderate the effect of customer incivility on forgiveness, while market culture positively moderates the effect of customer incivility on vengeance.

Giovanni, et al. (2017) investigated the impact of organizational culture (OC) on deviant behaviours in the workplace (workplace deviant behaviours: WDB). We tested the hypothesis that different types of OC (according to the Competing Values Framework model) had an impact on WDB, in addition to the effect of Big Five personality traits. Survey research was undertaken with 954 employees of 30 enterprises in the public and private field, using a hierarchical model approach (HLM) to test the effects of four types of OC (Clan; Adhocracy; Market, Hierarchy) on WDB, over and above the effect of Five Personality traits. The HLM results partially supported our hypotheses, showing that the OC had a significant effect on WDB, with the adhocracy and clan cultures characterized by lower levels of WDB. Managerial implications about the importance of managing the OC are discussed.

Joseph, et al. (2015) assessed the influence of organizational culture and marketing capabilities on performance of microfinance institutions in Kenya. The study adopted descriptive cross-sectional survey design and collect data from members of the Association of Microfinance Institutions in Kenya. It tested hypothesized relations through hierarchical regression analysis. The results reveal that organizational culture has positive and significant influence on performance. We demonstrate that marketing capabilities is strongly and positively linked to performance. Findings of the study have implications for marketing theory and practice. The research results support resource advantage theory; resource-based theory and the dynamic capability theory. The results show that product capability appears to overshadow other components of marketing capabilities in influencing performance. It was concluded that organizational culture and product capability strongly influence performance outcomes of microfinance institutions in Kenya. However, due to the limitation of the cross-sectional research design, we recommend the use of triangulated approach in studies of similar nature.

Asif and Sajjad (2018) study identified the prevailing type of culture and its relationship with performance in SMEs operating in Pakistan. Using competing value framework, the cultural profile and dominant characteristics of SMEs are identified and investigated to ascertain their implied relationship with organizational performance on the basis of certain self-assessment variables. For this purpose, primary data was collected from SME employees through a self-administered survey questionnaire. The results revealed that 'hierarchy' culture is the prevailing type of culture and a statistically significant relationship exists between organizational culture and performance among the sampled SMEs.

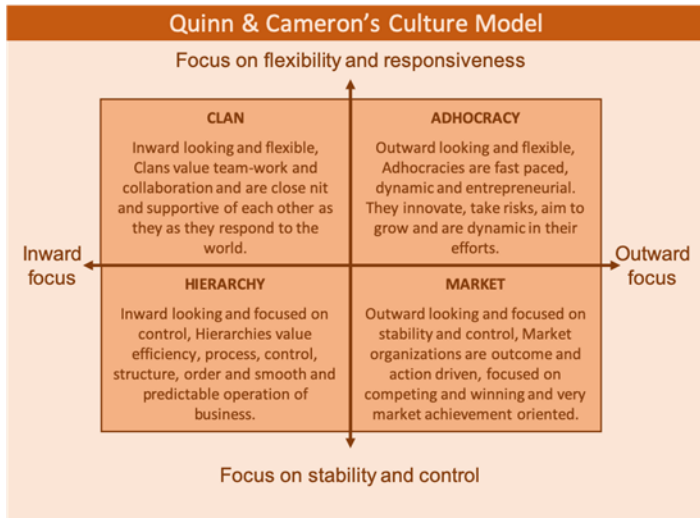
Noone, et al. (2022) research draws on the resource-advantage theory of competitive advantage, proposing that (1) adhocracy culture is a key internal resource that operators can leverage to drive rapid incremental product innovation under forced change, and (2) firm size is a contextual factor that moderates the degree of incremental product innovation-firm performance relationship. Findings from two empirical studies indicate that adhocracy culture positively and indirectly effects firm performance through degree of incremental product innovation, and that this effect is moderated by firm size. Larger firms yield superior performance effects due to access to a network of interconnected resources for rapid innovation diffusion in a crisis. Hamzah et al. (2022) investigated the moderation and joint moderation effects of adhocracy (or innovative) culture and work experience on the link between information acquisition and job performance of B2B salespeople within the banking industry in Malaysia. The study established two-way and three-way interaction models on a set of data involving 539 B2B salespeople from 18 Malaysian banks. The results indicate that (i) adhocracy culture significantly moderates the effects of information acquisition on job performance, and (ii) the moderating effect is contingent upon the employees' work experience. Theoretically, the findings suggest boundary conditions for market-oriented behaviour effectiveness that are conditioned upon the varying levels of work experience and adhocracy culture.

Misigo et al. (2019) investigate the influence of adhocracy culture on performance of public water companies in Kenya. The study was based on Cameron and Quinn's competing values framework for evaluation of an organization's culture. The independent and dependent variables that were investigated are adhocracy culture and organizational performance respectively. The study adopted descriptive and correlational research designs with a statistical sample of 185 employees in all cadres of the selected 17 public water companies. The data collected was sorted and analysed using descriptive, diagnostic and inferential analyses. The correlation coefficient results show that adhocracy culture had a positive significant effect on performance. Regression results indicated that for every one-unit change in adhocracy culture, performance increases by 0.327 units thus implying a positive impact of adhocracy culture on organizational performance. The study therefore found that adhocracy culture has a significant influence on performance of public water companies in Kenya.

Competing Value Framework (CVF)

This study adopts the "Competing Value Framework (CVF)" derived from the primeval work of Cameron and Quinn (2005; 2006) and is recognized as one of the most reliable theoretical models for the assessment of organizational culture. CVF model classifies four distinct types of organizational cultures namely: Market, hierarchy, clan, and adhocracy. (Quinn & Cameron, 2005).

The clan culture is characterized with loyalty, morale, commitment, tradition, collaboration, teamwork, participation, consensus, and individual development. Market culture (planning, goal setting, stable and efficient), Hierarchy culture (information management, communication, result oriented and competition), Adhocracy culture (flexibility, readiness, innovation and risk taking) . (Cameron & Quinn, 2006)



METHODOLOGY

The study adopted a descriptive survey research design. The study population of the study comprises of some selected employees who ranged from executive, senior managers and junior manager of sisters of Trinity hospitals Maraba Abuja. According to the human resources department the hospital has a total number of management staff to be 327 but the respondents for this study are executive, senior managers and junior manager. Online questioner was sent to 213 respondents which were fill and submitted. The study employed partial least square structural equation modelling (PLS-SEM) to model the regression analysis. The PLS path modelling method was developed by Wold (1982). The PLS algorithm is a sequence of regressions in terms of weight vectors. The weight vectors obtained at convergence satisfy fixed point equations. PLS-SEM is a non-parametric method that does not require that the data meet certain distributional assumptions. However, the parametric significance tests (e.g., as used in regression analyses) cannot be applied to test whether coefficients such as outer weights, outer loadings and path coefficients are significant. Instead, PLS-SEM relies on a nonparametric bootstrap procedure to test the significance of various results such as path coefficients, Cronbach's alpha, HTMT, and R^2 values (Efron & Tibshirani, 1986; Davison & Hinkley, 1997). The model for the path analysis is specified thus:

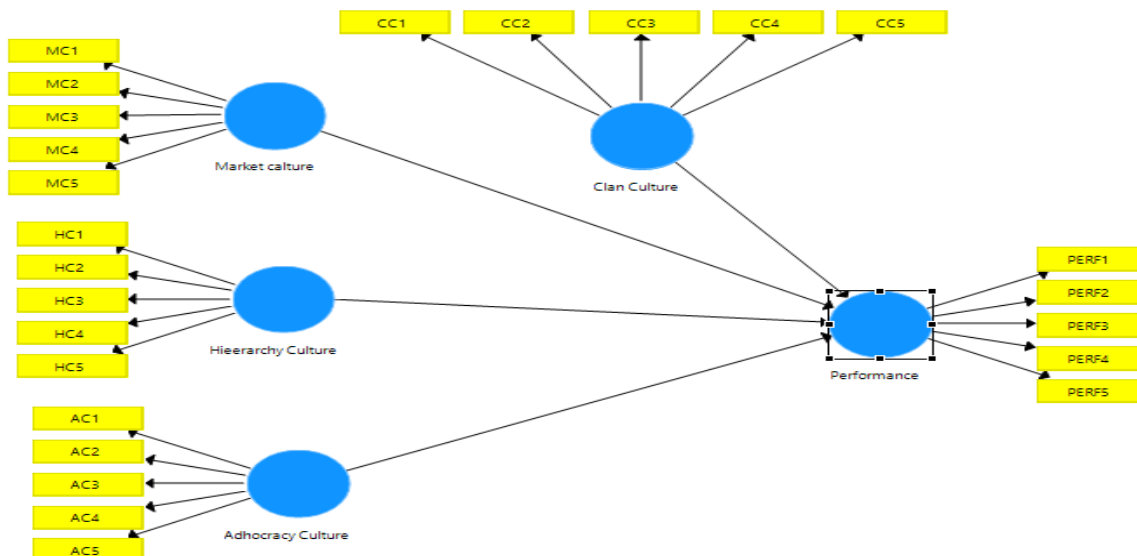


Fig.1: Theoretical Model on Effect of Organizational Culture on Performance of Trinity Hospitals Maraba in Abuja.

RESULTS AND DISCUSSION

213 questionnaires were distributed. It was properly filled and returned. The analyses were done using 213 responses data.

Table 4.1: Descriptive Statistics

variable	Mean	Median	Min	Max	SDV	Kurtosis	Skewness
MC	4.6	4.8	2.6	5.0	0.6	1.6	-1.4
HC	4.5	5.0	2.6	5.0	0.7	0.2	-1.0
AC	4.5	5.0	3.2	5.0	0.6	-0.4	-0.8
CC	4.3	4.4	2.6	5.0	0.7	-0.2	-0.6
PERF	4.3	4.8	1.8	5.0	0.8	-1.6	-1.2

Source: SMART, PLS Output, 2023.

The data collected on the study variables were described in the above with the following components; mean minimum, maximum, standard deviation, skewness and lastly kurtosis values. Market culture (MC) revealed an average value of 4.6 with a standard deviation value of 0.6. While the minimum and maximum values stood at 2.6 and 5.0 respectively. Hierarchy culture (HC) had minimum and maximum values stood at 2.6 and 5.0 respectively however; it showed an average of 4.5 along with a standard deviation of 0.7. Adhocracy culture (AC) recorded minimum and maximum values of 3.2 and 5.0 respectively however; it showed an average of 4.3 along with a standard deviation of 0.6. Clan culture (CC) had minimum and maximum values of 2.6 and 5.0 respectively however; it showed an average of 4.3 along with a standard deviation of 0.7. Lastly, Performance (PERF) showed a minimum value of 1.8 and a maximum value of 5.0 with an average value of 4.3 accompanied with a standard deviation value of 0.8. All the figures in skewness and kurtosis values were less than 1 which shows that there is a normal distribution of data.

Assessment of Measurement Model

To have an accurate assessing of the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.608 and above 0.50 were not deleted from the model as seen in figure 2 below.

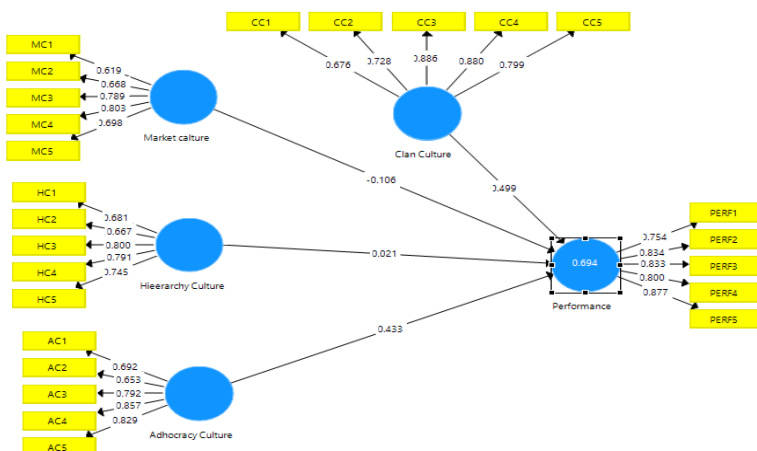


Fig 2: Indicator Loadings

Table 4.2: Reliability of study scale

S/N	Variables		Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Market culture	MC1	0.619	0.823	0.877	0.591	5
		MC2	0.668				
		MC3	0.789				
		MC4	0.803				
		MC5	0.698				
	Hierarchy culture	HC1	0.681	0.855	0.897	0.637	5
		HC2	0.667				
		HC3	0.800				
		HC4	0.791				
		HC5	0.745				
	Adhocracy culture	AC1	0.692	0.799	0.857	0.546	5
		AC2	0.563				
		AC3	0.792				
		AC4	0.857				
		AC5	0.829				
2	Clan culture	CC1	0.676	0.768	0.841	0.517	5
		CC2	0.728				
		CC3	0.886				
		CC4	0.880				
		CC5	0.799				
3	Performance	PERF1	0.754	0.879	0.911	0.673	5
		PERF2	0.834				
		PERF3	0.833				
		PERF4	0.800				
		PERF5	0.877				

Source: SmartPLS Output, 2023

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair, et al., (2019) rating of good consistency. The Cronbach alpha value was above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Heterotrait-Monotrait Ratio (HTMT)

	Adhocracy Culture	Clan Culture	Hierarchy Culture	Market culture	Performance
Adhocracy Culture					
Clan Culture	0.864				
Hierarchy Culture	0.965	0.825			
Market culture	0.810	0.517	0.953		
Performance	0.861	0.881	0.727	0.428	

Source: SmartPLS Output, 2023

The variance inflation factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual's (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu & Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.030. This indicates the model is fit.

Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which were considered, include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample of 5000.

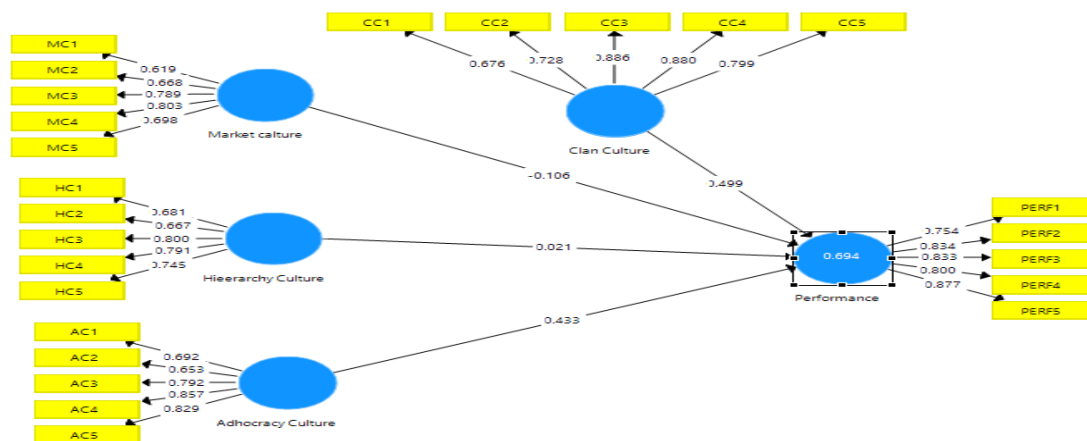


Fig. 3: Path Coefficients of the Regression Model.

The R-square value stood at 69% indicating that organisational culture by market culture, hierarchy culture, adhocracy culture and clan culture are responsible for 69% variation in performance of Trinity hospitals Maraba in Abuja. The remaining 31% variation is to be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered strong but isn't negative to the findings of the study. The result of the path analysis is presented in the table below:

Table 4.4: Path Coefficients

Hypothesis	Variable	Path Coefficient *** (Beta)	t-value	p-value	Findings
Ho₁	Market culture	0.433	8.145	0.000	Accepted
Ho₂	Hierarchy	0.499	9.589	0.000	Accepted
Ho₃	Adhocracy	0.921	0.301	0.764	Rejected
Ho₄	Clan culture	-0.106	2.393	0.017	Accepted

Source: SmartPLS Output, 2023

The result from the analysis indicates that market culture has positive and significant effect on performance Trinity hospitals Maraba in Abuja. The decision was reached based on the t-value of 8.145 and a beta value of 0.433 with a p-value of 0.000. Thus, implying that the alternative hypothesis has sufficient ground to be accepted and as such the null hypothesis which states that market culture has no significant effect on Trinity hospitals Maraba performance is accepted. This finding is in agreement with that of Oboreh, (2020), who made similar findings about market culture and organisation performance.

The result from the analysis indicates that hierarchy culture has positive and significant effect on the performance of Trinity hospitals Maraba in Abuja. The decision was reached based on the t-value of 9.589 and a beta value of 0.499 with a p-value of 0.000. Thus, implying that the alternative hypothesis has sufficient ground to be accepted and as such the null hypothesis which states that hierarchy culture has no significant effect on Trinity hospitals Maraba in Abuja performance is accepted. This finding is in agreement with that of Oboreh, (2020), who made similar findings about hierarchy culture and organisation performance.

The result from the analysis indicates that adhocracy culture has positive and insignificant effect on performance Trinity hospitals Maraba in Abuja. The decision was reached based on the t-value of 0.301 and a beta value of 0.921 with a p-value of 0.764. Thus, implying that the alternative hypothesis lacks sufficient ground to be accepted and as such the null hypothesis which states that adhocracy has no significant effect on Trinity hospitals Maraba in Abuja performance is accepted. This finding is in agreement with that of Oboreh, (2020), who made similar findings about adhocracy culture and organisation performance.

The result from the analysis indicates that clan culture has negative and significant effect on performance Trinity hospitals Maraba in Abuja. The decision was reached based on the t-value of 2.393 and a beta value of -0.106 with a p-value of 0.017. Thus, implying that the alternative hypothesis has sufficient ground to be accepted and as such the null hypothesis which states that clan culture has no significant effect on Trinity hospitals Maraba in Abuja performance is accepted. This finding is in agreement with that of Nihal and Ata (2014), who made similar findings about clan culture and organisation performance.

CONCLUSION AND RECOMMENDATIONS

The study examined the effect of organisational culture of Trinity hospitals Maraba Abuja performance by Market, hierarchy, adhocracy, and clan (culture). The study found that market culture examined in this study has a positive and significant effect on the performance of Trinity hospitals Maraba in Abuja. The study further found that hierarchy culture examined in this study has a positive and significant effect on the performance of

Trinity hospitals Maraba in Abuja. The study also found that adhocracy culture examined in this study has a negative and insignificant effect on Trinity hospitals Maraba performance. While clan culture has a positive and significant effect on Trinity hospitals Maraba performance. Based on the results, the study concludes that organisational culture has an impact on the performance of has a positive and significant effect on the performance of Trinity hospitals Maraba in Abuja. However; it has not been able to yield the desired level of impact due to the negative effect of adhocracy of Trinity hospitals Maraba managers. Therefore, the study recommends that managers should continue to improve the adhocracy culture as it is useful for improving performance., the study will not just limit the findings of this research to the organisation (sisters of nativity) used as subject, but will use the finding to help other struggling private hospitals improve their hospital by applying some of the organisational culture used by Trinity hospitals Maraba to achieve their growth and success.

Lastly the writer observed that there is more to be written on the organisational culture and its effect on private hospital especially in Nigeria as there haven't been much written on the topic by Nigerian scholars and researchers and will like to encourage Nigerian scholars to research on the topic as it will bring about development and growth in the performance of our private hospitals.

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