

Leveraging on the Management of Organisational Cultural Change for an Improved Change Outcome in the Nigerian Public Health Sector

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Abstract

Globally, the intense pressure to transform the public sector has led to various organisational changes through reforms and policies in an effort to sustain organisational effectiveness and to gain competitive advantage. The poor performance of the Nigerian public health sector has been brought into sharp focus with the advent of the COVID-19 pandemic, which has led to a strain being placed on the health care system of the country. Previous reform initiatives in the public health sector have failed dismally. These failures have been blamed on initiatives' concentration on functional changes rather than on cultural changes and their neglect of organisational culture. There is limited literature that explores the required administrative culture in the public health sector to achieve improved change outcomes and performance in Nigeria. Hence, this study used a qualitative approach by reviewing extant literature to enhance an understanding of organisational culture as a concept, and to investigate the perceived culture of the Nigerian public health sector and the alignment of the management to a change of culture. The study adopted a desktop study approach. Secondary data were collected. These included government reports, documents and current comprehensive scholarly literature sourced from different academic databases such as Scopus, Google Scholar, SABINET and EBSCO. Textual and thematic analysis were used to analyse data. The study reveals that the poor governance and leadership including corruption, organisational lack of effectiveness and inefficiency in the delivery of health services were amplified by the nature of its bureaucratic approach and poor work ethic culture. The deficiency of value in organisational culture undermines efforts to transform the Nigerian public health sector



and the attainment of the Sustainable Development Goals for health. The study recommends a diagnostic evaluation of the public health sector and organisational cultural change to improve performance and sustainable transformation of the Nigerian public health sector. The empirical evidence from the evaluation would support the design of focused reforms that would yield the greatest impact.

Keywords: Public sector, organisational culture change, change outcome, performance

Introduction

The need for an improved public sector is inevitable because of ongoing rapid changes in our complex and dynamic environment. The changes prompted by global pandemics, ever-changing expertise, reforming governments, and changing consumer preferences all contribute to the unsettling conditions of insecurity (Imhonopi, Urim & Excellence-Oluye, 2018). Moreover, public organisations are recognised as the pivot of and instruments for national growth and development. Hence, there has been an intensified and persistent pressure to transform various sectors' services from their present underperforming states so that they would become more effective and efficient (Gao, 2015). This is important for the public health sector in a world currently under the grip of the COVID-19 pandemic. The present-day public sector organisations, especially in developing African states, have not achieved outstanding performances (Ehiane, Adejuwon & Gayayi, 2019). In the case of the Nigerian public-sector, enormous investments in developing infrastructures, designing reforms, introducing Information Technology (IT), and providing training and development (T&D) to survive in the changing environment have experienced recurrent failures (Al-Haddad & Kotnour, 2015; Syahmi, et al., 2019). These failures of public service change initiatives are blamed on the organisations' bureaucratic nature, corrupt environment, unsatisfied public servants and lack of political will (Osawe, 2015; Vargas & Negro, 2019). Slack & Singh (2018) observe that public sector reforms will continue to be hindered by the nature of the traditional public sector unless the culture is changed. Culture is considered a vital variable of organisational performance while cultural change is seen as a strategy towards a successful change in performance management in the public sector (Vargas & Negro, 2019; Limwichitr, Broady-Preston & Ellis, 2015).

Scholars are earnestly in search of new strategies to support organisational cultural change and to improve performance spurred on by the recurrent change failure (Syahmi, et al., 2019). According to Alvesson & Sveningsson (2015), questions on the probability of changing or managing organisational culture have been recurring in literature because of the importance it has assumed. The questions have received a positive response with



explanations that support the possibility of managing organisational culture, and even the possibility of changing the culture. Nevertheless, studies focusing on the probability of a cultural change in the Nigerian public health sector are scarce at a time when copious ills of the sector in the midst of the raging COVID-19 pandemic are brought to the fore. This paper adopts Schein's model of organisational culture, focusing on the principle that organisations adapt to influences from internal integration and external environment. The authors will examine the exactitudes of organisational culture in the public sector, particularly the public health sector service in Nigeria, and seek to answer questions regarding the modalities for changing an organisation's culture. Insights provided should help to spot existing culture and performance lapses in the public service to identify a preferred reform strategy. This is fundamental because the effectiveness of the public service and achieving organisational development are not optional in today's world.

The paper is organised into the following sections: The next section reviews relevant scholarly works in order to assess this study's contribution to existing literature on organisational culture and development. It focuses on the significance of emphasising the evaluation of an organisational culture. This is followed by a cultural assessment of the Nigerian public health sector, aligning organisational culture with improving change outcome and performance. A conceptual model for organisational cultural change and alignment of organisational culture for improvement will be developed.

The influence of Organisational Culture on Successful Change and Performance

According to Cera & Kusaku (2020), organisational culture is one of the most vital components of an organisation. It includes the principles, assumptions and approaches that influence its effective activities and business performance (Adekoya, 2019). Organisational change involves a strategic shift of organisational components such as the mission, vision, strategy, people, processes and culture to develop the organisation's effectiveness (Akingbola, Rogers & Baluch, 2019). Al-Haddad & Kotnour (2015) propose a commendable management of change strategy for all organisations, particularly the public sector, to survive in the present changing world and to be of competitive advantage in the incessantly evolving business environment. They stressed that leaders should be cognisant of an organisation's culture before executing a change. In managing a cultural change, the culture of an organisation must first be diagnosed before considering actions to be undertaken to effect changes. It is assumed that a good cultural analysis could offer change enablers a comprehensive knowledge of an organisation and this could inform direct intervention plans (Slack & Singh, 2018).



Wahyuningsih, et al., (2019) reinforce the influence of organisational culture on organisational performance, highlighting its ability to increase productivity and employees' morale. That said, the debate arises as to which should be given the greater priority between performance and culture. Boyce, Nieminen, Gillespie, Ryan & Denison (2015) argue that culture is an antecedent of performance because when positive culture has been identified and built towards an organisation's goals, it directly impacts positively on the organisational performance. On the other hand, Lorsch & Mctague (2016) note that renewed organisational culture should not be the remedy that can get organisations out of distress but by putting new processes in place to confront tough challenges in an organisation this should result in a cultural change because culture evolves. Cameron & Green (2019) indicate that it would be expedient to understand the different ways through which culture evolves before attempting a culture change. It was noted that culture could evolve through an intended or a managed cultural change. The main components of culture that are shared by an organisation's members are norms, values, basic expectations, and artefacts. These components relate to Schein's model of organisational culture; however, they are often neglected when tasks are being executed by the employees (Torlak, 2016).

The Management of Organisational Cultural Change in the Public Health Sector

Organisational cultures differ based on different contexts. The organisational culture of public organisations is defined by service delivery, service direction and management practices (Slack & Singh, 2018). Harrison & Baird (2015) reveal that regardless of the deliberate attempt to change the bureaucratic culture of the public sector from an emphasis on rules, control and hierarchy to a flexible, productive and efficient one, the culture remains the same. Slack & Singh (2018) claim that the traditional public service culture is a major factor when it comes to hampering many organisational reform strategies unless it is transformed and aligned with government's policies targeted at driving socio-economic development. Christensen, Læg Reid & Rovik (2020) observe that studying the organisational culture of public organisations informs the construction of a moral framework that defines appropriate and acceptable behaviour known as ethics.

Johnson, Nguyen, Groth, Wang & Ng (2016) and Wankhade & Brinkman (2014) assert that over time, the management of organisational culture is regarded as an essential measure for health system reform intended for improvement. Johnson, et al., (2016) on the other hand established that there are no particular strategies that have been identified as most



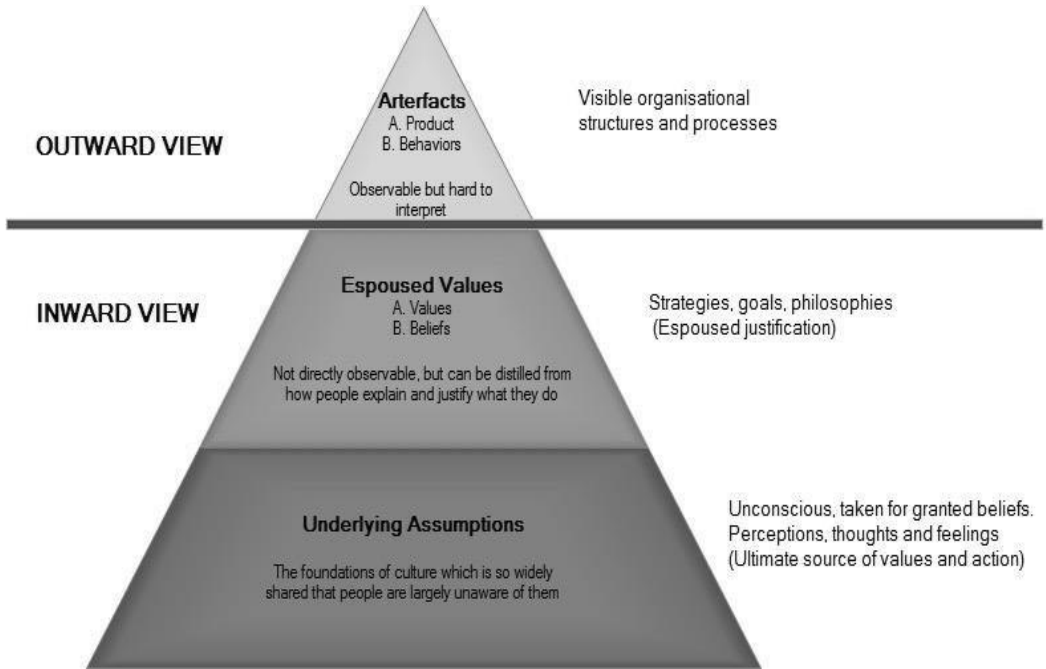
effective in bringing about organisational change. Having identified the lack of value in organisational strategies, this study sought to determine the organisational culture of the public health sector in Nigeria, and to propose guiding principles to enhance organisational effectiveness. Ugoani (2017) asserts that achieving an exceptional service delivery and an outstanding product quality requires a dedicated organisational culture, improved skills and a focus on accomplishment. This is only achieved through an effective management, a cooperative environment and constant learning practices that tolerate experimentation with novel ideas.

Conceptual Framework

This section presents a background to germane elements of organisational culture from which the proposed model is developed and framed. Schein's multi-layered model of organisational culture provides a framework to support organisational innovation. It is an empirical model that explains how distinctive layers of organisational culture support innovative behaviour that is critical to the achievement of enhanced organisational performance. Schein (2010) notes that cultures are best entrenched and transferred by leaders. Schein's model is dynamic, simple and one of the most cited models in organisational development studies (Dauber, Fink & Yolles, 2012). This study employs Schein's multifaceted model of organisational culture to explore the visible and the less visible elements of culture that are shared among members of the Nigerian public sector. Schein's model offers a suitable framework that explains the employees' behaviour and performance and represents a conceptual web that shapes the organisation (Schein, 2009). The model has been used to study organisational culture in firms in Australia (Hogan & Coote, 2014), South Africa (Kapofu, 2019) and Pakistan (Khalid, Bibi & Akhtar, 2020). Schein's proposed concept of cultural elements are divided into three levels including the basic underlying assumptions, espoused values and artefacts (Rosenthal, Desselle & Holmes, 2017).



Figure 1: Edger Schein's Model of Organisational Culture



Source: Adopted from Doan (2015:20)

Schein's dimension of organisational culture is a collection of three layers, which express the levels of cultural manifestation from intangible basic assumptions to the tangible artefacts. Artefacts are the visible organisational practices and structures that are easily observed but difficult to decipher. Espoused values incorporate the organisational strategies, philosophies, ideologies and goals. The basic underlying assumptions are intuitively taken-for-granted beliefs, perceptions, forms of behaviour and feelings that are not openly observable (Almaiman, McLaughlin & Al-Ashab, 2017). The artefacts represent the organisation's outward view, the espoused values and the underlying assumptions reflect the organisation's inward view. Schein's model is concerned with how organisations manage their internal integration and external existence. The Nigerian public health sector has lately grappled with Ebola, Lassa fever and is currently grappling with the COVID-19 pandemic. The response to these external pressures and internal integration despite a series of workforce challenges has a strong congruence with Schein's organisational cultural assumptions.

Methodology

This paper is a conceptual study that reviews extant literature on the concept of organisational culture, the elements of organisational culture, the influence of culture on change initiatives and change outcomes and the influence of integrating the components of Edgar Schein's model to improve performance. Methodologically, this paper adopts a qualitative methodology by using multiple sources and secondary data to extract and associate variables from relevant literature to provide appropriate information. Data were analysed using thematic analysis to examine the narratives of extant literature. The study retrieved data from multiple electronic databases such as Ebsco, Science Direct, ProQuest, Taylor & Francis, Springer, Emerald, Sage publications and other institutional online libraries. Key search words like public sector performance, organisational culture, management of organisational culture, cultural change, culture change outcome, public health governance in Nigeria, among others were used to search for relevant literature. Relevant literature was selected based on the year of study from 2012 to 2020.

Findings and Discussion

Cultural assessment of the Nigerian public health sector

The health systems in Nigeria are overwhelmed by poor performance, ineffective and inefficient use and distribution of resources and failed sectoral reforms because of their concentration on functional change rather than the organisational culture. An example is the *National strategic health development plan in Nigeria* (Bureau of public service, 2017; Mbau & Gilson, 2018; Aregbeshola, 2021). In light of this, this paper reviews literature to study the perceived culture of the Nigerian public sector and particularly that of the public health sector.

- *High Corruption Perception Index (CPI)*

Onwujekwe, Agwu, Orjiakor, McKee, Hutchinson, Mbachu, Odii, Ogbozor, Obi, Ichoku & Balabanova (2019) studied the health system of Nigeria and of other Anglophone West African (AWA) countries, which were found to be underperforming. The ineffectiveness of the health sector has hindered the achievement of a universal health coverage in each country and has been a barrier to achieving the health-related Sustainable Development Goals (SDGs). The health sector's ineffectiveness is linked to corruption; hence, the incidence of corruption was studied in terms of its extent and nature via an extensive review of (2007–2017) literature. Corrupt practices that predominate in the sector include inappropriate procurement, theft of supplies and drugs, absenteeism, informal payments



and diversion of patients to private facilities. The authors maintain that corruption is marked by a departure from genuine behaviour of personnel and authorised rules that are meant to lead them. This has had an adverse effect on health outcomes leading to a prevalence of increased mortality rate, ineffectiveness and inefficiency of the sector. In 2018, the corruption perception Index (CPI) put Ghana in the 81st position out of 180 countries at 51 per cent, Liberia ranked 122nd at 32 per cent, Gambia and Sierra Leone both ranked 130th at 28 per cent and Nigeria, with the largest population, ranked 148th at 18 per cent. The source of the pervasive nature of corruption in Nigeria and other Anglophone West African (AWA) countries is traced to the weak health systems' governance. It is interesting to note that corruption is considered a norm by health workers, government agencies and clients with little opportunity for sustainable transformation. The study recommended interventions to be concentrated on behavioural and welfare changes because there is little proof to back the consistent success of any particular intervention that has attempted to address and transform the weak health governance and poor incentives given to front-line health workers. Indeed, this study acknowledged the gap in the health sector of Nigeria and AWA countries with focus on corruption as the root cause of its deplorable state. Consequently, the inevitability of a culture change should be this study's recommendation.

- *Unethical practices*

Tormusa & Idom (2016) claim that corruption has undermined government investments in the Nigerian health sector and has labelled the country as having some of the vilest health care indicators in the world. Nigeria's health system was ranked in the 197th position among 200 countries evaluated by the World Health Organisation (WHO). The government's budget for the health sector is not greater than 5 per cent, which is against the Abuja Declaration of 2000 that encouraged the raising of the budget for the health sector to 15 per cent. Tormusa & Idom (2016) revealed that the impediments to quality health delivery have adverse effects on the common citizens and they recommended strict anti-corruption discipline and laws to govern the senior officials and their subordinates, reintegration of ethical practices and values into the civil service rules with relevant supervision, implementation of whistleblowing mechanisms, stern sanctions for culprits, and employees', motivation among others. Most of the highlighted suggestions may not be sustainable if the culture of the employees and the organisation is not reformed. Akokuwebe & Adekanbi (2017) likewise admit that the Nigerian health sector is susceptible to corrupt practices such as the misappropriation and mismanagement of government funds, theft of hospital drugs and equipment, inconsistent procurement, and other administrative issues. The study discovered that the unethical acts run through all the



hospital departments, units and levels and have retarded the service delivery of the Nigerian health sector.

- *Neglect of cultural re-orientation and ineffective legal framework*

Hope (2018) acknowledges that Nigerian public institutions are typically perceived as corrupt. Corruption has infiltrated into all institutions of the country and has been established as a norm and is consequently regarded as the culture of the people. However, consciousness of the fact that the endemic corruption is morally inappropriate and destructive has prompted a number of legal frameworks to reform the institutions. The frameworks have resulted in the establishment of anti-corruption institutions like; (1) The Public Complaints Commission (PCC) with a directive to scrutinise citizens' complaints about administrative glitches or bias; (2) The Economic Financial Crimes Commission (EFCC) mandated to fight against economic and financial delinquencies; (3) The Code of Conduct Bureau and Tribunal (CCB/CCT) established to enforce public officers to comply with the code of conduct and to investigate and prosecute culprits; (4) The Bureau of Public Procurement (BPP) with the mandate to guarantee transparency, integrity and accountability in procurement practices; and (5) The Independent Corrupt Practices and other Related Offences Commission (ICPC) responsible for prohibiting corrupt practices and related crimes and advocating for the reprimanding of offenders (Hope, 2018). Nevertheless, corruption has become the culture of the people and has thrived together with bad governance, disreputable leadership across the country and public officials' unethical practices. The extensiveness of corruption in the health sector has become an obstacle to diverse development policies by the government (Tormusa & Idom, 2016; Hope, 2018). A behavioural change is recommended, which ultimately would involve a cultural change that incorporates Information, Education and Communication (IEC) campaigns to enlighten the public (Hope, 2018).

- *Poor service delivery, poor governance and leadership*

There are many other appalling practices that prohibit access to quality service delivery in the health sector. Challenges such as inadequate human resources, poor infection and disease containment measures, poor record keeping and inadequate resources are magnified by poor socio-political factors and economic policies, which have limited the institution's capacity to deliver effective responses for the populace. In addition, the weak public health system in Nigeria is attributed to problems in governance and leadership, lack of medical equipment, technologies, financing, health workforce and service delivery. Despite efforts to tackle some of the identified challenges, re-emerging and emerging issues, including lack of commitment and enduring actions from government, that have compounded the unsatisfactory results (Muhammad, Abdulkareem & Chowdhury, 2017).



Adeloye et al. (2017) conclude that poor leadership in the health sector is a factor affecting the Nigerian health system. It was stated that good governance is an attribute of an effective health system. The absence of a good leadership and governance has affected the health workforce, which has seen the sector degenerate into several performance crises, which have consequently prevented optimal health service delivery.

Aligning Organisational Culture to Improve Change Outcome and Performance

Culture as a variable should be administratively aligned with other organisational variables like structure, strategy, technology and others to effectively implement an organisational change. Culture is the fundamental problem to be changed and solving that problem is vital to the potential success of a change. Neglect of culture by organisations could result in unsuccessful change management. Organisational culture is linked to the organisational identity by its distinct values, ideas and symbols (Alvesson & Sveningsson, 2015). Warrick (2015) believes that 'culture matters!' as it affects the morale, values, attitudes, performance, and success of an organisation and the overall future of nations. Culture is embedded in families, teams, all sizes and sorts of organisation in different countries and continents of the world. In an organisation's effort to achieve a successful cultural change, a deep understanding of the existing organisational culture is crucial, and the aspects of the culture must not be neglected in practices (Alvesson & Sveningsson, 2015). Limwichitr, Broady-Preston & Ellis (2015) observes that efforts to implement desirable change in organisations have been unsuccessful because the central culture of the organisation is unchanged.

Wanjala, Machogu, Otieno & Ayabei (2017) established that organisational culture influences everything in an institution, especially acting as a thread that connects all the main actors and that it is instrumental in the achievement of any organisational objectives and goals. Hence, ignoring the organisational culture will most probably form barriers to a successful change management agenda. Warrick, Milliman & Ferguson (2016) point out that an organisational culture ought to be linked to the organisation's vision, mission, goals, values and strategy. Moreover, definite actions should be outlined and engaged to build the culture anticipated while the systems and practices of the organisation are aligned with the actions to be taken. Organisational culture influences the choice of organisational change management to be employed. A good identification and knowledge of an organisation's culture, that is, the common values shared by the employees and administrators of the organisation, would influence the approach to initiate an appropriate and effective change (Janićijević, 2012).



The convincing evidence of the significant influence of organisational culture is observable in organisational performance, employee attitudes, moral motivation, job satisfaction, commitment and talent attraction and retainment (Warrick, 2017). Organisational culture could improve an innovative strategy and simplify changes in an organisation due to its attribute of shared values and purposes (Ahmady, Nikooravesh & Mehrpour, 2016). In the study of the relationship between culture and performance, Boyce, et al., (2015) suggest that without the employees recognising culture as a part of the problem, cultural change might not be likely to succeed. The commitment that an organisation makes to nurture and promote whatsoever corporate culture has been selected is very important when it is personalised to the organisation's aspirations (Zhao et al., 2018). Carvalho, Sampaio, Rebentisch, Carvalho & Saraiva (2019) however support the idea that culture could be managed to some degree when directed with a strong and new cultural orientation by visionary leaders. They observed that culture might lose its viability if it is not managed. In their study of integrity culture on financial performance, Guiso, et al., (2015) reveal a connection between the promotion of integrity culture and financial performance. It was however perceived that an organisation's choices influence its culture and sustaining a culture, especially that of integrity in public institutions, might be tough.

Ahmed & Shafiq (2014) consider organisational culture as the most important variable that impact on organisational performance. There are many important aspects of organisational culture that have been identified. For instance, employees' awareness of an organisation's culture will guide their anticipated behaviour and functioning in the organisation. Organisational culture promotes more commitment to the organisation's philosophy and values to accomplish greater success. Organisational culture as a standard and control mechanism guides behaviour away from disapproving performance to projected performance. It supports the recruitment, selection and retention of talent towards the achievement of an efficient and effective performance. The findings of the study revealed that components of organisational culture, for example, consistency, adaptation and involvement, are very important for the improvement of organisational performance.

Goromonzi (2016) concluded that though the variables of organisational culture and strategy implementation are considered intangible resources they impact positively on performance. He observes that culture in particular is an important inducement for performance and there is a need to create and apply a winning culture for better performance. Moorman & Day (2016) stress that organisational culture has capabilities to create superior value, which is not easily imitated. Three values of culture were introduced; first, culture is viewed as the pattern of shared norms, beliefs and values that

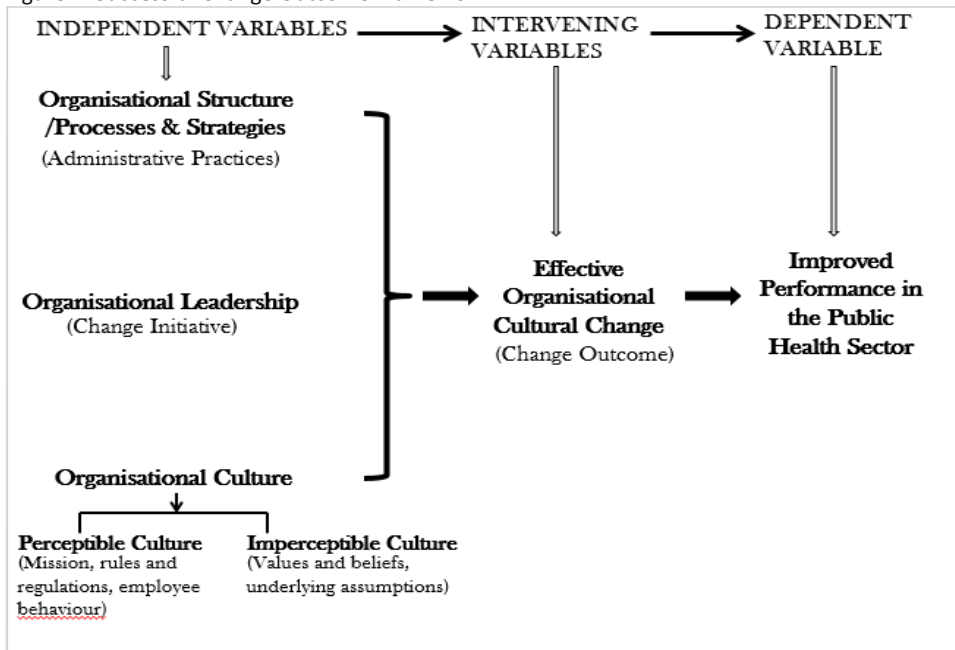


guide suitable and unsuitable behaviour. Second, culture is viewed as behaviour that is required for outstanding performance. Lastly, culture is created by an organisation and is characterised by cultural artefacts such as stories, language, and rituals with strong representative denotation.

Conceptual Model for Organisational Cultural Change

Following Edgar Schein’s model of organisational culture, a conceptual and transformational framework for organisational cultural change is framed. This paper proposes a conceptual model that accentuates the organisational culture among other independent elements of a successful change outcome and performance.

Figure 2: Successful Change Outcome Framework



Source: Authors’ construct (2020)

The independent variables represent Schein’s cultural artefacts, espoused values and underlying assumptions. They influence the change outcome, which is the substantive result of an implemented change initiative. The intervening variable that links the independent and the dependent variables, though not observable, is conceivable through

the appropriate placement of the independent variables. Therefore, reforms or policy decisions and implementation must give credence to the independent variables. Organisational cultural changes are accomplished through spot-on considerations of organisational structures, cultures, strategies and leadership. The dependent variable of organisational performance in the Nigerian public health sector therefore has a way of influencing the independent variables. Hence, organisational cultural change is a fundamental factor of organisational existence, growth and performance. This model depicts that organisational cultural change cannot be an isolated objective as it strengthens the link between the independent variables (organisational structure, processes and strategies, organisational leadership and organisational culture) and the dependent variable (improved performance) if effectively managed.

Guiding Principles of an Organisational Cultural Change

In view of the findings from reviewed literature and in agreement with Cameron & Green (2019), it is important for an organisation to identify its concerns to realise a successful cultural change. The guiding principles for attaining a successful cultural change in an organisation are listed below:

- Organisational culture change should be connected to and backed by the organisation's objectives, mission and vision. Personnel are more committed to a convincing vision rather than being coerced into compliance where the vision is unconvincing. The vision for the change should be clear and captivating for personnel's consent;
- A sense of urgency should be created with strategies and processes to reinforce the desired change. The typical lackadaisical attitude of public sector personnel should be avoided especially in the public health sector;
- Stakeholders' involvement is critical to achieve a successful cultural change implementation and commitment and to avoid a rebounding effort. Customers'/citizens' benefits or detriments should be anticipated for necessary action and control;
- It is healthier to build on the strengths of an existing culture to form a preferred culture. Besides planning and itemising desired performances, it is best to identify the strengths of the organisation to guide prompt action towards the change;
- Cultural change should be managed with recourse to the organisational core values;
- Enabling mechanisms such as performance management and reward systems should be stimulated to support the desired culture;



- Leaders as role models should be present to nurture a receptive culture change. They should focus on the ideal result and should be flexible to manage evolving issues. Cooperation between the leaders and their subordinates will drive an enabling environment for a successful cultural change; and
- All the departments and units of an organisation should be collectively involved in the cultural change. They should be receptive and open to new ideas, values and change.

Concluding Remarks and Recommendations

The means by which an organisation generates and defines its culture has implications for how it is changed, managed and evaluated. The culture of an organisation should represent employees' awareness. At the same time, relative cultural strength upholds or impedes organisational effectiveness, which is mostly dependent on the organisational leadership and strategies. Culture is changed to accommodate an operational requirement rather than for the organisation to modify their processes to lessen effects of dogmatic cultures. Hence, the guiding principles of an organisational cultural change are supported by a thorough comprehension of an organisational culture, that is, the perceptible and imperceptible culture as espoused by Schein. It is expedient for the organisational leadership to consider the interactions among employees, which shape them and form their culture. Moreover, the conceptual model particularly highlighted the distinctive yet exclusively required mutual variables to realise an effective organisational cultural change. The recommended principles based on the fusion of existing findings on organisational cultural change should not only steer administrators in the direction of building, maintaining and transforming the organisation's culture but also redirect the focus towards achieving an improved performance.

The management of organisational culture is important because the process of change is often met with employees' resistance, which has become a major challenge in introducing a change initiative. Phrases such as, 'we are change agents', 'we value our customer first', 'excellent service is our priority', 'we are reliable leaders', and many other mantras should not just be vague but represent a deeper understanding of the organisational culture. The words should indeed best describe an organisation because the public service is visible to the citizens and the outside world. While a certain level of creativity is required to design a unique organisational culture, good language skills are also needed for better comprehension of the culture. Organisations should stand for a unique identity and this should be comprehended by the employees. This can be achieved best by highlighting the 'power of one' where individual contribution is valued to enhance the sector's



performance and consequently the nation's development. The internal integration of the organisational culture will reflect positively in the employees' attitude, perception, career satisfaction, ethical behaviour, employee engagement and work satisfaction, which all together would strengthen the organisational change outcome and overall performance in the long term. Thus, the study of organisational culture is another avenue of improving organisational effectiveness via the enhancement of employee satisfaction and morale. A diagnostic evaluation of an organisational culture rather than a superficial observation is endorsed to streamline the Training and Development T&D processes. Organisational culture, being a soft system tool, could, as a corporate strategy, have an impact on organisational policymaking. Enhancing the public service performance and service delivery plays an important role in nation building.

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