IMPACT OF ORGANIZATION CULTURE AND CHANGE ON ORGANIZATIONAL PERFORMANCE

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Abstract
This paper accesses the influence of organizational change on organizational performance. It is designed to look at how organizations adopts to the changes that affect organizational performance and productivity. This can only be achieved through organizations adapting to change in the environment developing the attitude of welcoming change. The fate of employees being achieved, flexibility of organizational culture. The main objective of this study is to find out the extent to which organization can adapt to organization culture and environmental changes, four research questions and hypothesis were formulated. Questionnaires and interview were employed in the collection of primary data z-test statistical tool was used to analyze the hypothesis because of the large population which is above 30. the major findings show that inability of organization to adapt to organizations culture and environmental change reduced organization performance and leads to low productivity based on such findings, it was recommended that organization should understand the varied and changing environmental variable needed in their day to day transaction of business.

Introduction
Every organization has its dominant value posed by the organization, this is the organization culture, It can summarily be seen as a system at shared. Organizational culture represents the pattern of basic assumption that a given group can cope with its problem of external adaptation and internal integration (Schein 1985).

According to W.G. Duchi (1981), organizational culture can be seen as a set of symbol, ceremonies and myth that communicates the underlying values and beliefs of that organization to its employees. Organization is a mechanism or basic framework enabling persons to work together integrated group effort. It is a medium for the management, to exercise managerial functions and since culture is the way things are done in an organization.

According to Thomas and Hubbi (1997), change has become the only things besides death and taxes. And putting organizational work setting into consideration, when culture occur is attested. This is where response to change and adaptation come in considering past change influencing organization and new approaches to organizational structure, the concept which has become increasingly important is organizational culture. It has attracted the attention of strategist and behaviours alike, greater proportion of organization members became more directly involved in decision making, the attitude values norms and ideologist they share about these work participation became quite critical.

The benefit organizations derive from it is that it encourages and supports the wide spread use of employee participation and employment approaches, individually and in work teams. If organizations should adopt successfully it becomes profitable and admired. It also increases organizational effectiveness by integrating individuals desires for growth and developments with organizational goals.

The problem is that individuals find it hard to adopt an attitude of welcoming change, to perceive and respond to change is very difficult. Organizational change programs can vary with respect to the hierarchical level or functional area of which the change is targeted. Shafritz and Olt (1996) for an organization to survive and prosper will mean, they must adopt an attitude of welcoming change, constantly searching for improvement, being close to and responsive to their customer and being innovative, creative and flexible command and control culture must be replaced with cultures that encourages and supports individuals and in work teams.

Organizational culture that reflects the value of bigness, hierarchy rigidity and rules must be replaced with cultures characterized by flexibility, responsive individuals and group empowerment. It is people in the organizational cultures who optimally provide the resources for its effective functioning.

The greatest potential for changes exists in the middle direction and participation are linked. The concept of resistance is poorly covered in the literature on change. Researchers seldom view resistance as a positive and necessary element in change process and source of resistance are treated in' this research work.

Organizations in Nigeria such as millennium industry limited services has contributed to economic growth in one way or the other because the organization has survived change in the environment since it was extracted from the Nigeria Police Force (NPF) in 1958 and rendered its service to the public and remains an instrument of government policy organization culture and changes is a serious matter as change is constant and the ability to adopt to changes in the environment will determine the survivability of an organization in the long run. Organization culture is the collective behaviour of humans that are part of an organization, it is also formed by working language, systems and symbols, it includes beliefs and habits. It is also the pattern of such collective behaviours and assumptions mat are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

Statement Of Problem

The research identifies the following problems;

Inability of organization to adopt to change in the environment. Individuals inability to adopt an attitude of welcoming change.

The fate of employees not being achieved.

Un-flexible (rigid) organizational culture.

Relationship Between Organizational culture and Change

According to Michael Armstrong (2003), organizational or corporate culture is the pattern of value norms, belief attitudes and assumptions that may not have been articulated but shape the way in which people behave and thing are done. Value refers to what is believed to be important about how people and the organization behave. Norms are the unwritten rules. This emphasize that organizational culture is concerned with abstractions such as values and norms, which pervade whole part of an organization. They may not be defined, discussed or even noticed, put another way, culture can be regarded as a code ward for the subjective side of the organizational life.

According to Myerson and martin (1987) nevertheless culture can have a significant influence on people's behaviour. The culture of an organization refers to the configuration of norms, values, belief and way of behaving that characterize the manner in which groups and individuals combine to get things doing. Deal and Kennedy (1982) culture is a system of informed rules that spells out how people are to behave most of the time. Culture is the commonly held beliefs attitudes and a value that exist in an organization but more simply culture is the way we do things, Fulham and Gunter (1993).

For the organization to develop and grow change must occur overtime. Nomatter how long the culture is maintained, change will come from either the external or internal environment. These means a good culture must have gone through some changes and these change occur in organizational structure, the organizational technology, strategies operation e.tc where culture has developed over long period of time and has firmly embedded it may be difficult to change quickly, it at all unless a traumatic event occurs. According to Schein (1990) culture is defined around critical incident important even from which lessons are learnt about desirable or undesirable behaviour.

Also Fulham and Gunter (1993) culture develops from the need to maintain effective working relationships among organization environment. The external environment may be relatively dynamic or unchain. Culture is learned over a period. Schein (1984) suggestion that there are two ways in which this learning to cope with some threat by the eraction of defenses mechanism. Second, the positive reinforcement model where things that seems to work becomes embedded and entrance. Learning takes place as people adapt to, cope with external pressure, and as they develop successful approach and mechanism to handle the internal changes, processes and technologies in their organization.

The change and development process described above may result in a culture those characteristics the whole organization. However, there may be different culture within organization. For example, the culture of an outward looking marketing manufacturing function. There may be some common organizational value or norms, but in some respect, these will vary between different work environments.

Culture Change

In theory, culture change programs start with an analysis of the existing culture. The desired culture is then defined, which leads to the identification of a culture gaps that need to be filled. This analysis can identify behavior expectation so that development and reward process can be used to define and reinforce them in life; it is not quite as simple as that. Comprehensive changes program may be a fundamental part an organizational transformation programs. But culture change program can focus on particular aspects of culture, for example performance, commitment quality, customers, services, team-work, organization learning. In each case, the underpinning value would need to be defined. It would probably be necessary to prioritize by defending which area needs the most urgent attention. There is a limit to how much can be done at once except in crisis conditions. The effectiveness of culture change program largely depends on the quality of change management processes. The process by which political narrative and new ideas and innovations shift the social Zeitgeist over time within the constraint of the 'elastic band' of public opinion. The process of behavioral normalization whereby behavior and actions pass through into social and cultural norms for example Knott et al. argue that the UK experience of seat belt enforcement established and reinforced this as a social norm. The use of customer insight the importance of tailoring policy programmes around an ecological model of human behavior to account for how policy will interact with cultural capital and affect it over time,

Knott et al. use example from a range of policy areas to demonstrate how the culture change framework can be applied to policy making

For example:

i. To encourage educational aspiration they recommend more use of early years and parenting interventions an improved childhood offer, and development of positive narratives on education as well as integrated advisory systems, financial assistance and targeted social marketing approaches

ii. To promote healthy living and personal responsibility they recommend building healthy living into community infrastructure, building partnerships with schools and employers, more one-to-one support for well being alongside use of regulation and legislation on unhealthy products, provision of robust health information and health marketing to promote adaptive forms of behavior.

iii To develop environmentally sustainable norms they recommend reinforcing sustainability throughout policy narratives, sector to promote environmental messages, development of infrastructure that make sustainable choices easy together with a wider package of measures on fiscal incentives, regulation, advisory services and coalition moments.

The Change Process

Conceptually the change process starts with an awareness of the need for change. Analysis of this situation and the factor that have created it leads to a diagnosis of their distinctive characteristics and an of the direction in action can than be identified are evaluate and a choice made of the preferred action.

It is than necessary to decide how to get from here to there. Managing change during this transition state is a critical phase in the change process. It is here that the problems of introducing change emerges and have to be managed. This problem can include resistance to change low stability high level of stress, misdirected energy, conflict and loss of momentum. Hence the need to do everything possible to anticipate reaction and likely impendent to the introduction of change to manage change, it is first necessary to understand the type of change and why people resist change. It is important to bear in mind that while those wanting change needed to be constant about ends they have to be flexible about means. This requires them to come to an understanding of the models of change that have been developed.

All culture are inherently predisposed to change and, at the same time, to resist change. There are dynamic processes operating that encourage the acceptance of new idea and things while there are other that encourage changeless. Stability it is likely that social and psychological chaos would result if there were not the conservative forces resisting change.

There are three general sources of influence or pressures are responsible for both change and resistance to it:

(i) Forces at work within a society

(ii) Contact between societies

(iii) Changes in the natural environment.

Within a society, processes leading to change include invention and culture loss. Inventions may be either technological or ideological. The latter includes such things as the invention of algebra and calculus or the creation of a representative parliament as a replacement for rule by royal decree.

Technological inventions include new tools energy sources and transportation methods as well as more frivolous and ephemeral thing such as style of dress and bodily adornment. Culture loss is an inevitable result of old cultural pattern being replaced by new ones, for instance, not many Americans today know how to care for a horse. A century ago, this was common knowledge, except in a few large urban centers. Since then, vehicles with internal combustion engines have replaced horses as our primary means of transportation and horse care knowledge loss its importance.

As a result, children are rarely, taught these skills instead they are trained in the use of the new technologies of the new technology of auto-mobiles, televisions, stereos, cellular phones, computers and I pods. Within a society, processes that result the resistance to change include habit and the integration of culture traits. Older people in particular are often reticent to replace their comfortable, long familiar cultural patterns. Habitual behavior provides emotional security in the threatening world of change. Religion also often provides strong moral justification and support for maintaining traditional ways. In the early 21st century this is especially true of nations mostly guide by Islamic law, such as Iran, Saudi Arabia, Afghanistan and Pakistan.

The processes leading to change that occur because of contact between societies are

1.   Diffusion
2.   Acculturation
3.   Transculturation

Diffusion: Is the movement of things and ideas from one culture to another. When diffusion occurs, the form of a trait may move from one society to another but not its original cultural meaning. For instance when Me Donald's first brought their American style hamburgers to Moscow and Beijing, they were accepted as luxury foods for special occasions because they were relatively expensive and exotic. In America, of course they have a very different meaning.

Acculturation: Is what happens to an entire culture when alien traits diffuse in on a large scale and substantially replace traditional cultural patterns. After several centuries of relentless pressure from European American to adopt their ways, Native American cultures have been largely acculturated. As a result, the vast majorities of American Indians now speak English instead of their ancestral language, wear European style clothes, go to school to learn about the world from a European, perspective and see themselves as being a part of the broader American society. As Native American societies continue to acculturate, most are experiencing a corresponding loss of their traditional cultures despite efforts of preservationists in their communities.

According to Sequoyah ca. 1767-1843 while acculturation is what happens to an entire culture when alien traits. Overwhelm it; trans-culturation is what happens to an individual when he or she moves to another society and adopts its culture. Immigrants who successfully learn the language and accept as their own the cultural patterns of their adopted country have trans-culturated. In contrasts, people who live as socially isolated expatriates in a foreign land for years without desiring or expecting to become assimilated participants in the host culture are not trans-culturation. There is one last process leading 'to change that occurs as an invention that is sparked by an idea from another culture. An example of this occurred about 1821 when a Cherokee Indian names Sequoyah saw English writing, which stimulated him to create a unique writing system for his own people.

Individuals Perfective on Orgnizational Change.

There is different literature regarding organizational change from various research and authors perspectives.

There are for kind or resistance: rigid structure and system, closed mind sets reflecting business belief, entrenched cultures reflecting values, and counter productive change momentum that are relevant to the current forces of change.

Another view on this that many people see organization as a nested set of open living systems and subsystem depend upon the environment, for their continued existence. An example of this view is a while pool as nature's simplest self organizing, open dynamic system. These system create new order and manufacture new information. They are neither in control but poised directly between the two. These types of system in organizations are adaptive and creative.

Organization view as living organism can assist them in healing when they learn from their own failure. Organization behaves more like organisms when they need to heal, grow and develop than mechanism in which a knob is waked or a lever pulled. The best learning in organization happens when they

learned from their own succession and failures. Initiating change in small increment instead of massive attacks allow the organization to lead naturally in the direction, we surrounded by self organizing system that indeed we, ourselves are such organizing system of dynamic energy according to corner (1992), he looked at different levels of change in our lives and those factors into organizational change. He stated there are three levels of change. The micro changes that describe the change that people face in their personal live, and macro change, which are significant changes that affect people universally, such as collapse of the Berlin wall He stated, all three level of change have overlapping impact today, but that these single most important characteristics in acceptance of change is resilience the ability to bounce back form change stronger that before educations are essential for successfully implementing change, one reason there is tremendous resistance to change by employee is that organizations has not educated thin employee. A train and educated work face has increased self-work and greater productivity. Adaptive theories of change call attention to the international actions of organizational members who bring about a change in the form, quality or state over time of an entity, e.g job work group, strategy overall organization, etc.

According to Van de ven and Poole, 1998, to accomplish adaptive change, individual often attempt to construct new realities through the use of discourse [ford and ford, 1995. for example managers use discursive and other symbolic acts to orient employees towards a preferred redefinition of an organization. According to gioica and dachiltipeddi, 1991 these discursive and symbolic acts include offering options, explaining positions, creating vision and giving meaning to symbols. These perspectives emphasize how discursive acts construct organizational realities (Chia, 2000) through ongoing struggles between competing interests to establish a preferred construction of those realities.

According to hardy, 2007. A discourse lens for understanding organization change is useful for several reasons. First change is often not realized by organizational actors until it is constructed with discourse hardy, Paiere, and Phillips, 2000 and legitimized with a narrative Barry and elmes, 1997. According to Amechi (2006) other reasons for resistance to change are:
(i)   Fear of losing their jobs, status business contracts or favourable working conditions,
(ii)   Don't see a need for change.
(iii)   Don't like the way the change was introduced.
(iv)   Do not understand the reason for the change of feel it will cause more harm than goods.
(v)   Consider the change a personal critics, he sees reasons as the reason for accepting change.
(vi)   Expect a favourable working condition or increase in income, states, authority and business contact
(vii) Except mote opportunities for growth recognition and promotion (viii) Thinks the change is needed and the training is right
(ix)   Like the way the change introduced
(x)   Contributed input to the change

Individuals Response to Change
Individuals' response to change occurs early in a person's development. Individual response to change begins with childhood experience. From infant's earliest depending on and attachment to the mother emerge psychological defaces against anxiety. Adult learning is often associated with anxious feeling and momentary insecurity, which may have originated in childhood.

According to Barger and Kirby (1995) stated that not recognizing the natural differences in peoples responses to change and the strength and need people bring to situation is some of the most serious resistance to change in today's organization. Individual's responses to change added to the development learning process continue to form individuals perception of change.

Psychological resistance to change and therefore learning deeply rooted in contradictory moves and defensive actions. Organizational and characteristically bureaucratic behaviour serve as social extension of personal defenses for security against anxiety over losing control. The first step of many processes is to unfreeze the resent behaviour as a way of managing resistance technique. Resistance to change experienced at almost every step. The fear of taking risk is a key factor in resistance to change managers who must decide whether to initiate change for that employee who are changed by its implementation. These are categories of resistance agitator who are the noised and most hostile middles roads who are the jobs group and saboteurs who the most cunning.

Identifying various psychological types can be helpful in implementing change. According to Barger and Kirby (1995) in working in organizational change feel, it is necessary to determine the effect of psychological types as a valuable tool for recognizing and dealing with the impact of change on different kinds of people. The contribution of different types to change process point at different types that may experience difficulty and what each type need as in order to deal effectively with change and transition. This

means that individuals with a particular combination of tendencies react more stressfully to change; responses of people to formal organizational change initiatives and indeed, to the ups and down of everyday organizational life. The research suggests that there are seven primary

1.   Innovation and risk taking: the degree to which employees are encouraged to be innovative and take risks.
2.   Attention to details: the degree to which employees are expected to exhibit precision, analysis and attention to detail.
3.   Stability: the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.
4.   Aggressiveness; the degree to which to which people are aggressive and competitive rather than easygoing.
5.   People Orientation: the degree to which management decision take into consideration the effect of outcomes on people within the organization.
6.   Team Orientation: the degree to which work activities are organized around teams rather than individuals.
7.   Outcome Orientation: the degree to which management focuses on results or outcomes rather than on the technique and process used to achieve those outcomes.

Culture is a descriptive term: organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether they like them, that is it is a descriptive term. This is important because it differentiates this concept from job satisfaction.

TABLE 1

Variable	No of Respondent	Percentage %
Senior Staff	35	43.75
Intermediate	25	31.25
Junior Staff	20	25
Total	**80**	**100%**

Source: Field Survey (2012)

From table 1, observed that out of eighty (80) questionnaires returned 62.5% were male while 37.5% were female. In table 1.3, 75% were married, 12.5% were simple, 12.5% were divorced. In table 1.4, 25% respondents have school certificate followed by 50% who have bachelors degree 12.5% have masters degree while those with other qualifications HND GCE form 12.5%.

In table 1.5, 12.5 workers have been with the organization for less than 5 years, 12.5% for 6-10 years, 25% for 11.15 years 50% for 15 years and above. In above in table 4.6, we observed that 4.3, 75% of the respondents are the senior staff, 31.25% are the intermediate while 25% are the junior staff.

Analysis of Items In the Questionnaire
The research question stated in chapter one will be analyzed in this section based on 80 questionnaire that were returned and completed by using frequencies and percentage.

Research Question (I)
To what extent can organization adapt to change in the environment. Item ½ and 3 of the questionnaire were used to analyze research question.

TABLE 1.7

Option	Q1	O2	Q3	Frequency Average	Percentage
Agreed	60	55	47	$16\,{}^2/_3 = 54$	$54/80 \times \frac{100}{1} = 68$
Disagreed	20	25	33	$3 = 54$	$26/80 \times \frac{100}{1} = 23$
Total	**80**	**80**	**80**	**80**	**100%**

Source: Field Survey. (2012)

From the table 1.7 above 54 respondent representing 68% ticked agreed and26 respondent representing 32% ticked disagreed.

Research Question (II)

To what extent are workers willing to welcome change in the environment. Item 4, Sand 6 of the questionnaire were used to analyze research question (ii).

Table 1.8

Option	Q4	Q5	Q6	Frequency (Average)	Percentage
Agreed	40	65	39	144	48/80x100 = 60
Disagreed	40	15	41	96	32/80 = 40
Total	80	80	80	80	100%

Source: Field Survey (2012)

From the table 4.8 above, 48 respondent representing 60% of the respondents ticked Agreed while 32 respondent representing 40% ticked Disagreed.

Research Question (III)

To what extent are fate of employees achieved to boost organization

Item 7,8 and 9 of the questionnaires were used to analyze research question (iii).

TABLE 1.9

Option	Q7	Q8	Q9	Frequency (Average)	Percentage
Agreed	40	60	50	150/3 = 5	50/80 x 100 = 63
Disagreed	40	20	30	90/30	30/80 x 100 = 7
Total	80	80	80	80	100%

Source: Field Survey (2012)

From the table 1.9 above, question 50 respondent representing 63% of the respondent ticked Agreed and 30 respondents representing 37% ticked Disagreed.

Research Question (IV)

How can rigidity of organizational culture affect organizational productivity.

Item 10,11 and 12 of the questionnaires were used to analyze the research question (iv).

TABLE 1.10

Option	Q,10	Q, 11	Q,12	Frequency Average	Percentage
Agreed	35	60	40	135/3 -45	45/80 x 100/1 = 56.25
Disagreed	45	20	40	105/3 -35	35/80 x 100/1

					= 43.75
Total	80	80	80	80	**100%**

Source: Field Survey, (2012).

From the table 1.10, at indicate that question, 10,11 and 13 have the average response of 45 respondent representing 56.25% that ticked Agreed while the remaining 35 respondent representing 43.75% ticked Disagreed.

Test of Hypothesis

The hypothesis formulated for the study were tested by using the z-test statistical tool.

$$Z = \frac{P-P}{\sqrt{\dfrac{P(1-p)}{n}}}$$

$$\frac{P-P}{\sqrt{\dfrac{pd}{n}}}$$

Where p = sample proportion

p = proportion of success

q = (1- p) proportion of failure

n = sample size

Formulation of Decision Rule

Before carrying out the test, the null hypotheses should be stated first, followed by the alternative hypothesis. In the decision rule the null hypothesis will be accepted, if the calculated value is less than the critical value otherwise reject. The test was calculated at 5% level of significance

In testing hypothesis 1, research question was used.

Hypotheis (I)

HO: There is no significant relationship between the organization and its environmental change.

HO: There is significant relationship between the organization and its environmental change.

Research question (i) was used in testing this hypothesis at 0.05 level of significance using the formula.

$$Z = \frac{P-P}{\sqrt{\dfrac{P(1-p)}{n}}}$$

p = $\dfrac{\text{sample size}}{\text{proportion}}$ = $\dfrac{80}{110}$ = 0.73

p = proportion of success = $\dfrac{68.7}{100}$ = 0.69

n = sample size = 80

Working

Option	Frequency	Percentage	P
Agreed	54	68	0.68
Disagreed	26	32	0.32

Total	80	100%	100

By applying the formula

$$Z = \frac{P-\overset{n}{P}}{\sqrt{\dfrac{P(1-P)}{n}}} = \frac{0.73 - 0.68}{\sqrt{\dfrac{0.68(1-0.68)}{80}}}$$

$$\frac{0.05}{\sqrt{\dfrac{0.2176}{80}}} = \frac{0.05}{\sqrt{0.00272}}$$

$$= \frac{0.05}{0.052} = 0.96$$

Using the Z-test statistical table, the value of Z = 0.96 at 0.05 level of significance is 0.8315
Decision Rule: If Z calculated is greater than Z tabulated, reject the null hypothesis otherwise accept.
Decision: Reject null hypothesis since Z calculated is greater than the Z tabulated which means there is a significant relationship between the organization and its environmental change.
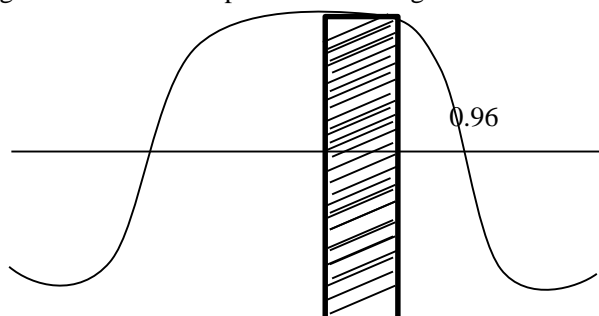
Hypothesis (II)
HO: There is no significant relationship between workers inability to welcome change and organizational productivity.
HO: There is significant relationship between workers inability to welcome change and organizational productivity.
Research Question (II) will be used to test this hypothesis at 0.05 level of significance using the formula.

$$Z = \frac{P-\hat{P}}{\sqrt{\dfrac{P(1-P)}{n}}}$$

P = $\dfrac{\text{Sample size}}{\text{Population}}$ = $\dfrac{80 - 0.73}{100}$
P = Proportion of success $\dfrac{70}{100} = 0.70$

Sample Size = 80
Workings

Option	Frequency	Percentage	P
Agreed	48	60	0.06

Disagreed	32	40	0.40
Total	**80**	**100%**	**100**

By applying the Formular

$$Z = \frac{P-P}{\sqrt{\frac{P(1-P)}{n}}} \qquad = \frac{0.73 - 0.60}{\sqrt{\frac{0.60(1-0.60)}{80}}}$$

$$= \frac{0.13}{\sqrt{\frac{0.24}{80}}} \qquad = \qquad \frac{0.13}{\sqrt{0.003}}$$

$$= \frac{0.13}{0.055} = 2.36$$

Using the z- test statistical table the value of z= 2.36 at 0.05 level of significance is 0.9909
Decision Rule: If z calculated is greater than z tabulated reject he null hypothesis otherwise accept.
Decision: reject null hypothesis since z calculated is greater than z tabulated which means there is significant relationship between workers inability to welcome change and organizational productivity
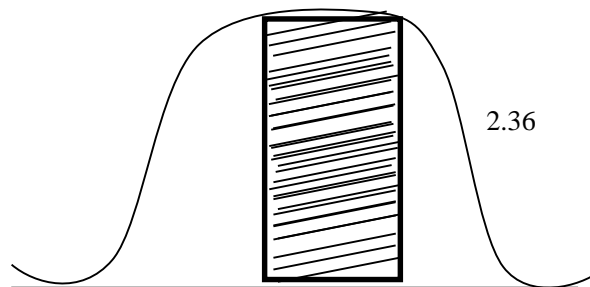
Hypothesis 11
Ho: The fate of employees not being achieve has no effect on organizational performance
Ho: The fate of employees not being achieve has effect on organizational performance.
        Research question 3 was used in testing this hypothesis at 0.05 level of significance using the formula.

$$Z = \frac{P - \hat{P}}{\sqrt{\frac{P(1-P)}{n}}}$$

$$P = \frac{Sample\ size}{Population} = \frac{80}{110} = 0.73$$

P = Proportion of success $= \frac{67.5}{110}$
$= 0.68$

n = Sample size 80
Working

Option	Frequency	Percentage	Percentage

| Agreed | 50 | 63 | 0.63 |
| Disagreed | 30 | 37 | 0.37 |
| **Total** | **80** | **100%** | **100%** |

By applying the formula

$$Z = \frac{P-P}{\sqrt{\dfrac{P(1-P)}{n}}} = \frac{0.73-0.63}{\sqrt{\dfrac{0.63\,(1-0.63)}{80}}}$$

$$= \frac{0.13}{\sqrt{\dfrac{0.2331}{80}}} = \frac{0.1}{\sqrt{0.00029137\overline{5}}}$$

$$= \frac{0.1}{0.054} = 1.85$$

Using the Z-test statistical table, the value of $Z = 1.85$ at 0.05 level of significant is 0.9678

Decision Rule: If Z calculated is greater than Z tabulated reject the null hypothesis otherwise accept.
Decision: Reject null hypothesis since Z calculated is greater than Z tabulated which means: the fate of employees not being achieve has effect on organizational performance.
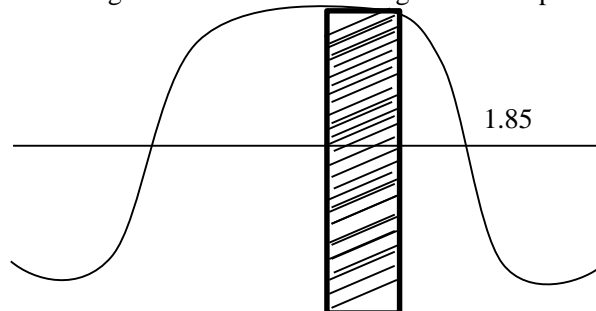
Hypothesis IV.
Ho: The rigidity of organizational culture has significant relationship with organizational productivity.
Ho: The significant relationship with organizational productivity Using 0.05 level of significance, the Formular is

$$Z = \frac{P-P}{\sqrt{\dfrac{P(1-P)}{n}}}$$

P = Sample size = $\dfrac{80}{110}$ = 0.73

P = proportion of success   = $\dfrac{56.25}{100}$ = 0.56

n = sample size = 80

Working

Option	Frequency	Percentage	P

Agreed	45	56.25	0.56
Disagreed	35	43.75	0.43
Total	**80**	**100%**	**100%**

By applying the Formular

$$Z = \frac{P-\hat{P}}{\sqrt{\frac{P(1-P)}{n}}} = \frac{0.73-0.56}{\sqrt{\frac{0.56(1-0.56)}{80}}}$$

$$\frac{0.17}{\sqrt{\frac{0.2464}{80}}} = \frac{0.17}{\sqrt{0.00308}}$$

$$= \frac{0.17}{0.055}$$

$$= 3.09$$

briefly exampled, 62.5% of the respondents are men while 37.5% are women, 43.75% are senior staff, 31.5% are intermediate staff and 25% are junior staff. In the data analysis, statistic tables(Frequency tables) and z- test were the techniques used. In the course of the study, the following findings

➢ Organization culture represents a common perception held by the organizations members.
➢ Culture can be strength, and a weakness: as culture can facilitate communication, decision making and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change.

Conclusion
The findings of this study serve as the basis to make conclusion and so from the findings of the study it is evident that there is significance effect of organization performance in the millennium industry Limited Awka. Therefore for the organization to effectively and efficiently carry out its activities depends on how well the organization adapts to change and amend some cultures in the organization.

With special reference to millennium industry limited Awka the researcher conclude after making a good research work that if organizations adapt to 99 change despite their culture they can improve organizations performance thereby increase in productivity; findings of this study also serves as basis for making conclusions.

- Organization culture is affected by the organization environmental change.
- If organizations are able to adapt the environmental change will increase organizational performance.
- The fate of employees being achieved enables improvement on organizational performance.
- The flexibility of organization culture enables organizational productivity.

Recommendation
The following recommendations have been proffered based on the findings of the study.
- Organizational culture is inevitable in every organization, organization therefore must anticipate change and see it as a welcome development.
- Organization needs to understand the varied and changing environmental variable needed in their day- to- day transaction of business.

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