

INTERACTION BETWEEN NATIONAL CULTURE AND ETHICAL
ORGANIZATIONAL CULTURE AND ITS IMPACT ON ORGANIZATIONAL
LEVEL PERFORMANCE: A CASE STUDY OF A MULTI-NATIONAL NONPROFIT
ORGANIZATION IN GHANA.

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Dedication

This work is dedicated to my children, Emmanuel, Lucy, Donald, Kate, and Ann Osafo.

ABSTRACT

The purpose of this dissertation was to conduct a case study on how the outcomes of the interaction between ethical organizational culture and national culture effect organizational level performance. The case study was conducted on a single multinational nonprofit health care facility in Ghana. The study sought to answer the following research questions:

1. How is the ethical culture of this nonprofit organization defined?
2. How relevant is the ethical culture of this nonprofit organization to the organizational level performance?
3. How does the interaction between the ethical culture of this nonprofit organization and the Ghana national culture impact organizational level performance?

Overall twenty-five people participated in the study. Participants included supervisors, managers, and other senior executive officers with FOCOS Orthopaedic Hospital, a nonprofit multinational health care institution in Ghana. Also, included in this study was a professor of African Studies at the University of Ghana. The main methods of data collection were direct interviews, document review, and direct observations. Four major themes, the extent to which participants know and understand the ethical organizational culture of FOCOS Orthopaedic Hospital; the dimensions that define the Ghana national culture; the extent to which the ethical organizational culture affects organizational level performance of FOCOS Orthopaedic Hospital; how the outcomes of the interaction between the Ghana national culture and ethical organizational culture impact organizational level performance of FOCOS Orthopaedic Hospital. Qualitative methods

were used to analyze the data. Techniques used include, content analyses and flowcharts and graphics to reduce synonymous mix-ups. The results suggested a significant effect of the interaction between ethical organizational culture and country culture on organizational level performance. Thus, evidence gathered from the case study confirmed the importance of sub-cultures and citizen-centered ethical organizational culture in ensuring equilibrium in the ethical organizational culture-national culture interactions. The findings were compared with the predicted outcome to ascertain internal validity of the study. Similarities were identified between the findings and the predicted outcome of the study, indicating the study had internal validity. Based on the findings from this study a recommendation was made for research attention to national cultures as mediators between the ethical organizational cultures and organizational level performance relationships.

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CHAPTER 1: INTRODUCTION

The interactions between national cultures and ethical organizational cultures and how the outcome of these interactions impact organizational level performance is important to human resource development (HRD) research and practice. Increasing globalization that has characterized the workplace since the 1990s (Wang & McLean, 2007) has resulted in intense competition for customers and resources (Resick, Hanges, Dickson, & Mitchelson, 2006; Wiersema & Bowen, 2008). Therefore, operating across national borders has become common grounds for organizations' success and survival in a competitive global marketplace. This phenomenon has inspired some HRD researchers (e.g. Marquardt, Berger, & Loan, 2004) to emphasize the need for those involved in HRD to re-frame their attitudes, posture, and thinking to remain relevant in a competitive global economy.

Globalization and other related factors impel individuals and organizations involved in international transactions, especially HRD professionals, to be well informed and articulate on global issues and re-define their role (Werner & DeSimone, 2011) to ensure success and continuous survival as a professional body. Werner and DeSimone (2011) suggested that new challenges posed by globalization and a more diverse workforce require professionals in charge of HRD activities to make informed choices in the way HRD is practiced in a global economy. Thus, professionals involved in HRD activities are encouraged to adopt strategies that seek to ensure positive outcomes from the ethical organizational cultures-national culture interaction to enhance organizational level performance.

Chapter one focuses on a broad overview of research on ethics, national culture,

and organizational culture. Chapter one will proceed with a statement of the relevance of the problem/issue related to the interaction between ethical organizational cultures and national cultures. Furthermore, the purpose of the study and the research question will be outlined. Chapter one will end with definition of key terms; ethical organizational culture, national cultures, and performance.

As part of the plans for future success and continuous survival as a professional body, many studies have produced compelling evidence regarding the influence of national cultures on how HRD is understood and practiced in different countries (e.g. McLean, 2004; McLean & McLean, 2001; Metcalfe, 2011; Michailova & Hutchings, 2006; Wang & Swanson, 2008). Other researchers have expressed the need to intensify the study and application of ethics in HRD study and practice in a competitive global economy (e.g. Ardichvili, Mitchell, & Jondle, 2009; Fisher, 2005; Foote & Ruona, 2008; Hatcher & Aragon, 2000). Concerns raised by HRD scholars regarding the importance of national cultures and ethics in human resource development, (e.g. Ardichvili, Mitchell, & Jondle, 2009; Fisher, 2005; Foote & Ruona, 2008; Metcalfe, 2011; Wang & Swanson, 2008) call for those involved in HRD research and practice to direct more attention to examining how the interaction between national cultures and ethical organizational cultures effect organizational level performance.

Many HRD researchers interested in national culture and organizational performance have focused on expatriate assignment to analyze the relationship between organizational performance and other national culture related experiences (e.g. Chien & McLean, 2011; Gedro, 2010; Littrell, Salas, Hess, Paley, & Riedel, 2006; Osman–Gani, & Rockstuhl, 2008; Rosenbusch & Cseh, 2012; Shen & Lang, 2009). Further research

identified developing skills and managing cultural differences to ensure effective adaptation to new environments as pivotal to organizations' survival in a global economy (e.g. Moran, Harris, & Moran, 2011). These and other studies (e.g. Metcalfe, 2011; Wang & Swanson, 2008) have provided convincing evidence in the HRD literature that, culture and ethics have remarkable effect on organizational level performance. Thus, in addition to understanding differences in national cultures, strategically aligning national cultural values to other key organizational ideals (Gerhart & Fang, 2005), such as ethical organizational culture, is key to HRD's success in achieving organizational level performance goals in a global economy. Ironically, literature on the national culture-ethical organizational culture interaction and how the outcomes impact organizational level performance is scarce in the HRD literature.

It is important to note that, organizations enter new environments with a set of values that define their ethical organizational culture, and projected return on investment that define their performance expectations. However, organizations encounter another challenge in the form of national cultures that interact with their ethical organizational culture to effect organizational level performance in these new locations. This calls for a quick look at how HRD as a professional body can contribute in ways that ensure positive organizational performance outcomes when ethical organizational cultures interact with national cultures. The key terms of this study, *ethical organizational culture*, the aspects within an organization's context that stimulate ethical conduct (Treviño & Weaver, 2003); *national culture*, set of norms, behaviors, beliefs, values, shared experiences, and customs of a group of people who live within a defined geographical area, usually referred to as a sovereign nation (Fischer, 2009; Hofstede,

1984; Terlutter, Diehl, & Mueller, 2006); and *organizational performance*, the attainment of organizational goals through effective and efficient use of available resources (Daft, 2015) will be operationally defined in the latter part of this chapter. Further in chapter two of this dissertation, more definitions and detailed discussions on these key terms will be provided.

Positionality Statement

Growing up in a country that can best be described as a conglomeration of many tribes each of which is defined by a unique set of belief systems, values, language, and norms was as difficult as it was exciting when working across tribal lines. Interestingly, each tribe or geographical area specialized in a particular product that made one tribe as important to the other. Therefore, people were obliged to work across tribal lines to survive and be productive. However, whenever individuals travelled beyond their tribal boundary, they came face-to-face with the challenges of having to deal with different cultural values, beliefs, and norms (Schein, 2010). They had to adhere to the mores and folkways of the host tribe by eating the local food, dressing close to the local people, learning the local language, and adopting to other cultural requirements for acceptance and peaceful co-existence. Usually, some negotiations were accepted when the local traditions could be bent to allow for some relief to the “stranger”. The question is, to what extent does the “stranger’s” culture influence the ethical values of the host destination’s culture? The only answer which served as an informal framework for people travelling across tribal lines was, *ɔhohɔ nsen kromani*, literary translated as, “the stranger is not accepted any more than the indigene” therefore, “when you go to Rome do what the Romans do”. The elders of every tribe had the responsibility to educate their youth who

travel across tribal lines regarding the values and behavior requirements of the new location to avoid dissention and disapproval from the local people. Through education, integration, and continuous co-existence, people have come to understand other tribes and accepted each other's values as part of efforts aimed at defining the national culture of Ghana. Consequently, people live and work across tribal lines with minimal impediments from value incongruousness.

Similar to my lived experience, globalization and technological advancement have changed the way work is conducted across the globe. In the current business environment, organizations are compelled to extend their operations across country borders for survival and effectiveness. In pursuit of this agenda, organizations encounter one big challenge which if not overcome can impede effective functioning. Thus, organizations encounter the challenge of how to integrate their ethical organizational culture with the culture of their host nation for performance enhancement.

To ease the problem of unintentional violation of host nations' cultures that may cost organizations financial loss and waning reputational, professionals interested in international HRD are challenged to develop a framework to guide the activities of both expatriate workers and the organization as a whole. My lived experience and desire to see organizations succeed in new destinations have inspired me to be part of the agenda to develop a framework to guide organizations activities that extend across country borders.

The goal of this research is to present a framework that seeks to ensure equilibrium in the interaction between ethical organizational cultures and national cultures to enhance organizational level performance. This study was conducted with a high sense of objectivity and a strong ethical position. The final report represents a true

reflection of the authentic information gathered with no malicious intent to harm any individual or taint the image of any organization or country with negative statements.

Statement of the Problem/Issue

An important area of emphasis in HRD research and practice over the years has been performance enhancement (e.g., Akdere, 2009; Russ-Eft, 2009). Organizational level performance has become an important component of business policy such that managers make conscious effort to define what performance indicators contribute to the achievement of company-specific goals (Popova & Sharpanskykh, 2010). Some researchers have linked organizational performance to organizational culture (Shahzad, Luqman, Khan, & Shabbir, 2012). Other researchers (e.g. Shin, Morgeson, & Campion, 2006) posited that organizations' success is largely dependent on how well they thrive in new environments by adopting to the norms, values, and the behavioral requirements of the host nation. Thus, the extent to which an organization adjusts itself to a host nation's culture is a major determinant of their effective functioning and consequential performance (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Kim, Kirkman, & Chen, 2008; Osman-Gani & Rockstuhl, 2011) and success.

Other researchers (e.g. Smith & Humes, 2005) have asserted that in addition to adjusting to the host nation's culture, understanding how the relationship between cultures and ethics impact organizational level performance is imperative to organizations' success. For example, Hatcher (2002) posited that “unethical companies suffer financial losses not only as a result of fines and other legal costs but also as a result of disintegrating reputation” (p. 5). The key parts of this dissertation include: (1) how ethical organizational culture is defined; (2) the relationship between ethical

organizational culture and organizational level performance; and (3) how ethical organizational cultures interact with national cultures to effect organizational level performance.

With increases in the number of organizations extending their operations across national borders as a result of globalization, it is imperative for professionals interested in international HRD research and practice to collaborate and develop a framework to guide the activities of these organizations. More positive outcomes are likely to be derived from an equilibrium in the ethical organizational cultures-national cultures interaction than disequilibrium. Thus, there is the likelihood of increased performance when organizations understand the host nation's culture and adjust their mission to it without compromising their ethical position.

Purpose of the Study

The purpose of this research was to examine the interactions between ethical organizational culture of a single multi-national nonprofit healthcare organization operating in Ghana and the country's national culture, and how the outcomes of these interactions impact the organizational level performance of the multi-national nonprofit healthcare organization. A conceptual understanding of the interactions between cultures and ethical perceptions, judgments, and behaviors (Husted & Allen, 2008) will provide HRD professionals the requisite tools to develop a multicultural organizational performance criterion to guide organizations' activities that transcend national borders. Even though this study was conducted on a single multinational nonprofit healthcare institutions, I believe the findings will provide ideas on the structure and direction to guide for further research on the topic.

Research Questions

The predominant research questions that were answered in this study: How does the interaction between ethical organizational cultures and national cultures impact organizational level performance? This main question is answered in relation to a multi-national nonprofit organization in Ghana in the sub questions that follow:

1. How is the ethical culture of this nonprofit organization defined?
2. How relevant is the ethical culture of this nonprofit organization to the organizational level performance?
3. How does the interaction between the ethical culture of this nonprofit organization and the Ghana national culture impact organizational level performance?

Definitions of Key Terms

For the purpose of this research, key terms were operationally defined to avoid ambiguity and confusion regarding differences in their usage between this and other research settings. The most notable key terms are; ethical organizational culture, national culture, and performance. Each of these terms was defined based on the meanings assigned to them by the researchers' whose views were used for the definitions below.

Ethical Organizational Culture

“Organizational ethical culture is a specific dimension of organizational culture that describes organizational ethics and predicts organizational ethical behavior” (Sky, 1999, p. 217). Ethical business culture is an environment where employees explore and make ethical decisions that go beyond merely distinguishing between right and wrong (Ardichvili, Mitchell, & Jondle, 2009). Ethical organizational culture will be assessed

based on the ideas presented by Ardichvili, Mitchell, and Jondle (2009, p. 448). These researchers used the five dimensions outlined below to characterize ethical business cultures:

Mission and value driven

- Clarity of mission and values
- Institutionalized ethical values
- Trust and respect
- Values sustenance

Stakeholders balance

- Good balance of customer value and profit
- Refrain from deceitful conduct
- Respect and fair treatment of employees at all levels
- Strive to be good corporate citizenship
- Respectful treatment and fair compensation of employees at all levels
- Regard for corporate social responsibility

Leadership effectiveness

- Leadership ethical behavior
- Demand for ethical conduct among employees
- Adherence to promises
- Management integrity

Process integrity

- Dedication to quality and fairness
- Commitment to ethical training and communication

- Reinforcement of organizational values
- Transparency in ethical decision making

Long-term perspective

- Act in the interest of customers
- Adhere to environmental sustainability and social responsibility
- Make mission a priority over gains
- Manage and sustain values

National Cultures

Geert Hofstede, arguably the most influential culture researcher asserted that culture is a mental program that is formed through social interactions and other lived experiences (Hofstede, 1994; Hofstede, Hofstede, & Minkov, 2010). Culture has generally been defined in terms of common characteristics such as values, norms, beliefs, and artifacts that are shared by a group of people (e.g. Hofstede, 2010). Individuals adopt to these characteristics at varied levels and normally respond to stimuli according to their cultural orientation. Borrowing from Hofstede (1994), Nakata and Sivakumar (1996) defined national culture as “the collective programming of the mind which distinguishes the members of one group or category of people from those of another” (p. 62).

According to Nakata and Sivakumar (1996), in spite of the many individual personalities in the society, national culture is estimated by the most frequent personalities.

Depending on their cultural background, individuals may respond to stimuli differently than the established central tendency of the group to which they belong (Roth, Kostova, Dakhli, 2011). Because of the complexities surrounding the definition of culture, some scholars have made a clarion call for caution when using the term. For

example, Roth et al., (2011) asserted that cultural dissidence is a reflection of the incongruence between the individual's network and the societal interaction patterns, therefore, "to fully understand the effects of culture, we need to examine both the group and the individual" (p. 17).

In an earlier research on organizational coping in transition economies, Roth and Kostova (2003) outlined some dimensions to explain how cultural and contextual factors influence the transitions in government systems. National cultures were assessed based on the dimensions outlined by Roth and Kostova (2003). These are:

Contextual embeddedness

Initial condition (condition at time of entry). The state of the country's institutional environment at the time the organization enters the country relative to the current institutional environment. Initial condition was assessed by using the dimensions below:

- Level of development
- Microeconomic disequilibria
- Resource endowment
- State capacity

Current condition. The state of the country's institutions and governance systems at a particular time relative to the time of entry and the trajectory to the desired state and the gaps that exist. Current condition was assessed by using the dimensions below:

- Private sector influence on policy regulations
- Sale of parliamentary laws to private interest
- Sale of presidential decrees to private interest

- Central Bank mishandling of funds
- Sale of court decision on criminal cases
- Sale of court decision on commercial cases
- Private interest in political party campaign and elections

Firm's response

Informal substitutes. Informal substitutes generally refer to the ingenuities of the firm to sidestep some of the obstacles created by the underdevelopment of institutions. For the purpose of this study, informal substitutes refer to initiatives taken by the organization to support itself under conditions of institutional failure such as lack of credible law enforcement and consistent power outages.

- Time with government officials
- Bribery
- Negotiated enforcement
- Influence government

Deinstitutionalization. Generally, deinstitutionalization refers to discontinuity of institutionalized practices (Peng, 2003). For the purpose of this study, deinstitutionalization refers to the coping mechanisms used by the firm contrary to the condition in the country at any particular time.

- Foreign ownership
- Export
- External control

Perceptions. For the purpose of this study, perceptions refer to the effectiveness of public systems and service distribution, and the barriers these allocations present to

organizations. Perceptions were measured by the dimensions outlined below:

- Government services
- Public services
- Legal systems
- Property rights
- Institutional obstacles

Organizational Level Performance

An organization's performance is the degree to which organizational goals as defined by their vision and mission are achieved (Elisiva & Sule, 2012). "Organizational performance is the result of cooperation activities among member or component of the organization in order to realize the goals of the organization" (Elisiva & Sule, 2012, p. 1442). Boman and Motowidlo (1997) defined performance in relation to *task performance* and *contextual performance*: task performance is "the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services" (p. 99). Contextual performance on the other hand includes "activities that contribute to organizational effectiveness in ways that shape the organizational, social, and psychological context that serves as the catalyst for task activities and processes" (Boman & Motowidlo, 1997, p. 100). Other researchers, have outlined dimensions such as *program effectiveness, operating efficiency, service quality, and client satisfaction* (Poister, 2008), and *financial stability, long verses short-term impact, community support, publicity, and tangible impact* (Lambert, 2007) to assess

organizational performance. The dimensions outlined by Lambert (2007) and Poister (2008) were used to assess task and contextual performance.

Task performance

- Program effectiveness
- Operating efficiency
- Service quality
- Financial stability
- Long versus short-term impact
- Tangible impact

Contextual performance

- Employee satisfaction and commitment to the organization
- Trust in leadership
- Altruism versus apathy
- Client satisfaction.
- Community support
- Publicity

Overview of the Dissertation

This dissertation is divided into five main chapters. Chapter one covers the introduction, positionality statement, statement of the problem/issue, purpose of the research, research questions and brief definitions of the key terms of the study. Chapter two covers perspectives on the issue and a comprehensive literature review on the key terms; thus *national culture*, *ethical organizational culture*, and *performance*. Also included in chapter two are brief discussions of two major research paradigms; positivism

and interpretivism, and literature to inform research idea. Chapter two continues with a literature review of the nonprofit sector, ethics and accountability of the nonprofit sector, and performance measurement of the nonprofit sector. Chapter two ends with literature review of the nonprofit sector of Ghana.

Chapter three focuses on the research methodology, method, and procedures. Major topics discussed in chapter three include choice of research methodology and methods, theory development, validity and reliability checks, target population, data collection procedures, evaluation of key terms as they relate to the study, and human subject protection and institutional review board issues. Chapter four covers data analyses. The main topic discussed in chapter four was the study themes. These themes were used to analyze ethical organizational culture of FOCOS and Performance of FOCOS Orthopaedic Hospital, and the Ghana national culture. Chapter five focuses on a discussion of the research findings, outline of common terminologies, and efforts to answer the research questions. Chapter six concludes the dissertation with discussion, limitations, and implications of the study for HRD. Chapter six ended with the overall conclusion of the dissertation.

CHAPTER 2: LITERATURE REVIEW

The literature review covers a broad range of perspectives on the concepts of interest. These are culture, national culture, ethical organizational culture, and performance. Relevant literature from diverse sources including human resource development journals, social science journals, business scholarly journals, and other materials that provide significant information on the topic were reviewed. Literature were identified by searching through multiple online databases at the University of Minnesota Electronic Library. Significant amounts of literature were reviewed from the *Human Resource Development Review*, *Human Resource International*, *Human Resource Quarterly*, *Advances in Human Resource Development*, and other HRD scholarly work. In addition, some scholarly works on the topic were identified from the *Journal of Business Ethics*, *The Leadership Quarterly*, *International Journal of Social Economics*, *International Journal of Training and Development*, *Performance Improvement Quarterly*, *Academy of Management Journal*, *Nonprofit Management and Leadership*, *Public Administration Review*, *Stanford Social Innovation Review*, *Human Systems Management*, and *Asia Pacific Journal of Human Resources*. Other related materials and online books identified from the database were reviewed. Key words such as ethical culture, country/national culture, culture, human resource development, business ethics, corporate social responsibility, ethics, nonprofit organizations, performance, and globalization were used in the literature search. Materials that did not have strong link to the key words were ignored.

Chapter two begins with a brief discussion of some perspectives on the issues ethical organizational culture and national culture and how their interaction impact organizational level performance. Also, a discussion of key terms, thus, culture, national

culture, ethical organizational culture, and performance followed by an examination of some models used by various researchers to analyze these concepts. Furthermore, literature to inform the research idea and selected literature from HRD scholarly work were reviewed. The chapter continued with a review of literature on the nonprofit sector, ethics, values, and accountability of the nonprofit sector, assessing performance of the nonprofit sector, and the nonprofit sector in Ghana. Chapter two ended with a chapter summary.

Perspectives on the Issue

Various perspectives have been expressed on the issue of national culture and ethical organizational culture. Some researchers (e.g. Bierema, 2009; Turnbull and Elliot, 2004) have challenged HRD professionals to inquire into cultural and ethical dimensions of organizations to help build a culture of ethical and social consciousness. Other researchers have questioned whether ethics exist in organizations independent of members' values and beliefs. For example, Ewin (1991) argued that, organizations cannot assume the status of a moral person, because ethics in organizations is nothing but the principles that govern exchanges of right and wrong among organizational members. These exchanges are strengthened and eventually developed to become part of the organizational culture. Classical researchers such as Smircich (1983) posited that culture is metaphoric and a means of conceptualizing a system. Thus, the presence of national/organizational culture is only manifested in the patterns of attitudes and behaviors of individual organizational or societal members.

Two main arguments of interest to this dissertation are the views expressed by Arnold, Bernardi, Neidermeyer, and Schmee (2007), and Helin and Sandström (2008).

One view posited that people who are directly affected by ethical decisions are delineated to the background in decision making that constitute organizational ethical standards (Helin & Sandström, 2008). Previous studies of value congruence in the workplace (e.g. Meglino & Ravlin, 1998) identified harmony between individual and organizational values as necessary for positive work attitudes such as employee satisfaction, commitment, and involvement. Therefore, there is a high possibility of leaving critical issues that inspire members' commitment to organizational values and beliefs, and consequential performance outcomes in the background when members are left out of ethical decision making.

Shared values motivate individuals to act with mutual respect and in ways that are socially accepted (Paarlberg & Perry, 2007). When individual members' values are in congruence with organizational values, they tend to understand the distinctive values espoused by the organization better and consequently develop a stronger sense of identity (Corley, 2004) and commitment to organizational culture and ethical standards. Hence, organizational leaders are encouraged to involve organizational members (employees, management, and other stakeholders) who are directly affected by ethical regulations in developing ethical programs for greater commitment and adherence to ethical standards. Putatively, enhanced commitment motivates organizational members to put forth extra effort to achieve organizational performance goals (Yiing & Ahmad, 2009).

Another view posited that many researchers restrict their analysis to Geert Hofstede's work on cultural dimensions (Arnold et al., 2007) when studying national cultures. As evidenced by the number of times cited, Hofstede's (1984, 1994, 2001, & 2010) work on cultural dimensions has attracted the attention of culture researchers more

than any other work on culture. Information available from Google Scholar indicated that as of March 2016, Hofstede (1984, 2001, and 2010) have been cited over fifty–five thousand times by researchers.

Even though very popular in the organizational studies and business literature, over dependence on Hofstede's cultural dimensions can potentially impede in-depth study into the subcultures that help to shape the collective national cultures. Overemphasis on Hofstede's cultural classifications when studying national culture is inadequate to exemplify the generality of a nation's culture. For example, Myers and Tan (2003) argued that, Hofstede's assumptions that national cultural differences are limited to some territorial boundaries is debatable, because ethnic and cultural groups can exist across many nations. A phenomenon Craig and Douglas (2006) refer to as “cultural interpenetration”, which leads to “cultural contamination” (p. 323). Thus, continuous penetration of one culture by another makes it difficult to identify the unique characteristics of a particular nation's culture (Craig & Douglas, 2006). Further examination of culture beyond Hofstede's cultural dimensions to include components such as ethics, individual members’ values, and changes in the sub-cultures which in aggregate form the national culture need research attention.

Developing a framework that provides a step-by-step guide to organizations’ activities across national borders will help create a positive balance in the interaction between ethical organizational cultures and the host nation’s predominant cultures. Creating a realistic framework rather than the rhetoric and inconsequential models commonly found in organizations will be achieved through continued development and implementation of policies and procedures that recognize the importance of subcultures

and individual member values in shaping cultures (Mackenzie, Garavan, & Carbery, 2011). Utilizing such a framework appropriately will ensure equilibrium in the ethical organizational culture-national culture interaction. The key terms of this study, culture, national culture, ethical organizational culture, and performance are discussed next.

What is Culture?

Considering the central role culture plays in this dissertation, it will be lacking not to define culture and how it influences individuals, groups, organizational, and societal behavior before proceeding to review literature on the other core concepts of this dissertation. Defining the content and boundaries of culture will help clarify its usage (Minkov & Hofstede, 2012) in the context of this dissertation. Classical scholars such as Edward Taylor defined culture as “that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society” (Tylor, 1871, p.1). In Taylor’s view, culture is a mixture of common logical interests for social improvement. On his part, Matthew Arnold presented culture as “a pursuit of our total perfection by means of getting to know.....the best which has been thought and said in the world.....” (Arnold, 1883, p. xi).

These and other views on culture provided the grounds for Kroeber & Kluckhohn (1952) to review definitions of culture; In spite of the effort put into defining culture, there is no definitive agreement among scholars regarding the definition of culture (Eliot, 2010) until today. However, there is some agreement to the fact that culture is a set of shared values and beliefs that are interrelated and defines the conduct of a group of people at the national, ethnic, organizational, or group level (Khakhar & Rammal, 2013). These values and beliefs are strengthened by deeply embedded unconscious shared

values that shape the political, social, and technical systems that control organizations' activities within a system (James, Gerard, & Shaker, 2002).

Other scholars have put efforts into defining culture. Pepitone and Triandis (1987) defined culture as “the shared meanings that are encoded into the norms that constitute culture” (p. 485). Hofstede (1994) defined culture as “the collective programming of the mind which distinguishes the members of one category of people from another” (p. 1). Hofstede (1994) explained that the category of people referred to in his definition of culture can be a nation, region, ethnic group, or work organization. Maull, Brown, and Cliffe (2001) described culture as the learned patterns of behavior and belief characteristics of social groups. In general, culture represents the qualities possessed by a particular group of people that is passed on from one generation to another (Kotter, 2008).

Edgar Schein, an ardent scholar of culture studies, defined culture as “a pattern of shared basic assumptions that were learned by a group as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 2010 p.18). According to Schein (2010), the levels of culture are artifacts, espoused beliefs and values, and underlying assumptions. Artifacts refer to “the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture” (Schein, 2006, p. 25). Thus, the structures and processes that are visible and easy to observe but difficult to interpret unless informed. According to Schein (2010), artifacts include the group climate, observed behavior, and organizational processes that control members' behaviors. Beliefs

and values are the strategies and goals that result from the taken-for-granted experiences that have shaped the group or organization overtime (Schein, 2006). Values such as ethics are implied by social validation. The potency of such beliefs and values are tested by how comfortable members feel when they abide by rules resulting from lived experiences of a group, an organization, or a country (Schein, 2006).

Alverson (2012) described culture as “a shared and learned world of experiences, meanings, values, and understandings which inform people and which are expressed, reproduced and communicated partly in symbolic forms, and is consistent with a variety of approaches to the conduct of concrete studies” (p. 3). According to Alverson (2012), culture represents common symbols and meanings of what is expressed visibly and invisibly by a group of people. Culture is a guide to understanding social events and practices, and the institutions and development of production processes (Alverson, 2012). Culture is associated with different levels of development, including individual, group, or society (Eliot, 2010). However, culture is usually analyzed at the society level because individual culture is dependent on the group culture and the group culture is dependent on societal culture (Eliot, 2010). Thus, individuals acquire knowledge of their culture through the values espoused by the group or society to which they belong. According to Eliot (2010), culture is the product of a variety of more or less harmonious activities each of which is pursued differently. Pursuing these activities result in the creation of subcultures that aggregate to form the collective culture.

It should be noted that the information provided above on culture is very limited. However, the central themes of culture such as values, beliefs, and norms that are relevant to this dissertation have been highlighted. Also, the levels of culture; individuals,

groups, organizational, and societal levels were commented on to provide sufficient background to proceed with the other concepts. The cultural relativism theory which stipulates that "judgments regarding the relative merit of different cultures are ethnocentric" (Spiro, 1986, p. 260) is recommended for future research to examine other culture related issues such as, how ethical and cultural values conflict with one another to create disharmony that results in malfunction in groups, organizations, and societies. But, this dissertation focuses on how the ethical organizational culture-national cultures interaction impact organizational level performance. National culture is discussed next.

National Culture

National culture is a complex concept, therefore, it is difficult to capture the entirety of what it represents in a single definition. Defining national culture is more contextual than general. Thus, definition of the national culture of the United States for instance may be different from the definition of the national culture of Ghana. Therefore, most of the definitions discussed in this literature review are similar to the general definition of culture. Further attempts will be made to discuss some empirical studies conducted to provide some dimensions to help discuss national cultures.

Researchers have made various attempts to define national culture based on common norms, beliefs, values, and shared experiences of a group of people that cannot be changed easily (Fischer, 2009; Hofstede, 1984; Terlutter, Diehl, & Mueller, 2006). For example, Fischer (2009) posited that national culture comprises of shared value systems that are transmitted from one generation to another through socialization processes within identifiable groups. Transmission of shared value systems require communication of key symbols, ideas, knowledge, and values among group members. Shared values are central

to investigating national cultures (Fischer, 2009). A nation's culture defines the expectations of what is appropriate and inappropriate, reflects the values, frames experiences, and provides patterns of behavior, thinking, feeling, and interaction in an identifiable group (Kitayama & Markus, 2014; Pitta, Fung, & Isberg, 1999). A nation's culture is the primary indicator of the physical and psychological based differences that may strongly influence behavioral responses (Middleton & Jones, 2000) of a people who live within a particular geographical area. "National cultures are materials in that they are produced through institutions, practices, and traditions" (Easthorpe, 2004, p. 12). Thus, national cultures can be described by historians and sociologists and be replicated through storytelling and discourses. It is however incontestable that no definitive definition of national culture has been reached because of the differences in the values between countries.

To further advance knowledge in national culture studies, some scholars have done extensive empirical studies and developed various models to guide research and practice. These include Hofstede's dimensions of national cultures (Franke, Hofstede, & Bond, 1991; Hofstede, 1984; Hofstede, Hofstede, & Minkov, 2010), Schwartz's Theory of Cultural Values (Schwartz, 1992, 1994a, 1999), and recently the Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Program (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Selection of these models out of the many was based on their popularity and the period when they were developed; thus, 1980s, 1990s, and 2000s. This trend will help ascertain scholarly views on national culture in different decades. The most cited among the models, as per Google Scholar, is Hofstede's national cultural dimension (Franke, Hofstede, & Bond, 1991; 2010; Hofstede, 1984). The

fundamental themes underlying these studies are values, goals, and behaviors, with cultural values identified as the core of all cultures (Terlutter et al., 2006).

Hofstede's cultural dimensions. Hofstede, (1984) described culture as a “mental program which..... contain components of national cultures” (p. 11). Hofstede (2001) posited that culture can be perceived as immanently infrared elements of a society that reside in peoples' minds, that which help to provide answers to identity-driven questions such as who people are and “where they belong” (p. 10). According to Hofstede (1984), these mental programs usually define differences in the prevailing values that are espoused among people from different countries. Based on these ideas, Hofstede and his colleagues conducted series of survey of IBM employees in over sixty countries and initially came up with four cultural dimensions; *power distance*, *uncertainty avoidance*, *individualism verses collectivism*, and *masculinity verses femininity* (Hofstede, 1984). Further research by Michael Bond and his colleagues led to the addition of another dimension; *long-term orientation* (Franke, Hofstede, & Bond, 1991). Based on Mikov’s World Value Survey of 93 countries, a sixth cultural dimension, *indulgence verses restraint* was added (Hofstede, Hofstede, & Minkov, 2010), see table 1.

Hofstede (2001) likened culture to an onion with both visible and invisible layers. According to Hofstede (2001), at the face level culture is composed of many observable practices that can be compared with one another, however, when analyzed deeper culture is like a *mental software* that is not easily understood. Normally, it takes significant scientific effort to extract the contents of the core component of culture to understand how they relate to the other components (Hofstede, 2001). Hofstede's work on culture has dominated research and study of national cultures since its inception in the 1980s.

The GLOBE research program. The main architect of the "Global Leadership and Organizational Behavior Effectiveness" (GLOBE) Research Program was Robert J. House. Project GLOBE brought together a network of 170 social scientist and management scholars from over 62 cultures around the globe to conduct extended examination of the relationships that exist between societal cultures, organizational cultures, and leadership (House, Hanges, Ruiz-Quintanilla, Dorfman, Javidan, Dickson, & Gupta, 2004). The main goal of Project GLOBE was to develop an empirically based theory to describe, understand, and predict the impact of cultural variables on leadership and organizational processes, and the potency of these processes (House et al., 1999) in ensuring organizational effectiveness.

Even though the project was conceived in 1991, the first book *"Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies"* was published in 2004 based on information gathered from more than 17000 mid-level managers from about 950 organizations (Hoppe, 2007). Another volume, *"Culture and Leadership across the World: The GLOBE Book of In-Depth Studies of 25 Societies"* was published in 2007 (Hoppe, 2007). Since its launch, the GLOBE Research Program has assumed a high level of prominence in the national culture studies literature. As of March 2016, *"Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies"* had been cited more than 5000 times via Google Scholar alone.

Waldman, de Luque, Washburn, House, Adetoun, Barrasa, and Wilderom (2006) used the ideas from Project GLOBE to study corporate social responsibility. These researchers asserted that culture is multifaceted such that it embraces both the "ongoing practices and behaviors, and values and strongly held beliefs" (p. 825) with regard to

future postulations of the espoused values and beliefs of a group, organization, or society. Walden et al. (2006) indicated that culture varies with time such that, what defines culture presently for a particular society may be relatively different in the future. The fundamental question of Project GLOBE was, “how is culture related to societal, organizational, and leadership effectiveness”? (House et al., 2004, p. xv). The cultural dimensions that resulted from Project GLOBE are outlined in table 1 below.

Schwartz's theory of cultural values. Schwartz's theory was developed based on seven value types: “*egalitarianism*, social justice and equity; *harmony*, unity with nature and world at peace; *embeddedness*, social order, obedience, and respect for tradition; *hierarchy*, authority and humility; *mastery*, ambition and daring; *affective autonomy*, pleasure; and *intellectual autonomy*, broadmindedness and curiosity” (Schwartz, 2006, p. 142). According to Schwartz (2006), these values are interrelated and constitute three cultural dimensions that confront all societies. These are: The extent to which individuals are autonomous or embedded in societal values; the need for people to contribute to societal well-being by engaging in productive work or disengaging from destructive competition; and how engagement with societal values dictate the way people manage their relationships with the natural and social world around them (Schwartz, 2006).

Furthermore, Schwartz Theory of Cultural Values specifies the dimensional structure of relations among societal values (Schwartz, 2006). According to Schwartz (2006), knowledge of culture can be acquired by studying specific values espoused by a particular culture, because the implicit and explicit assumptions underlying culture are embedded in these values. Thus, values are central to understanding and applying culture

to research and practice. Schwartz used two different instruments to analyze data from 73 countries to help validate the seven cultural dimensions. The instruments were the Schwartz Value Survey (Schwartz, 1992) and the Portrait Values Questionnaire (PVQ: Schwartz, et al., 2001; Schwartz, 2006). Schwartz (2006) concluded that the critical value dimensions' present unique underpinnings for making important life decisions in society.

Table 1 below contains information pertaining to the empirical studies and the resultant dimensions by Geert Hofstede, Robert House and his colleagues, and Shalom Schwartz. Beside that which has been appropriately cited, the table was formulated by the writer of this dissertation.

Table 1

Selected Models of National Cultures

Theory of Country Culture	Main Advocate(s)	Dimensions	Descriptions
Hofstede's Cultural Dimensions (Franke, Hofstede, & Bond, 1991; Hofstede, 1984; Hofstede, Hofstede, & Minkov, 2010).	Geert Hofstede	Power Distance	The extent to which the less powerful members of an institution and organization accept that power is distributed unequally.
		Uncertainty Avoidance	The extent to which people feel threatened by ambiguous situations and have created beliefs and institutions that try to avoid these.
		Individualism verses Collectivism	<i>Individualism</i> refers to a situation in which people are supposed to look after themselves and their immediate family only. <i>Collectivism</i> refers to a situation in which people belong to in- group or collectivities which are supposed to look after them in exchange for loyalty.
		Masculinity verses Femininity	<i>Femininity</i> a situation in which the dominant values in society are

		<p>Long-term versus Short-term Orientation</p> <p>Indulgence/ Restraint</p>	<p>caring for others and the quality of life.</p> <p><i>Masculinity</i> refers to a situation in which the dominant values of society are success, money, and things.</p> <p>The degree to which a society does or does not value long-term commitments and respect for tradition. Long-term traditions and commitments hamper institutional change.</p> <p><i>Indulgence</i> refers to the perception of personal life control. <i>Restraint</i> refers to perception of helplessness.</p>
Project GLOBE House et al. (2004)	Robert J. House	<p>Power Distance</p> <p>Uncertainty Avoidance</p> <p>Humane Orientation</p> <p>Collectivism I (Institutional)</p> <p>Collectivism II (In Group)</p> <p>Assertiveness</p>	<p>The degree to which members of a collective expect power to be distributed equally.</p> <p>The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.</p> <p>The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.</p> <p>The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.</p> <p>The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.</p> <p>The degree to which individuals</p>

		Gender Egalitarianism	are assertive, confrontational, and aggressive in their relationships with others. The degree to which a collective minimizes gender inequality.
		Future Orientation	The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.
		Performance Orientation	The degree to which a collective encourages and rewards group members for performance improvement and excellence.
Schwartz Theory of Cultural Values (Schwartz, 1999).	Shalom H. Schwartz	Conservatism	A cultural emphasis on maintenance of the status quo, propriety, and restraint of actions or inclinations that might disrupt the solitary group or the traditional order (social order, respect for tradition, family security, wisdom).
		Intellectual Autonomy	A cultural emphasis on the desirability of individuals independently pursuing their own ideas and intellectual directions. (Curiosity, creativity, broadmindedness).
		Affective Autonomy	A cultural emphasis on the desirability of individuals independently pursuing affective positive experience (pleasure, exciting life, varied life)
		Hierarchy	A cultural emphasis on the legitimacy of an unequal distribution of power, roles and resources. (Social power, authority, humility, wealth).
		Egalitarianism	A cultural emphasis on transcendence of selfish interests in

		Mastery	favor of voluntary commitment to promoting the welfare of others. (Equality, social justice, freedom, responsibility, honesty).
		Harmony	A cultural emphasis on getting ahead through active self-assertion. (Ambition, success, daring, competence). A cultural emphasis on fitting harmoniously into the environment. (Unity with nature, protecting the environment, world of beauty).

Despite the efforts made by these scholars to define national culture, several criticisms point to some gaps in their relevance in defining national culture. For example, some scholars have suggested the use of richer qualitative methods rather than some numerically measured dimensions to define national culture (MacSweeney, 2002). Javidan, House, Dorfman, Hanges, & Sully de Luque (2006) emphasized the focus of Hofstede's data on the US and IBM to question its generalizability.

The importance of national cultures to managerial practices and organizational strategic adaptation has been explored extensively in the business scholarly literature (Metters, 2008). Research into the problems of transferability of models to different countries (e.g. Cagliano, Caniato, Golini, Longoni, & Micelotta, 2011) have identified national culture as a factor to consider in organizational ethical decision making. For example, Erumban and De Jong (2006) posited that the socio-cultural ambiance, perceived values, and other cultural components shape perceptions of individuals within a society such that their adoption decisions are impacted by the commonly perceived values that distinguish the culture of one country from another.

Research suggests that both national cultures and organizational cultures interact to determine the outcomes of business negotiations (Agndal, 2007; Saeed, 2008; Schoop, Kohne, & Ostertag, 2010). It is therefore imperative that organizations understand the fundamentals of the cultures of countries they operate in and the effects of cross-cultural influences on components of ethical organizational cultures (Arnold et al., 2007) for greater efficiency. Ethical organizational culture is discussed next.

Ethical Organizational Culture

The proceeding paragraphs will focus on discussing ethical organizational culture. An attempt will be made to define the two main components of ethical organizational culture; ethics and organizational culture. Also, literature on ethical organizational culture and how it applies to HRD will be reviewed.

Ethics. “Every art and every kind of inquiry, and likewise every act and purpose, seems to aim at some good; and so it has been well said that the good is that at which everything aims” (Bakewell, 1907, p. 251). Being ethical is seeking to do good. Ethics is the study of “the human capacity to choose among values” (Preston, 2007, p. 7). According to Preston (2007), ethics is concerned with right, good, just, and fair. Crane and Matten (2007) described ethics as the study of norms, values, and beliefs that integrate the social process and the application of reason to clarify specific rules and principles that determine right and wrong for a given situation. Ethical knowledge is acquired through the extension of moral axioms beyond their actual usage to those close to us (Goodpaster, 2007). Ethics simply refer to what is acceptable and what is not acceptable within a certain context. “Ethics represent rules or principles that inform behavior within a particular culture as exhibited by a particular group or organization”

(Ardichvili & Jondle, 2009, p. 226). Thus, to be ethical means to uphold the rules and principles that guides member-behavior within a group, an organization, or a country. Applied ethics require “true or reasonable moral principles” in order to acquire knowledge about what actions to take in a practical situation (Tännsjö, 2013).

Some researchers have indicated that members of organizations with weaker ethical cultures are more likely to witness ethical violations (e.g. Jin & Drozdenko, 2010). Singer (2004) expressed the need for ethics in organizations in a single sentence; “how well we come through the era of globalization will depend on how well we respond ethically to the idea that we live in one world” (p. 13). Increasing demand for organizations to seek more ethical ways of doing business (Crane & Matten, 2007) call for organizations to pay more attention to the choices they make and how these choices impact their corporate image.

Organizational culture. The other concept of interest to this dissertation, organizational culture, is generally defined as the practices that relate directly to the shared values that inform behavior of members within an organization (Pratt & Beaulieu, 1993). Organizational culture creates the parameters for desirable behaviors that are encouraged and undesirable behaviors that are censured (McLean, 2005). Some researchers have suggested that there are two parts to organizational culture; formal and informal aspects (e.g. Ardichvili et al., 2009; Kotter, 2008). Formal organizational cultures encompass organizational core components such as leadership, structure, processes, policies, socialization mechanisms, reward systems, and decision making processes (Ardichvili et al., 2009). Informal organizational cultures on the other hand comprise of behavior patterns that members are encouraged to follow (Kotter, 2008). The

informal aspects of organizational culture include factors such as peer behavior and ethical norms (Treviño, Butterfield, & McCabe, 1998). These informal aspects of organizational culture are less visible and refer to the values that are shared by a group of people which prevail overtime and are difficult to change even when group membership change (Kotter, 2008).

Ethical organizational culture is the expression of broad patterns of implicit values, beliefs, and assumptions that define organizational settings and how they evolve overtime (Treviño et al., 1998; Weaver, & Reynolds, 2006). Foote and Ruona (2008) posited that ethical organizational culture is the outcome of the linkage between formal programs, compliance-based ethics, and organizational cultures that embrace responsible conduct.

Ardichvili, Mitchell, and Jondle (2009) described ethical culture as “a structure that provides for equally distributed authority and shared accountability” (p. 446). These researchers identified five characteristics that form the core of ethical business culture. These are, “mission & values driven, stakeholder balance, leadership effectiveness, process integrity, and long-term perspective” (Ardichvili et al., 2009, p. 449). According to Ardichvili et al. (2009), it is important to make mission and values an integral part of an organization's strategic focus and align them to promote high performance. Also, allowing the outcome of such an alignment to flow freely and consistently throughout the organization to generate operational norms that drive desired behavior is crucial to an organization's survival and success (Ardichvili et al., 2009). Overall, ethical culture defines the mission, vision, and organizational performance goal-achievement among other things.

Organizations with strong ethical cultures create and maintain shared patterns of values, customs, practices and expectations which dominate members' normative behaviors (Trevino, 1990a). Ethical organizational culture is that aspect of organizational culture that represents a multidimensional interaction which exist among various formal and informal systems of behavioral control that are able to promote either ethical or unethical behaviors (Trevino, 1990a). Schein (2006) posited that the functional effectiveness of ethical culture does not depend on the culture alone, but on the relationship that exist between culture and the environment. In an ethical organizational cultural environment, employees are expected to go beyond distinguishing right from wrong to explore and make ethical decisions that promote right behaviors above wrong behaviors (Schein, 2006).

Kaptein (2008) used Solomon's Corporate Ethical Virtues Model to provide a more comprehensive understanding of ethical organizational culture. According to Kaptein (2008), ethical organizational culture comprises of seven main virtues. These are *clarity, congruence, feasibility, supportability, transparency, discussability, and sanctionability*. *Clarity* refers to the normative expectations of employees' conducts that are unique to the organization. According to Kaptein (2008), clarity of the ethical expectations of the organization help organizational members to differentiate between organizational ethics and ethics that they are confronted with in other social settings. *Congruency* means managers' behaviors should not contradict behavioral standards as defined by the organizational ethical standard. When managers' behaviors are in congruous with organizational values and beliefs, other organizational members are motivated to behave in like manner (Kaptein, 2008). *Transparency* refers to the degree of

awareness about the presence of ethical expectations. *Supportability* refers to the extent to which conditions within the organization provide support for employees to meet their normative ethical expectations. *Feasibility* on the other hand refers to the extent to which these normative ethical expectations are met. *Discussability* refers to the extent to which the organization provide opportunities for ethical issues to be discussed within the organization. Finally, *sanctionability* refers to the extent to which sanctions for unethical behaviors are enforced (Kaptein, 2008). Kaptein (2008) stated that “the absence of the enforcement of sanctions undermines the effectiveness of norms” (p. 10) and may further counteract ethical organizational culture development efforts. These virtues if well-articulated will help clarify the unique characteristics of a particular culture when different cultures interact, especially on the global arena.

Creating a global ethical organizational culture would be superlative for the operations of multinational organizations. However, because of the complex nature of ethics, establishing a global ethical organizational culture requires “cutting-edge thinking and practice” (Carroll, 2004, p. 114) that go beyond the use of existing models and theories to discuss ethical organizational cultures. One major barrier to developing a global ethical code is the differences in values and behaviors across different cultures (Russ-Eft & Hatcher, 2003). Russ-Eft and Hatcher (2003) argued that instituting a professional code of ethics is fundamental to responsible HRD research and practice, however, a “monoculture professional code of ethics.....may fail to represent the values, beliefs, and norms of international HRD” (p. 296). Thus, differences in the basic assumptions and factors that shape culture from one country or organization to another do not allow for the use of a defined set of codes to inspire ethical conduct across cultures.

Because, every country or organization espouses unique set of values and beliefs that define ethical conduct in that particular organization or country (Russ-Eft & Hatcher, 2003). Consequently, it is important for HRD professionals to appreciate the unique nature of culture and invest more effort to ensure a more positive outcome when two distinct cultures interact, especially those that occur between ethical organizational cultures and national cultures.

Performance

Since the end of World War II, organizational performance has received significant research attention. The two main traditions that have dominated organizational performance research and practice are the organizational effectiveness movement and the organizational culture and quality movement (Talbot, 2010). Organizational performance has been defined to capture two important constructs; efficiency and effectiveness. Thus, “organizational performance is the attainment of organizational goals by using resources in an efficient and effective manner” (Daft, 2015, p. 11). Effectiveness relates to the strategies that an organization uses to accomplish its desired goals and the degree to which such goals are achieved. Efficiency on the other hand relates more to the amount of resources at the disposal of the organization and how these resources are used to achieve organizational goals (Daft, 2015). At the minimum, satisfactory levels of both effectiveness and efficiency are required for high performance.

Other scholars have defined performance as “accomplishing units of mission-related outcomes or outputs” (Holton, 2002, p. 201). Performance comprises of specific behaviors designed to accomplish specific tasks that result in specific outcomes (Swanson & Gradous, 1986). Some researchers (e.g. Rotundo & Sackett, 2002;

Viswesvaran & Ones, 2000) posited that job performance should be conceptualized in terms of three broad domains; task, citizenship, and counterproductive performance. Borman and Motowidlo (1997) referred to task performance as those “activities that contribute to the organization’s technical core” (p. 99), typically categorized as formal duties in job description documents. According to Borman and Motowidlo (1997), other behavioral dimensions that fall outside the rubric of task performance also contribute to the organization’s well-being by “shaping the organizational, social, and psychological context that serves as the catalyst for task activities and processes” (p. 100). At the organizational level, such activities may include instituting measures to reduce environmental hazards, increase community involvement, and adherence to espoused ethical and cultural values. This aspect of performance is referred to as contextual performance.

Contextual performance is categorized into two main domains; organizational citizenship behaviors (OCB) and counterproductive work behaviors (CWB). Organizational citizenship behaviors are defined by behaviors that project the organization in a more positive way, such as adherence to ethical standards. Counterproductive work behaviors on the other hand are those behaviors that are harmful to the organization's continuous survival, such as noncompliance with ethical standards (Borman & Motowidlo, 1997). It should be noted that both OCB's and CWB's involve discretionary intentional behaviors that are either helpful (OCB) or harmful (CWB) to the organization’s well-being. These and other factors explain why performance is important to HRD.

Two main traditions that have defined HRD are the functionalist, which

emphasizes performance, and another that emphasizes human learning and development (Garavan & McGuire, 2010). However, HRD has become performance driven to the extent that human development which is traditionally a major focus of HRD is seen as a means to performance improvement rather than human development (Bierema, 2000). The main purpose of HRD is to improve performance by training and developing individuals and organizations to improve the systems in which they work (Swanson, 1995; Holton, 2002). Thus, the existence of HRD is justified by the extent to which its activities result in increased performance (Knowles, Holton, & Swanson, 2012). HRD is about leadership and how it relates to performance improvement (Gilley, Callahan, & Bierema, 2003) and other organizational issues. Short, Bing, and Kehrhahn (2003) have suggested that, HRD professionals should focus more attention on how to measure organizational level performance because the future of HRD depends to a greater extent on the ability to measure the value added to organizations, as determined by performance outcomes. Improving performance requires learning and behavioral control (Holton, 2002), especially those related to ethics and other cultural values that are sanctioned by organizational members. Human resource development professionals should onerously consider culture and ethics in their performance enhancement efforts.

Achieving this goal requires holistic approaches that broadly involve cultural influences on human development to enhance performance. Some researchers are of the view that it is important to understand culture before implementing performance improvement strategies, such as total quality management programs (e.g. Maull, Brown, & Cliffe, 2001; Naor, Goldstein, Linderman, & Schroeder, 2008). According to Naor et al. (2008), beyond culture, the international context influence organizational members'

values and beliefs, therefore, it is important to consider the international context when relating organizational culture, quality management, and performance. Knowledge of cultures help managers to make informed decisions regarding what type of interventions are more appropriate in developing total quality management programs (Maull et al., 2001). This idea aligns with the expected outcome of all HRD efforts. Swanson (1995) argued that performance occur at three different levels; organizational, process, and individual levels. This dissertation focused on organizational level performance.

Literature to Inform Research Idea

The next few paragraphs will focus on discussing two main inquiry paradigms; postpositivism and constructivism (Guba & Lincoln, 1994; Lincoln & Guba, 2000) to inform the research idea of this dissertation. The assumptions related to the epistemology, ontology, and methodology espoused by these inquiry paradigms and how they relate to the selected scholarly works will be examined. Furthermore, some HRD scholarly work on ethical organizational culture, national culture, and performance as standalone concepts, or how they relate with one another to enhance organizational effectiveness. scholarly works that are cited will be grouped under positivism or constructivism.

Postpositivism. Ontologically, the postpositivist inquiry approach assumes that reality exist but cannot be captured perfectly because of inconsistencies in the human intellect and the fundamental inflexibility of phenomena (Guba & Lincoln, 1994). Epistemologically the postpositivists assume objectivity is ideal (Guba & Lincoln, 1994). The postpositivist assume that the observer is independent from the observed, and that replicable findings are probably true. They ask questions such as, do the findings conform to existing knowledge? Even though quantitative technique is their predominant

method of inquiry the postpositivists utilize qualitative technique and solicit emic stance to help understand the meaning people ascribe to their actions when making inquiry in more naturalistic settings. (Lincoln & Guba, 2000; Lincoln, Lynham, & Guba, 2011).

Constructivism. Ontologically, the constructivist inquiry approach assumes that “realities are apprehendable in the form of multiple, intangible mental constructions, socially and experientially based, local and specific in nature and dependent for their form and content on the individual persons or groups holding the constructions” (Guba & Lincoln, 1994, p.110). These mental formations are local and specific in nature and their meanings are subject to the individual or group interpretation (Guba & Lincoln, 1994). Epistemologically, the constructivists assume that the researcher and the object of their study are interactively linked and that research findings are factual and are created as the investigation proceeds (Guba & Lincoln, 1994). The constructivists usually utilize direct interaction between the researcher and the object of their research or among researchers as their methodology (Guba & Lincoln, 1994). They assume that individuals' mental formations can be educed and refined through direct interaction.

HRD Scholarly Work and Related Research Paradigms

A number of HRD scholars involved in ethics, culture, and performance research have used methods that are in congruence with either the postpositivist or the constructivist inquiry paradigm in their research. For example, Ardichvili, Jondle, and Kowske (2010) conducted a study to explore business practices on ethical behavior in different business organizations. Survey data were collected from more than 23,000 managers and employees of large business organizations in thirteen countries across three continents. These researchers hypothesized that, (1). There are no significant differences

in perceived ethical culture among the BRIC countries. (2). There are no significant differences in perceived ethical culture between the US and the BRIC countries. Statistical methods such as descriptives and multivariate analysis of covariance (MANCOVA) were used to analyze the data. In another study, Ardichvili, Jondle, Kowske, Cornachione, and Thakadipuram (2012) used a similar approach to collect data from 13,000 managers to compare perception of ethical business cultures in the four largest emerging economies; Brazil, Russia, India, and China (BRICs). Among other things, the results indicated that, respondents from India and Brazil approved of ethical culture of their organizations more often than respondents from China and Russia (Ardichvili et al., 2012).

Similar to Ardichvili et al. (2009; 2012), other HRD scholars have used approaches which conform to that espoused by the postpositivists to conduct research. For example, Schwoerer, May, Hollensbe, and Mencl (2005) conducted a field study to examine the influence of general self-efficacy on the outcomes of a training program related to performance expectancy. In this study, about 558 students from over 300 colleges and universities in the United States were surveyed. Statistical techniques including descriptives and correlation were used to analyze the data. The results indicated that performance expectancy was positively related to training experiences. In another study, Downey, Wentling, Wentling, and Wadsworth (2005) used both qualitative and quantitative methods to explore the relationships between national cultures of 15 countries regarding the usability and performance on an e-learning system. The results indicated that group work and collaboration was more prevalent in cultures described as collectivistic whilst creativity and competition were more prevalent in cultures described

as individualistic (Downey et al., 2005).

Conversely, other HRD scholars have used inquiry approaches similar to the constructivist paradigm (e.g. Douglas, 2004; Fenwick & Bierema, 2008; Mackenzie, Garavan, & Carbery 2011; Thite, 2013). Douglas (2004) conducted a case study to explore the ethical dimensions that help to create changes in organizational cultural values, attitudes, and behaviors to respond to the challenge of an increasingly diverse community and workforce in a police department. Evidence were gathered through direct interviews and interaction with participants. Qualitative techniques were used to analyze the data. The results indicated that officers showed a certain degree of reluctance to change in accepting diversity (Douglas, 2004). Fenwick and Bierema (2008) conducted a study of eight managers from diverse firms in Canada to examine their understanding and commitment to corporate social responsibility (CSR). Evidence were gathered using semi-structured interviews and direct interactions. Analyses were made using qualitative methods. The results showed that differences in culture influence managers' understanding of CSR (Fenwick & Bierema, 2008).

I will however be cautious in labeling any of the above scholars as a positivist or constructivist as some scholars use either method where appropriate. The most important issues to this dissertation is the extent to which research outcomes inform organizational ethical decision making. These and other work on ethics have impacted organizational ethical decision making, however, continuous incidents of ethical violations present a case for further assessment of the situation to identify a more prudent method to reduce their occurrences. Because this research was conducted at a nonprofit organization facility, it is important to review literature on the nonprofit sector. The rest of chapter two

will be used for literature on the nonprofit sector, ethics, values, and accountability of the nonprofit sector, performance assessment of the nonprofit sector, and the nonprofit sector of Ghana

The Nonprofit Sector

In an attempt to find a common definition for the nonprofit sector, Salamon and Anheier (1997) examined three types of definitions; *the legal definition*, as expressed in a country's laws; *the economic/financial definition*, source of income; and *the functional definition*, the purpose of the nonprofit sector, usually the promotion of public interest. Salamon and Anheier (1997) defined the nonprofit sector, synonymously called the third sector as "a collection of entities that share five crucial characteristics" thus, "*organized*, institutionalized to some extent; *private*, institutionally separate from government; *non-profit distribution*, not returning profit generated to their owners or directors; *self-governing*, equipped to control their own activities; and *voluntary*, involving some degree of voluntary participation" (p. 33). Salamon and Anheier (1997) explained that their definition of the nonprofit sector includes religious and civil right organizations who are nonprofit seeking.

Nonprofits have been in existence in different forms for years, however, academic interest in the sector is fairly recent (Anheier, 2009; Edwards & Hulme, 2013). According to Anheier (2009), notwithstanding the existence of a clearly defined border between the nonprofit sector, the governmental sector, and the for-profit sector ambiguities in their operations need clarification. Thus, some organizations change from for-profit to nonprofit and vice versa. Other organizations engage in both nonprofit and for-profit activities that yield them profit (Anheier, 2009). As observed by Anheier (2009),

nonprofit sector activities in the post-Cold War era was predominant in the spread of political engagements beyond party politics at both the national and international levels. Notwithstanding their immense contribution of the nonprofit sector to society, their operations were imbued in ambiguity regarding the unique characteristics that differentiate one nonprofit organization from another (Anheier, 2009).

For clarity and distinctiveness in their operations, the International Classification of Nonprofit Organizations (ICNPO) classified the nonprofit sector into different groups (Salamon & Anheier, 1998). These include culture and recreation, education and research, healthcare, social services, environment, and religion. This dissertation focused on a nonprofit organization in the healthcare group. As indicated by Salamon and Anheier (1998), the health sector has further been divided into four main groups; hospitals and rehabilitation, nursing homes, mental health and crisis prevention, and other health services. Each of these sectors is distinct in their service provision. This dissertation focused on a healthcare institution in the hospital and rehabilitation group.

Edwards and Hulme (2013) asserted that despite the popularity of the nonprofit sector, their activities are limited in scope because “the systems and structures which determine the distribution of resources within and between societies remain unchanged” (p.13). According to Edwards and Hulme (2013), the stagnancy of the “systems and structures” has resulted in a thwarted impact on the people the nonprofit sector is designed to serve. One major factor that has elicited this development is the failure of nonprofit organizations to make the right connections between the micro-level and the broader systems and structures that oversee the distribution of resources within the society (Edwards & Hulme, 2013). The strength of the nonprofit sector is largely based

on the connections they make rather than the amount of resources they command (Fowler, 1990). Making the right connections require in-depth understanding of the cultural values that drive operational efficiency and productivity, especially in new locations.

The nonprofit sector and culture

Using the analogy of the *Invisible Elephant* to explain the complexity of culture, Mantovani (2000) posited that “the cultural dimension really is invisible to those who are not prepared to recognize it, although it looms large in the view of those who know what to search for” (p. 2). People from different cultures often bring to relationship building efforts “alien values and beliefs” (Dietz, Gillespie, & Chao, 2010, p. 5). For effective delivery of services in consonance with their mission goals, nonprofit organizations need to expend time to understand the adaptive values of their host cultures in order to make the right decisions and access the right resources. Byrne, Barnard, Davidson, Janik, McGrew, Miklósi, and Wiessner (2004) suggested social learning as one good strategy to initiate oneself into a new culture. According to Bryne et al. (2004), through social learning, individuals get to understand the behavioral patterns that individuals need to conform to in a given society. Accomplishing nonprofit strategic goals require interest in ethical conduct, value sustenance, and accountability, aimed at seeking the public good by fulfilling the organization’s social responsibilities.

Ethics, values, and accountability of the nonprofit sector. Rothschild and Milofsky (2006) indicated that one major factor that inspires the formation of nonprofit organizations is “members’ values and passion and sustained by the bond of trust that develop within and between them” (p. 137). These values and passion represent

members' ethical standpoint regarding justice and care for all people (Rothschild & Milofsky, 2006). Ott and Dicke (2011) described the nonprofit sector as an enthralling sector that is "grounded in economic, political, and legal reality" (p. 17). The nonprofit sector employs millions of people and accounts for a significant portion of the gross domestic product of nations (Ott & Dicke, 2011). Furthermore, the nonprofit sector is value driven such that, it provides an avenue for individuals and groups to direct effort and commit to issues that concerns the community (Ott & Dicke, 2011), but may be marginalized by the private and public sectors.

Notwithstanding the positive impact of the nonprofit sector on society, issues of fraud and misappropriation of funds have been reported. For example, Ndengera, supposedly a nonprofit organization in Rwanda aimed at helping Rwanda orphans was found to be fraudulent and non-existent (Prakash & Gugerty, 2010). Based on the Association of Certified Fraud Examiners (ACFE, 2005) estimates, nonprofit organizations are losing about six percent of their revenue in fraudulent transactions. Greenlee, Fischer, Gordon, and Keating (2007) estimated that the nonprofit sector of the United States would be losing about US\$40 billion out of their estimated yearly revenue of US\$665 billion through fraud. Cases of fraud and abuse of power involving the New Era Foundation and the Catholic Church have been widely cited as notable examples of unethical conducts that have exacerbated the erosion of trust in the nonprofit sector (Herman, 2011).

Another notable example of unethical conduct in the nonprofit sector is EduCap Inc., a charity organization that was entrusted with student loan awards distribution (Rhode & Packel, 2009). Rhode and Packel (2009) indicated that, EduCap Inc. took

advantage of their tax exemption status to charge disproportionate interests on loans and used the proceeds to pay high compensations to the CEO and the husband. The most worrying case was the “use of the organization’s \$31 million private jet for family and friends” non-work-related activities (Rhode & Packel, 2009, p. 30). Nevertheless, the escalation of fraud in recent times has called for a more critical look into the activities of the nonprofit sector (Candler & Dumont, 2010). Thus, the persistence of fraud and unethical conduct in the nonprofit sector has inspired further investigation into accountability and ethical conduct of people involved in nonprofit activities (Candler & Dumont, 2010; Svara, 2014).

For accountability and ethical conduct of the nonprofit sector, some scholars have developed different frameworks to monitor the activities of nonprofit organizations. Notable among them are the frameworks developed by Kearns (1994) and Brown and Moore (2001). For example, *Kearns’ Four-Cell Matrix* was developed to measure four aspects of nonprofit accountability; “negotiated, professional/discretionary, compliance, and anticipatory/positioning accountability” (Kearns, 1994, p. 188). However, future research into the implicit conviction of individuals, groups, and organizations to do good based on their ingrained social values (Rothschild & Milofsky, 2006) and personal conscience and integrity (Malloy & Argawal, 2001) is necessary. Thus, the implied principles underlying the operations of nonprofit activities, and the social orientation and the conviction to behave ethically are critical in discussing accountability and ethical issues of nonprofit organizations.

Performance assessment of the nonprofit sector. Another area of importance to this dissertation is performance of the nonprofit sector. Assessing performance of the

nonprofit is a difficult task because unlike for-profit organizations which have shareholders with clearly defined common interests, nonprofit organizations are mission driven and serve a broader range of constituents with diverse needs (Speckbacher, 2003). It is therefore difficult to change their focus when the situation demands a change in direction. Thus, for-profit organizations have definite measures such as profitability or market share to assess organizational level performance and use the results to make decisions on whether to continue with or change the existing strategies. Therefore, using performance management systems of for-profit organizations to measure performance in nonprofit organizations have little desirability (Speckbacher, 2003).

Because of its multi-dimensional nature, assessing performance of the nonprofit sector requires the use of multiple measures (Behn, 2003). Using multiple approaches to assess performance provides good information about organizational resource acquisition and utilization strategies (Kaplan, 2001). Duque-Zuluaga and Schneider (2008) suggested the adoption of the market orientation philosophy in assessing performance of nonprofit organizations. In the view of these researchers, expending effort to understand the organization's setting and adopting strategies to manage changes that may occur in the environment help to achieve the organization's mission goals. Poister (2008) argued that similar to the public sector, performance measurement in the nonprofit sector typically covers area of program effectiveness, operating efficiency, service quality, and client satisfaction, therefore, measures used in assessing the public sector performance can equally be used to assess performance of the nonprofit sector.

To effectively assess performance of the nonprofit sector, some researchers, (e.g. Beamon, & Balcik, 2008; Moore, 2003; Niven, 2011; and Yang, Cheng, & Yang, 2005)

have suggested the use of the *Balanced Scorecard* approach. The Balanced Scorecard was introduced by Kaplan and Norton to help measure performance of organizations that had experienced exceptional and continuous change as a result of globalization and advancement in customer knowledge (Niven, 2011). The Balanced Scorecard emphasizes four major criteria for achieving strategic goals. These are financial stewardship, customer satisfaction, business processes, and learning and growth (Kaplan & Norton, 2001). Niven (2011) indicated that the Balanced Scorecard has become a dependable tool in measuring organizational performance because of three fundamental factors: “The rise in intangible assets in value creation, overreliance on financial measures of performance to gauge success, and more importantly the problem of executing strategy” (p. 3). Niven (2011) views the Balanced Scorecard as a desirable tool to address these three important issues and assess performance of the nonprofit sector holistically and more effectively.

The Nonprofit Sector of Ghana

The nonprofit sector in Ghana is so imbibed in the traditions and cultures of the country such that their distinctive values are immersed in the values espoused by the Ghanaian. Thus, the diversity in the nonprofit sector of Ghana reflects the variations in the country’s traditions and cultures, a phenomenon Atingdui (1995) described as an “instructive case study for the emergence of the nonprofit sector in developing countries” (p. 1). Another researcher, Anheier (2014) described the nonprofit sector of Ghana as a reflection of “African, Western, and to a lesser extent, Islamic cultures” (p. 51).

The history of nonprofit organizations in Ghana date back to the colonial era. However, after independence in 1957, the formation of *susu* groups to help provide financial support for members of specified communities (Atingdui, 1995) and the *noboa*

groups to provide voluntary labor for farmers in need, and involve in other community development activities signified the “semi–formal” induction of the nonprofit sector in Ghana. These groups were not registered with any governmental agency, however, they were recognized self-help groups in the communities in which they operated. Their operations were no secret to the local officials. Prototypes of these groups continue to exist in the rural communities of Ghana until today.

Other forms of nonprofit organizations that are of significant importance to the history of Ghana are the religious groups that travelled from Western Europe and the United States to do mission work. These religious groups emerged around late nineteenth century to early twentieth century (Atingdui, 1995). In addition to building churches to propagate Christianity, these religious groups provided formal education, healthcare, and other essential services to the people of Ghana (Anheier, 2014). In the 1980s and 1990s, government crackdown on religious groups impeded the development of the nonprofit sector, however, notable groups such as the “Presbyterian, Catholic, Anglican, and Methodist churches” (Anheier, 2014, p. 52) continued to grow at the local level.

After Ghana’s return to democracy in the early 1990s, there has been an incredible increase in the activities of nonprofit organizations. Anheier (2014) outlined three major factors that have influenced the upsurge in nonprofit organizations in Ghana. These are:

1. The introduction of economic adjustment programs that resulted in increased international development assistance.
2. Government policies that promoted rural development and provision of aid to underprivileged groups which led to increased governmental expenditure on

education, healthcare, and other social services were mainly channeled through the nonprofit sector.

3. Increase in the activities of civil society groups that seek to serve as informal watchdogs over the operations and expenditure of government assisted nonprofit organizations.

These and other factors seem to have opened the floodgates for the influx of nonprofit organizations, at both the local and international levels.

Notwithstanding many successes achieved by the nonprofit sector of Ghana, problems exist that need attention. In 1980, about 14 nonprofit organizations, mainly foreign and religious groups, came together to form a body to help coordinate the activities of nonprofit organizations and provide a forum for information sharing. This led to the birth of the Ghana Association of Private Voluntary Organizations in Development (GAPVOD) (Gary, 1996). Shortly after its conception, GAPVOD officials signed an agreement with the United Nations Development Program (UNDP) to train members of nonprofit organizations in Ghana, but they did not inform their members until three months after the program had taken off (Gary, 1996). The UNDP became the main sponsor of GAPDOV and contributed about \$600,000 into their activities. However, the UNDP suspended funding to GAPVOD in 1995 due to credibility issues related to inequitable distribution of resources, contrary to the contractual agreement (Gary, 1996).

Another example of dishonesty in the nonprofit sector of Ghana was the tricky conversion of the 31st December Women's Movement (DWM), a politically inclined women's wing of the then ruling Provisional National Defense Council (PNDC) military government into a nonprofit organization. Even though the 31st December Women

Movement claimed to be politically neutral and severed from the ruling government, it was evidently clear that this detachment was a mere pretense, as most of the beneficiaries from the program were those who portrayed a sense of allegiance to the military regime (Allah-Mensah, 2005).

The important role played by the nonprofit sector as a major contributor to Ghana's economy and social life of the people inspires the Ghana government to spend valuable resources to continuously monitor their activities (Abdul-Korah, 2014). With assistance from Cooperative for Assistance and Relief Everywhere (CARE) International and the United States Agency for International Development (USAID)–Ghana, a document to guide the activities of donor supported nonprofit organizations was developed to ensure their operations meet global standards (Gugerty, 2010). “The sponsors of the Ghana Standards have been explicit about their desire to move away from a code of conduct towards the development of specific, measurable standards that include mechanisms for monitoring and compliance” (Gugerty, 2010, p. 1105). Notwithstanding the important role the nonprofit sector play in Ghana's economy, there are intense restrictions on their activities because, there is persistent corruption, and inefficiencies due to lack of quality human resources (Abdul-Korah, 2014). The nonprofit sector is undoubtedly an important contributor to Ghana's economic and social life and needs special attention and monitoring for growth and sustainability.

Chapter Summary

The literature review covered significant research related to the key concepts of the study; ethical organizational culture, national culture, and performance. Other relevant literature on the research paradigms that guide the choice of appropriate

methodology and method for the study were reviewed. Also included in the literature review were HRD scholarly works that helped to inform the research idea. Finally, literature on the nonprofit sector was reviewed to lay grounds for the study which was conducted at a nonprofit healthcare facility in Ghana.

CHAPTER 3: RESEARCH METHODOLOGY AND METHODS

Choice of Research Methodology and Methods

In this dissertation, a holistic approach, rather than using the simplest possible elements such as numbers or typologies to represent a particular group of people and their values, was adopted to understand the core concepts; culture, ethics, and organizational performance. A holistic assessment of culture, ethics, and organizational performance requires interactions that go beyond merely administering surveys to gather data and quantifying them to achieve some numerical results. Rather than acting as a passive observer, researchers who directly engage people to gather information on their lived experiences and actively participate in activities they engage in acquire richer meaning to complex concepts such as culture, ethics, and performance. For example, assessing performance based on both subjective and objective appraisals of behavioral outcomes of the actors within an organization provide a holistic view rather than a single measure that quantifies behavior from a positivistic viewpoint.

The interpretivists method of inquiry assumes that the best way to assess a situations or a phenomenon is to process and make meaning of interaction among individuals (Lincoln and Guba, 2005; Lincoln, Lynham, & Guba, 2011; Schwandt, 2000). The interpretivists approach of inquiry postulates reality as interpreted by the lived experience of a people; knowledge as that which is acquired through direct interaction between the objects of the study and the researcher; and accuracy and reliability as that which is assumed through verification of context specific information (Braun, & Clarke, 2006). Therefore, an approach that utilizes the interpretivists' perspective was deemed more appropriate for this study.

Based on the interpretivists' assumptions, the qualitative methodology (Denzin & Lincoln, 2011; Creswell, 2013), specifically a case study method was considered most appropriate for this study. A case study has been defined as "an empirical inquiry that investigates a contemporary phenomenon (the "case") in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident" (Yin, 2014, p. 16). A case study can be described as the systematic analysis of some aspects of a social unit (individual, group, or organization) to help understand how it has interacted with the environment to ensure survival over the years (Yin, 2014). The case study approach to research allows for the use of various data sources to explore a phenomenon within a real-world context. Thus, a case study enables the researcher to explore and understand a phenomenon from multiple lenses.

Two main approaches to case study research were proposed by Yin (2003, 2006, 2014), and Stake (1995, 2013). The main difference between the case study approaches proposed by Robert Yin and Robert Stake is the categorization of a case. Stake classified a case study as instrumental, intrinsic, or collective. Yin on the other hand categorized a case study as exploratory, explanatory, or descriptive. According to Yin (2014), a case can be single, multiple, or holistic and answers the "why" and "how" research questions. Both Yin and Stake utilize ideas similar to that espoused by the interpretivists; they emphasize subjectivity as the means to understand a phenomenon (Guba & Lincoln, 1994). Thus, behavior can best be understood when the researcher interacts closely with participants. This allows for close observations and recording of narratives based on the lived experiences of the participants. This research relied heavily on Yin's approach to case study.

Ethical organizational culture-national culture interaction and how the outcome impacts organizational level performance represents a complex phenomenon of great importance to the field of HRD, therefore, a purportedly maiden research in this area as presented in this dissertation should provide a step-by-step guide for future research. I prefer Yin's approach to other case study approaches because he provides in-depth explanation to planning, evidence gathering, analyzing evidence, and reporting case study results. More importantly, Yin provides information that is basic and helpful to all levels of case study researchers; from the beginner through to the experienced researcher. One element of Yin's case study approach that inspired me to choose it over the others is, the step-by-step guide to establishing validity and reliability. Establishing validity and reliability will help future researchers who are interested in the ethical organizational culture-national culture interaction and how the outcomes impact organizational level performance to replicate the study by following the steps outlined in this dissertation.

Theory Development

As recommended by Yin (2014), theory development is essential to case study research. The expected outcome of this research was that a more positive outcome, as defined by the degree of congruence between values through the ethical organizational culture-national culture interaction, would lead to enhanced organizational level performance. This assumption will serve as a guide to future research interest in the ethical organizational culture-national culture interaction and how the outcome impact organizational level performance. Continuous replication of this research by future researchers will provide the needed information to guide theory building in the topical area that was emphasized in this dissertation.

Defining the Case

Before conducting a case study, Yin recommends that the “case” is defined and bounded and the criteria to assess the quality of work outlined as a guide to the study.

The case. In this research the case is Foundation of Orthopedics and Complex Spine (FOCOS) Orthopaedic Hospital. FOCOS is a multinational nonprofit healthcare organization that operates through a network of over 250 volunteers with healthcare and other professional backgrounds. The main goal of FOCOS is to provide orthopedic care to the underprivileged in society who otherwise would not be able to access or pay for such services. Periodically, these volunteers travel to some parts of Africa and the Caribbean to provide free or highly subsidized orthopedic care to people who need help. The bounded unit for this study was FOCOS-Ghana. FOCOS-Ghana is the first state of the art orthopedic hospital built by the FOCOS Foundation near Accra Ghana to serve as a resource center for orthopedic care and to provide training for healthcare workers in Africa. FOCOS-Ghana was established in 2012 to serve patients in Ghana and countries around the world. The ethical organizational culture of FOCOS and how it interacts with the Ghana national culture to impact the organizational level performance was the main research goal of this dissertation.

Validity

The relevance of the study will be checked to ascertain the appropriateness of the methods used in this research. For the purpose of this research the term validity and reliability will be used as described by Yin.

Construct validity. Methods outlined by Yin were followed in gathering evidence for this case study. Yin (2014, p. 45) recommends the use of multiple sources of

evidence to check for construct validity. Methods used for this research include direct observation, participant observation, interviews, and review of relevant documents that addressed issues related to FOCOS' ethical culture and performance. The methods mentioned above were used to assess the Ghana national culture as well. Also, key participants reviewed the draft case study report before presenting it to the graduate school. This ensured only relevant information captured from the study were reported.

Internal validity of the study. An historical analysis of the anticipated outcome of the study was made of the past few years preceding the study to ascertain whether a significant change in performance had occurred. *Pattern matching, explanation building, and logic models* (Yin, 2014) were employed to check internal validity. Situations such as a shift in value resulting from change in some levels of the organizational leadership among other things, were analyzed. Rather than blame change in performance on the organization's operational system, I examined other internal attributes of the organization such as leadership effectiveness, employee commitment, and client satisfaction to ascertain the validity of my findings. This criterion helped me to provide a more certain explanation and direction for improvement. In addition, the definitions of the key terms used in this research were compared with the definitions used at the research location to ensure there was no contrast in the meanings assigned to the terms. Relevant adjustments were made to ensure uniformity in terminology use. This helped participants to be comfortable and inspired to provide profound answers to the interview questions.

External validity of the study. External validity was checked by comparing the findings from the study to existing theory and other empirical studies that had previously used assumptions similar to the ones espoused in the present study. Literature on the

ethical organizational culture-national culture interaction and its impact on organizational level performance is scant, however, literature on the relationships between ethical organizational cultures and performance, organizational culture and national cultures, and national culture and performance were identified. These research findings were analyzed to help establish external validity of this study. Some examples of research similar to the current study include, corporate ethical values and organizational citizenship behaviors (Baker, Hunt, & Andrews, 2006); the impact of national culture on corporate social performance (Ringov & Zollo, 2007); and corporate responsibility and financial performance (Surroca, Tribó, & Waddock, 2010). These studies on culture, ethics, and performance were used to assess the findings from this case study. The results showed similarities in the findings of this study and that of the previous studies mentioned above.

Reliability

To ensure replicability of this case study, a reliability test was imperative. As recommended by Yin, the procedures used in conducting this study were documented precisely and a database created to ensure that no relevant information was lost. These protocols were used as a source of reliability check. I transcribed all voice recordings immediately after the interviews to ensure no information was lost through technical problems and to ensure accuracy. I documented every step in completing this case study and created a database that served as a “save envelope” for the evidence gathered. These documents will serve as guide for similar case studies in the ethical organizational culture-national culture-performance topical area.

Population/Sampling

The target population for the national culture-ethical organizational culture

interaction case study was both medical and non-medical staff who were identified as executive officers, managers, or supervisors of FOCOS Orthopaedic Hospital, Ghana. For purposes of reporting and confidentiality, each participant was assigned a pseudonym. Participants characteristics and job roles are outlined in table two below. Participants' information on table two were deliberately kept basic to avoid any identifiers that may expose a participant, leading to a breach of confidentiality.

Table 2
Participants Characteristics and Job Roles

NAME	JOB TITLE	GENDER
Afua	Supervisor	F
John	Supervisor	M
Annie	Manager	F
Kojo	Supervisor	M
James	Manager	M
Adwoa	Supervisor	F
Lucy	Supervisor	F
Philomena	Manager	F
King	Supervisor	M
Mercy	Manager	F
Tilly	Supervisor	F
Peter	Supervisor	M
Afriyie	Supervisor	F
Bismark	Supervisor	M
Andi	Supervisor	M
Charles	Director	M
Cynthia	Director	F
Barima	Executive Director	M
Mavis	Executive Officer	F
Kwame	Supervisor	M
Herty	Supervisor	F
Naa	Senior Officer	F
Kofi	Supervisor	M
Atto	Supervisor	M
Dr. Jones	Professor	M

Participants were selected based on their relationships with the other employees, continuous interaction with the community, the environment, and other governmental agencies that oversee healthcare activities in Ghana. Thus, traditionally, managers and supervisors are in constant touch with all levels of employees and can therefore provide information that reflects employees' perception of the work environment and other issues relevant to their performance. Overall, 25 participants were interviewed. Participants were between 26 and 68 years of age, with an average age of 37 years. The lowest qualification held by any of the participants was a high school diploma and the highest was a doctoral degree. Participants reported varied years of healthcare and administrative experiences between two and 40 years. Overall, I interviewed 12 females and 13 males. Participants provided rich information related to company policy on behavioral and other task specific expectations that define their ethical organizational culture and performance standards. Participants' voices and views were the basis for the evidence gathering.

In addition to gathering information on FOCOS' ethical culture and performance at the FOCOS facility, information on Ghana national culture were gathered through interaction with some staffs and document review at the Center for Democratic Development (CDD) library. Other scholastic materials were reviewed at the University of Ghana Library. Also, a professor at the African Studies Institute was interviewed to get more information on the Ghana national culture. FOCOS was selected for this case study based on their track record of relatively high ethical conduct and adherence to rules and regulations that guide healthcare operations in Ghana. FOCOS is branded as a hospital of high reputation in high quality orthopedic care in Ghana and beyond.

Evidence Gathering Procedure

I followed the procedures outlined by Yin in gathering evidence for this case study. Institutional Review Board (IRB) requirements of the University of Minnesota and other research requirements in Ghana were fulfilled before I started gathering the case study evidence. Upon approval of my research proposal by the dissertation committee, I sent formal notifications to the FOCOS management regarding my intentions to conduct the case study at the FOCOS facility. When consensus was reached regarding the most convenient dates and times for parties involved in the study, I travelled to Ghana to conduct the research.

Upon arriving in Ghana, I personally went to FOCOS to introduce myself and my research agenda to management and to ascertain their willingness to allow their employees to participate in the study. My first meeting was with the human resource (HR) manager who introduced me to the other managers and supervisors who were targeted to participate in the study. After a brief tour of the FOCOS facility, I negotiated with the HR manager to determine the most appropriate ways to conduct the research. It was agreed that face-to-face interview with participants' in their work setting was the best method, except where the prevailing conditions required otherwise. As directed by the HR manager who was the contact person at FOCOS, I spent time to explain the study to selected officials prior to conducting the research. Also, I discussed the implications of the research to the organization and individual participants with management.

The triangulation approach was used in gathering the case study evidence. Thus, evidence was gathered from multiple sources including interviews with the principal participants, indirect interaction with patients, volunteers, and significant others. Also,

the physical environment and other relational issues were analyzed through direct observation and participation in activities such as dining and interacting with employees. This approach helped me to obtain diverse views regarding ethical cultural practices at FOCOS. Information about client satisfaction was obtained through direct interactions. Patients and caregivers who were brought in from countries such as Ethiopia to serve as interpreters for patients who cannot communicate in English also provided valuable information. Also, thank you notes from patients that were posted on the walls and patient satisfaction survey results were analyzed to ascertain the level of satisfaction reported by patients.

The interviews started with each participant self-identifying themselves as an executive officer, a manager, or a supervisor. After the initial introduction, each participant was asked to give their consent by either listening to or reading a consent statement that explained the research intent and participants' responsibilities and rights. Interviews and direct observation of employees and patients' activities at the FOCOS facility in Ghana were the main source of evidence gathering. All questions asked by participants were answered before the interviews started. For example, ambiguities in word use as a result of what is referred to as *indigenous typologies* (Bernard & Ryan, 2010) were clarified before or during the interview.

This face-to-face approach helped to build trust and commitment that was needed throughout the study. Research has found face-to-face interactions helpful in building initial trust (Wilson, Straus, & McEvily, 2006). In addition to building trust and affirming participants' intent to participate in the study, I used the opportunity to familiarize myself with the FOCOS facility and their operating systems. Techniques such as direct

interviews and direct observations were used to gather the case study evidence. Other techniques including document analyses and direct social interactions were used in gathering evidence on Ghana national culture.

The face-to-face approach was used to provoke answers that would have been overlooked through surveys or phone interviews. In consonance with the views of Bernard and Ryan (2010), face-to-face interviews which was the main evidence gathering method led to both formal and informal elicitations. With the consent of the participants, I recorded interviews both in text and audio. Where necessary, other background images and audio sounds were recorded with the consent of management. I documented all images and audio recordings in text form and kept them in a “safe envelope” via Google Documents immediately after the day’s work. Having access to images and audio recordings enhanced the quality of the narratives that were included in this final report.

Assessment of Key Concepts

Ethical organizational culture of FOCOS Orthopaedic Hospital. Ethical organizational culture was assessed in reference to the clusters of the characteristics of ethical business cultures outlined by Ardichvili et al. (2009). These are: mission and value driven; stakeholder balance; leadership effectiveness; process integrity; and long-term orientation. Questions related to each of the clusters were used to examine participants’ perception of the work environment of FOCOS that describes their ethical organizational culture.

Ghana national culture. It should be noted that interviews with the management of FOCOS provided only tangential information on the Ghana national culture. Further information on Ghana national culture were sourced from the Center for Democratic

Development Library and the Balm Library at the University of Ghana Campus in Accra, Ghana. Furthermore, I had the opportunity to interview a professor of African studies at the University of Ghana for more current information based on his lived experience.

In addition to information on the subcultures that drive the Ghana national culture, I used the dimensions used by Roth and Kostova (2003) in their research on “organizational coping in transition economies” to further assess the Ghana national culture. These are: *informal substitute*, strategies employed by an organization to moderate or avoid barriers put in place by the country’s formal institutions, such as codes that guide governance, political, judicial, and economic systems; *deinstitutionalization*, discontinuity of an institutionalized practice (Peng, 2003, p. 277); *perceptions*, observations of organizational management with regard to changes in governance and ambiguities, imperfections, and other uncertain developments within the system; *initial condition*, the state of the system at the time the organization begun its operations in the country; and *current condition*, the state of the system at the time the research was conducted. As part of the interviews process, questions were asked to assess changes that have occurred in the economic, social, and political systems of Ghana that have affected the operations of FOCOS Orthopaedic Hospital.

Performance of FOCOS Orthopaedic Hospital. Performance was assessed under the two main types described by Borman and Motowidlo (1997); task performance and contextual performance. Task performance was assessed based on information obtained through the interviews related to assigned duties as defined by the technical core requirements of FOCOS. Existing information were reviewed to confirm the credibility of evidence gathered from the interviews. Three of the dimensions presented by Poister

(2008); *program effectiveness, operating efficiency, and service quality*, and three of Lambert's (2007) dimensions; *financial stability, long versus short-term impact, and tangible impact* were used to assess task performance.

Contextual performance was assessed by participants' subjective evaluation of the organization's psychological climate and the researcher's direct observations. Measures of interest to this research included employees' *satisfaction* and *commitment* to the organization, *trust in leadership*, and *altruism* - members' willingness to aid one another to achieve the organization's mission goals. In addition, one of Poister's dimensions *client satisfaction*, and two of Lambert's dimensions, *community support* - the strength of the organization relationship with the community in which they operate, and *publicity* were used to assess contextual performance.

I created an electronic case study database with Google Documents to organize and store all the evidence gathered. This database was created to supplement the other files in an unanticipated case of lost or damage to any part of the paper scripts, jump drives, or computer hardware. Also, the electronic database provided easy access to information without having to carry large volumes of papers and other hard materials with me wherever I go. I transferred all the voice recorded evidence from the recording device onto my laptop computer.

Approximately 420 hours spread across a period of twelve weeks were spent to gather the case study evidence. I spent approximately 280 hours at the FOCOS facility to complete interviews, observations, and documentation of relevant information for the study. I spent the remaining 140 hours at the University of Ghana and the Center for Democratic Development libraries to search through archival documents and other

contemporary publications to gather evidence on Ghana national culture. There were high levels of cooperation from participants and significant other whose contribution led to a smooth evidence gathering.

Human Subject Protection and Institutional Review Board

The study involved human subjects, therefore, Institutional Review Board (IRB) approval was required to proceed with evidence gathering, analyses, and reporting. Based on the University of Minnesota IRB classifications, the study was defined as category two research (Institutional Review Board, 2013) and thereby posed minimal risk to participants. *Minimal risk* has been defined by the University of Minnesota IRB as “the probability and magnitude of harm or discomfort anticipated in the research are not greater in and of themselves than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests” (Institutional Review Board, 2013).

It should however be noted that participants might express some level of unwillingness to answer interview questions, but the conversational manner in which the interviews were conducted helped to inspire participants to answer most of the questions asked. On a few occasions some participant expressed concern with the trend of questions asked during the interview because they were not privy to information needed to answer those questions. I explain to participants that they were not obliged to answer all questions and strategically changed the line of questioning whenever such concerns were raised. I had to discontinue the interview on one occasion because the participant was not very confident in her answers and asked for postponement of the interview. The evidence gathered was kept. The same individual agreed to continue the interview at a later date.

At this time, the interview went very well. Evidence gathered on both occasions were collated and used in the final analyses. About three potential participants turned down the invitation to participate in the study because of time constraints. No further reasons were required of them as participation in the study was voluntary. There was no need to discontinue the study or report any incident to my academic adviser or the University of Minnesota IRB office as no situation of consistent discomfort feeling by participants were reported or observed throughout the study.

Summary

Chapter three provided the methodology and methods for this study. The qualitative methodology, specifically a case study was selected as the most appropriate research method for the study. The procedure for the research was outlined and information explicating how continuous replication of this research can lead to theory development was provided. Furthermore, validity and reliability issues were discussed. The population and sample of the study were specified and the procedures for evidence gathering clarified. Further synopses of the key concepts of the study; ethical organizational culture, national culture, and performance were done. Chapter three ended with a discussion of the University of Minnesota Institutional Review Board procedures for conducting research.

CHAPTER 4: ANALYSES OF CASE STUDY EVIDENCE

Chapter four focuses on evidence analyses. Common themes are identified and used to analyze the evidence gathered. Each of the keywords was examined under one common theme. Strategies recommended by Yin (2014) for analyzing case study evidence were followed throughout the analyses. I began the evidence analyses by identifying common themes that form the theoretical foundations of the phenomenon being studied. I proceeded by categorizing the evidence collected based on the common themes. Color coding was used for this purpose. Further content analyses of the common themes were done to help reduce the categories into three different categories.

Furthermore, I compared the findings of the case study with the predicted outcome. According to Yin (2014, p. 143), internal validity is established when similarities are found between the empirical outcome and the predicted outcome. As indicated by Yin, there is no easy way to analyze case study evidence, therefore, extensive practice and creativity are required to master the procedures. Thus, paucity of well-designed qualitative analyses procedures calls for the researchers “rigorous empirical thinking, along with the sufficient presentation of evidence and careful consideration of alternative interpretations” (p. 133) in defining a good qualitative data analyses. As part of my creative ideas, model pathways were developed to help answer the research questions in chapter five. A model was created to link the key terms of the study; country culture, ethical organizational culture, and performance. Using the model as a guide, attributes of the responses from the various evidence sources; interviews, observations, and documents were analyzed to help establish the relevance of the study to human resource development.

Study Themes

During the interviews, participants shared their views on how the ethical organizational culture of FOCOS is defined, the dimensions of the Ghana national culture and the major indicators of performance at FOCOS. After analyzing information from the literature reviewed, participants' experiences, word repetitions, linguistic transitions, and word connectors, three major themes became apparent from the study. Even though the themes are deemed distinct, there were some overlaps across themes.

1. The extent to which participants know and understand the ethical organizational culture of FOCOS Orthopaedic Hospital; PREPARE.
2. The dimensions that define the Ghana national culture.
3. The extent to which the ethical organizational culture impact organizational level performance of FOCOS Orthopaedic Hospital.

Evidence were analyzed based on one of Yin's four strategies, *relying on theoretical propositions, participants' lived experiences, linguistics transitions, and word repetitions*. Because this research was grounded in theory and guided by existing dimensions of some theoretical underpinnings related to ethical organizational culture, national culture, and performance, the evidence was analyzed partially based on theoretical propositions that helped to identify common themes. The unit of analysis for this case study was FOCOS Orthopaedic Hospital, Ghana and the level of analysis was the organizational level. Each of the key concepts was analyzed separately and the overall summary presented. Direct quotes from participants' responses were reported to ensure participants voices are heard in the final report.

Theme 1: To what extent do participants know and understand the ethical organizational culture of FOCOS Orthopaedic Hospital.

Participants' knowledge and understanding of FOCOS ethical organizational culture was assessed with the dimensions outlined by Ardichvili and Jondle (2009); *mission and value driven, stakeholders balance, leadership effectiveness, process integrity, and long-term perspective*. Each of the dimensions was analyzed separately and the aggregated analyses of all the dimensions used to account for the ethical culture of FOCOS Orthopaedic Hospital.

Mission and value driven. The main mission of FOCOS is to provide quality orthopedic care to people with spine deformities. A senior officer at FOCOS, Naa, simply put it as, *making people stand tall*. FOCOS' mission is expressed in an acronym, PREPARE, that guide their day to day operations and employee behavior. PREPARE represents, *passion and purpose; respect and compassion; excellence in performance; patient safety, quality care and protocols; attitude of trust, integrity and honesty; responsibility; and efficiency and team work*. Naa, posited that, at FOCOS, giving people hope means PREPARE to get the less privileged in society affordable orthopedic care. A key manager and participant of the study, Annie, indicated that FOCOS' policies and procedures center around the PREPARE acronym. The HR manual, training, and one-on-one interactions are some of the mechanisms used to educate employees on the organization's ethical values that are embedded in the PREPARE acronym.

In a bid to sustain the ethical values enshrined in the PREPARE acronym, protocols are established to serve as checks for task and behavioral requirements. The ethical values of FOCOS are made known to new employees at the time of on-boarding.

To remind employees of their ethical responsibilities, PREPARE is displayed boldly at every corner of the facility. The various department heads are encouraged to continuously remind employees of the organization's convictions. Annie explained the importance of this action by asserting:

Values are more intrinsic because they are continuous acts that have transformed into a habit, therefore, making it visible helps to remind employees of their responsibilities. Imperfections exist, but they are handled within the organizational capacity to ensure patient safety. Work behaviors are mainly controlled by protocols that guide employee activities.

To ensure efficiency, managers are encouraged to set ethical goals that guide employees' performance within their units. Employees who go contrary to protocols are disciplined to serve as a deterrent to others.

Employees of FOCOS are absorbed in the PREPARE acronym such that they uphold it as an epitomized definition of their ethical organizational culture. When asked what the institutionalized ethical values for FOCOS were, participants were quick to mention PREPARE. A manager at FOCOS, Philomena, indicated that patients put their faith in the hands of healthcare workers when they approach FOCOS for help. PREPARE guides them through to offer good patient care, which is the main goal of FOCOS. Philomena and Naa were in agreement regarding FOCOS goal to provide service that goes beyond ordinarily working for a living. Thus, to create a home rather than just a healthcare facility for their patients most of whom are children who have been separated from their parents and families for the time period they receive treatment at FOCOS. Philomena emphasized patient care as paramount to FOCOS such that, employees are

encouraged to create a family-like environment that promotes strong bonding between staffs and patients. According to her, this strategy has helped to build trust and inspired patients to be assertive. Patients age range from one year to infinite. A senior officer, Cynthia, indicated that in-take is based on the individual's ability to accept anesthesia

With the goal of bringing orthopedic care to the door steps of Ghanaians and beyond, the nurses who make the largest group of employees, about 67 out of 200, play a critical role in the operations of FOCOS. To further emphasize the responsibilities of the nurses beyond the organizational values, a senior nursing officer, Mercy, coined the *ICARE* acronym to represent, *integrity, collaboration, authenticity, respect, and enthusiasm* that is much needed in the execution of their duties. Mercy emphasized that, *ICARE* serves to remind the nurses to continuously echo the essence of team work and collaboration in achieving organizational goals. Also, *ICARE* reminds nurses of their obligation to offer quality care to patients, irrespective of their age, sex, or social status. An executive officer, Barima, stated that:

FOCOS presents a new challenge that brings life to people who otherwise have no hope. Not every patient is able to afford what we ask them to pay, but our philosophy is to take care of patients.....if they can afford it, they pay, and if they cannot afford, we find a sponsor for them or we sponsor them.

There was agreement among participants regarding the central role of human relations in building a culture of trust and respect among the employees. FOCOS employees respect one another, both in their work roles and socially. Thus, employees appreciate each other's work and respect one another's competence. Tilly asserted that to a larger extent, employees trust one another except for a few special cases. When asked

to explain further, she answered briefly smiling, “belief in each other’s competence is our source of trust”. Also prominent in participants’ responses was trust with patients and the community. FOCOS achieves this goal by using quality products that function to achieve results. For instance, Lucy was emphatic about FOCOS’ unyielding attitude against the purchase and use of sub-standard equipment and medication as is common with some healthcare facilities that operate under similar circumstances. Lucy stated that:

Other healthcare providers use substitutes because of cost and lack of top class equipment and medication in the country, but to maintain standards, FOCOS imports top quality equipment and medication from the US when needed. At FOCOS, quality care delivery is our goal.

Lucy emphasized FOCOS’ desire to train indigenous Ghanaians to accept values that are close to that of the US healthcare system as helpful in achieving their mission goals.

To create harmony among employees, FOCOS has instituted a well-structured process to deal with agitations. To help maintain trust among employees, FOCOS has instituted an open door policy that allows employees to “walk-in” and discuss issues of concern with managers and supervisors. For accountability and easy monitoring, there are standardized policies and procedures that guide employees work. FOCOS offers a forum for discussion and knowledge sharing where nurses can question doctors’ orders when they are uncertain about the accuracy of the orders. Thus, nurses are not compelled to follow doctors’ orders dutifully as is common with most hospitals in Ghana.

Annie asserted that at FOCOS, comprehensive analyses are made before scheduling people for surgery. Also, patients are made to go through series of tests to make sure they are in good shape before they go to the theatre. To make sure all team

members understand operational procedures prior to surgeries, lead medical doctors are required to present their intended procedures at a pre-surgery team meeting and allow for other team members inputs. Information such as patient's history, condition at the time of admission, the admission process, and the patient's progress to date are shared at the meeting. Usually the meeting is held a day prior to surgery. Medical staffs pay direct visit to all patients on schedule for surgery prior to the meeting to encourage them and answer questions they may have prior to surgery. According to Annie, this has helped to keep mortality rate at zero so far.

Patients are required to report to the hospital early enough for education and documentation prior to every surgery. A designated surgery team member educates the patient regarding the general surgery processes and allow the patient to ask questions to clarify the procedures prior to the surgery. A senior officer, Cynthia indicated that because some patients have difficulty understanding some of the information given to them, information is delivered in stages. Thus, experts continually monitor the patient and pass information in stages to avoid information overload. After the procedures have been explained to the patient, the particular part of the body where the surgery is to be done is labeled with the patient's consent. Patients are made to sign all required documents to authenticate their understanding of the procedures explained to them. According to Cynthia, that approach enhances patient participation in decision making about their care.

Another way to reinforce organizational values at FOCOS is prioritizing patients concerns above everything else. To ensure patients' trust in the FOCOS operating system, high value is placed on customer service and information confidentiality. Employees are

requested to apologize to patients where necessary. Tilly revealed that patients' complaints are channeled through the advocacy department that was purposely set up to ensure fair treatment and objective decision making. According to Tilly, FOCOS encourages patients to recover in their traditional living environments, so they discharge patients as soon as they are deemed capable of managing their basic hygiene needs, however, some patients prefer to stay longer in the hospital. Tilly recounted a case where a patient complained of being discharged earlier than expected and became angry with staff. Even though the allegations were unfounded, some managers from the human resource department helped to calm her down before discussing the admission agreement with her, the patient later apologized and went home relieved. Tilly concluded that the patients' advocacy team ensures everyone goes home happy.

Annie revealed that recruitment and hiring are the other criteria used for value sustenance. According to Annie, recruitment experts expend effort to ensure candidates whose values align with the organization's values are hired. This helps to create congruence between employees and the organization's value. Through post-hire orientation and in-service training, employees get to understand the organization's mission better and uphold the values as a working culture. Annie reiterated the importance FOCOS attach to ethics by indicating that during staff meetings, employees are reminded of the organization's values and their role in the organization. In-service training and periodic departmental meetings are conducted to keep employees up to date with job related issues. Annie echoed FOCOS desire to inspire employees not only to uphold ethical values at the workplace but to apply them as a principle in other settings.

Stakeholder balance. One disquieting issue with healthcare delivery in Ghana is affordability. Contradicting the usual perception that reduced cost will potentially reduce quality of care, FOCOS has proven that with good planning, healthcare delivery in Ghana can be affordable without compromising quality. Keeping a good balance between cost, profit, and the quality of care can potentially broaden accessibility because people who otherwise would avoid hospital visits for lack of funds or mistrust in health care delivery would be inspired to attend the hospital.

Kojo, a supervisor at the logistics department revealed that FOCOS manages a balance between quality care and cost by working closely with vendors to negotiate for discounts on logistics and equipment. Kojo indicated that;

Operating in an economy of interminable inflation put unimaginable strain on an organization's budget, so FOCOS signs fixed cost contracts with some vendors of recurrent supplies and logistics. This has helped FOCOS to maintain financial stability over the years.

Kojo mentioned strategic management that requires professionals to research and choose high quality products at moderate prices as one mechanism used to manage cost at FOCOS. Also, purchasing only essential supplies, judicious use of equipment, and cutting down on waste are some of the measures instituted to cut down operation cost at FOCOS. Lucy was in agreement with Kojo regarding FOCOS' cost cutting strategies and desire for quality as a positive approach to ensure customers get value for their money. Lucy mentioned the pharmacy department as an example of a department that choose their drugs from trusted sources. Thus, the pharmacy department buys from companies

that have high reputation for producing quality products. James, an administrative manager indicated that;

For equitable distribution of available resources, in-coming patients are assessed based on their ability to pay for services. Those who are found to be genuinely in need of help receive subsidy. For the other category, patients who can afford 70% to 80% of the actual cost are considered for surgery.

Mavis, a senior executive at the administrative department affirmed James' assertion by stating that;

Through the generosity of some philanthropists who continuously donate to the FOCOS Foundation, needy children are usually offered free care. Also, FOCOS receives donations in the form of equipment and supplies, however, donations from international donors that are projected to have equal or less value than the shipping cost are dropped.

Mercy speculated that FOCOS cares for patients with great passion and consider quality above money, however, providing quality care requires money. Because there are no shareholders, excess income is invested back into the organization. Some of the money donated go into buying equipment and maintaining the facility, whichever is critical and of relative benefit to all stakeholders of FOCOS.

At FOCOS, good time management is one way to cut down cost related to employees' overtime wages. Philomena indicated that whilst striving to provide quality care at affordable cost, FOCOS manages employee schedules efficiently to avoid excessive overtime that adds to operation cost. Philomena stated that;

Between March 2015 and July 2015, FOCOS managed to cut down overtime by about one hundred hours every month. However, overtime is allowed when changes in surgery schedules call for changes in nurses' schedules. Thus, nurses can be called to work beyond their regular work schedule when the need arises. Also, employees are encouraged to report to work on time to avoid diminutive time losses that affect the organization's productivity. Consistence tardiness is punished by suspension or termination of employment.

Philomena indicated that competency training programs are organized for the nurses to keep them updated with changes and new ideas in their fields of specialization to enable them to deliver the needed services to patients. As emphasized by Philomena, the main goal of the competency training is to help sharpen the nurses' skills to help provide the desired quality care. Beyond competences, the management of FOCOS look into behavioral aspects of employees' performance to ensure quality. As part of FOCOS' customer service initiatives, patients who are in need of walking aids are supplied with roller walkers for easy movement around their residence after they leave the hospital. Philomena emphasized the importance of stakeholder balance to FOCOS by stating, "our desire is to give our patients value for their money".

Leadership effectiveness. Leadership is one important aspect of every organization. Thus, without effective leadership, organizations fail to function well. FOCOS upholds high integrity as one of the pillars of effective leadership. Mavis indicated that the policies and processes that control the operations of FOCOS are built on the principles of ethics, accountability, and responsible conduct. As part of their strategy to inspire leadership effectiveness, FOCOS grants employees access to

information regarding the organization's finances. Another strategy to ensure leadership effectiveness is continuous learning. For instance, some participants commended FOCOS for the benefits they continue to enjoy from a monthly training and manager-designed workshops that are organized to improve managerial skills and overall leadership effectiveness. Also, management challenge employees to be articulate and to assume leadership roles in their various departments. Herty agreed with Mavis on the ethical expectations of employees, especially those in leadership positions.

According to Mavis, regular in-service training to inspire ethical leadership behaviors and the Hospital Information System (HIS) are some of the measures used to regulate and ensure responsible conduct. For example, the HIS is a monitoring system of staffs' response to patient needs. The HIS also helps the pharmacy department to monitor medication inflow. Mavis indicated that good supervision and excellent leadership styles exhibited by supervisors help to keep employees committed to the job.

Mavis reiterated FOCOS bid to inspire ethical conduct among employees by instituting the open-door policy as a strategy that allows for open communication between employees and management to foster trust and confidence between employees and management. There is also a suggestion box in which employees can present their grievances anonymously for quick redress. Another attitude that has contributed to trust in leadership is fulfillment of promise. Unless where the prevailing circumstances create a counter condition, management fulfills promises. Herty revealed that in situations where promises related to salary increase or bonuses are not met due to extenuating circumstances, management spends time to explain the situation to employees. Also management can be trusted to provide the tools and equipment needed to complete tasks.

Extensively, questions on leadership involvement in unethical conduct were asked during the interviews, however, no respondent reported any leadership ethical violations. Whenever the question, have there been any known misconduct or ethical violation in leadership circles was asked, the common answer was, none that I know. Management of FOCOS uphold the principle of integrity by ensuring their mission to provide quality orthopedic care is not compromised. Incident reports are required to help investigate patient complains of abuse. Procedures are outlined for reporting patient-related incidents to the matron for appropriate action to be taken.

Notwithstanding efforts to uphold organizational values at FOCOS, some nerve-racking problems were reported by some participants. The most prevailing included:

- The manner in which employee information is handled.

Tilly: There are guidelines to protect patients' information, but there are none for staff information. That is sometimes worrying.

- Gossip among employees and sometimes with some people in supervisory or management positions.

Adwoa: There is a feeling of betrayal to find out your own work mate gossips about you with people in leadership positions, especially when such behavior is not rebuked by these leaders. When I quizzed further? Adwoa answered; this happens, yes, it happens right here at FOCOS.

- The propensity of administrators to pass judgment in favor of patients with little or no investigation when a concern is raised by a patient.

Afryie: Patient satisfaction is important, but staff needs to be heard as well when issues come up.

- Unpaid overtime allowances.

King: Even though overtime is discouraged, situations require overtime. We therefore expect to be paid whenever we do overtime.

To this same issue, some supervisors who were interviewed had concerns about abuse of overtime. For example, Philomena expressed the need to safeguard the organization's finances as it depends heavily on donor support.

- Strict rules make nurses anxious for fear of being fired.

Afriyie: The protocols are sometimes hard to follow.... some of us feel like we are going to be fired with little mistakes.

- Lack of assertiveness.

Naa: Even with the open door policy, some employees feel edgy to air their views. Teasingly, Naa stated, I think some assertiveness training will help.

- Some degree of cronyism pertinent within the organization.

Afua: Some managers and supervisors consider some employees their favorites and make decision to favor them more than others. This attitude leads to unfair decision making in some situations. However, with continuous reminders of the need for fair treatment, management is working tirelessly to curb the situation.

- Occasional tardiness.

King: Occasionally, some supervisors and managers are not present to make urgent decisions. Even though not at excruciating levels this needs attention.

Management hold ethical conduct high and expects employees to behave ethically at all times. To a greater extent, participants expressed satisfaction with managements' desire to keep promises, meet their obligations, and strive to sustain organizational

values. Overall, employees of FOCOS view their leaders as effective and ethical. Also, there was agreement among participants that management is open to suggestions and are available to discuss issues promptly.

Process integrity. FOCOS strives to preserve the organization's integrity by ensuring continuous delivery of quality service, fairness to all stakeholders, reinforcement of organizational values by committing to ethical training and communication, and exhibiting high levels of transparency in their ethical decision making. Process integrity is achieved by encouraging the various departments to set ethical goals in consonance with FOCOS' core values. Annie revealed that each department head is tasked to develop a strategic plan to achieve specific goals and report progress at periodic meetings of department heads. According to Annie, managers are required to select specific job related objectives and work to achieve them. Goals are accomplished by planning short-term accomplishments and organizing monthly meetings to remind employees of their responsibilities and the progress of work. Also, in-service training on good customer service practices is emphasized as part of the objectives to maintain high integrity. Thus, employees are constantly reminded of their duty to observe the organization's mission to provide quality orthopedic care and improve quality of life of their patients.

FOCOS strives to maintain standards and controls to ensure efficiency. For example, Bismark, a lead nurse revealed that the nursing staffs, which constitute the core of FOCOS' workforce, are required to acquaint themselves with the other departments' operating systems to ensure effective communication and quality care delivery. To avoid systemic failures, a back-up strategy to follow all requisitions made through the HIS with

phone calls has been instituted and strictly enforced. Nurses are urged to observe basic nursing practices and follow protocols to ensure incident-free delivery.

New employees are made to go through a mentoring program to help acquaint themselves with the needed skills and attitudes to meet FOCOS' performance standards. FOCOS is committed to ethical training and communication. To reach to all employees, the HR department makes available print copies of all policies and ethics education materials to employees who are not computer literate. With a strong desire to see ethics education succeed at FOCOS, Kwame, a department supervisor suggested the use of the predominant local language in Ghana, Twi, in addition to English for training. Also, Kwame suggested the use of pictures in training materials for easy visualization and comprehension of training materials. Naa stated that:

FOCOS hires for attitude and train for skills. To motivate employees to behave ethically, FOCOS rewards good behavior and reprimands bad behavior.

Continuous training is the key to our success at FOCOS. Depending on their role at FOCOS, some employees are required to complete a set of training every month.

Another area that distinguishes FOCOS from other health care facilities in Ghana is attention to the environment. FOCOS is very antagonistic to spills and other contaminants that can potentially cause accidents and/or pollute the air. FOCOS uses high quality cleaning chemicals to ensure that the environment is free from bad odor and to prevent infection. Also, waste is disposed carefully and selectively to prevent spills, smells, or other hazardous substances from polluting the environment. Wastes that cannot be disposed through the incinerators are carted away by a contracted waste disposal

company. Answering questions on environmental sustainability, Peter indicated that, the facility has bathrooms at every reasonable distance to prevent indiscriminate urination as is common with some facilities in Ghana. Environmental sustainability is observed by constantly monitoring sewage and toilet facilities to ensure they are leak-free. Also, daily *Ebola* screening and hand sanitization is enforced at the main entrance to the hospital to prevent contaminants from being transferred to other people. As part of their responsibilities to ensure cleanliness and guarantee filth-free environment, employees are encouraged to alert co-workers to refrain when they violate environmental sustainability protocols.

In spite of efforts to maintain high integrity, there were reports of some deviation from the values espoused by FOCOS. For example, there were contradictions in participants' views on employee benefits. Whilst some participants complained about their remuneration, others expressed high levels of satisfaction with their salaries. Information regarding fair wages for all employees was lacking because as reported by majority of participants, salary information is classified. Another issue of concern was conflict resulting from communication gaps between the lab and the nursing department. John asserted that gaps in communication between the wards and the laboratory sometimes result in delays in laboratory results for some special cases. However, the installation of the HIS and the follow-up phone call policy has helped resolve some of the communication problems. There were reports of conflicts between some executive officers and employees. However, based on the aggregated information gathered on this issues, I interpreted that as efficient leadership because as explained by theory X (McGregor, 1960), there is the possibility of employees who are indolent, dislike work

and others who need to be directed at all times. In situations where management need to continuously prompt employees to perform basic tasks, conflict is obvious. However, I recommend further investigation into this issue.

Some nurses expressed concern about the behavior of a particular manager who overreacts to every little issue of perceived mal-performance. This causes fear and uncertainty about their job security as some nurses are still learning on the job. Mercy, explained FOCOS' emphasis on protocols by stating in a subtle but firm voice:

This is about human life, we have to make sure everyone who comes here is safe and goes home under a better condition than they came. The main goal of FOCOS is to give everyone a chance to live a happy life. Because of this, we are very particular about the performance of our nurses, we strive to avoid mistakes that can potentially cause discomfort.

Some patients complained about change in schedules for their surgery and how that affects their psychological preparations. However, after detailed explanation and some counseling are offered patients relax and allow the process to continue. Except for occasional misunderstandings resulting from role conflict within particular departments and the few problems mentioned above, FOCOS is deemed great in providing quality care to patients.

Mavis reiterated FOCOS desire to be transparent with financial accountability. According to Mavis, details of the organization finances are presented to all employees at monthly town hall meetings for scrutiny. Mavis explained that;

FOCOS desires to be fair to all patients.....Another way of looking at the process integrity is to ensure no patient is given priority over another patient because of

social status or other circumstance that inspires discrimination. Probably, the only exception was when a former president of Ghana received treatment at the hospital.

On fraud prevention, Kojo revealed that ever since some fraudulent acts at the food supplies department were detected, managers are involved in purchasing supplies that are purposely used in their departments; Kojo emphasized that FOCOS upholds ethical conduct and would not condone in fraudulent acts.

Long-term perspective. Without help most patients with spine deformities in sub-Saharan Africa would have to live with their condition permanently because most of the people are poor and cannot afford the cost of surgery which is estimated at about \$10,000 at FOCOS. Surgeries are usually sponsored by ardent donors or proceeds from Fundraising Galas that FOCOS organizes around the world. As indicated by Barima, in some cases, free surgeries are performed for patients who cannot afford. For example, a top executive officer of FOCOS was mentioned as having sponsored some surgeries out of his pocket. Barima emphasized FOCOS' commitment to continue serving the needy in society by stating;

Compared to other locations such as the USA, services at FOCOS are heavily subsidized. FOCOS' is committed to give everyone a chance to live. FOCOS finds assistance for needy patients to cover the cost of surgery. But for those who can afford, we require them to pay to keep the facility running.

According to Barima, these and many other issues have informed decision leading to FOCOS' long-term goal. In the long term, FOCOS aims at attracting patients from all over Africa and beyond. But, the main focus is to ensure patients get maximum

satisfaction from the services they receive at FOCOS. For example, the hospital is investing extensively in clinical research and professional development to provide employees with knowledge about modern discoveries in orthopedic care. In agreement with Barima, Annie asserted that as part of FOCOS' developmental efforts, committed employees are identified and given extra skills training for efficient performance.

Annie continued; FOCOS' long-term goal is to expand to include other specialized areas and become the provider of care in specialized surgery in Africa and beyond. FOCOS hopes to achieve this goal sooner to ensure people live happily. But we need money to achieve this goal so we encourage people to contribute. Also, we make sure donations are used judiciously for the intended purpose.

To safeguard financial integrity and ensure accountability, FOCOS has instituted a centralized accounting unit that receives and disburses all monies that come to the organization. Thus, all monies paid for services, including those paid at the pharmacy go through the outpatient department (OPD). As indicated by Annie, the OPD manager handles the day-to-day financial transactions of the organization. This system helps the organization to avoid audit lapses. Annie emphasized FOCOS' desire to be accountable and disapprove bribery by stating;

Sometimes situations coerce the organization to offer tips, especially at the ports. Also, as tradition demands, hampers are presented to influential people during important occasions, such as Christmas. However, FOCOS does not engage in bribery and corruption to gain favor or take advantage of situations. FOCOS ensures all monies received are accounted for.

Also, employees are proscribed from receiving gifts and tips from patients and visitors, however, where the circumstance demands that an employee accepts a gift, they report to management and the gift is added to the employee fund.

Lucy outlined plans to expand the pharmacy department to include a wholesale division and establish medical and nursing schools. Lucy echoed the residency program to train and keep young doctors whose values align with that of FOCOS' as part of their expansion strategy. As part of their long-term plan FOCOS adheres to environment sustainability. The organization engages in tree planting and continuously work with sanitation experts to initiate programs and implement policies that seek to sustain the environment. Barima summarized the organizations' ethical culture by stating, "service is FOCOS' destiny, therefore our main goal is to serve patients and society well". To assess the satisfaction levels of patients, exit surveys are conducted of out-patients before they leave the facility. Data collected from these surveys are analyzed periodically and used as benchmark for future planning with regards to employee performance and patients' satisfaction with the quality of services delivered. Also, protocols are revised as needed to ensure higher efficiency. Customer complaints are taken with keen interest and addressed with urgency. All these strategies and practices work together to ensure high ethical conduct and sustainability of the organization.

Theme 2: What are the dimensions that define the Ghana national culture?

Specific aspects of the Ghana national culture based on responses from study participants were assessed using the dimensions outlined by Roth and Kostova (2003) in the proceeding paragraphs. These are *contextual embeddedness* and *firm's response*. Ghana national culture is heterogeneous such that members of each tribe share values and

believes that are different from the other, however, there are common norms that are shared by a greater majority of the people. The discussion of Ghana national culture will be discussed under three subheadings, societal norms, culture, and systems that in aggregate form the way of life of the people. Evidence on Ghana national culture was gathered through direct interviews and document analyses. Information on the Ghana national culture was mainly provided by Dr. Jones, a professor of African Studies at the University of Ghana. Dr. Jones was introduced as the person to contact when I went to the University of Ghana to gather evidence on Ghana national culture. During the two-hour interaction with Dr. Jones, he provided valuable information on Ghana national culture and also directed me to the Center for Democratic Development for further evidence. Dr. Jones' contribution to this dissertation cannot be overlooked.

In Dr. Jones' view, Ghana's developmental effort is linked to the sociocultural practices and the strength of the partnership between the private and public sectors. Dr. Jones indicated that there are two key factors that are important to the private sector of Ghana; *due process* and *economic management*. The private sector is interested in the rule of law and interest rate control, hence, the private sector requires that government be responsible and maintain the integrity of the courts and control interest rate fluctuations. To that effect, a commercial court is set up to speedily adjudicate business related issues. Also, the Central Bank of Ghana is mandated to oversee and ensure interest rate stability. Information gathered from the interview with Dr. Jones provided the bedrock for further assessment of the Ghana national culture. Societal norms, culture, and systems are discussed next.

Societal norms

Ghana is located in West Africa, off the Atlantic coast. With the Greenwich Meridian passing through and meeting the equator off the coasts of Ghana, the country is believed to be the closest nation to the center of the world. There are more than 100 ethnic groups living in Ghana. Each ethnic group members are defined by a unique cultural heritage that distinguish them from another. But, there are general practices that define Ghana national culture. For example, every ethnic group has a hierarchy of leaders whose rule is determined by lineage. Even though there is a central government that controls major resources in the country, the local rulers are essential partners in development. All local rulers are vested with power to adjudicate certain non-criminal related issues and pass judgement that is observed by the state. Also, all natural resources within the jurisdiction of a particular ruler are under his/her controlled. The government is required to negotiate with the rulers before they can use resources such as land for developmental purposes.

Culture

Similar to all other countries across the globe, defining Ghana national culture is a very difficult task, because each of the over 100 tribes that reside in the country is characterized by unique beliefs and practices that distinguish them from the others. Various artifacts, belief systems, and norms are interpreted differently from one tribe to another. These and other factors make a discussion on Ghana national culture a complex issue. For instance, some people believe superstitiously that people with spinal deformity, usually referred to as *hunchback* are evil and can be killed for rituals (Akosah Sarpong, 2008). These and other cultural practices make it difficult to convince people with spinal

deformities to seek medical help. However, FOCOS presence in Ghana and the successes achieved in performing surgeries on people with spinal deformities is fortifying awareness creation regarding scientific discoveries on spinal injury. Discussion on Ghana national culture will focus mainly on the systems and practices that have dominated the affective, cognitive, and behavior patterns of the people overtime and therefore been accepted as the values, norms, and beliefs that generally affect the existence and survival of all the tribes in Ghana.

Systems

The most predominant systems that drive the Ghana national culture are the political and economic systems that determine through policy implementation or some other criteria how resources are allocated. Ghana can boast of a stable democratic political system that promotes rule of law and freedom of movement. Other conditions such as the accommodative nature of the citizens and a tradition of religious tolerance that touts respect for all people irrespective of their religious beliefs have resulted in peaceful coexistence among the people of Ghana. Related issues such as over-politicization of issues; bureaucracy; corruption; consistent power outages; poor road network; high inflation; shortage of orthopedic health care professionals; lack of local sponsorship; and overreliance on imported tools and equipment impact both individuals and businesses adversely. The dimensions outlined by Roth and Kostova are discussed next.

Contextual embeddedness. The Ghana national culture under institutional embeddedness was assessed based on two main sub dimensions as posited by Roth and Kostova (2003); *initial condition*, the condition of the country related to common

occurrences at the time of entry and *current condition*, the conditions of the country related to common occurrences presently. Initial condition focused mainly on situational factors that potentially impacted the operations of FOCOS at the time of entry. On the other hand, the socioeconomic conditions that drive the national culture and practices such as bribery and corruption which have become norms, and over-politicization of issues were highlighted under current conditions.

Initial condition. Similar to most multinational organizations, FOCOS' encountered issues to which they had to adjust to at the time of entry to Ghana. Ghana is endowed with numerous natural resources however, as characteristic of a developing country's health care facility, FOCOS encountered numerous problems ranging from poor infrastructure to financial problems at the initial stages. These issues are discussed in relation with the societal norms, culture, and systems.

FOCOS started as a mission hospital operating at a facility of a major government hospital and eventually transitioned into a clinic. Barima outlined some of the problems FOCOS encountered at the time of entry. These and many other problems presented significant challenges to FOCOS at the time of entry. Barima reiterated that these are a few of the problems that FOCOS encountered on daily basis. Later on FOCOS moved in a rented premise where they operated as a clinic. However, Barima emphasized;

Operating in a facility that was not designed to host a clinic was very challenging initially. Many of the problems that were encountered at the regional hospital where FOCOS operated as a mission reoccurred at the clinic but, with commitment and a sense of determination, we survived.

These and other sociopolitical and cultural issues served partially as the basis for defining the national culture of Ghana at the time FOCOS begun its operations in Ghana.

Current condition. Ghana has a strong democratic culture that has guaranteed political stability for over three decades. However, the practice of changing sector ministers regularly is worrisome and impedes progress of policy implementation. Barima narrated his experiences when he met with some health ministers to discuss issues of critical importance to FOCOS. Barima asserted that;

Notwithstanding the difficulty in scheduling appointments with government officials, FOCOS officials have managed to meet every health sector minister, but before you could say the word “jack”, they have been moved or dropped. This trend is very worrisome. This issue is a concern that needs attention.

Barima expressed disappointment with this trend because as soon as the minister leaves all the efforts put into these meetings are wasted as not all of them share FOCOS’ vision and are ready to work with them.

Other identified practices; corruption and over-politicization of issues have become norms that partially define the Ghana national culture. Annie hinted that, some Ghanaian officials resort to bribery and corruption to sustain their ostentatious lifestyles. In Annie’s view, Ghana is endowed with many natural resources, but corruption is making life difficult for the citizens. Kwame agreed with Annie and stated, shamelessly, businesses are often coerced to compromise their ethical stance by paying bribes in order to survive. This has become a norm in this country, but FOCOS does not condone such acts. Other participants expressed concerns about the over-politicization of issues that has taken center role in the Ghanaian system. Mavis for instance indicated that partisan

politics is used to discredit important national issues and misdirect policies. In congruous with Mavis' view, Naa asserted that the highly partisan political culture affects development in all sectors and needs redress.

Other socio economic conditions such as poor infrastructure development, consistence power outages, and high inflation, FOCOS-Ghana received accreditation to operate as a full hospital in April 2012. The hospital was built from donations from over 4000 donors, mainly from the United States where the fundraising office is located.

Barima explained;

Transitioning from a small clinic to a 50 bed hospital was a big relief for FOCOS employees. However, FOCOS continued to encounter some of the problems that existed at the time of entry. The pace at which infrastructural development is carried out in Ghana is slothful and incommensurate to population growth. One major setback is the consistent power outages that has forced FOCOS to look for other more expensive sources of power. Fuel to power our generator has major adverse impact on our budget, but we try hard to continue providing our patients the care they desire. The roads are bad and there are no plans in sight to fix them, but that will not deter FOCOS from serving people who need help. Our main goal is to provide quality care no matter what the situation. We have survived until now and we are hopeful things will get better.

This development impedes the progress of work and puts pressure on infrastructure and other resources that have seen little renovation over a long period of time.

Inflation and high port duties continue to threaten businesses in Ghana. For example, Lucy raised concerns with the rate at which inflation and high port duties cause

fluctuations in the prices of medications and other clinical supplies. Thus, higher inflation rates and port duties means higher prices for imported goods. Lucy emphasized;

The irony of the whole saga is, sometimes medications are in short supply because importers refuse to import them for fear of losing their investment to high inflation and high port duties. Also, high inflation affects prices of fuel and transportation fares. For example, Annie alluded that fluctuation in the prices of air fares have affected the inflow of volunteers from the USA.

Organization's response. Surviving in a new environment requires strategic response to situational manifestations. In an effort to ensure effectiveness in quality health care delivery, FOCOS has designed strategies to respond to some of the challenges presented by institutional practices, socioeconomic conditions, and the Ghana national culture. Some of the strategies adopted by FOCOS to circumvent some of the institutional obstacles in the Ghanaian system as narrated by participants during the interviews are discussed next under the sub-headings; *informal substitutes*, *deinstitutionalization*, and *perceptions*.

Informal substitutes. FOCOS is not involved in partisan politics, but political figures are invited to the facility for open day and other programs. This strategy provides an avenue for FOCOS officials to interact with and discuss their achievements and future developmental plans with government officials who control state resources and policy development and implementation. Barima specified some of the benefits of these interactions to FOCOS. For example, through these interactions, the Ghana Health Services has negotiated for duty-free clearance of equipment and supplies imported into the country by FOCOS. Also, close interactions with government officials has helped

FOCOS to attract patients from the political hierarchy who otherwise would travel abroad for help. Barima mentioned the many “barriers” built around government officials and constant reassignment as disturbing issues that impede progress of work;

For instance, getting an application approved to meet the health minister is so cumbersome, and their average stay in office is about five months. For example, between 2012 and 2015 about eight different people were appointed to head the health ministry. This makes it difficult to get things done as each of these ministers have different priorities.

Other contending issues that characterize Ghana’s national culture are, shortage of specialized medical service workers, especially surgeons, and the attitude of Ghanaians towards work and their organization. Annie revealed that;

Some workers in Ghana are likely report to work late and use work time for their personal engagements if not supervised well. Also, there are not many specialized surgeons whose work roles match that required by FOCOS. These two issues pose a little problem to FOCOS. However, there are mechanisms in place to reduce the impact of these two issues on FOCOS’ operations.

As indicated by Annie, the protocols help to track employees’ work to ensure they use work time for work related activities. Also, FOCOS has acquired accreditation from the West Africa College of Surgeons to train orthopedic surgeons in response to the shortage of qualified orthopedic care professionals.

Other infrastructural deficiencies that characterize the Ghana national culture are, poor road network, shortage of water, and inconsistent power supply. Annie revealed that many of the service roads in Ghana are very bad with no plan in sight to fix them. For

example, the service road that leads to FOCOS is in a deplorable state. Considering that many of the patients who patronize FOCOS' services have severe spinal deformities or joint problems, it is uncomfortable to see them travel on such bad roads. FOCOS spends colossal amount of time and resources trying to negotiate with the government to fix the road, but the response is slow. FOCOS managed to raise some money to begin fixing the road, but the unintended cost of road construction is one of the inadvertent costs that decenters FOCOS' budget. In response to the power crises that continue to threaten productivity in Ghana, FOCOS has installed a stand-by generating plant that supplies power to the facility whenever the national grid goes off. Annie emphasized the problems presented by the continuous power outages by stating;

The generating plant that is supposed to supplement the national grid now serves as the main source of power supply with the national grid as a supplement. High operation cost resulting from high cost of fuel to power the generators throw off FOCOS' budget a somehow, but we are managing. Power outages has become so popular that DUMSOR (pronounced as doom sore) a term used in the local language to describe the power outages is captured on Wikipedia.

Also, FOCOS has dug three boreholes and installed a treatment plant to supply the facility with water in response to the high water shortage in the community where the hospital is located. These and many other interventions have been instituted by FOCOS to curb some of the obstacles presented by elements of the Ghana national culture to the operations of the hospital.

Deinstitutionalization. Strategies used by FOCOS to manage the institutionalized practices in Ghana are discussed next. Culture change themes underlie these strategies.

Similar to many multinational organizations in Ghana, FOCOS has foreign partners. FOCOS USA organizes fundraising activities and collaborates with FOCOS Ghana to ensure efficient use of the organization's resources. Due to lack of resources at the general hospitals and the perception that better services are received outside Ghana, many Ghanaians who can afford travel abroad for health care. FOCOS is working assiduously to reverse this culture. Many of FOCOS' patients are from international locations, including Europe, the United States, and other African countries, predominantly Ethiopia, Liberia, and Sierra Leone. The quest for quality health care delivery and the popularity of the founder as a world class orthopedic surgeon have contributed to this aberrant reversal in the health care provision. Barima indicated that;

Traditionally, Ghanaians travel abroad for specialized training and experience, but FOCOS seeks to reverse this trend. Beside quality orthopedic care delivery, FOCOS aims at training orthopedic surgeons and health care professionals to manage hospitals in Ghana. It will take time but we will succeed.

Other concerns that impede the progress of work were raised. For example, Kojo cited the high cost of fuel that has caused airfares to go up and bureaucracy and perceived sabotage as major hindrances to volunteerism through which a sizeable number of students and professionals who desire to learn about other cultures or give back to society come to Ghana to help with the FOCOS agenda. In another instance, Mercy identified overarching bureaucracy that begets corruption as a contending issue for surgeons who travel from the US to offer help to people with spine and joint problems in Ghana.

Smiling, Mercy stated that;

It is however a relief that the humane and serene nature of the sociopolitical culture of Ghana encourages a sizeable number of volunteers to visit Ghana every year to help with health care delivery, education, and others service provisions.

Volunteerism is a big boost to FOCOS's success.

Systems and societal norms. Perception about the systems and societal norms that drive the Ghana national culture was assessed by seeking participants' views of the overall performance of state institutions, including the central government, parliament, the judiciary, and the Central Bank. Areas that were emphasized were education, financial security, healthcare provision, and the delivery of justice. Other areas of interest in this study were customs regulations, foreign exchange trends, and environmental regulations. In addition to the employees of FOCOS, a professor at the African Studies Department of the University of Ghana was interviewed. Also, document analyses were done at the University of Ghana and the Center for Democratic Development Libraries. Information received from these sources provided an overview of the political, economic, and social culture of Ghana. Dr. Jones asserted that;

Since early 1990s, there have been enormous transformations in the political, economic, and social structures of Ghana. Influx of foreign investors as a result of economic liberalization, discovery of oil, and increased exportation of non-traditional commodities have resulted in growth of the Gross Domestic Product (GDP). These are some of the significant changes that have occurred in Ghana since transitioning to democratic rule in 1992. Another policy that helped to boost Ghana's economy was the introduction of the Golden Age of Business that

promoted private sector involvement in the provision of services which were previously controlled by the central government.

As noted by Dr. Jones, notwithstanding efforts to stabilize Ghana's economy, GDP growth has declined in recent years due to excessive borrowing, ostentatious spending by government officials, and incessant power crises that continues to threaten productivity. Dr. Jones asserted that the power crisis has compelled many companies to reduce their workforce and others completely shut down. For example, an estimated loss of about 1% to GDP was recorded in 2006 and 2007 as a result of power crisis (Energy Group-Africa Region, World Bank, 2013). Shortage of water in the hydropower plant in Akosombo was identified as the immediate cause of power crisis, however, no sustainable solutions have been found. The power problems irrupted again in 2010 and continues to threaten both industry and domestic electricity supplies (Energy Group-Africa Region, World Bank, 2013).

Perceptions of corruption. There is an interminable perception of official bribery and corruption that has been long-established in Ghana. Documents reviewed showed that bribery and corruption have infested the public and the private sector, the judiciary and the security services, and many other sectors of the Ghanaian system such that, it has become a culture that is difficult to control. For example, in April 2003, three government officials in a previous administration were convicted for their involvement in the popular *Quality Grain Scandal* (Judgments of the Superior Courts of Ghana, 2003). Another massive bribery scandal labeled *The Anas Expose* that hit the judiciary recently made headlines in all the major print and online media in Ghana (e.g. *The Daily Guide Newspaper*, September 8, 2015). Video coverages of these corrupt practices were shown

under the title, *Ghana in The Eyes of God: Epic of Injustice* in some Ghanaian movie theaters beginning from September 22, 2015.

Dr. Jones mentioned some of the systemic structural problems that encourage corruption in Ghana:

.....the central bank is not depoliticized. The president appoints the governor of the central bank, therefore, there is strong governmental influence on the central bank's activities. Also, there is no ceiling to how many judges can sit on the Supreme Court. Governments pack the court to their advantage whenever they get the opportunity. The attorney general who is supposed to be the chief public prosecutor is a cabinet minister; this promotes unfair prosecution in cases with partisan political dimensions.

Judgment debt payment is perceived as another means of corruption. A collaborative corrupt act between the private sector and the government. A phenomenon one high court judge termed as, *create loot and share* (www.Joyonline.com/2015). Also, there are speculations of parliamentary laws being sold, but such allegations are difficult to substantiate. Dr. Jones speculated that there is a strong perception of parliamentary corruption (no transparency), some laws passed are fishy, but this is part of growth of democracy. For example, a leading figure in Ghana, Professor Agyeman Badu Akosa recently made the headlines in major newspapers condemning the Ghanaian parliament as corrupt. The caption read, "*Akosa dares parliament, says MPs are corrupt*" (General News of Friday, October 9, 2015). Corruption seems to have annexed key sectors of Ghana's economy such that it is the major topic for everyday discussion on TV and radio.

Foreign control. Foreign control over major sectors of the economy such as

mining, banking, and telecommunication was also identified by Dr. Jones as another area of concern. The government advocates for foreign investment and offers tax exemption privileges to foreign companies who establish businesses in Ghana. However, some of these companies involve themselves in unethical activities. Dr. Jones indicated that;

Desperation for foreign investment turned to laxity of laws regulating the activities of these foreign companies.....some foreign companies bribe their way and manage to exploit major areas of the economy including banks, trade, mining, and others key sectors of Ghana's economy. For example, foreign companies are not permitted to fund political parties, but there is a huge lapse in political party financial accountability that is suspected to come from these foreign companies, however, this is very difficult to detect.....some Ghanaians front for these foreign companies to break the law.

A former vice chancellor of the University of Ghana, Professor Akilagkpa Sawyer was cited as saying, most of Ghana's agreements with international companies have left the country disadvantaged (Ansah, 2015). As indicated in the article, Professor Akilagkpa asserted that some Ghanaians deliberately draft agreements that benefit foreign companies and leave the nation shortchanged (Ansah, 2015).

Traditional politics and Service provision. Also significant to this study were education and human resource development, healthcare delivery, land acquisition, and the provision of basic amenities in Ghana. Information gathered during the interviews indicated that human resource development is lacking because the universities are not producing the skills needed by Ghanaian industries. Some participants alluded that some improvements have been achieved in the provision of social amenities, but access to these

services are limited to the privileged in society. This has resulted in the creation of a class society where the rich get the best and the poor get almost nothing. Dr. Jones asserted that democratization and capitalization have led to a discriminatory class structure resulting in economic disempowerment of the rural folks who constitute the majority of Ghana's population. Another area of concern to participants was public health care provision. Barima identified drug fraud and misappropriation of funds at the national health insurance scheme (NHIS) as contributing to poor health care delivery.

In the course of the discourse, Dr. Jones identified the chieftaincy institution and the extended family and succession systems as indigenous institutional obstacles that impede progress of work in small scale businesses. From Dr. Jones view, these systems are barriers to cost accountability and present sociological obstacles that drive the spirit of cronyism and nepotism. In a related view, Mavis identified laxity in enforcing property right laws as another obstacle to business development. Mavis asserted that as more foreign companies establish businesses in Ghana, property right laws need to be amended to ensure equity.

In conclusion, Dr. Jones alluded that;

Despite numerous problems discussed above, Ghana is one of the most preferable locations in sub-Saharan Africa for many multinationals for profit and nonprofit organizations because Ghana has a stable political system and an investor friendly economic atmosphere. Furthermore, Ghana is rich in natural resources and has a well-established tradition that promotes deliberation and strong social support.

The state institutions work in collaboration with the traditional systems for peaceful co-existence. Corruption is however a cancer in the Ghanaian society that need critical attention.

Public health care in Ghana. Some participants who had previously worked with public health institutions in Ghana provided some information on health care delivery in the public health sector. These are shared below:

- Philomena: Patients are required to bring their own medication and other minor medical supplies to the surgery room in the regional hospitals. Those who cannot afford such provisions are left to suffer. This sometimes results in needless fatalities. Also, most nurses in the public hospitals show lackadaisical attitude towards everything. This is a disturbing phenomenon because the nursing trainees copy the same bad behaviors from their mentors when they go for practical training.
- Mercy: Very poor scheduling and lack of basic amenities such as bathrooms and basic needs such as running water are sometimes lacking.
- Charles: Low nurse-patient ratio results in little accountability. Relatives provide hygiene care for in-patients and run errands such as arranging for blood from the Blood Bank for those who need blood infusion. Also, relatives need to be on standby to buy medication from the pharmacy for in-patients when needed.
- Cynthia: The privileged in society are always favored and given more attention. Some health care workers take bribes to help some people to “jump the line”, especially where there is a tight schedule to see the doctor.

Philomena recounted her experience working with the public health system in Ghana. She indicated that:

The facility lacks simple supplies such as water. Sometimes health care workers have to struggle to get water to take care of patients. When the situation gets worse there is no option, but to involve family members because no authority is willing to solve this endless problem. However, there is some improvement in water supply with the introduction of storage tanks.

Charles reiterated the problems with health care delivery in Ghana by narrating his experiences in a previous job and what inspired him to join FOCOS. Charles stated that;

It didn't take him long to leave his former workplace when he returned to Ghana after studying abroad for some time because he didn't have faith in them for the simple reason that there was a gap in leadership... There were times when he had to find people to go in search of water before he could perform surgery. At times he had to send people across the street to get simple drugs such as Atropine to perform his duties. It isn't that these supplies were expensive, but somebody decided not to make them available.

In summary, the Ghana national culture is characterized by rich natural resources, a citizenry with high sense of cordiality that has resulted in peace and harmony, strong traditions built on religious freedom, and a well-structured and stable political system among other things. Other characteristics of the Ghana culture are, a free market economy, strong public-private sector partnership, and a judicial system that strives to ensure fairness in the distribution of justice. Also, there are well established educational

and health care systems, excellent security, and a value driven social system that upholds leadership as the epitome of development.

Despite many progressive characteristics of the Ghana national culture, systems, and societal norms, there are some worrying issues that need critical attention. Incessant perception of corruption has characterized Ghana, with some evidence provided in many institutions. However, little effort has been expended on fighting corruption. “Watchdog” institutions such as the Centre for Democratic Development (CDD) Ghana, Institute of Economic Affairs (IEA), Ghana Journalist Association (GJA), and Ghana Integrity Initiative (GII) strive to advance the cause of transparency, accountability and good governance. Also, these institutions seek to expose wrong doing in society and promote democracy (Ghana Anti-Corruption Coalition, 2015; Center for Democratic Development, 2015). Infrastructure development is lacking. For example, many of the participants talked about poor road network, shortage of water, constant power outages, and lack of healthcare delivery resources as some of the that need attention. Another issue that attracted the attention of participants was shortage of human resources needs. Overall, the relatively humane national culture makes Ghana a destination of choice in the West Africa sub-region. However, more is needed to strengthen the systems and develop infrastructure.

Theme 3: To what extent does the ethical organizational culture impact the organizational level performance of FOCOS Orthopaedic Hospital?

FOCOS’ organizational level performance was assessed by the scope used by Boman and Motowidlo (1997) in their definition of performance; *task performance* and

contextual performance. Furthermore, dimensions outlined by Poister (2008) and Lambert (2007) were used to assess task performance and contextual performance.

Task performance. Three of Poister's dimensions, *program effectiveness*, *operating efficiency*, and *service quality*, and three of Lambert's dimensions, *financial stability*, *long versus short-term impact*, and *tangible impact* were used to assess task performance. Each of the dimensions was distinctly assessed through direct interviews and close interactions with employees and patients at the FOCOS facility in Ghana.

Program effectiveness. Annie asserted that FOCOS relies on employee training and development to achieve organizational mission goals. To achieve training goals, instructional materials are translated into "handy measures" for easy understanding. Thus, educational materials are translated into simple terms to enable all employees to understand the content and utilize the information to meet task requirements. Also, department managers are required to set targets for their subordinates and monitor the progress of work incessantly to enhance performance. All managers are required to present the progress of work of their department at a quarterly executive meeting. Annie applauded the emphasis on leadership involvement in goal achievements, because in her view, policies are not enough without good leadership to drive the operations of the facility.

Also, FOCOS emphasizes strategic planning to ensure effectiveness. Many participants commended the management of FOCOS for their effort to ensure availability of supplies needed to complete daily tasks. Andi, a department supervisor expressed his satisfaction with the FOCOS operational system by asserting that;

Employees are motivated to put up their best performance when they are confident in management to provide the needed equipment and supplies. That is one thing the management of FOCOS do well. They make sure there are available supplies and more reliable equipment to do our work.

Another criterion to ensure program effectiveness is monitoring and evaluation.

Department managers are tasked to monitor and evaluate their programs continuously to ensure effectiveness. Employees are informed about progress of work and areas that need attention periodically to motivate them to work harder. Annie expressed confidence in FOCOS monitoring and evaluation systems by stating that;

Employee are involved in planning and implementation of programs. Managers are encouraged to involve their subordinates in ethical decision making, unless where the situation requires that information remain classified within the executive ranks. This inspires employees to be committed to FOCOS' ethical culture.

Employees are encouraged to interact with patients and inspire them to express their concerns and satisfaction with the services provided by FOCOS. Bismark pointed out that information obtained through close interaction with patients and responses from out-patients' exit surveys are aggregated and analyzed to assess service quality and program effectiveness. Also significant in assessing program effectiveness are effective communication and accountability. Mandatory in-service training is used to enhance employees' communication skills and to be updated on current best practices in their areas of specialization. Annie indicated that at FOCOS, employees are expected to meet clients' needs in a timely manner and be accountable for any lapse in performance.

In Annie view, good performance requires good time management, discipline, adherence to protocols, and efficient use of resources. In agreement with Annie, Charles asserted that ordinarily performing one's duties do not constitute high performance. Employees are expected to go beyond their basic job requirements to be applauded. Thus, employees need to be innovative, proactive, and prepared adequately for emergency situations. Overall, participants agreed that program effectiveness results from quality delivery and financial stability.

Operating efficiency. In Kojo's view, operating efficiency begins with keeping proper inventory and equitable distribution of resources. Kojo asserted that;

FOCOS specializes in orthopedic care, therefore, most of the equipment at the facility was installed purposely for orthopedic care. Also, FOCOS ensures that patients get value for their money. Employees are encouraged to use resources efficiently and report any anomaly as soon as they are detected.

FOCOS strive for operating efficiency as a way to sustain their mission goal of quality orthopedic care delivery. Therefore, even in the midst of constant power outages and unreliable water supply, FOCOS provides alternate electricity and water to enhance operating efficiency.

Service quality. For continuous delivery of quality orthopedic care, patients are assessed holistically prior to surgery. Afua revealed that;

Patients' weight is one key indicator of their readiness for surgery, therefore, prior to making surgery decisions, the dietician ensures that patients are put on special diets and their weights are monitored until they are deemed healthy for surgery. This helps to reduce the risk that patients are exposed to during surgery.

Afua revealed further that to achieve service quality goals, patients are scheduled for periodic review at the FOCOS facility after they are discharged from the hospital. In extension, FOCOS has collaborated with a nonprofit organization in Ethiopia to follow up with patients from that country who are currently the dominant beneficiaries of the services provided at FOCOS. Afua, pointed out that service quality extends beyond patients care to employee care:

FOCOS promotes work life balance by giving employees some degree of flexibility to attend to important issues in their lives, whilst monitoring to prevent abuse of such privileges. Similar to patients, FOCOS encourages all employees to stay healthy to continuously provide the needed services to patients.

Afua emphasized management's desire for employees to take advantage of the subsidized meals at the canteen to save cost and stay healthy. Menu charts are given to employees at the beginning of every week to allow them to choose what they desire to eat on particular days. To add to the information provided by Afua, Annie emphasized competitive wages and continuous training as some of the measures established to ensure employees satisfaction and commitment to the organization.

As part of established procedures to ensure quality care delivery, label printers that spell out instructions for medication use are provided to help prevent medication errors. Andi emphasized patient involvement in their care by stating that;

Quality is achieved by involving patients in their own care to enable them to ask and answer questions related to the care provided them. Thus, detailed explanations are required from employees of each step used to get through the needed care.

Some participants offered suggestions for quality improvement. For example, Naa pointed out that even though the working conditions at FOCOS is relatively better than other health care facilities in Ghana, complacency should be avoided. Also, Herty emphasized employee motivation beyond salary and employee of the year awards as something that can boost satisfaction.

Financial stability. FOCOS was established purposely to provide quality orthopedic care to the underprivileged in society at affordable cost, however, financial stability is necessary for continuous survival as an organization. Barima, an executive member provided detailed information about how money is generated and spent at FOCOS. Information provided by Barima indicated that FOCOS' annual budget is approximately six million dollars (\$6 million), however, the hospital generates approximately four million dollars (\$4 million) from its operations. It behooves management to organize two million (\$2 million) from fundraising galas and other activities to keep the facility running. Barima stated that:

It is a huge responsibility, but with the help of some philanthropists and by the grace of God we are surviving.....I can confidently say we are financially stable, at least for now.....FOCOS invests any excess money beyond our budget back into the organization.

FOCOS continue to seek help from people around the world to continue functioning as a model of specialized hospital in Ghana. Charles recounted certain occasions when he accepted a pay cut to supplement operation budget. According to Charles, all the senior employees are doing whatever they can to ensure patients get the needed help at affordable cost.

Long verses short-term impact. In the interim FOCOS is concentrating on orthopedic care, however, there are long-term plans to expand services to include other specialized areas of health care delivery. The management of FOCOS organizes awareness campaigns in the community and other districts of Ghana to inform community members about spine deformities and availability of help for the needy. As posited by Barima, FOCOS plans to expand to the status of a teaching hospital to train and retain professionals to help provide quality orthopedic care to the ever-increasing patient population. Architectural designs for the proposed site is displayed at FOCOS.

FOCOS views the provision of quality care from the lens of successful surgery and having the right attitude to create harmony and inspire others to put up their best. Barima emphasized FOCOS' long-term goals by stating that:

Training people to acquire the right skills is good, but training people to adopt good working habits is paramount.....our long-term goal is to make FOCOS a brand and of course, the best specialized hospital in West Africa and beyond.....however, this can only be achieved by having people with the right attitude to work with.

In addition to the information provided by Barima, Annie emphasized strategies to increase patients' numbers through awareness creation and continuous quality care delivery as some of the measures put in place to sustain the hospital. Ultimately, FOCOS' long-term goal is to maintain excellence and deliver optimum satisfaction to their patients. FOCOS aims at maintaining their status as the best orthopedic care facility in West Africa

Tangible impact. Establishing FOCOS in Ghana has produced massive tangible results and given hope to people who otherwise had no hope. FOCOS started with about 15 employees, but currently employs about 200 people with healthcare and non-healthcare related backgrounds. Barima revealed that since it began operations in Ghana in 1998, FOCOS has performed about 3,000 surgeries and attended to over 35,000 patients. James showed the key motivating factors for FOCOS employees by stating unequivocally;

Successful surgery is the key motivating factor for work done at the facility proudly, not even a single mortality that is directly linked to surgery has been recorded since FOCOS began operations in Ghana..... some patients come in immobile, but return walking. These are some of the successes the organization esteems. Achieving excellent surgery outcomes and infection free work environment is FOCOS' goal.

James concluded by asserting that, all patients who are referred to FOCOS from other facilities go home amused.

Beyond surgery and job creation, other services provided by FOCOS have impacted the Ghanaian society in general. For example, in Lucy's view;

FOCOS' decision to open its laboratories and pharmacy to the public is a great service to the community who otherwise have no access to pharmaceutical services nearby. This gesture has saved community members the hassle of travelling a long distance for basic medication and lab services.

Other unintended tangible impact on the community include the provision of street lights in the immediate neighborhood where the FOCOS facility is situated. Also, FOCOS is

making efforts to repaired the feeder road leading from the highway to the FOCOS facility to serve community members as well as the hospital. Furthermore, FOCOS attracts patients and volunteers from the USA and other parts of the world to Ghana; a phenomenon Barima referred to as medical tourism. Other non-technical engagements such as donating items to other hospitals in Ghana have become FOCOS' mission goal achievement of providing quality orthopedic care to the underprivileged in society. FOCOS' contextual performance is discussed next.

Contextual performance. Contextual performance was assessed by using one of Poister's dimensions, *client satisfaction*, and two of Lambert's dimensions, *community support* and *publicity*. Other areas of interest were assessed through direct observation and interaction with patients and employees of FOCOS. Areas assessed include *employee satisfaction and commitment* to the organization, *trust in leadership*, and *altruism*. Each of these dimensions will be examined in details in the proceeding paragraphs.

Client satisfaction. Patient satisfaction is central to FOCOS' mission. Bismark asserted that patient satisfaction is so important to FOCOS such that, health care professionals respond to patients' calls even when they are off-duty. In agreement with Bismark's view, Mercy stated:

FOCOS can only talk about program success when patients are satisfied with the services they receive.....patient satisfaction motivate employees to work harder. Patients' satisfaction is paramount to the work done at FOCOS. Success at FOCOS is measured by patients' satisfaction.

Based on information obtained from the interviews, documented exit interview responses, and direct interaction with patients at FOCOS, patients are happy with direct medical care

and other bedside services when admitted to the wards. Mercy emphasized some patients desire to stay longer in the hospital because of the quality of services they received as a way of expressing their satisfaction with FOCOS.

Notwithstanding the high levels of satisfaction expressed by patients, other concerns were raised by some patients that need attention. Patients' complaints range from meal choices to suspicious employee attitudes. For example, Afua recalled instances where patients expressed dissatisfaction when placed on special diet in preparation for surgery. In an informal interaction with patients, a little boy named Marshal expressed concerns about restrictions from eating beyond particular times of the day. Afua asserted that;

Beyond special diets, other patients complained about the wait time for surgery, even though extensive counseling is given to patients before in-take, some patients fail to consider their conditions as non-life threatening and that specialized surgeries such as orthopedic surgery is a process that need time to prepare before it can be done.

Information gathered through interactions with patients indicated that stress and the anxiety associated with surgery, medication, and individual patients' attitudes were identified as major contributors to patient complaints. Afua was optimistic that with time and education, these problems will get resolved. As indicated by Afua, the medical staff share patients' information regarding their attitudes and the effects of their medication on their behaviors with employees. This prepares employees to be tolerant and acquiescent in handling patients' unusual behaviors. There was high agreement among participants

and patients whom I had the opportunity to interact with regarding patient satisfaction and gratitude after they go through successful surgeries.

Community support. As part of their social responsibilities, FOCOS organizes periodic orthopedic awareness programs for community members to familiarize themselves with the FOCOS facility and receive free scoliosis screening. As a tradition in most Ghanaian communities, FOCOS invites the chiefs and people of the community to all important functions, including open days and ceremonies such as inauguration of new projects. Mavis indicated that FOCOS employees have distributed water back packs to school children to prevent them from carrying water on their heads and safe their spine. Mavis revealed that;

Even though a specialized hospital, FOCOS offers first aid services to community members who need immediate medical attention as most of the general hospitals are a distance away. FOCOS performs one free surgery every month for a community member who needs help. Also, FOCOS' presence serves as security for the community.

Mavis recalled an instance when the FOCOS security men apprehended and arrested some suspicious individuals for theft and burglary.

Furthermore, the community enjoys other unintended consequences from FOCOS that are more of economic value. Barima indicated that;

Since the hospital moved to this location, property rates have gone so high.....all those buildings you see over there were completed because FOCOS moved here. Most employees have moved to live closer to their work, so there are no empty rooms for rent in this community.

Mismark who moved to the community for proximity to his work stated that:

Before FOCOS came here, only a few people lived here.....schools were not functioning well, teachers were reluctant to live in this community because of poor roads.....but now, all the schools are full. Also, sales for groceries and other basic needs have gone up significantly, making life better for the people around here.

Bismark was thankful and very excited he didn't have to travel a long distance to go to work. There was agreement among participants regarding FOCOS' desire to continue supporting the community.

Publicity. The laws of Ghana ban advertising health care services on electronic and print media, therefore, FOCOS has adopted numerous strategies to publicize their services and create awareness for who they are, what they do, and what they stand for. Based on his credibility as an excellent orthopedic surgeon and the quality of work done at FOCOS, the CEO has received major media attention. For instance, Barima indicated that;

The CEO has featured on local radio and television networks such as Ghana Television (GTV) to grant interviews and explain his work as an orthopedic surgeon. Also, the CEO received the attention of prominent international media networks such as CNN and Aljazeera. Other fundraising and outreach activities are also used as means of advertising FOCOS.

Barima revealed that selected executive members of FOCOS attend Fundraising Galas in many countries including USA, Hong Kong, Nigeria, and Ethiopia, to raise money and to propagate the FOCOS idea. Herty, who was once a patient of FOCOS

recalled her experience and how she got to know about FOCOS. According to Herty, she first learned about FOCOS on the television. She followed up with the CEO who was then operating as a head of the FOCOS mission and finally got her surgery done for free, as her family could not afford to pay for her.

Furthermore, the outcomes of surgeries and quality care are major sources of publicity. One major medium of publicity for FOCOS is patient referrals. Patient referrals are very prominent in publicizing FOCOS. Annie asserted that;

Through the provision of quality services, patients go out there to encourage other people to attend the hospital..... patients are the best marketers of FOCOS.

In addition to patients' direct referrals, Family members of FOCOS' patients also recommend the hospital to other people.

Some prominent politicians have also helped to publicize FOCOS. Another medium of publicity is through the open house and outreach programs. FOCOS engages in these programs to educate community members about the possible causes of scoliosis and some of the preventive measures to be taken. Flyers, training seminars for resident doctors, and affiliation with local and regional bodies such as the Ghana College of Physicians, West Africa College of Physicians, and other recognized bodies are used to propagate the FOCOS idea. Jokingly, Kwame commented that, inscriptions on FOCOS vehicles also help to advertise the hospital.

Employee satisfaction and commitment to the organization. Employee satisfaction and commitment to the organization is perceived to be high. Some participants expressed high satisfaction with their working conditions. For example, Andi explained how the provision of transportation by FOCOS has eased the pressure on him

to get to work early. John on the other hand emphasized the provision of subsidized lunch at the workplace as a relief to employees dining needs. Also prominent was the employees' welfare fund. Some participants expressed gratitude about how the fund has helped them to solve some short-term financial needs. Employees show high sense of commitment and satisfaction by engaging actively in contextual activities organized by FOCOS. King explained with joy how the work environment inspires him to work harder.

Also important is the open door policy that allows for feedback from employees, visitors, and patients. Prior to introducing the open door policy, FOCOS experienced high turnover, because dissatisfied employees refused to complain about issues for fear of victimization. King continued;

People remained quiet and looked for new jobs when they were dissatisfied with their working conditions, but with the introduction of the open door policy, employees are more confident than ever to voice out their concerns. I can see people are more motivated than ever to complete their jobs.

Partially as a result of this policy, FOCOS recorded a retention rate of about 95 percent in the past two years.

Despite many successes achieved through policy change at FOCOS, there is relativity in the level of satisfaction and commitment to the organization among employees. Some participants expressed satisfaction with their salary, but others want more. For some, the only motivating factor that inspires them to remain with the organization is because they identify with the organization's mission. Annie explained;

Complaints about salary is a common practice in this country, some people complain about lack of incentives beyond salary, however, they fail to appreciate the fact that this is a nonprofit organization.....I think employees need to work harder to motivate management to look into improving their compensation.

Some employees get agitated when they are made to follow the organization's policies, especially with off-days. Annie reiterated an encounter with an employee who refused to report to work, because her off-day was a public holiday so she decided to take another day off without notifying the human resource office. Other areas of concern expressed by some participants were the attitudes of some manager and employees. Information provided indicates that, some amount of gossiping and information leakage has penetrated the ranks of the organization. This phenomenon has been identified as the basis for mistrust and a cordon to information sharing.

Other employees in the nursing department complained about the 12-hour shift schedule and the enervation that comes with it. Mercy explained that eight hour shifts would be preferred, but they cannot help the situation as it stands currently. When Mercy was quizzed about some of the complaints made by employees, she was emphatic:

Ha, you know, the main challenge here is making people embrace policies and protocols, and realize the essence of the organizations' existence; patient care is what we stand for and continuously promote. We are happy when our patients are happy. All others are peripheral, but because they contribute to our success, we try hard to make everyone happy to inspire efficiency.

On a larger scale, other employees that I interacted with expressed greater satisfaction with their working conditions and affirmed their commitment to the organization by

indicating that they see FOCOS as their “baby”. Overall, information received from participants during the interviews emphasize the high levels of transparency and inclusion at FOCOS as the bedrock for employee satisfaction.

Trust in leadership. Most participants expressed trust in the management of FOCOS to provide resources, so long as they are convinced of its utility to the individual’s task performance. Kwame asserted that when promises cannot be met, management explain to employees and negotiates for alternatives. Although, some participants expressed high levels of trust in leadership, others showed trust in some leaders, but not others, for various reasons. In Afriyie’s view;

Sometimes leaders need to be cautious as people hardly express their real appraisals of their leadership styles openly.....Seriously, some individual managers have attitudes that do not please employees, but that does not represent the values of FOCOS, so there is no need to complain, as the organization does not sanction such behaviors.

Other participants were emphatic about the power play that exists in the leadership circles and personalization of issues that intimidate some employees from approaching certain leaders. Mavis was optimistic about steps taken to solve these problems. Mavis affirmed that some amount of time is reserved at monthly meetings to discuss issues of concern to employees. The synopsis is, trust in leadership at FOCOS depends on the individual and their relationships with particular leaders.

Altruism. Information provided by participants indicated the presence of high perception of altruism among FOCOS employees. The security guards for instance provide directions and offer help whenever needed. Peter observed that;

People go out of their way to help, even where the situation presents some sort of discomfort. Especially in the wards where patient care is paramount, some staffs switch shifts when their colleagues really need a day off in a collegial manner.

As part of FOCOS organizational culture, employees are encouraged to ask for help when needed and to offer assistance whenever possible. Some participants expressed some degree of calumny that make others employees bitter about others and reluctant to help them, unless where duties require them to do so. In a distinct view, Afua emphasized staffs' readiness to help those they consider cronies in a complementary manner.

Chapter Summary

Chapter four provided comprehensive analyses of the evidence gathered from the study. Dimensions of some standardized definitions of the core concepts of this research; ethical organizational culture, national culture, and performance were used to assess how these concepts apply to FOCOS Orthopaedic Hospital and Ghana. Many disclosures were identified that present relevant information to answer the research questions that propelled the desire to conduct this research. Information gathered from interviews, observations, and direct interactions will be used to answer the research questions in the next chapter.

CHAPTER 5: DISCUSSION

Chapter five is focused on discussion of the research findings. In this chapter, the research evidence was used to answer the research questions. Included in chapter five are a table of the common terminologies that emerged during the interviews and flowcharts and graphic representation of the keywords were created to clarify synonymous mix-ups. Also, I answered each of the three research questions that inspired this case study. Thus, findings on how the ethical culture of FOCOS interact with the Ghana national culture to impact the organizational level performance was discussed. Chapter five ended with a summary of the research findings.

Common Terminologies

Table three represents the common terminologies that emerged from the study. For the purpose of this study, common terminologies are defined as those terminologies that appeared in 50% or more of the responses to particular questions. Common terminologies related to each of the key terms; ethical organizational culture, national culture, and performance were identified. I used these common terminologies in conjunction with the common themes that were outlined in chapter four to answer the research questions. Answering the research questions required expatiating on the definition of the ethical culture of FOCOS, the relationship between the ethical organizational culture and the organizational level performance of FOCOS, and the how the FOCOS' ethical culture interacts with the Ghana national culture to impact the FOCOS' performance. Chapter five ended with a summary of the key concepts and how FOCOS' ethical organizational culture and the Ghana national culture interact to effect performance of FOCOS.

Table 3
Common Terminologies

Key Terms	Common Terminologies
Ethical Organizational Culture of FOCOS	<ul style="list-style-type: none"> • PREPARE • Making people stand tall. • Help patients with spinal deformities. • Protocol and collaboration. • Value sustenance. • Quality patient care. • Model of orthopedic care in West Africa. • Mutual respect for each other. • Provide orthopedic care delivery and education. • Provide specialized services. • Patient centered. • Affordable orthopedic care to less privileged people. • Environmental sustenance. • Trust and respect • Ethical decision making. • Patient satisfaction. • Trust in leadership
Ghana National Culture	<p><i>Societal norms</i></p> <ul style="list-style-type: none"> • Highly bureaucratic system. • Low governmental support. • Import dependent economy • Time with government officials. • Constant reshuffling of appointed government officials. • High politicization of issues. <p><i>Culture</i></p> <ul style="list-style-type: none"> • Respectful and visitor friendly people. • Discrimination based on social class. • Bribery issues. • Peaceful coexistence. <p><i>Socio-political systems</i></p> <ul style="list-style-type: none"> • Democracy • Stable political system • Well-structured court system. <p><i>Socio economic factors</i></p> <ul style="list-style-type: none"> • No port duties for healthcare supplies.

	<ul style="list-style-type: none"> • Poor infrastructure. • Electricity problems. • High inflation. • Human resource needs. • Public Private Partnership.
FOCOS' Organizational Level Performance	<ul style="list-style-type: none"> • Successful surgery. • Service quality. • Good leadership. • Work life balance. • To be best specialized hospital in West Africa. • Continuous monitoring and evaluation. • Patient satisfaction. • Program effectiveness and efficiency. • Train local professionals. • Open house. • Community outreach • To maintain excellence. • Effective communication. • In-service training. • Financial stability and sustainability. • Diligence and timeliness. • Good relationship with the community. • High employee satisfaction and commitment. • Conducive work environment. • Trust in leadership. • High altruistic behaviors.

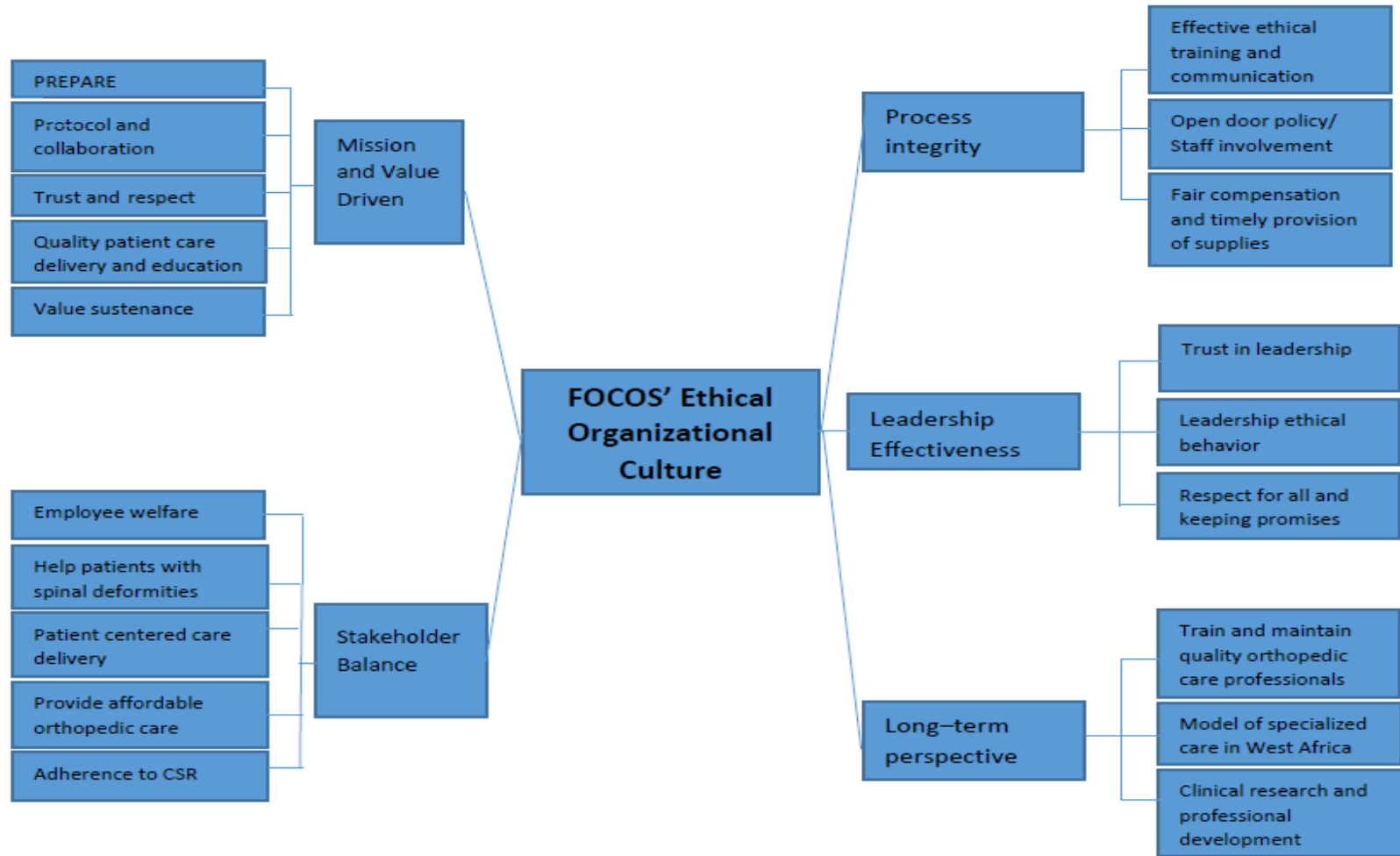
One unique terminology that emerged during the interview was *we hire for attitude and train for skills*. This terminology indicates the importance FOCOS attaches to value congruence in their hiring decisions. Thus, people who possess the needed skills need also to espouse values that are in consonance with the organizations values to be considered for employment at FOCOS. Discussion of the research questions will be linked with the analyses done in chapter four. Next, research question one will be discussed.

Research question 1. How is the ethical culture of this nonprofit organization defined? Figure one is a graphic pathway of the definition of ethical business culture outlined by Ardichvili et al (2009). Each of the dimensions will be discussed in details to help answer research question one.

Mission and value driven. FOCOS' mission is embedded in the PREPARE acronym. The PREPARE acronym is embedded in every employee's thoughts, feelings, and behavior outcomes such that, they reflexively mention PREPARE when asked about the ethical culture of FOCOS. With a fundamental mission to provide quality health care, the management of FOCOS desires that employees uphold the values expressed in the PREPARE acronym in their ethical decision making and overall conduct. FOCOS train their employees to have an inherent purpose to work passionately and purposefully to achieve results. To that effect, protocols are outlined and followed dutifully to ensure quality service delivery and accountability. In addition, the values of integrity and honesty are emphasized at FOCOS to inspire ethical conduct. Also, employees are motivated to be responsible and use resources efficiently. High efficiency is attained when everyone in a team takes responsibility and work hard to achieve the needed results in a timely manner. Employees are inspired to be reverential and empathetic to all, regardless of individuals' social status or other criteria that may inspire discrimination.

At FOCOS, trust and respect for all is core to quality care delivery. For example, employees are encouraged to trust one another's competence to deliver quality service. Also, Knowledge and skills acquired through continuous education, which serves as the catalyst for skills development and knowledge acquisition, together with the protocols work to sustain the organization's mission of quality health care delivery.

Figure 1: FOCOS Ethical Organizational Culture Model



Stakeholder balance. Another key element of the ethical organizational culture of FOCOS is to provide quality and affordable orthopedic care to all, especially the underprivileged in society. Through their “making people stand tall” gesture, FOCOS identifies people with spinal deformities who cannot afford the cost of care and provide them with heavily subsidized orthopedic care through donations made by some philanthropist to the FOCOS foundation. Others who can pay up to 75% of the cost are considered for surgery. FOCOS upholds the value for money principle and ensures patients receive high quality delivery that is commensurate with the amount they pay.

Process integrity. FOCOS upholds the integrity of the organization and their overall operations such that employees are required to exhibit behaviors that promotes the organizations mission at all times. As part of their competency development, employees are required to understand the procedures used by all the departments to ensure smooth response to emergency situations. Understanding the work processes of other departments outside employees assigned departments help to reduce anxiety in emergency situations when employees are duty bound to perform tasks that may not be in their specialty areas.

Also pertinent to FOCOS operations is ethical communication. For example, PREPARE is inscribed in open spaces in every major building to remind employees of their conviction and responsibility to deliver quality care and ensure patient safety. Another strategy used at FOCOS to ensure process integrity is the open-door policy. By this policy, employees are able to walk to their managers and discuss uncertain issues with them without fear of intimidation. Information available indicated that this policy has helped improve employees’ involvement in ethical decision making. Most employees

that I interacted with expressed satisfaction with their salaries and other working conditions. However, concerns were expressed about other benefits such as vacation hours. Some participants wished they could get more extensive vacation hours than they currently have.

Leadership effectiveness. The management of FOCOS considers good leadership as one of the pillars in defining their ethical organizational culture. Information gathered in relation to leadership effectiveness through the interviews indicated that;

1. Employees trust the leadership of FOCOS to deliver on their promises.
When a change in condition requires the leadership to make adjustments to an earlier decision, management expends effort is to explain the reasons for the change to employees.
2. The leadership of FOCOS respect employees' views and collaborate with them to solve problems.
3. The leadership of FOCOS provide the equipment and supplies needed for task completion.
4. To a greater extent, the leadership of FOCOS uphold ethical values and indulge in behaviors that align with organizational values. Leaders serve as role models and encourage employees to uphold the organization's values at all times.
5. As part of measures to prevent bribery, FOCOS has established a "no gift" policy; No employee can accept gifts other than a thank you card from patients or their relatives. Those who consciously violate the rules are punished.

One participant recalled an incident of employee misconduct that was investigated with stern interest. The employee however declined to provide details of the incident but confirmed that those found culpable were punished severely.

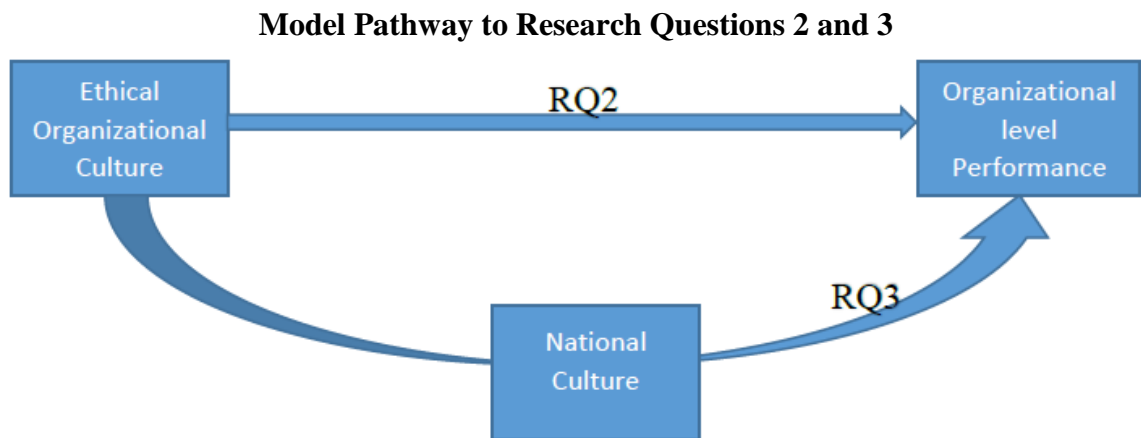
Long-term perspectives. FOCOS upholds the values of quality orthopedic care delivery at affordable cost and are putting measures in place to sustain this overarching philosophy. FOCOS aims to establish a specialized hospital that will include specialty areas other than orthopedic care to serve the West Africa sub-region and beyond. To realize this dream, FOCOS has started a residency program to train more orthopedic surgeons to sustain the current project. FOCOS aims at establishing a research center to conduct clinical research into scoliosis and other specialized areas of medicine. All these are done with the intent to endlessly provide quality and affordable medical care to the underprivileged in society.

Summary. The ethical organizational culture of FOCOS is embedded in the PREPARE acronym and explicated by adherence to protocols. The PREPARE acronym sum up FOCOS' mission goal of providing quality and affordable orthopedic care to people who otherwise would not have access to such services in Ghana and beyond. Other values that distinguish the ethical culture of FOCOS from similar health care facilities are adherence to corporate social responsibility, continuous ethical training and communication, and the open door policy that inspires accountability and transparency. Finally, the desire of the management of FOCOS to establish an orthopedic research and training center to train and maintain highly skilled professionals cannot be less ethical because program sustainability is as important as its initiation.

Research question 2. How relevant is the ethical culture of this organization to the organizational level performance?

The model pathway in figure two will guide discussions of research questions two and three. The arrows represent the research questions as labelled. Thus, RQ2 represents how the ethical organizational culture of FOCOS influence organizational level performance, whilst RQ3 represents how the outcomes of the ethical organizational culture-national culture interaction actuates the organizational level performance of FOCOS. Research question two will be answered in the proceeding paragraphs. Information from the analyses in chapter four will be the bases for answering research question two.

Figure 3



To answer research question two, I examined how the ethical organizational culture of FOCOS has affected employees thinking and behavior to use resources judiciously and efficiently to ensure overall organizational effectiveness. It can be deduced from the analyses of FOCOS ethical culture that employees have accepted the themes in the PREPARE acronym as their working culture and uphold them as a guide to performance. Both task and contextual performance tones are incorporated in the PREPARE acronym.

For example, based on participants' perceptions as expressed in their responses to particular interview questions, *passion and purpose* inspire creativity; *respect and compassion* drive cordiality; *excellence in performance* is achieved by ensuring *patient safety*, adhering to the *quality care* principle, following *protocols*; *attitudes of trust, integrity and honesty* drives *responsible* conduct; and *efficiency* and *teamwork* results in overall effectiveness.

The open door policy instituted by FOCOS inspires accountability. For example, rather than a bureaucratic structure that can potentially lead to delays and frustration, employees can walk-in and discuss their concerns with a manager whenever needed. This approach allows for open communication, transparency, and accountability. Open communication results in clarity and a good understanding of work roles and the consequences of inactivity. Employees are more likely to work with passion and achieve results when they understand the processes that make the system works efficiently. For example, understanding high maintenance culture means taking responsibility of equipment and reporting any malfunction to the maintenance team promptly. Thus, employees handle equipment with care and the necessary attention to ensure they work efficiently. This attitude has helped FOCOS to save money from costly replacement of tools and equipment.

Other ethical culture themes have helped to enhance FOCOS' organizational level performance. Trust in leadership and respect for all has helped to promote FOCOS' patient referrals agenda. Based on information obtained from the interviews, patient referrals serve as a major source of publicity, constituting approximately 60% of patients' intake at the hospital. Beside patient referrals, trust in leadership, respect for all, and the

culture of transparency inspire donors continuously to contribute significant amounts of money and equipment to the FOCOS foundation. Thus, philanthropist around the world continue to donate to the FOCOS foundation because they trust the leadership to use donated resources judiciously. FOCOS operates an open accounts system; the organization's income and expenditures are accessible to all stakeholders. This system allows donors to be informed about what their donations are used for. Another consequence of trust in the leadership is growth. As a result of trust in FOCOS' leadership, all stakeholders show a high sense of loyalty to the organization. This has led to the organization transforming from a mission hospital with 15 employees to a world class health care facility of approximately 200 employees between 2012 and 2015.

Another measure of performance at FOCOS is their relationship with the community and fulfilling their social responsibilities. Principally, FOCOS has established unique relationship with members of the community and continue to involve in activities that define their corporate social responsibility with diligence. For example, FOCOS occasionally distribute water back packs and provide other incentives to community members. FOCOS advocates patient satisfaction, employee welfare, and community involvement as the catalyst for high performance.

Summary. FOCOS' employees are motivated to behave ethically and are willing to invest time and other resources to ensure the continuous survival and growth of the organization. As evidenced during the interviews, some participants have labeled FOCOS as their "baby" and are willing to protect the interest of the organization by upholding FOCOS mission goals and working assiduously to deliver quality care to patients. Prominent among the values upheld at FOCOS is trust in leadership and respect for all.

Trust in the leadership and respect have helped to increase patient referral which is the core patient inflow to FOCOS. Also, donors continue to provide funding for the activities of the organization because of their confidence in the leadership to use resources purposefully. FOCOS continue to fulfil its social responsibilities with the utmost diligence, thereby, establishing a strong relationship with their community members. Overall, upholding the ethical culture of FOCOS has helped the organization to achieve high performance levels over the years.

Research question 3. How does the interaction between the ethical culture of this nonprofit organization and the Ghana national culture affects organizational level performance? The interaction between the ethical organizational culture of FOCOS and the Ghana national culture which is the main focus of this study impacts the performance of FOCOS will be discussed next.

Interaction between the ethical culture of FOCOS and Ghana national culture. Based on the information gathered through the interviews, fundamental components of the Ghana national culture, societal norms, and systems such as the peaceful coexistence of the people, the Public-Private Partnership, governmental regulations, infrastructural development, fiscal policies, and other judicial and parliamentary decisions affect the operations of FOCOS in diverse ways. Ghana represents a beacon of democracy and political stability in sub-Saharan Africa that presents a business friendly environment, free market economy, and confidence in the safety of employees and corporate property. This system allows for freedom of speech, freedom of movement, and the rule of law. The court systems for instance are well structured with a special court for commercial cases to ensures issues related to business

transactions are settled with the needed urgency. Consequently, FOCOS enjoys freedom of movement and the peace that comes with operating in a system where there is rule of law and guaranteed security of property.

The stability of Ghana's political system presents a psychologically healthy work environment for businesses success. FOCOS enjoys a stable environment that allows for a concentration on core mission goals without fear of political interruption or damage to property. In consonance with the stable political environment in Ghana, there is a culture of indulgence that has infiltrated every aspect of life in the country. This culture of respect and friendliness among the Ghanaian people has shaped the mentality of FOCOS employees to accept and respect the many foreign nationals who attend FOCOS for orthopedic care. Thus, the benevolent attitudes of FOCOS employee towards patients, visitors, and volunteers from diverse backgrounds who attend the hospital or assist with patient care have contributed immensely to the organization's mission goal achievement. For instance, employees at FOCOS treat patients, especially the younger ones, as their family members and know them by their names. This attitude contributes to the patients' wellbeing, for they feel at home and follow the guidelines outlined for their recovery with easiness in appreciation for the goodwill they enjoy from employees.

One socioeconomic initiative that helped FOCOS to initiate its mission goal of providing quality orthopedic care at affordable cost is the Public-Private Partnership (PPP) initiative. In 2004 the government of Ghana came up with the PPP guidelines to help integrate the public and private sectors for developmental purposes. This policy described the private sector as the "engine of growth". Through this initiative FOCOS received seed money of \$1.5 million from the Ghana government to help build the

facility where FOCOS currently operates. Also, the duty-free privileges accorded FOCOS' allows the organization to spend resources that would have otherwise been spent on port duties on other mission related needs.

Other cultural, sociopolitical, and economic factors have impacted FOCOS' ethical culture negatively. These include poor infrastructure, fluctuations in electricity supply, high inflation, bureaucracy, low maintenance culture, bribery, and over politicization of issues. Poor infrastructure such as roads continue to threaten FOCOS' mission goals achievement. The poor nature of the road that connects the hospital to the main road threatens patient safety because extra care is needed in transporting patients, most of whom have spinal deformities, to and from the hospital. Also, continuous power outages present a challenging situation to FOCOS because they need electricity to preserve medication, perform surgeries, and keep the air-condition running consistently for equipment safety. Constant electricity supply is crucial to FOCOS, hence, the organization resorts to expensive alternatives whenever the national power grid goes off.

Also significant are high inflation and fluctuations in exchange rate which are two major economic bases for effective budgeting. The Ghana cedi has in recent times depreciated to the US dollar at a rate that sometimes pose a threat to the local economy. This trend makes imported good costly and sometimes poses a threat to productivity. Because FOCOS relies mainly on imported supplies for their operations but charges Ghana cedi for service delivery, aggregated outcomes of high inflation and exchange rate fluctuations continue to strain FOCOS' financial base. In an ideal situation, inflation does not commensurate with salaries and wages in Ghana. This phenomenon presents a challenge to the average worker has when it comes to special services such as healthcare.

The hospital is forced to reduce cost of care in consonance with FOCOS' mission goals of providing affordable and quality orthopedic care to the underprivileged in society.

Also significant is bureaucracy and sabotage from officials. Bureaucracy makes document processing cumbersome and consequently promotes bribery. This was identified during the interviews as a common practice at the ports and other governmental institutions. Thus, employees at these institutions deliberately delay document processing in anticipation for tips. Sabotage by some officials with regard to assigning medical students to participate in FOCOS' specialized orthopedic training was also identified as a problem. It was disclosed during the interviews that some officials have made it a goal to prevent medical students from participating in FOCOS residency program. This attitude has the potential of defeating FOCOS' mission goal to train orthopedic surgeons from Ghana to sustain the hospital's expansion program. Even though the program was instituted purposely to train Ghanaian medical students, some Nigerian medical students travel to Ghana to participate in the residency program.

Another phenomenon that was identified as interfering with FOCOS ethical stance was over-politicization of issues. Over-politicization is a new culture that emerged in Ghana with the shift to democracy in the early 1990s. Since this period, the power of objectivity has been usurped by partisanship. During the interviews, over-politicization emerged as a disturbing trend that has infected the Ghanaian society, especially when it comes to government policy decisions. This makes it difficult to suggest policy change for fear of being labeled as belonging to one political party or the other. Hence, extra caution is needed when suggesting policy change of any kind.

Overall, the interaction between the ethical culture of FOCOS and the Ghana national culture, defined by societal norms, culture, and systems, can be described as a “double-edged sword” with both positive and negative implications on the organizational level performance. For example, whilst issues such as political stability and peaceful coexistence present an investor friendly environment, inflation and poor infrastructure development impede progress in achieving organizations’ mission goals. The consequences of these interactions on FOCOS’ performance will be discussed next.

The relevance of FOCOS’ ethical culture-Ghana national culture interaction to FOCOS’ organizational level performance. The relevance of the interaction between FOCOS’ ethical culture and the Ghana national culture on FOCOS performance will be discussed under task performance and contextual performance.

Task performance. Task performance represents activities that contribute directly to the organization’s technical core. Information gathered from the interviews indicated that FOCOS’ main task performance dimensions are performing successful surgeries, providing quality orthopedic care at affordable cost, training orthopedic healthcare professionals, and financial sustainability. These dimensions will be the focus of the discussion on FOCOS’ task performance.

Providing quality care at affordable cost requires good infrastructure, well qualified health care professionals, and a dedicated group of employees. The mentality of Ghanaians who form the core of FOCOS employees are principally shaped by a culture of kindness and receptiveness that has translated into their working habits. Many of FOCOS’ employees’ exhibit behaviors that promote quality care delivery. Behaviors related to conscientiousness, collaboration, sacrifice, trust, and high levels of

professionalism are the defining characteristics of employee attitudes at FOCOS. Thus, alongside the unrivaled expertise of FOCOS' medical team, the caring nature of the employees in general has made FOCOS' mission goals achievable. Performing successful surgery which is the ultimate performance goal of FOCOS has been achieved with little hindrance. Information obtained from the study indicate that the FOCOS medical team have performed approximately 3000 surgeries since 1998 when FOCOS began its mission in Ghana. About 1000 of these were performed at the current FOCOS facility since 2012. It is inspiring to know that there has not been any casualty from these surgeries.

Other national cultural dimensions that have made it possible for FOCOS to achieve their mission goal include the democratic culture, peaceful co-existence, and political stability. Patients from other countries continue to patronize the hospital because they feel welcome to Ghana and are sure of their safety during their stay in the country for orthopedic care. Notwithstanding the challenges presented by the Ghana economy and poor infrastructure, the peaceful atmosphere attracts visitors such as volunteers who help at the FOCOS facility.

Other Ghana national culture dimensions have interacted negatively with FOCOS' mission of delivering quality orthopedic care. For example, even though FOCOS was assumed to be financially stable at the time this study was conducted, concerns were raised about economic instability in Ghana. For example, it emerged from the interviews that approximately two million dollars (\$2 million) out of FOCOS' six million dollars (\$6 million) annual budget comes from international donations. Sustaining financial stability under the current condition is unpredictable because expensive

alternative to electricity supply, added vehicle maintenance cost from constant travel on poor roads, and extra training of employees who otherwise might not function in consonance with the organizations standards put some strain on FOCOS' budget. Thus, funds which would otherwise be used to sponsor local patients and improve employees' benefits are used to cover these additional overhead costs presented by gaps in infrastructure and human resource development in Ghana. Other behaviors have helped FOCOS to achieve success. Contextual performance is discussed next.

Contextual performance. Contextual performance involves activities that do not contribute directly to the organizations technical core, but prepares the psychological environment for achieving mission goals. For the purpose of this study, the following dimensions were used to assess FOCOS contextual performance: employee satisfaction and commitment to the organization; trust in leadership; altruism verses apathy; patient satisfaction; community support; and publicity. The consequences of the interaction between FOCOS' ethical culture and the Ghana national culture on FOCOS contextual performance in relation to these dimensions are discussed next.

Most participants expressed high levels of satisfaction with FOCOS and indicated their willingness to remain with the organization bearing their continuous ethical conduct. Generally, participants expressed satisfaction with the measures emplaced by FOCOS to assuage some of the challenges presented by the Ghana national culture to the organization's mission goal achievement. For example, FOCOS provides transportation for employees to get to work on time; provides the supplies needed for task performance in a timely manner; pays competitive salaries; ensures a clean work environment; and promotes a culture of respect and continuous development. From participants' collective

view, these are some of the things that make FOCOS different from other healthcare facilities in Ghana. Also, most of the participants expressed high levels of trust in the leadership of FOCOS. Contrary to the Ghanaian culture of high power distance in many organizations, FOCOS has an open door policy that ensures transparency and free flow of information. Employees are thereby encouraged to ask questions or make suggestions on precarious issues that concern them. In congruous with the Ghanaian culture of friendliness, employees of FOCOS readily assist one another and extend same to patients and everyone who patronize the facility. This attitude has created an intimate work environment that promotes high levels of altruism and oneness at the FOCOS facility.

Information obtained during the interview, direct observations, and interactions with patients suggested high client satisfaction with FOCOS' services. Even the very young patients who had left their families to travel from Ethiopia and other countries to receive medical care expressed high levels of satisfaction with the psychological environment in which they live. Another contextual performance dimension that attracted significant attention during the interviews was community support. As required by the Ghanaian culture, FOCOS has maintain loyalty to the chiefs who provided them land for the FOCOS project. As part of their strategy to sustain the relationship between FOCOS and the community, FOCOS organizes outreach programs to create scoliosis awareness and screen school children for possible spine injuries. These outreach programs also serve as a form of publicity

The laws of Ghana prohibit healthcare institutions from advertising their products in the media, therefore, FOCOS relies heavily on patients' referrals, outreach and open house programs, and networking to publicize their services. FOCOS emphasizes quality

service delivery and ensures patients leave the facility satisfied. This is one way FOCOS inspires patients to recommend their services to others. Also significant is the open-house program. Thus, occasionally the public is invited to visit, observe, and acquaint themselves with the FOCOS facility. The open-house and outreach programs were mentioned as strategies used by FOCOS to connect with the community. The popularity of the CEO of FOCOS that has earned him tremendous media attention both locally and internationally has also helped to publicize FOCOS. In spite of all the challenges encountered, FOCOS has managed to integrate their ethical culture with the Ghana national culture well enough to impact organizational level performance positively.

Chapter Summary

Many factors have contributed to FOCOS' successful integration of their ethical organizational culture with the Ghana national culture to influence their organizational level performance. From my observation, the following are worth considering:

1. *Use of indigenous knowledge.* FOCOS is managed by a team of Ghanaians who have travelled to and worked in the United States for varied periods of time. Management therefore had knowledge of the Ghana national culture prior to their entry into the country.
2. *Careful planning and resilience.* One of the founding members revealed that it took the team about 20 years to plan and execute the FOCOS-Ghana idea. This is because, after extensive stay in the US, the team leaders needed time to study and understand current trends in the Ghana system before anything could be done.

3. *Use of indigenous workforce.* Having a dominant indigenous workforce has helped to reduce unintentional violations of cultural practices that could mar the organization's image.

It should be noted that in spite of the familiarity of both management and employees with the Ghana culture, FOCOS continue to face challenges from the interaction between their organizational culture, which is basically a replica of the United States working culture, and the Ghana national culture. High operation cost from extra expenditure on fuel for generating electricity, training employees to catch-up with the organization's performance standards, high inflation, bureaucracy, and poor infrastructure continue to impact negatively on FOCOS performance.

Regardless of the many challenges, FOCOS continues to survive because, they consider the sub-cultures as the main driver of the collective Ghana national culture. This realization is important in keeping a good balance between indigenous culture and the organization's culture. With this in mind, problems related to specific dimensions of the Ghana national culture are solved locally, based on specific needs related to that particular dimension. The FOCOS success story is tied to their inventiveness and inclination to improvise where necessary. FOCOS has achieved greater success in their mission goal achievement because, the organization continuously strive for equilibrium in the ethical organizational culture-national culture interaction. Having in-depth knowledge of the Ghana national culture, and involving employees in ethical decision making without compromising their mission goal has helped FOCOS to achieve recommendable performance standards. Further discussions of the study, limitations, and implications will be done in chapter six.

CHAPTER 6: DISCUSSIONS, LIMITATIONS, IMPLICATIONS FOR HRD, AND CONCLUSION

The purpose of this dissertation was to examine the interaction between ethical organizational culture of a single multi-national nonprofit healthcare organization operating in Ghana and the Ghana national culture, and how the outcome of this interaction impact the organizational level performance of the multi-national nonprofit healthcare organization. Based on the findings, a model was developed to guide HRD activities across national borders. The model outlines a pathway to ensure equilibrium between the ethical organizational culture-national cultures interactions to impact positively on organizational level performance. Chapter six covers the discussion of the critical issues that were identified from the study, limitations of the study, implications for HRD research and practice, and conclusion.

Discussion

FOCOS Orthopaedic Hospital, Ghana was the unit of analysis and the organizational level performance of FOCOS the level of analysis for this study. FOCOS was selected based on the organization's philosophy of quality orthopedic care delivery and indulgence in ethical conduct. FOCOS' mission goals emphasize quality health care delivery at affordable cost, respect and compassion, community development, and integrity and honesty among other things. FOCOS uses the patient-centered approach to healthcare delivery to accomplish these mission goals. FOCOS' ethical culture is embedded in the acronym PREPARE. For continuous delivery of quality care, employees are inspired to commit to the values embedded in the PREPARE acronym as a guide to both task specific performance and non-task related behaviors. Interestingly, employees

mentioned the PREPARE acronym effortlessly anytime a question was asked about FOCOS mission goals or ethical culture. To remind employees about the organization's values and performance expectations, PREPARE is displayed boldly at every vantage point in each building at the FOCOS facility. The discussion will continue under four main sub-headings that summarize FOCOS' ethical culture; stakeholder balance, leadership effectiveness, organization's credibility, and long-term goal. These sub-headings will lead discussions regarding how FOCOS' ethical culture interact with the Ghana national culture to effect the organizational level performance.

Stakeholder Balance

FOCOS strives to keep a good balance between quality care and cost of delivery. The organization continues to deliver quality health care to underprivileged individuals at affordable cost and inspires them to live a happier and more productive life. Most patients that I had the opportunity to interact with expressed high levels of optimism about their recovery. Through the generosity of some donors, including past patients of the CEO of FOCOS and their families, patients who are identified as having financial difficulties receive free or heavily subsidized orthopedic care. To maximize the utility of available funds, only expenses that contribute directly to overall organizational effectiveness are prioritized. For overall efficiency, all excess money is invested back into the organization.

Leadership Effectiveness

Leadership effectiveness at FOCOS is measured by adherence to ethics, effective communication, and overall relationship with stakeholders of the organization. The leadership of FOCOS is perceived by employees as having high regards for ethics,

engaging in open communication, and employees' involvement in decision making. For instance, the open-door policy adopted by FOCOS has contributed to the overall organizational effectiveness. Thus, the open-door policy allows management and employees to exchange information in a communicative manner. The leadership of FOCOS maintains trust among employees and serve as role models. They achieve this goal by presenting themselves as credible leaders who uphold the organizations values and encourage employees to refrain from acts that impinge the organizations reputation negatively.

Overall, participants perceived the leadership of FOCOS as efficient. However, concerns about cronyism and gossiping were expressed by some participants who felt neglected and treated unfairly under certain circumstances. Other concerns were overreaction by some supervisors when employees make mistakes or patients report an incident. Assurances were given by some managers and executives of the organization regarding efforts they are making to create a more conducive work environment for all.

Organization's Credibility

FOCOS has assumed a reputation of a nonprofit organization of high integrity. Thus, the organization upholds its mission and observes government policies that guide the operations of nonprofit organizations in Ghana in high esteem. Information obtained from participants indicated that FOCOS uses donations judiciously, fulfills their corporate social responsibility with stern interest, and collaborates with Ghanaian officials who express interest in working with them without compromising their mission goals. FOCOS has maintained high levels of transparency and built a culture of trust and respect among employees, patients and visitors. Also, the organization strives to maintain

a clean physical work and a psychological environment that promotes knowledge creation and personal development. FOCOS uses protocols to guide and monitor employee performance and for financial accountability to ensure quality health care delivery and judicious use of resources. Above all, the organization upholds a philosophy that seeks to provide patients the highest satisfaction.

Even though FOCOS is perceived as having high credibility in terms of quality health care delivery and adherence to ethics, other concerns were raised that need attention. Security of employee personal information, perceived unfair treatment, and other employee benefit issues were issues that were that require attention. Overall, information gathered from participants indicated that, FOCOS is perceived as an organization of high integrity and openness.

Long-Term Goal

In the long term, FOCOS plans to expand their services to include other specialized medical care and become a model of specialized health care facility in sub-Saharan West African. As part of efforts to achieve this goal, FOCOS has secured land to develop the necessary infrastructure. Also as part of their expansion project, FOCOS seeks to attract donors and patients from all over the world. Achieving these goals will enhance the organization's desire to help patients beyond West Africa who need affordable orthopedic care.

Implications of the Ghana National Culture on FOCOS' Performance

Some elements of the Ghana national culture are perceived to have impacted FOCOS' performance both positively and negatively. Both positive and negative impact of the Ghana national culture on FOCOS performance are discussed next.

Perceived positive impact of Ghana national culture on FOCOS'

performance. The receptive nature of Ghanaians who form the core of FOCOS' workforce has impacted FOCOS' mission goal achievement positively. The attitude of Ghanaians presents a humane environment that is much needed for patient's recovery. Thus, conviviality and a desire for peaceful coexistence have resulted in the creation of a cognate-like culture where employees and patients relate to one another more as a family. Consequently, the psychological environment at FOCOS seems more like a home than a hospital.

Also, national policies such as the Public-Private Partnership instituted by the government of Ghana engineered FOCOS acquisition of a \$1.5 million seed money to build the hospital. This brought some financial relief to the organization and aided their transition from a clinic to a state of the art hospital. Furthermore, FOCOS has benefited from other sociopolitical aspects of the Ghana national culture. The most prominent among them is a democratic political culture that has inspired political stability and free market. This has helped FOCOS to regulate its operations without restrictions beyond the general policies and procedures that guide healthcare delivery in Ghana.

Perceived negative impact of Ghana national culture on FOCOS'

performance. Other Ghana national culture dimensions have impacted FOCOS' performance negatively. Issues such as poor infrastructure, constant power outages, inflation, and bureaucracy are notable examples. For example, poor infrastructure such as the road network has affected FOCOS' operations such that resources that would have been used to help with the expansion project or for other needs are used for road repairs. Also as a result of constant power outages, huge sums of money are directed into buying

fuel for generators that were originally installed as back-up power to run the facility. This alternative power is more expensive and relatively unreliable. Other economic issues such as inflation make budgeting difficult. Also, bureaucracy slows down document processing and sometimes begets bribery. Understanding how subcultures such as the ones mentioned above influence national cultures is important in ensuring smooth transition into new environments. Knowledge of the subcultures that drive national cultures have implications for HRD research and practice which are discussed next.

Implications for HRD Research

Many HRD research on multinational organizations focused on expatriate assignment to analyze performance and other national culture related experiences (e.g. Osman-Gani, & Rockstuhl, 2008; Littrell, Salas, Hess, Paley, & Riedel, 2006; Gedro, 2010; Shen & Lang, 2009; Rosenbusch, & Cseh, 2012; Chien, & McLean, 2011). However, work on the interactions between ethical organizational culture and national culture and how the outcomes of these interactions impact organizational level performance is scant in the HRD literature.

The literature review indicated that both culture and ethics are complex constructs each of which cannot be captured in a single definition. Interestingly, many researchers have resorted to models that cluster culture into broad dimensions, typically Hofstede's (1984) cultural dimensions as the center of many culture-related studies. In my view, this approach leaves in the background vital information with regard to the sub-cultures that aggregate to form the major culture. Thus, culture is dynamic and changes with time, therefore, it should be assessed based on the sub-cultures that change to propel culture change rather than a cluster of dimensions that simplify culture as a static construct.

Researchers who conduct studies on multinational organizations and their operations abroad are encouraged to assess ethical organizational culture based on clearly defined dimensions such as those presented by Ardichvili, Mitchell, and Jondle (2009); mission and vision, stakeholder balance, leadership effectiveness, process integrity, and long-term goal. Also national cultures should be assessed based on well-specified dimensions that consider contextual factors and their propensity to change overtime, such as those presented by Roth and Kostova (2003); condition at time of entry, changes that have occurred in the political, economic, and social systems, and ingenuities of the organization to sidestep obstacles created by the underdevelopment of institutions, among other things. Using such dimensions will unveil the dynamism of culture and how changes in any of the dimensions inspire culture change.

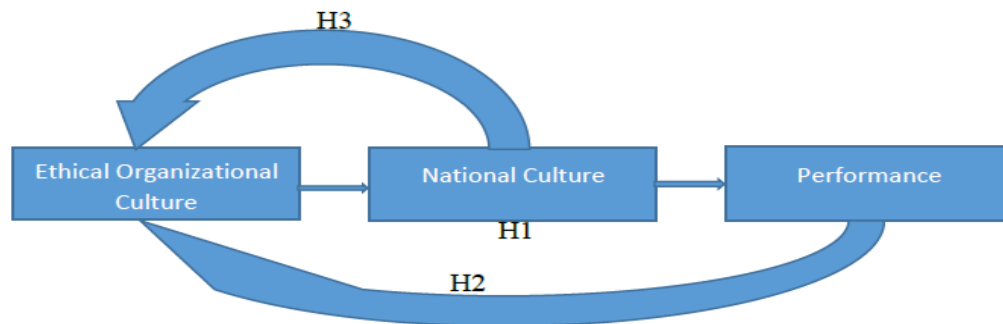
In defining culture, variations in the environment that could eventually affect changes in values, norms, beliefs, and other cultural dimensions need to be accounted for. This will help culture researchers to focus on emerging trends rather than traditional typologies that are susceptible to change overtime but act as if they are immutable in the interim. Assessing culture based on dynamic dimensions rather than bundle a group of people and identify them with some traditional characteristics which can easily be influenced by external factors will help ease the complexities surrounding the definition of culture.

This dissertation focused on the impact of the interaction between ethical organizational culture and national culture on organizational level performance. As indicated in figure four below, future research should look at the mediating role of national cultures in the ethical organizational culture-performance relationship (H1); how

organizational level performance inform ethical decision making (H2); and how national cultures influence ethical organizational cultures (H3). This approach will help organize the ethical organizational culture-national culture research agenda to focus on factors that have the propensity to propel culture change. Research that focuses on specific dimensions of culture rather than broader clusters will more likely embrace the potency of subcultures in shaping the main culture, provide common paths for replication, and provide practical suggestions on the utility of the particular dimensions studied.

Figure 3

National culture as a mediator of the Ethical Organizational Culture–Performance Relationship



Implications for HRD Practice

A common practice in HRD and management requires organizations to have institutional codes that guide members' ethical conduct. However, most of these codes of conducts are mainly compliance based codes of ethics that are prescriptive. The rigid nature of such codes sometimes inspire infractions by organizational members, especially where the prevailing conditions present incentives that contradict such ethical codes. HRD practitioners are encouraged to involve employees in ethical decision making to drive organizational ethical goal achievement. Inferring from the research findings, when employees are involved in ethical planning and decision making they exert more effort to achieve ethical goals. For example, employee involvement in ethical decision making

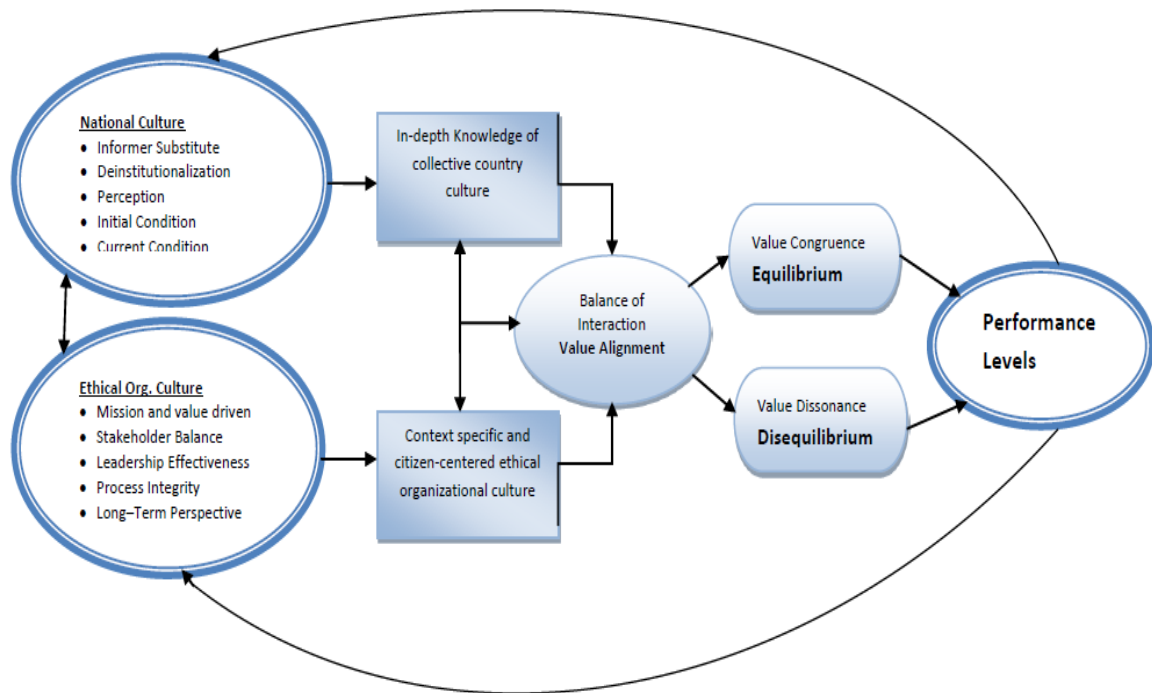
was emphasized as one of the strategies that have inspired FOCOS' employees to embrace the organization's ethical culture.

Also identified during the research was that, aligning employees' personal values to organizational values inspire employees' ethical conduct. Information gathered during the interviews showed that, FOCOS hire for attitude and train for skills. Thus, in addition to knowledge, skills, and abilities required for high performance, candidates whose personal values are predicted to align with the organization's values are considered for employment at FOCOS. Those who do not fit are rejected. This assertion is in conformity with the views espoused by the *Attraction–Selection–Attrition (ASA) Model* (Schneider, 1987). The ASA theory posited that individuals are more likely to stay in organizations that espouse values that are congruent with their personal values (Schneider, 1987). HRD practitioners are encouraged to consider individual employees' personal values in ethical decision making as a way to inspire observance of organizational values as a conviction rather than an imposition.

The model in figure one below presents ideas to be considered as a guide to HRD practitioners interested in the ethical organizational culture-national culture interaction and how the outcome impact organizational level performance. The National Culture-Ethical Organizational Culture Interaction Model is interpreted as follows: The first two ovals represent the initial stages of the national culture-ethical organizational culture interaction. At this stage, organizations gather information about individual members' values and adopt strategies to align them to the organization's values. In a separate instance, organizations collaborate with the indigenous people and gather information about the subcultures to help ease the uncertainties surrounding entering a new location.

Figure 4

National Culture-Ethical Organizational Culture Interaction Model



The vertical arrows indicate how organizations can envisage the outcomes of culture interactions prior to entering a new location by considering country specific values in forming the organization's mission goals. In other instances, organizations enter the new location before adopting to the cultural values. Either way the balance of interaction can result in equilibrium where there is value congruence or disequilibrium, where there is value dissonance. The resultant performance levels will be the product of equilibrium or disequilibrium. Thus, equilibrium is expected to result in high performance levels and disequilibrium low performance levels. Either way, further analyses are necessary. Where there is high performance, organizations need to evaluate their ethical values in consonance with changing employee characteristics. Also, a shift in the economic, political, or social systems of the host nation require effective response

strategies. Low performance requires taking immediate steps to align the national culture and ethical organizational culture to ensure equilibrium.

Creating context specific and citizen-centered ethical organizational culture requires organizations to involve all stakeholders in ethical decision making. The performance levels of organizations whose mission and vision align with individual members' values are enhanced by keeping a balance between stakeholders' demands, e.g. maintaining a good balance between profit and product quality; ensuring leadership effectiveness, e.g. promoting ethical conduct; upholding high integrity, e.g. keeping promises and reinforcing ethical values; and having a long-term perspective that seeks to project the organization's mission and fulfil customer needs over profit (Ardichvili et al., 2009). Understanding the collective national cultures requires an understanding of the political culture, social systems, technological viewpoint, and the communication culture of the country. This can be achieved by collaborating with and seeking information from the local community members who have uncontaminated knowledge of the sub-cultures that drive the collective national culture and through lived experiences helps to acquire in-depth understanding of the collective national culture.

To ensure equilibrium in the ethical organizational culture-national culture interaction, HRD practitioners are encouraged to adopt the ideas presented in figure one to guide organizations' activities that transcend national borders. Equilibrium in the ethical organizational culture-national culture interaction will more likely lead to higher performance than disequilibrium. Thus, when organizations are perceived as ethical, they gain support from the local residents and such organizations thrive well in the host environment.

The core idea of this work is to present the idea of *value alignment* to HRD scholars and practitioners as the ideal way to ensure equilibrium when two different cultures, e.g. ethical organizational cultures and national cultures interact. For organizations to thrive well there is the need to:

1. Align individual organizational members' personal values and beliefs with organizational values by involving organizational members in ethical decision making. Management need to identify commonalities in members' values and beliefs and equilibrate them with organizational values and beliefs for greater efficiency.
2. HRD scholars and practitioners need to understand the fundamentals of the sub-cultures, systems, and societal norms that drive national cultures rather than use broader dimensions to define these cultures. This inspire the development of programs that aligns ethical organizational cultures to country cultures based on specific values and beliefs that are identified by having in-depth knowledge of the subcultures, systems and societal norms.

Limitations

Care will be taken in generalizing the results of this study to experiences of all multinational organizations operating in Ghana because the research was conducted in a single nonprofit healthcare institution. However, personal experiences during my stay in Ghana to gather evidence indicate that many other organizations encounter similar challenges as those presented in this report whilst working in Ghana. Also, the findings of this research may not represent the generality of the health care industry in Ghana because each organization has a set of values and beliefs that form their ethical

organizational culture and may respond to environmental factors differently. The study was solely funded by myself. Because I had limited resources, I focused on a single nonprofit organization, however, should I receive more funding, future research will include health care organizations in the private for profit and the public sector and may extend to other sectors outside health care for greater credibility.

Conclusion

Globalization is reflected in the increase in the number of organizations extending their operations across national borders. As a result, some organizations encounter problems aligning their ethical organizational cultures with the host nation's culture. To assuage the impact of these challenges on organizational level performance, it is imperative for HRD professionals to develop a framework to guide organizations' activities across national borders. This dissertation has suggested ways by which HRD professionals can involve organizational members in ethical decision making to ensure equilibrium when two cultures interact. Following a well-designed path as the one presented in figure one will moderate some of the challenges organizations encounter when they enter new environments.

The success achieved by FOCOS Orthopaedic Hospital in Ghana is to a greater extent linked to the congruence between FOCOS' ethical organizational culture and the Ghana national culture. Information gathered through this research indicated that, as part of FOCOS' entry strategy, management of the organization, then FOCOS USA, invested time and other resources to gain deeper knowledge of the prevailing values, norms, and other dimensions of the Ghana national culture. Thus, they studied the sub-cultures that form the main culture and used that knowledge to plan and form their mission goals.

FOCOS introduced a work culture similar to that of the United States, but the findings showed some resistance to change by employees most of whom have spent all their lives in Ghana. To reduce the impact of employee resistance and also avoid complete acculturation that might alter the organizations mission and vision, FOCOS formed a strong management team dominated by Ghanaians who have previously lived and worked in the United States to steer the affairs of the organization. This strategy helped to overcome situations that could potentially lead to unintentional violation of aspects of the Ghana national culture and also to ensure employees observe the organization's values. Notwithstanding the conceptual difference between FOCOS' ethical organizational culture and the Ghana national culture, continuous monitoring of employees' behaviors, observing the sub-cultures, systems, and the societal norms that form the Ghana national culture, and responding to the challenges presented by cultural interactions helped FOCOS to achieve its mission goals.

A conceptual understanding of the interaction between culture and ethical perceptions, judgments, and behaviors (Husted & Allen, 2008) will provide Human Resource Development (HRD) researchers and practitioners the tools needed in making ethical decisions that successfully align two diverse cultures to ensure equilibrium. HRD professionals are encouraged to utilize the ideas presented in this dissertation to guide their cross-border activities. Finally, viewing national cultures as mediators between the ethical organizational cultures-performance relationship and adopting ways to ensure equilibrium when two different cultures interact will more likely result in enhanced organizational level performance than where there is disequilibrium. Thus, ensuring value congruence will more likely result in enhanced performance than value dissonance.

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APPENDICES

Appendix A

Interview Protocol

Date _____ Participant ID Number _____

Participant's Status

Senior Manager Mid-level manager Supervisor Other

Introduction

- I will introduce myself to the participant.
- I will introduce research to the research to the participant.
- I will provide informed consent form to be completed by participant.
- I will explain the interview procedure and media of recording to the participants (Note taking, audio recording, pictures, or videos).
- Provide opportunity for questions and further explanation of indistinct issues if any.

Note: I will make sure the participants understand the purpose of the research and feels comfortable before the interview begins.

Interview Questions**Questions for the Ethical Organizational Culture and Performance**

- How confident is this organization to discuss core values?
- How clear are organizational core values to all levels of organizational members?
- How do you assess the degree to which organizational members embrace core values and utilize them to ensure harmony between individual values and the organizational core values?
- What activities does the organization involve in that defines how they meet their social responsibility?

- To what extent do organizational leaders and supervisors accept responsibility for their ethical decisions?
- How does your organization hold people accountable for not meeting organizational ethical standards?
- To what extent do leadership encourage their subordinates to participate in ethical decision making?
- How keen are organizational members in lower ranks to participate in organizational ethical decision making?
- How knowledgeable are organizational members on organizational ethical issues?
- What is the level of trust between leadership and their subordinates?
- What are some of the measures put in place to ensure the ethical values of this organization are observed and sustained?
- How promptly does the organization attend to customer complaints?
- Can you please tell me a little about governmental regulations of the private sector such as this organization?
- What is your organization aiming to accomplish?
- What are your strategies to make this happen?
- What are your organizations capabilities for accomplishing these?
- How would your organization know if you are making progress?
- How far have you gone with your goals?
- Do you intend to make changes in your strategy based on your accomplishments so far?

Concluding Statement

- I will thank the participant and ask if they have any questions

- I will exchange pleasantries and present University of Minnesota souvenirs to participants (pens, key holders, or t-shirts).
- I inform will give the participant my contact information and politely inform them that I will get back to them if further information is needed to complete the research. Conversely, they can also contact me for any further questions.

Note: *All observations will be recorded and used in the final data analyses.*

Observation Protocol

I asked permission from management to observe activities at their facility. I followed directions and record only information that do not violate the research protocol. All observations will be done by interacting with people at the organization's facility and participating in relevant activities. Confidentiality was observed to the highest levels.

Document Review on Ghana National Culture

I asked for permission to use the Balm Library at the University of Ghana campus and the Center for Democratic Development Library to review documents on the Ghanaian national culture. I explained the purpose of the research to the library authorities and indicate why these two libraries are ideal for my research. All documents reviewed were documented and appropriately cited in the final dissertation document. All procedures for using the libraries were observed. I informed the library authorities when I have gathered enough information. I thanked them and present them with University of Minnesota souvenirs and my contact information in case they need further information from me.

Appendix B

Case Study Report Consent Form

You are invited to participate in a case study that seeks to analyze the interaction between ethical organizational culture and country culture and its impact on organizational level performance. You were selected to participate in this case study because you are an employee who is identified as a supervisor or a manager of this FOCOS Orthopedic Hospital. You are being asked to consider allowing Mr. Emmanuel Osafo to use information you provide regarding FOCOS Orthopaedic Hospital's ethical organizational culture and organizational level performance to write a case report in partial fulfillment of his doctoral degree requirements in Human Resource Development at the University of Minnesota.

Please read the information provided on this form carefully and take your time to make your decision and ask any questions that you may have.

This study is being conducted by Mr. Emmanuel Osafo, Ph.D. candidate, Organizational Leadership, Policy and Development (OLPD) Department, University of Minnesota, Twin Cities under the supervision of Dr. Shari L. Peterson, Associate Professor, OLPD Department, University of Minnesota, Twin Cities.

Procedure:

If you agree to participate in this study, you will be asked to answer questions related to the ethical organizational culture and organizational level performance of this organization and ask questions whenever you need to. Thus, this will be more interactive than the regular question and answer interview. All conversation will be recorded on paper and tape (voice recorder) to prevent information loss due to inability to write or memory loss.

Confidentiality:

There is a limited risk associated with this case study that could result in a loss of confidentiality by virtue of your unique experience. However, all information collected or obtained will be kept confidential and protected to the fullest extent. All records will be kept securely and can be accessed only by the researchers. All transcripts and tape recordings will be used for educational purposes and be destroyed/erased as soon as the dissertation has been approved by the dissertation committee.

Voluntary Nature of the Study:

Your participation in this case study is voluntary. You may choose not to take part or you may withdraw from the study at any time. However, once the case report is written and presented/published, it will not be possible for you to withdraw or take any information out. Your decision to participate or not will not impact your relationship with the University of Minnesota or FOCOS Orthopedic Hospital.

Contacts and Questions;

All questions can be directed to Mr. Emmanuel Osafo, the principal investigator OLPD

Department, University of Minnesota, at 651-428-8209 or osafo004@umn.edu; or Dr. Shari Peterson, research supervisor, OLPD Department, University of Minnesota, at 612-624-4980 peter007@umn.

If you have any question or concern and want to talk to someone other than the researcher or his supervisor, you are encouraged to contact the Research Subject Advocate Line, D528 Mayo, 420 Delaware Street Southeast, Minneapolis, 55455: 612-625-1650.

Appendix C

UNIVERSITY OF MINNESOTA
RESEARCH EXEMPT FROM IRB COMMITTEE REVIEW
 SURVEYS/INTERVIEWS, STANDARD EDUCATION TESTS &
 OBSERVATIONS OF PUBLIC BEHAVIOR
EXEMPT CATEGORY 2

Version 6.2

Updated January 2015, check <http://www.irb.umn.edu> for the latest version

Route this form to:
See instructions below.

U Wide Form:
UM 1571
Jan 2015

Submit this application, along with all required appendices and supplemental documents to the University of Minnesota IRB.		IRB Use Only IRB Study # Click here to enter text.
Electronic Submission (preferred): Submit to: rspperev@umn.edu PI must submit request using University of Minnesota e-mail Account.	U.S. Mail Address: Human Research Protection Program MMC 820 420 Delaware St. SE Minneapolis, MN 55455-0392	For more information please visit our website http://www.research.umn.edu/irb/index.html Contact our office Phone: 612-626-5654 Email: rspperev@umn.edu Fax: 612-626-6061
Project Title		
If the project is funded, the Sponsored Project Administration (SPA) project title must match the IRB project title. If the project is funded by multiple grants, provide all grant titles below:		
Interaction Between National Cultures and ethical Organizational Cultures and Its Impact on Organizational Level Performance: An Case Stu of a Multi-National Nonprofit Organization in Ghana.		
Section 1 Principal Investigator		
Name Emmanuel Osafo		Highest Earned Degree: Master of Science
Preferred contact information: osafo004@umn.edu Preferred email or phone number at which the PI may be contacted by IRB staff or reviewers to resolve questions or concerns.		
Affiliation and contact information <input type="checkbox"/> University of Minnesota (complete contact info section 1 only) <input type="checkbox"/> Fairview (complete contact info section 2 only) <input type="checkbox"/> Gillette (complete contact info section 2 only)		
Required Contact information Section 1 - U of M only	U of M Internet ID (x.500):	osafo004
	U of M Employee/student ID Number:	4600102
	University Department:	Organiozational Ledership, Policy, and Development
Required contact information Section 2 Non-U of M only	Address:	Phone number:

2401 Wimbledon Drive, Woodbury, MN 55125		651-428-8209 <input checked="" type="checkbox"/> Mobile <input type="checkbox"/> Pager <input type="checkbox"/> Office Email address: osafo004@umn.edu
Occupational Position: <input type="checkbox"/> Faculty <input type="checkbox"/> Physician <input type="checkbox"/> Staff <input checked="" type="checkbox"/> Student - Students must complete the faculty academic advisor section below and submit Appendix J <input type="checkbox"/> Other:		
Conflict of Interest: Does the PI have a reportable conflict as defined in Section 9 of the application? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Required CITI Human Subjects Training Date (Month/Year) CITI completed (either initial or refresher course): January 2015 Note: The IRB requires researchers to complete refreshers courses every three years after completion of initial course. For more information on training requirements see IRB Training		HIPAA TRAINING Check box below if HIPAA training is required. <input type="checkbox"/> HIPAA Required – Data contains PHI HIPAA Training completed through: <input type="checkbox"/> UMN <input type="checkbox"/> Other:
For information regarding human subjects and HIPAA training requirements please go to http://www.irb.umn.edu/training.html.		
As Principal Investigator of this study, I assure the IRB that the following statements are true: <ul style="list-style-type: none"> • The information provided in this form is correct. • I have evaluated this protocol and determined that I have the resources necessary to protect participants, such as adequate funding, appropriately trained staff, and necessary facilities and equipment. • I will seek and obtain prior written approval from the IRB for any substantive modifications in the proposal, including changes in procedures, co-investigators, funding agencies, etc. • I will promptly report any unexpected or otherwise significant adverse events or unanticipated problems or incidents that may occur in the course of this study. • I will report in writing any significant new findings which develop during the course of this study which may affect the risks and benefits to participation. • I will not begin my research until I have received written notification of final IRB approval. • I will comply with all IRB requests to report on the status of the study. • I will maintain records of this research according to IRB guidelines. • The grant that I have submitted to my funding agency which is submitted with this IRB submission accurately and completely reflects what is contained in this application. • If these conditions are not met, I understand that approval of this research could be suspended or terminated. 		
osafo004	student	4/28/2015
Signature/Digital signature/x.500 of PI	Title of PI	Date

Faculty Academic Advisor – Student-led Research

[Appendix J](#) filled out by the faculty advisor must be submitted with this application. Academic advisors must be cc'ed on all correspondence between the student PI and the IRB.

Student research requires the approval of a faculty academic advisor. As academic advisor to the student investigator, the advisor assumes responsibility for ensuring that the student complies with University policies and federal regulations regarding the use of human subjects in research.	
Faculty Academic Advisor Name (Last name, First name MI): Shari L. Peterson	University Department: OLPD
U of M Employee ID: 1089294	U of M x.500 ID (ex. smith001): peter007
Conflict of Interest: Does this person have a reportable conflict as defined in Section 9 of the application? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Human Subjects Training: CITI – Date completed (either initial or refresher course): 4/21/2015 Note: The IRB requires researchers to complete refresher courses every three years after completion of initial course. For more information on training requirements see IRB Training	HIPAA TRAINING Check box below if HIPAA training is required. <input type="checkbox"/> HIPAA Required – Data contains PHI HIPAA Training completed through: <input type="checkbox"/> UMN <input type="checkbox"/> Other:
peter007	4/29/2015
Signature/ x.500 of Advisor	Date

Additional Study Personnel? Download and attach the Additional Study Personnel form found in the appendices section of the [IRB forms page](#)

Section 2 Summary of Activities	
The following questions must be answered in lay language or language understood by a person unfamiliar with your area of research.	
2.1 What is your research question? State hypothesis or primary objective and the rationale for conducting the study.	
<ol style="list-style-type: none"> 1. How is the ethical culture of this nonprofit organization defined? 2. How relevant is the ethical culture of this nonprofit organization to the organizational level performance? 3. How does the interaction between the ethical culture of this nonprofit organization and the Ghana national culture impact organizational level performance? 	
2.2 Indicate which of the following will be included in your research. Note required supplemental materials that must be included when application is submitted for review <i>Be aware that no personal or sensitive information can be sought under exempt research guidelines.</i>	
Tasks - check all that apply	Required Supplemental Materials
<input type="checkbox"/> Psychological test	A copy of the test(s) must be submitted
<input type="checkbox"/> Educational test(s)	A copy of the test(s) must be submitted
<input type="checkbox"/> Evaluation instrument	The evaluation instrument must be submitted
<input checked="" type="checkbox"/> Interviews	Interview questions must be submitted

<input type="checkbox"/> Focus Groups	Focus group questions must be submitted
<input type="checkbox"/> The activity required to complete the research is not listed above, describe the activity below	
2.3 What is the frequency of the tasks the subjects will be asked to perform? <input checked="" type="checkbox"/> Once <input type="checkbox"/> More than once. Indicate expected frequency:	
2.4 What is the anticipated duration of the task? 1 hour	
2.5 Will the research occur in an education setting? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes. If yes, describe the activities non-participants will do during this period and how these activities will be supervised. <input type="checkbox"/> Not applicable. All students will participate.	
2.6 What are the anticipated start and end dates for this study? Anticipated start date: 07/17/2015 Anticipated end date: 09/17/2016	
Exempt research is generally considered short-term in nature. This office routinely inactivates exempt applications after five years from the time it was determined to meet the exempt criteria. If you think your project will extend beyond five years, contact the IRB office (612-626-5654 or irb@umn.edu).	

Section 3 Participant Population	
Describe the participant population below. NOTE: Research involving PRISONERS or other incarcerated individuals (or their existing data and/or specimens) do not qualify for exemption.	
3.1 What is the expected number of participants? Total: 25 Of the total requested indicate how many will be Male 13 Female 12	
3.2 What is the age range of the subjects? Exact Age Range: 26 to 68 See information below for required supplemental materials.	
If age range includes	
0-17 years	Submit Appendix Y Research with subjects younger than 18 years old may be conducted under Exempt category 2 only if the research procedures do not include surveys or interviews. Researchers may observe public behavior of children but MAY NOT participate in the activity or behavior.
3.3 What are the inclusion criteria for this study?	

3.4 What are the exclusion criteria for this study?
NOTE: Research that includes participants considered vulnerable is not eligible for exempt review.

Section 4 Location of Subjects during Research Data Collection

4.1 Check the box(es) below to indicate where research activities will occur or where subjects will be when the data is collected. Note that some locations require submission of appendices or additional documentation.

LOCATION – check all that apply	Required Supplemental Materials
<input type="checkbox"/> Elementary/Secondary Schools*	Submit Appendix M “Research in Schools” and appropriate documentation of approval from school district
<input type="checkbox"/> Community Center. Specify:	Submit an approval letter from the community center
<input type="checkbox"/> University Campus (non-clinical) <ul style="list-style-type: none"> <input type="checkbox"/> Twin Cities <input type="checkbox"/> Duluth <input type="checkbox"/> Morris <input type="checkbox"/> Rochester <input type="checkbox"/> Crookston 	
<input type="checkbox"/> Subject’s home	
<input checked="" type="checkbox"/> International location	Submit Appendix K “International Research”
<input type="checkbox"/> Other. Describe:	

***NOTE: It is the PI’s responsibility to contact each school district to determine if separate school IRB approval or district approval is required (e.g. Minneapolis Public Schools and St. Paul Public Schools require approval from their Research, Evaluation, and Assessment departments)**

Section 5 [Recruitment](#) & [Compensation](#)

5.1 Which of the statements below describes the recruitment strategy? *If both apply, select both.*

Statement A. Potential subjects will self-identify based on response to an advertisement, flyer, presentation or respondent driven sampling. **If ONLY statement A selected, go to question 5.2**

<input type="checkbox"/> Statement B. Potential subjects will be recruited based on information contained in private/protected records (medical records, student records). This also includes subjects who will be recruited from the PI or Co-I's patient population. If statement B is selected, answer question 5.1.1.
Recruitment from records 5.1.1 Are the records publicly available? <input checked="" type="checkbox"/> Yes, go to question 5.2 <input type="checkbox"/> No – Answer questions 5.1.2-5.1.4
5.1.2 What type of records will be accessed? <input type="checkbox"/> Medical - Indicate the mechanism the PI will use to confirm that the patient has agreed to release their PHI contained in their medical record for research purposes; for example, the patient has documented consent to research on their treatment, intake or hospital admitting form. (MN Statue 144.334 Subd. 3; Access to Medical Records for Research) <input type="checkbox"/> Academic Health Center Information Exchange (AHC-IE) <input type="checkbox"/> Other. Describe: <input type="checkbox"/> Educational <input checked="" type="checkbox"/> Employment <input type="checkbox"/> Other:
5.1.3 Does the researcher have legitimate access to these records (i.e. through a job, volunteer work, internship, etc.) <input checked="" type="checkbox"/> Yes, explain how the researcher has access: Through direct interviews <input type="checkbox"/> No If you answered "No" ... <ul style="list-style-type: none"> • If you do not have permissible access to the records, the fact that the custodian will give you the list does not create permissible access. • You must ask the custodian of the record to make initial contact with potential subjects for you • Attach a letter of cooperation from the custodian of the record indicating that they will make initial contact on your behalf. • Describe how the custodian will do this in question 5.1.2 below. • You must let potential subjects contact you if they are interested. You may not make initial contact. This remains true even if the custodian is willing to give you the private list.
5.1.2 Identify who will make initial contact with potential subjects. The PI
5.2 Provide a brief narrative to describe the recruitment process. Include in the description how potential subjects will be informed of the research. Participants will be recruited through email by the HR manager
5.3 Describe with whom and how you will make initial contact with the subjects; will contact be in a classroom setting, by mail, e-mail, etc.

I will contact them through the HR manager	
5.4 Indicate if any of the recruitment methods described below will be utilized. Note that some selections require you to submit additional documentation.	
Method	Required Supplemental Materials
<input type="checkbox"/> Flyers	Submit flyer(s) with application
<input type="checkbox"/> Newspaper ads	Submit draft of ad with application
<input type="checkbox"/> Radio or television ads	Submit script with application
<input checked="" type="checkbox"/> Social networking sites	Submit text, page mock up or description of posting including any images or videos Indicate site(s):
<input type="checkbox"/> Letters or emails	Submit letter(s) or email(s) with application
<input type="checkbox"/> Phone call	Submit phone script with application
<input type="checkbox"/> Group or class presentations	Submit outline of presentation and any materials provided to participants with application
<input type="checkbox"/> Other method not described above	Specify:
<input type="checkbox"/> None of the above	
5.5 Will the subjects receive gifts, payment, compensation, reimbursement, services without charge or extra credit in exchange for participation? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, describe the compensation type and value:	

Section 6 Confidentiality
See Protecting Private Data Guideline from the Office of Information Technology (OIT) for information about protecting the privacy of research data.
6.1 Where will the data be stored? Data will be stored in written form and electronically on the researchers personal laptop computer and a back-up on a jump drive. My laptop computer has a secure password. Other voice and images will be stored on the devices used in capturing such data. All data will be kept in a special email accounts reserved for the research for safe keeping. I prefer a gmail to the University of Minnesota servers because of past experience regarding

accessibility. For some reason, I could not access my University of Minnesota accounts whilst at a foreign location. All jump drives and other research materials will be kept with the researcher at all times.

6.2 How long will the data be stored?

Data will be stored for the length of the dissertation. Thus, for a projected period of one year

6.3 What security provisions will be taken to protect and maintain the confidential data (password protection, encryption, etc.)? See the University of Minnesota's [Safe Computing Recommendations](#).

I will use Anti-Virus Software to secure my computer

6.4 Will the PI have a link to identify subjects?

Yes

No

6.5 Will identifiable data be made available to anyone other than the PI?

No

Yes **Explain who will have access and why access is required.**

Section 7 [Informed Consent Process](#)

Even though the IRB may determine that some research is exempt from the federal regulations, adequate provisions still need to be in place to protect research participants.

In making its consideration of exempt status, the HRPP/IRB office still has to determine that:

- a) The research involves no more than minimal risk to participants
- b) Selection of participants is equitable
- c) If there is recording of identifiable information, there are adequate provisions to maintain the confidentiality of the data
- d) **If there are interactions with participants, there will be a consent process that will disclose such information as:**
 - **that the activity involves research**
 - **a description of the procedures**
 - **that participation is voluntary**
 - **name and contact information for the investigator**
- e) There are adequate provisions to maintain the privacy of participants.

For exempt category 2 research, it is not necessary to obtain signed documentation of consent (i.e. a signature). Please submit a 'consent information sheet' which does not include a signature line. The IRB office reserves the right to require that you obtain signatures, but in most cases it is not necessary.

<p>If you are mailing a survey to subjects and asking them to return it to you, or doing a phone interview, you must send or read a consent statement which includes the same information as the consent information sheet form.</p> <p>An information sheet template is available on the IRB forms page in the "templates" section.</p>
<p>7.1 Who will conduct the consent process?</p> <p>PI</p>
<p>7.2 How will consent be obtained?</p> <p>Consent will be obtained by reading and explaining the consent statement and obtaining a signature to confirm participants' willingness to participate in the research.</p>
<p>7.3 Describe what will be said to subjects to introduce the research. Do not say "see consent form".</p> <p style="text-align: center;">Informed Consent Form</p> <p>You are invited to participate in a case study that seeks to analyze the interaction between ethical organizational culture and country culture and its impact on organizational level performance. You were selected to participate in this case study because you are an employee who is identified as a supervisor or a manager of this FOCOS Orthopedic Hospital. You are being asked to consider allowing Mr. Emmanuel Osafo to use information you provide regarding FOCOS Orthopedic Hospital's ethical organizational culture and organizational level performance to write a case report in partial fulfillment of his doctoral degree in Human Resource Development at the University of Minnesota. Please read the information provided on this form carefully and take your time to make your decision and ask any questions that you may have. This study is being conducted by Mr. Emmanuel Osafo, Ph.D. candidate, Organizational Leadership, Policy and Development (OLPD) Department, University of Minnesota, Twin Cities under the supervision of Dr. Shari L. Peterson, Associate Professor, OLPD Department, University of Minnesota, Twin Cities.</p> <p>Procedure:</p> <p>If you agree to participate in this study, you will be asked to answer questions related to the ethical organizational culture and organizational level performance of this organization and ask questions whenever you need to. Thus, this will be more interactive than the regular question and answer interview. All conversation will be recorded on paper and tape (voice recorder) to prevent information loss due to inability to write or memory loss.</p> <p>Confidentiality:</p> <p>There is a limited risk associated with this case report that could result in a loss of confidentiality by virtue of your unique experience. However, all information collected or obtained will be kept confidential and protected to the fullest extent. All records will be kept securely and can be accessed only by the researchers. All transcripts and tape recordings will be used for educational purposes and be destroyed/erased as soon as the dissertation has been approved by the dissertation committee.</p> <p>Voluntary Nature of the Study:</p> <p>Your participation in this case study is voluntary. You may choose not to take part or you may withdraw from the study at any time. However, once the case report is written and presented/published, it will not be possible for you to withdraw take any information out. Your decision to participate or not will not impact your relationship with the University of Minnesota or FOCOS Orthopedic Hospital.</p>

Contacts and Questions;

All questions can be directed to Mr. Emmanuel Osafo, the principal investigator OLPD Department, University of Minnesota, at 651-428-8209 or osafo004@umn.edu; or Dr. Shari Peterson, research supervisor, OLPD Department, University of Minnesota, at 612-624-4980 peter007@umn.

If you have any question or concern and want to talk to someone other than the researcher or his supervisor, you are encouraged to contact the Research Subject Advocate Line, D528 Mayo, 420 Delaware Street Southeast, Minneapolis, 55455: 612-625-1650.

Section 8 Funding	
8.1 Has funding for this project been applied for, requested or received or do you intend to request/apply for funding?	
<input checked="" type="checkbox"/> No	Explain how the research will be conducted without funding: I applied for funding from the University of Minnesota but for reasons not disclosed to me, the application was not approved. I will rely on funding from my own sources to sponsor this project.
<input type="checkbox"/> YES	Indicate in the table below who will provide/manage funds.
Funds provided/managed by	Required Supplemental Materials
<input type="checkbox"/> Internal University of Minnesota (departmental funds, internal grant program, etc.)	none
<input type="checkbox"/> University of Minnesota Sponsored Project Funding	Appendix A required
<input type="checkbox"/> Non-University of Minnesota source or management	Appendix A required

Section 9 Conflict of Interest
<p>Federal Guidelines emphasize the importance of assuring there are no conflicts of interest in research projects that could affect the welfare of human subjects. Reporting of financial interests is required from all individuals responsible for the design, conduct or reporting of the research. If this study involves or presents a potential conflict of interest, additional information will need to be provided to the IRB.</p> <p>Examples of conflicts of interest may include, but are not limited to:</p> <ul style="list-style-type: none"> • A researcher participating in research on a technology, process or product owned by a business in which the researcher or family member holds a significant financial interest or a business interest. • A researcher participating in research on a technology, process or product developed by that researcher or family member. • A researcher or family member assuming an executive position in a business engaged in commercial or research activities related to the researcher’s University responsibilities. • A researcher or family member serving on the Board of Directors of a business from which that member receives University supervised Sponsored Research Support. • A researcher receiving consulting income from a business that funds his or her research. • A researcher receiving consulting income from a business that could benefit from the results of research sponsored by a federal agency (i.e. NIH).

9.1 Do any of the Investigators or personnel listed on this research project have a business interest or a financial interest of \$10,000 or more (\$5,000 or more if research is funded by a Public Health Service (PHS) agency or researcher is involved in clinical health care) associated with this study when aggregated for themselves and their family members?	
<input checked="" type="checkbox"/>	No.
<input type="checkbox"/>	Yes. List the investigator(s) with conflicts:
9.2. Do any of the investigators or personnel (when aggregated for themselves and their family members) listed on this research have:	
	9.2.1 Ownership interests more than \$10,000 (\$5,000 if research is funded by PHS or researcher is involved in clinical health care) when the value of interest could be affected by the outcome of the research?
	<input type="checkbox"/> No
	<input type="checkbox"/> Yes List the investigator(s) with conflicts:
	9.2.2 Ownership interests exceeding 5% interest in any one single entity (or any equity interest in a non-publicly traded entity if research is funded by PHS or researcher is involved in clinical health care)?
	<input checked="" type="checkbox"/> No
	<input type="checkbox"/> Yes List the investigator(s) with conflicts:
	9.2.3 Compensation greater than \$10,000 (\$5,000 if research is funded by PHS or researcher is involved in clinical health care) when the value of the compensation could be affected by the outcome of the research?
	<input type="checkbox"/> No
	<input type="checkbox"/> Yes List the investigator(s) with conflicts:
9.3 Have all business or financial interests indicated above been reported?	
<input type="checkbox"/>	No.
<input type="checkbox"/>	Yes.

- University of Minnesota researchers need to report business or financial interest online via the [Report of External Professional Activities \(REPA\)](#)
- Fairview Health System researchers need to complete the [Fairview Health Services Conflict of Interest Disclosure forms](#) and submit the completed forms to the Fairview Office of Research.
- Gillette Children’s Specialty Healthcare researchers must contact the Director of Research Administration, at 651-229-1745.

The IRB will verify that a management plan is in place with the Conflict of Interest (COI) Program. If the COI Program does not have an approved management plan in place for this research, they will contact the individual(s) for additional information.

Final IRB approval cannot be granted until the IRB has reviewed the management plan and all potential conflict matters are settled. The IRB receives a recommendation from the Conflict of Interest Review Committee regarding disclosure to subjects and management of any identified conflict. The convened IRB determines what disclosure language should be in the consent form.

Section 10 Research Services, Assessment and Oversight

Section 10.1 RESEARCH COLLABORATIONS

10.1.1 Does this research project involve collaborations with any sites or personnel outside of the University of Minnesota, its coordinate campuses, the Fairview Health Systems or Gillette Children’s Specialty Healthcare?

- No
- Yes **Briefly describe the collaboration (with whom and for what purpose):**

10.1.2 Is this research proposal being reviewed by any other institution or peer review committee?

- No
- Yes **It is the responsibility of the PI to secure the appropriate approval from these committees and to provide documentation of approval to the IRB. List the committee(s) below and attach copies of documentation of approval**

Additional requirements for ensuring appropriate IRB oversight may apply. These requirements are often dependent on whether or not the site/personnel is considered “engaged” in human subjects research according to federal definitions. Contact the UMN IRB office (irb@umn.edu) to determine how IRB oversight of the research activity with the external site/personnel should be addressed.

Section 10.2 AFFILIATED ENTITIES WITH OVERSIGHT RESPONSIBILITIES

10.2.1 Will this research use services, resources, or funding from the Clinical and Translational Science Institute? Examples include pilot funding, career development awards, biostatistics support, facilities, staffing, project management, regulatory assistance, or informatics consultation and support

- No **Go to question 10.2.2**

<input type="checkbox"/> Yes Provide CRT Portal ID#:
10.2.2 Does this research require Masonic Cancer Center Protocol Review Committee (CPRC) review? <i>The CPRC is required to evaluate, approve or reject, monitor, and re-review on an annual basis all University of Minnesota clinical cancer research protocols including those with non-therapeutic intent.</i>
<input checked="" type="checkbox"/> No Go to question 10.2.3
<input type="checkbox"/> Yes Documentation of approval must be provided to receive final IRB approval.
10.2.3 Will this research utilize Gillette Children's Specialty Healthcare resources or medical records?
<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes If using Gillette resources, please contact: Joyce Trost, PT Research Administration Manager Gillette Children's Specialty Healthcare 651-325-2339/651-312-3182/ jtrost@gillettechildrens.com