


THE SIGNIFICANCE OF TECHNOLOGY FOR ORGANIZATIONAL CULTURE IN GHANA

**BY
ANNA ACKAH-BADU
(10309791)**



**THIS DISSERTATION IS SUBMITTED TO THE UNIVERSITY
OF GHANA, LEGON, IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF
THE MASTER OF ARTS DEGREE IN
INTERNATIONAL AFFAIRS**

LEGON

JULY 2018

DECLARATION

I, Anna Ackah – Badu, hereby declare that this dissertation is the result of an original research conducted by me under the supervision of Dr. Boni Yao Gebe and that no part of it has been submitted anywhere else for any other purpose. Also, references to the work of other persons or bodies have been duly acknowledged.

.....
ANNA ACKAH – BADU
(STUDENT)

.....
DR. BONI YAO GEBE
(SUPERVISOR)

DATE.....

DATE.....

DEDICATION

To God, my family and my wonderful husband, Bartimus.

ACKNOWLEDGEMENTS

I wish to give thanks to God for this favor, guidance and wisdom. He granted me the grace and without whom this research would not have come into fruition. My sincere gratitude goes to my supervisor, Dr. Boni Yao Gebe, for his audience, guidance, advice and meticulous supervision.

Deserving gratitude to all lecturers of the Legon Centre for International Affairs and Diplomacy who, in diverse ways, made the pursuit of this Masters Programme possible. I am particularly grateful to Dr. Noel Tagoe of CIMA Global for the wealth of knowledge gained through interactions with him which immensely helped shaped this humble work.

Mention also needs to be made of all the people I interviewed in the field without whose responses this work would not have been possible. I am highly indebted to you all. Finally, I am greatly indebted to the entire Ackah-Badu, Tehillah Generation Chapel and Neequaye family for their prayer and support throughout the study.

LIST OF ABBREVIATIONS

CYST	-	Creative Young Smart Technology
GIPC	-	Ghana Investment Promotion Centre
NGO	-	Non-Governmental Organization
OLAP	-	Online Analytical Process
OLTP	-	Online Transaction Processing
PID	-	Proportional Integral Derivative
WAPCo	-	West African Gas Pipeline Company Limited
SCADA	-	Supervisory Control and Data Acquisition
AMA	-	American Management Association

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
LIST OF ABBREVIATIONS	iv
TABLE OF CONTENTS	v
ABSTRACT	vii
CHAPTER ONE	8
INTRODUCTION	8
1.1 Background to the Study	8
1.2 Statement of the Research Problem	10
1.3 Research Questions	12
1.4 Objectives of the Study	12
1.5 Scope of the Study	12
1.6 Rationale of the Study	13
1.7 Hypothesis	14
1.8 Theoretical Framework	14
1.9 Literature Review	17
1.10 Conceptual and Operational Definitions	22
1.11 Sources of Data and Methodology	23
1.12 Limitations of the Study	25
1.13 Arrangement of Chapters	25
References	26
CHAPTER TWO	27
TECHNOLOGY IN THE PROMOTION OF ORGANIZATIONAL CULTURE IN INTERNATIONAL BUSINESS RELATIONS	27
2.0 Introduction	27
2.1 Technology	27
2.2 Organizational Culture and Technology	29
2.3 Technological Forms of Communication	39
References	44
CHAPTER THREE	46
THE SIGNIFICANCE OF TECHNOLOGY ON ORGANIZATIONAL CULTURE IN GHANA	46
3.0 Introduction	46

3.1	Questionnaire Sample	46
3.1.1	Age of Sample.....	47
3.1.2	Sex of the Sample	47
3.1.3	Years of Working Experience and Age of Organization	48
3.2	Modes of Communication.....	52
3.2.1	Technological Modes of Communication Adopted.....	52
3.3	Final View on the Research	54
3.4	Interviews.....	55
3.4.1	International Organization: CIMA Global.....	56
3.4.2	Non-Governmental Organization: SightSavers	57
3.4.3	Technological Organization: CYST Company Limited	59
3.4.4	Governmental Organization: GIPC.....	60
3.4.5	Transnational Organization: WAPCo.....	61
	References	64
	CHAPTER FOUR.....	65
	SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	65
4.0	Introduction.....	65
4.1	Summary of the Main Findings	65
4.2	Conclusions.....	66
4.3	Recommendations.....	68
	BIBLIOGRAPHY	70
	APPENDIX 1	74

ABSTRACT

Technology has become the byword in the era of globalization. It can be attested of in various aspects of life as we know it. In Ghana, however, most especially in the business world, the use of technology has been cited as a phenomenon to be feared as, according to the understanding of most workers in this field, that, the entrance of technology into an organization is most often than not, a way for organizations to purge themselves of mostly the older generations in the working sector. There is also that apprehension for certain levels of technology by organizations in the country who strive to stay authentically Ghanaian. This research examines these modes of technology and the cultures of various organizations to point out the significance of technologies in the promotion of cultures by proving the hypothesis that technology adaptation to the culture of organizations is more effective as compared to indigenous Ghanaian organizations. This research focused primarily on organizations in Ghana with international presence to ascertain how their adaptation of technology to their culture aids in the promotion of their services, using both primary and secondary data to investigate concepts and theories to determine how best certain methods can be adopted by our growing Ghanaian organizations. A major finding of the study was that technology appears to be greatly embraced in the current Ghanaian business sector and thus has increased the level of standard for start-up organizations in the country over the years. Another finding was that the adaptation of technology to the culture of organizations is more useful to international organizations with subsidiaries in Ghana as compared to indigenous Ghanaian organizations. Arising from this is the contribution made that without technology, organizations would have to face collapse or ineffectiveness in the production of their goods and services with no hope of ever entering the international setting with regards to business. The research concludes with recommendations of adaptation of technology by organizations, education of workers in organizations on how to use adapted technologies effectively and finally the implementation of such technologies by the organization in order to allow organizations the opportunity to reach even the outside world.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

With the world now being termed a global village, access to information and services becoming more and more easy and new technological ways of making life easier more available, one could say that globalization is a phenomenon that is here to stay. With this move, many organizations have used it as a tool to move forward into the international arena and has thus caused for potential stakeholders to pay a more critical attention to how such organizations would progress and how it would effectively benefit them. (Forbes, 2012 & Ventures, 2013).

Globalization has played a key role in the ‘new’ way of life, that is, the world now being a global village, linking societies and nations all around the world. One of the greatest mediums of globalization can be seen in this vein as technology, which does not only bring individuals and societies closer but organizations as well (Muhammad Ali, 2015).

The technological needs of an organization exist in a state of high demand as new and technological ways of executing work within an organization keeps evolving. A high majority of organizations in our era have to rely on technology in order for their businesses to either function very effectively or reach the target market their services are meant for. Whether it is for the purchasing of a computer or phone or a software that allows for easy documentation, such technologies are needed to facilitate effective work environments. Update in technology by organizations would always stand the chance of cutting down work time and human

resource needed for a project which can then increase the amount of projects that can be executed at a time.

Culture is defined as the "practices and convictions normal for a specific social, ethnic, or age gathering." If a gathering of individuals trusts that more established people should dependably be regarded, it will end up being a piece of their way of life, for example.

One of the greatest difficulties that organizations fall in in the present aggressive market is building a solid—and alluring—organization culture. As more and more twenty to thirty-year-olds enter the workforce, an association's way of life is turning into a key factor in how applicants figure out where they need to work. From pulling in and holding the top ability to boosting development and development, organizations can receive a few significant rewards by making an extraordinary organization culture.

So by what means can organizations construct and continue an engaging society that mirrors a center arrangement of qualities and keeps workers locked in? The key is to grasp and use the intensity of Technology.

Toward the day's end, Technology is only an apparatus, and like every single other instrument, it can have positive or negative impacts on the work culture. It is vital, in any case, that associations have an unmistakable guide for exploring the present and developing innovation in the workplace, especially as twenty to thirty-year-olds, who have grown up with Technology, begin to wind up the majority. Positive fortification can go far in advancing the correct utilization of innovation at work. Propensities that energize coordinated effort and effectiveness ought to be advanced. As organizations understand their prosperity depends on making a situation where "soft skills" like correspondence, coordinated effort, and

development flourish, there is then the requirement for organizations to search out plans of action for the future — ending up progressively advanced, technically knowledgeable and spry in adjusting to change. Typically, the desire for increased productivity in an organization can drive upgrades in technology, which can significantly influence company operations and culture (Muhammad Ali, 2015).

1.2 Statement of the Research Problem

Organizational culture can be defined in basic terms as a system of shared actions, values and beliefs developed within an organization. Each organization indeed possesses its unique culture that could be compared to human or individual personalities and way of life. However, that is not to say that similarities amongst corporate or organizational cultures do not exist because they do, but the uniqueness of the company's culture can cause them to stand out from others. (Muhammad Ali, 2015).

One frequent response to these pressures is to look for technological fixes that will enhance productivity and minimize system dependency on employees. While just a few years ago certain technological advancements were rude or unwelcomed intrusions in the formal sector, technology is now often integral to the efficient and effective running of an organization; technology can improve productivity and organization with the effective centralization of information in organizations for example which can be considered as not only more efficient but environmentally friendly as well. (Muhammad Ali, 2015).

This research considers the significance of technology for organizational culture. The 21st century can be considered to be the century where globalization has grown to a high degree

with issues that used to hinder work process such as distance and accessibility to information practically not existing anymore. This is where the problem starts.

With certain times lack of the technical know-how that facilitate efficient organizational cultures, most workers of such organizations, due to this naivety, see the use of technology to improve the business culture of the organization as a threat to their very livelihood and thus fail to see how technology can promote efficiency and productivity in their various areas of service. Another could be the high rate at which employees quit their jobs in Ghana, for instance, this can be due to a lack of culture in organizations that promote loyalty. Another of the organizations perspective would be low profits due to their inability to adapt to new systems mostly in technology. Another issue to be considered also could the availability of too much information, which makes the decision of choosing which technology that would suit an organization quite cumbersome. There is thus the need for the change of organizational cultures (most especially in their forms of communication) in organizations most especially in developing countries with the aid of technology if they ever hope to penetrate the international system and also, education for such workers on the importance of technology if such organizations can ever stand the chance of standing on the global stage.

Various degrees of studies have been conducted on organizational culture, but not much has been done in the significance of technology to organizational culture focusing on modes of communication in an organization. This research seeks to find out the key role technology can play in day to day communication in an organization, which can enable it to rise to an international stage or setting.

1.3 Research Questions

- What is organizational culture?
- How was organizational culture executed before the era of technology in relation to communication in Ghana?
- How is technology used to promote the organizational culture of international organizations in relation to communication in Ghana?
- How significant is technology for organizational cultures today in Ghana?

1.4 Objectives of the Study

The main goal of the study is to examine various technological forms of communication that organizations can use to promote a more efficient working environment. Specifically, the following are the objectives of the study:

- To comprehend how Ghanaian organizations, perceive work culture;
- To understand how organizational culture in Ghana was executed before the era of technology in relation to communication;
- To investigate how technology has promoted the organizational culture of organizations in Ghana in relation to communication;
- To ascertain how significant technology is for the organizational culture of Ghanaian organizations today.

1.5 Scope of the Study

This research is limited to technological modes of communication in organizations in developing countries, specifically in Ghana.

1.6 Rationale of the Study

Communication can be considered as key to the promotion of efficiency of an organization. With the era of technology, communication in the organization has taken many mediums and forms all of which has promoted certain levels to a peak where they can engage in the international system. This is because it can bridge the gap between culture and technology among workers in an organization. The study seeks to examine the role technology could play in allowing African businesses to reach higher heights. This is because it can serve as a blueprint of how an organization can efficiently operate internationally for young or locally based organizations in Ghana who want to be more globally competitive. African generated businesses or organizations have been seen over the years to be a step behind the rest of the international system, reasons for this can be placed on the lack of technological know-how which can promote certain levels of efficiency in this, the study also seeks to allow a unique view of technology as a catalyst that greatly aids international business culture, such as in providing a more a more efficient instruction on the Do's and Don'ts in using technology in organizations and how organizational culture affects profit and how technology greatly contributes to it.

The study would also be of great benefit to Multinational Corporations in showing them what they can do to improve the use of technology in their organizations, to upcoming organizations to educate them on how they can adopt technology into their culture in order to operate more efficiently, to Technology based organizations to help them improve their general culture and also for Governmental organizations to educate them on how to enhance business ethics using technology in governmental organizations. It will also add knowledge to the existing literature on organizational culture as well as being of assistance to researchers in the area of globalization and technology.

1.7 Hypothesis

The adaptation of technology to the culture of organizations is more effective in international organizations with subsidiaries in Ghana as compared to indigenous Ghanaian organizations.

1.8 Theoretical Framework

To properly examine the significance of technology for organizational culture, the framework of globalization needs to be considered. The term implies the world-wide amalgamation of various cultures, styles, economic policies, ideas and the like. The Commonwealth Heads of Government defines it as, “The process of integrating economy, culture, technology, and governance across national borders”. Anthony Giddens (1990) discloses globalization to be the increase of overall social connection which joins unmistakable regions such that neighborhood happenings are molded by occasions happening miles away.

The progressions in transportation and correspondence in innovation have profoundly affected the geographic separation and availability at another level of human association. Advances in innovation are one of the principle reasons that globalization has heightened in the previous decade. In data and correspondence innovation, advancements have turned out to be less in the estimate, more productive and regularly more reasonable. In transport innovation, vehicles have had a tendency to end up bigger and quicker, and also ending up more ecologically benevolent and less expensive to run. Regardless of whether for individual utilization or for business, innovation has influenced the world to appear a global village and aided the ascent of globalization.

In any case, globalization has made much worldwide and interior turmoil in numerous nations as per the anti-globalization development. It is their claim that while the elements of private

enterprise are changing and every nation is exceptional in its political cosmetics, globalization is an unchangeable reality "program" that is hard to execute without political agitation and that globalization can be completely the cause of the current worldwide monetary emergency. It is additionally their claim that contextual investigations of Thailand and the Bedouin countries' perspective of globalization demonstrate that globalization is a risk to culture and religion, and it hurts indigenous individuals while multinational partnerships benefit from it. In spite of the fact that globalization has guaranteed an enhanced way of life and financial advancement, it has been intensely condemned for its creation of negative impacts. As indicated by them, globalization is not just a financial undertaking, yet it additionally intensely impacts politically, and socially too. The present structures and extent of overall protection from globalization arrangements and procedures are a standout amongst the most vital political improvements of the most recent decade.

"Globalization" itself is a standout amongst the most very challenged terms of the present time with energetic promoters and activist commentators (Kellner, 2002). By the nineteenth century talks about seethed about whether the worldwide reach of the industrialist showcase framework and the interruptions it brought were creating a useful "abundance of countries" (i.e., Adam Smith) or delivering a time of abuse and government (i.e., Karl Marx). For the Marxist custom, globalization has since connoted an abusive administration of capital, and after the Incomparable Despondency and World War II, numerous faultfinders have talked about the way in which a talk of "modernization" rose to praise the development of a globalized entrepreneur showcase framework against its ideological and geopolitical contender, state socialism. Maybe the most noted type of protection from globalization toward the finish of the twentieth century was first prevalently named the "anti globalization development," as expressed prior, which can be viewed as endeavoring to constitute the beginnings of a

worldwide common society that may deliver new open circles of political level-headed discussion and cosmopolitan culture, as it maintains estimations of self-rule, majority rule government, peace, biological supportability, balance, and social equity. Around the turn of the new thousand years, activists started to all the more particularly to portray their restriction to specific viewpoints and types of globalization, in this manner distinguishing the likelihood of positive types of globalization. In any case, numerous activists have had a tendency to depict globalization to a great extent negative design. For them, globalization is frequently considered as being pretty much proportionate with projects of neoliberal free enterprise, government and fear war, "McDonaldization" of the planet by transnational partnerships who exist just for benefit and the states that take into account them, and also dis-equilibrating social change coming about because of the worldwide expansion and relocation of Western/Northern science and innovation. Then again, maybe because of the critical political inclusion of youth all through the development, the utilization of new media related with the Web has been helping hostile to corporate globalizers to organize challenges, multiple counter messages, and show oppositional techno-governmental issues and subcultures. Along these lines, the counter-globalization development's relationship to contemporary innovation must itself be viewed as challenged and complex, if not opposing in a few regards.

In any case, globalization is a consequence of the advancement of learning. Most importantly, the improvement of innovation that empowered the production of associations without outskirts, at that point the advancement of science, financial matters, administration and the advancement of numerous different zones that indirectly affect the advancement of globalization. Today, the propensity towards the formation of a solitary market permits the free stream of products and capital, better accessibility of data, checking of rivalry, accessibility of work drive and numerous different advantages of which social knowledge assumes a key part.

Because of innovation, associations currently have the chance to give their administrations at a much productive and compelling rate making the requirement for their laborers to have a highly versatile capacity to mechanical headways which will enhance effectiveness in the work environment and in addition help associations to make societies that are extraordinarily theirs which would thus advance or publicize them better in the global setting or framework.

1.9 Literature Review

Christopher et al., in their work, inspect how hierarchical culture is identified with results related to cutting edge producing innovation (AMT) execution with different scales created and adjusted from an extensive variety of sources in the writing to quantify supervisors' view of authoritative culture, AMT advantages, and usage results. This incorporates operational advantages, authoritative advantages, fulfillment, and focused achievement. (Christopher et al., 1998) Relapse investigation is utilized to dissect the connections between these factors in their composition. The outcomes recommend that social qualities, as characterized by the contending esteems display, are altogether identified with AMT usage results. (Christopher et al., 1998).

Concentrating in any case on cutting edge producing innovation which more often than not exclusively exists in multinational associations keeps a legitimate review of how essential mechanical frameworks can, in any case, be noteworthy to the age of an association's authoritative culture as this exploration tries to achieve.

Schabarcq in his written work gives methods, pointers, and activities for building up ones' own particular reasoning, emotions, instinct, dream, and discernment: the majority of that for the sheer reason of turning into a very much tuned, compelling change instrument. (Schabarcq,

2007). It centers around the bad-to-the-bone component of changing the way of life, to be specifically changing the general population included. As it is to Schabarcq, social change infers that the general population included change their presumptions and objectives, and act in like manner. To realize social change, the book offers the accompanying three methodologies, which is accepted can be most effectively executed when they are consolidated which are:

- i. A pioneer, or a group of pioneers, can start and complete changes in the objectives of the association to make the association more powerful and pleasurable.
- ii. From a similar purpose of flight – that is, to make the association more viable and pleasurable – the individuals from the association can tackle their very own large number issues without anyone else's input. The book contains various agendas to guide such issues.
- iii. In conclusion, a more principal approach is talked about. This includes expanding and advancing the suspicions basic the way of life, particularly by blending them with different suppositions. (Schabarcq, 2007).

This more crucial approach as indicated by Schabarcq can be acknowledged in exchange-based gathering sessions. The use of these three mediations assumes a decent appraisal of the association and its condition. (Schabarcq, 2007). Such an appraisal envelops the norm, the causal system of this business, as usual, the favored arrangements and the powers for and against every one of these arrangements. The book details a generous number of inquiries and furthermore contains three scales to outline the culture's viability seen through the eyes of the hierarchical individuals. The book, be that as it may, makes one concentrate more on one's self-improvement alone for hierarchical culture rather on innovation which this examination tries to demonstrate its criticalness to authoritative culture.

Caeneghem et al., discusses a coming change with the new ascent of innovation, for example, computerized reasoning propelled apply autonomy, systems, propelled producing and communitarian associated stages which will positively upset numerous associations' plans of action inside the following couple of years. In their composition, Caeneghem et.al. likewise discuss extra changes that could happen as associations modify the way individuals work and the way associations interface with others in their biological communities (Caeneghem et al., 2015).

Likewise, that, advancement has progressively turned into a concentration region for sheets. That, while meeting room exchanges may have once seen development exclusively from a hazard point of view, numerous sheets comprehend that their associations must envision and tackle the open doors that advancement and mechanical interruption make to grow their piece of the overall industry and improve their image esteem. As per Caeneghem et.al, Associations can approach development from two points of view. They can take a gander at how executing present day advancements or distinctive procedures would empower them to accomplish all the more, for example, entering new markets or developing a piece of the pie. Or then again they can take a gander at what may happen to the association, its items, and piece of the pie on the off chance that it doesn't enhance. To completely comprehend the openings and dangers, associations need to see development from the two points of view (Caeneghem et al., 2015).

Caeneghem et.al. be that as it may, do not obviously, in down to earth terms state how these two different ways might be accomplished by associations and hence makes their works appear to be more conceptual. This examination along these lines looks to layout more down to earth ways that innovation can be critical to hierarchical culture.

Melitski et al., see through their composition that innovation adjustment and hierarchical culture are two of the most basic issues confronting associations in a worldwide society. That frequently than not such associations work in unverifiable, arranged, decentralized conditions where adjustment and utilization of data innovation has turned out to be vital to satisfying authoritative missions. To analyze this, Melitski et.al. started their written work by looking at hypotheses of conduct purpose, innovation adjustment, and association culture and afterward proposed a model for inspecting innovation adjustment in broad daylight associations. Melitski et.al. examination discovered that there is a connection between the singular view of hierarchical culture and individual eagerness to embrace the innovation. (Melitski et al., 2010).

The conclusions or results, nonetheless, center around an especially restricted statistic and in this manner may not be reasonable for different parts of the world, most particularly creating nations endeavoring to advance their nearby associations unto the universal market or framework through innovation, additionally, there is the overgeneralization of their outcomes seeing as the majority of the exploration was analyzed or allotted to men which at that point addresses the consensus of their outcomes. (Melitski et al., 2010).

In finding the criticalness of innovation for authoritative culture, this paper tries to amend an answer more reasonable for a building up nation's statistic and in addition creating a more sexual orientation break even with speculation.

Cameron et al., write to help in the determination and inception of progress in hierarchical culture and with the conviction that with the contending estimations of structure, one can apply adequately, a few parts of authoritative and individual execution. The book, address advisors and change specialists accused of helping associations and administrators actualize change and

with understanding their own particular culture. Likewise, it gives approved instruments for diagnosing hierarchical culture and administration competency, a hypothetical structure for undertaking an authoritative culture and a methodical system for changing the hierarchical culture and individual conduct. It is their conviction that all associations build up an overwhelming kind of culture from four primary classes which are adhocracy, family, chain of command and market culture, that, sorts of societies shape in light of specific qualities, presumptions and needs getting to be predominant as the association delivers difficulties and acclimates to change (Cameron et al., 2006).

In any case, they neglect to a degree to break down how innovation, in the period of globalization can assume a huge part in the social change of an organization to suit its vision or mission and to advance its items as an association. In this examination, an investigation of the transformation of the way of life of an association since its beginning will be adjusted nearby the developing time of innovation through globalization and its effect on such hierarchical societies.

Powell et al., examine the linkages between Data Innovation and firm execution. Powell et.al., in their written work uncovered the way that there is practically no strong exact work or combination in Data Innovation writing and consequently in their work endeavor to do as such through the advancement of an integrative, asset-based hypothetical system and present outcomes from another observational investigation in the retail business. (Powell et al., 2006).

Powell et al., discoveries demonstrate that the Data Advances made have not delivered maintainable execution focal points in the retail business yet that specific firms have picked up favorable circumstances by utilizing Data Innovations to use impalpable, corresponding human

and business assets, for example, adaptable culture, vital arranging – Data Innovation joining and provider connections. The outcomes from Powell et.al. discoveries, as indicated by them, bolster the asset-based approach and help to clarify why certain organizations outflank others utilizing a similar Data Innovations and why fruitful Data Innovation clients regularly neglect to manage Data Innovation – based upper hands. (Powell et al., 2006).

In any case, Powell et.al. hypothetical structure was created chiefly for enterprises whose concentration is in retailed in this manner not exceptionally reasonable for ventures when all is said in done or for associations they are not the asset-based, hence making their hypothesis skewed. This examination will in this way concentrate more on hypothetical systems that can be effectively connected by genuinely all ventures and associations when all is said in done.

1.10 Conceptual and Operational Definitions

These key terms and definitions are essential to this research; they are:

Technology: The intentional use of data in the plan creation, and usage of products and ventures, and in the association of human exercises.

Business: An association or financial framework where merchandise and enterprises are traded for each other or for cash.

Organizational culture: Business culture is identified with conduct, morals, manners and that's only the tip of the iceberg, fundamentally the lifestyle of an association inside an association and in its relationship to others in the universal framework. A business culture will include an association's qualities, dreams, working style, convictions, and propensities.

1.11 Sources of Data and Methodology

This research relied on both primary and secondary sources thus being both qualitative and quantitative. This is because for the effective completion of this research there was the need for data collection, observation, interviews, and surveys of and from workers in various organizations. For data collection, a questionnaire was used. The questionnaire provided for this study was distributed to 140 workers in various organizations primarily in Ghana and across the world online through google forms to aid in providing a clear analytical framework for this research. The questionnaire entailed the ages of participants, sex, years of work experience, the age of organizations, modes of communication, types of technological modes of communication and its effect on work efficiency and a final query into their views on the research.

For primary sources, the following were interviewed:

The Chartered Institute of Management Accountants. An organization whose mandate is to help people and businesses to succeed by being the producers of one of the world's leading, and largest, professional body of management accountants. This education oriented international organization has branches worldwide with the same organizational culture and form of process. Being a technologically advanced organization, the forms of communication used in their organization can be a key cause for their originality across all their branches around the world. The representative being a global executive communicates in various technological forms to branches across the world and was a great case study for this research.

SightSavers Organization. This Nongovernmental organization which works in thirty countries around the world, through philanthropy, seeks to eliminate river blindness, trachoma, and lymphatic filariasis. Being a global trachoma advisor, the representative uses various forms of

communication for the issuance of objectives to be accomplished by her organization, her imputes on the various forms of communication which promotes the organization's culture was an immense help to this research.

CYST Company Limited. This is a software innovation company which seeks to challenge conventions. They promote the solving of everyday problems using technology. Being a technologically based organization, its workers possessed a considerably more accurate view of how technology-based communication forms promoted the organizational culture of their organization.

Ghana Investment Promotion Center. The Ghana Investment Promotion Centre (GIPC) is a Government agency, responsible under the GIPC Act, 2013 (Act 865): to encourage and promote investments in Ghana, to provide for the creation of an attractive incentive framework and a transparent, predictable and facilitating environment for investments in Ghana. A study of how governmental organizations communicate through technology and even before technology would aid in this research.

West African Gas Pipeline Company. This intergovernmental organization is a limited liability company that owns and operates the West African Gas Pipeline which is a joint venture between public and private sector companies from Nigeria, Benin, Togo and Ghana. Communication is vital in this organization, miscommunication or lack thereof can be detrimental to the success of the organization. Analyzing how technology can help promote their forms of communication would be empirical for this research.

The interviews were semi-structured and varied to elicit the required information from the various categories of respondents. All interviews conducted are one to one, notes are taken and interactions recorded with the consent of respondents.

The research work also relied on secondary sources such as textbooks on international organizational culture, magazines and journal articles. The Balme Library, as well as the LECIAD Library, were of extreme benefit to the study. Internet explorations were also utilized.

1.12 Limitations of the Study

Technology being a new and ever-changing topic hinders easy access to accurate information, particularly from the literature on this topic. The constraints of time and finance in this venture cannot be overemphasized. These notwithstanding, the effect of this problem did not affect the research so much so as to render it unreliable or not representative since the objective of the research is achieved.

1.13 Arrangement of Chapters

The study comprises four main chapters. Chapter one which is the Introduction presents the subject matter and gives background to the problem, objectives of the study, its rationale, hypothesis, scope of study, literature review, methodology, chapter design and the theoretical framework that guides the study. Chapter Two focuses on technology in the promotion of organizational culture in International business relations. Chapter Three investigates the significance of technology on organizational culture in Ghana today. The fourth chapter comprises the summary of findings, conclusions and recommendations.

References

Christopher M. McDermott and Gregory N. Stock. (December 1998) Organizational Culture and Advanced Manufacturing Technology Implementation, *Journal of Operations Management*, 17 (4).

Marc J. Schabarcq. (2007) Changing Organizational Culture.

Marc Van Caeneghem and Takeshi Fujii. (Deloitte 2015). Developing a Resilient, Innovative Organizational Culture.

James Melitski, David Gavin, and Joanne Gavin. (2010). Technology Adoption and Organizational Culture in Public Organizations, *International Journal of Organization Theory and Behavior*.

Kim S. Cameron and Robert E. Quinn. (2006). Diagnosing and Changing Organizational Culture.

Kellner, (2002) Theorizing Globalization

Thomas C. Powell and Anne Dent-Micallef. (May, 2006). Information Technology as Competitive Advantage: The Role of Human, Business and Technology Resources, *Strategic Management Journal*, Vol 18, No.5, 375-405.

Giddens, A. (1984). *The Constitution of Society*. Berkeley, CA: University of California Press.

Muhammad Ali, (2015). Technology's Impact on Organizational Changes.

Corporate Culture in Silicon Valley < (Jeanne G. Harris, 2019)> viewed on 15th July 2017.

Impact of Culture on International Businesses < <https://www.linkedin.com/pulse/impact-culture-international-business-ali-muhammad-mba-acca-uk->> viewed on 21st June 2017.

Organizational Culture in the Digital Age< (Hyder, 2014)> viewed on 19th July 2017.

Theories of Globalization and its Criticisms, Anthony Giddens < (Giddens, 200)> viewed on 18th June 2018.

CHAPTER TWO

TECHNOLOGY IN THE PROMOTION OF ORGANIZATIONAL CULTURE IN INTERNATIONAL BUSINESS RELATIONS

2.0 Introduction

This Chapter examines the subject of technology, its definition and the role it plays, through the medium of communication, in the promotion of the organizational culture of organizations in international business relations. It also clarifies the term organizational culture and analyzes the various forms of culture in an organization.

2.1 Technology

Throughout the years through globalization, innovation has now turned into a standard and the main thrust of worldwide frameworks. Despite the fact that there are as yet various naysayers who passionately contradict the advancement of innovation in the public arena, the requirement for mechanical progressions in our present reality has turned out to be vital to our lifestyle as can be seen through different angles, for example, human services, that is, the improvement of new antibodies and social insurance medicines for instance, in world sustenance supply as found in the hereditarily controlled foodstuff and animals that is helping in checking the world nourishment issue and in particular in our monetary frameworks which empowers associations to meet their objectives to their purchasers at a significantly speedier, proficient and more advantageous process when contrasted with past endeavors.

This gives them an agreeable specialty in the global monetary framework, an accomplishment that one can state could not have happened without the guidance of the appropriate innovation which encourages this procedure. For such associations to, be that as it may, make utilization

of said appropriate advancements, there is the requirement for adjustment of the way of life of these associations to better suit the refreshed or updated dreams and missions of the associations in order to encourage a significantly more compelling utilization of innovations to better the association's procedures.

Technology, as characterized by the business lexicon, is the deliberate use of data in the outline, creation, and use of products and ventures, and in the association of human exercises. There are different structures by which innovation can be portrayed in an association, they are as per the following:

- Tangible, that is, as outlines, models, working manuals, models,
- Intangible as consultancy, issue – understanding, and preparing strategies,
- High, which is totally or predominantly robotized and canny innovation that controls ever better issue and ever ground-breaking powers,
- Intermediate which is semi-robotized and somewhat smart innovation that controls refined issue and medium level powers and
- Low, which is work – a concentrated innovation that controls just coarse or gross issue and weaker powers.

Advancements, nonetheless, regardless of how inventive they might be may dependably wind up being utilized as white elephants or dynamically in the event that it sometimes falls short for the qualities and practices that add to the exceptional social and mental condition of an association. For innovation to work best for or in an association, there is, in this manner, the requirement for the associations to comprehend the way of life with which they work and with that find the most reasonable mechanical additional items they can need to support the effectiveness of their work and to possibly develop at a speedier rate unto the global market.

This at that point requires the need to see precisely what cultures and how it can have been influenced by innovation to empower an association even from a developing nation to accomplish universal status.

2.2 Organizational Culture and Technology

Organizational culture, as again noted in the business word reference, incorporates an association's desires, encounters, theory, and qualities that hold it together and is communicated in its mental self-view, inward workings, connections with the outside world and future desires. It depends on shared mentalities, convictions, traditions and composed and unwritten principles that have been produced after some time and are viewed as legitimate. The way of life of an association can be appeared from numerous points of view, for example:

- The ways the association directs its business, treats its workers, clients, and the more extensive network,
- The degree to which flexibility is permitted in basic leadership, growing new thoughts and individual articulation,
- How power and data move through its progressive system, and
- How conferred representatives are towards aggregate targets, and how such goals are conveyed inside the association.

It influences the association's efficiency and execution and gives rules on client care and administration, item quality and security, participation and promptness and worry for nature. Because of innovation, such societies are to a degree better and all the more effectively overseen, for example, in screening workers, Gunasegaram on the Impacts of New Advances on Corporate Culture declared that there are numerous ways that organizations can screen workers. (Gunasegaram, 1999).

The least difficult type of observing is that of watching representatives as they work. That as we as a whole can envision, supervisors today don't have room schedule-wise to stroll around the workplace watching representative efficiency and doing as such would be a misuse of administration's opportunity. In light of this issue, associations have thought of different approaches to screen workers. Organizations use phone and voice correspondence observation, video checking reconnaissance and most as of late personal computers and information correspondence observation. (Gunasegaram, 1999).

The American Management Association conducted a checking and reconnaissance study in 1997, 1998 and 1999. As per the study, "forty-five percent of major U.S. firms record and audit representative interchanges and exercises at work" (American Management Association Workplace Survey, 1999). This measurement incorporates the chronicle and survey of telephone calls, the capacity and audit of phone message messages, the capacity and audit of email messages, the capacity and audit of PC documents, and video recording of worker work execution. The AMA Work environment studies detailed that of the organizations that took an interest in the overview, 15.5% had followed PC utilization, 19.7% (1998 measurement, not comes about for 1999) had led PC observation and 27% had looked into electronic mail messages. Another such illustration given by Gunasegaram is the utilization of intranets and groupware items. (Gunasegaram, 1999).

Groupware items can at most just be characterized as cooperation programming. Groupware items, for the most part, have a mutual database where representatives can take a shot at basic archives and direct electronic talks and gatherings. Different highlights that Groupware items contain are schedulers, logbooks, email and ongoing gathering capacities. In short Groupware

“permit colleagues to take a shot at a solitary archive, talk about thoughts on the web, look after records, and organize and plan cooperation and gatherings” (Master Class, 1999). Numerous organizations utilize groupware bundles to expand representative profitability since they take into account the joint effort on ventures and give a place to all to share their thoughts. (Gunasegaram, 1999).

Not long after the improvement of Groupware programming came the advancement of Intranets. Intranets are private PC arranged that are manufactured utilizing Web advances. There has been some disarray about the definition of the Internet and the definition of intranets. The fundamental contrast between the Web and intranets is that intranets are private systems. The Web is an open arranged condition where data is posted and surveyed by any individual who has Web get to capacities. An intranet, then again, is created, generally by organizations, for private inward utilize. Intranets permit all individuals from an association access to favored corporate data. (Gunasegaram, 1999).

For what reason do organizations utilize intranets? "Associations assemble an intranet since it's an agile, aggressive instrument; ground-breaking enough to pack time, contract the drawbacks of separation, and expand on their most prominent capital resource - representatives with information of organizing tasks and products"(Greer, 1999). Over intranets, workers can do the majority of similar things that should be possible utilizing Groupware programming. They can go to virtual gatherings, the survey shared archives and plan systems. The primary distinction between the two is that Groupware is prepackaged programming items that are produced by programming organizations, for example, Lotus Improvement Partnership, Microsoft Enterprise, Novell Joined and Slack to give some examples. The groupware items

that these organizations give all have distinctive shared figuring capacities that can be purchased and introduced on organization PCs.

An intranet, then again, is typically grown inside by the organization that will utilize it. Since intranets are produced inside the elements of the intranet reflect just what the organization needs and sees a utilization for. It appears that a great deal of the time certain bits of Groupware bundles go unused. Intranets are worked to address particular issues of organizations and can be added to or refreshed when new needs emerge. In 1997 Forrester Exploration Inc. led a study of 50 Fortune 1000 organizations to decide what number of organizations were building their own particular intranet or were at that point utilizing one. Ninety-six percent of those surveyed reacted that they were at that point utilizing or will utilize intranets for inward group administration. The vast majority of these organizations, one can reason to a degree to have a global nearness because of how productively and adequately they utilize innovations which suit their authoritative societies to accomplish their points, in this way separating them from other third world associations for the most part. (Gunasegaram, 1999).

There are a few kinds of authoritative societies and some have been portrayed in the accompanying ways: client-centered culture, inventive culture, fair culture, innovation-driven culture, laid-back culture, chance-taking society, or family-engaged culture, just to give some examples. Authoritative culture is generally made with the originators of the organization. The originators' activities and practices commonly set the phase for the future culture. This isn't to imply that those societies don't change throughout the years, they do. Executing new procedures and strategies for completing things inside an association will re-shape existing authoritative culture. The key is to have the capacity to authorize these progressions without undermining the current hierarchical culture. It might even turn out that the progressions an

organization needs to make are impossible at all in light of the fact that the proposed changes go such a great amount against the association's way of life that it will just outcome in a reduction in profitability and the loss of good workers. Losing key workers can be the destruction of a generally sound association.

As one may think, the establishment of observing programming on an organization system can cause negative responses from representatives. By introducing such programming as per certain representatives who for the most part have next to zero learning of such advancements, an organization is fundamentally saying, "We don't confide in our workers." The trust and reliability that is produced amongst worker and manager is a major piece of keeping up a solid authoritative culture. Individuals would prefer not to work for an organization that ingrains a feeling of the question. A great many people take pride in their work and feel a feeling of achievement when they are requested that and confided in deliver quality work. Because of such one-sided mindset from most workers in creating world associations, innovation despite the fact that has made progress is to a degree being controlled by such was of reasoning not only for representatives but rather from businesses too.

A developing creating world association can't just depend on its present strategy for directing business when it chooses to take its business at a global level. Each nation has an arrangement of various factors which can be new for a seaward organization, for instance, principles and direction, tax assessment, diverse cash, distinctive occasion periods, and types of correspondence to give some examples. Most critical thought in such a manner is the distinction in culture and types of correspondence.

For instance, in an examination on universal arrangements between associations, Korobkin, R. (2000) keeps up that effective arrangements do not just require specialized capability, that is, correspondence method yet, in addition, needs to comprehend the setting in which those transactions are being done to anchor beneficial contracts.

Business venture into global regions can be either through inward development or by mergers and acquisitions. There can be a social confuse on account of the interior development and the choice to set up a base in another nation sans preparation since it requires the investment to take in the way of life and embrace its qualities. A merger or a securing of an officially settled organization is a more valuable strategy for development globally as the parent organization can progressively take in the standards and convictions of the objective organization through the gained unit which is being worked by the nearby social inclinations. (Morosini, 1998).

It is difficult to make a supposition that ventures into regions with higher social contrasts will antagonistically influence the execution. There is no indisputable confirmation in such manner. Indeed, a few analysts have indicated positive execution in view of moving into nations with more prominent social contrasts. (Pothukuchi, et al., 2002). Information on authoritative culture is imperative for chiefs and ought to be considered during the time spent criticism, inborn and outward rewards and so forth. For instance, the connection between the level of pay and occupation fulfillment is solid in the US yet feeble in Japan, so a universal chief will think that it is difficult to propel staff through augmentations in Japan. (Graham, 1999).

The significance of social comprehension in fruitful universal organizations is reflected in their advertising techniques which are grounded in the way of life of the objective enterprises. On the other hand, an organization with a feeble comprehension of the objective organizations

nearby culture can confer unfortunate oversights in building up the showcasing methodology through outlining notices which affront individuals in light of socially unsuitable substance. With the guide of innovation, notwithstanding, such holes can be connected and in this way empower such associations to enter the universal framework or market moderately easily.

Cabrera, et al., in their work, *The Key Part of Authoritative Culture in a Multi-Framework Perspective of Innovation-Driven Change* broke down the significance of hierarchical culture from the perspective of executing mechanical advancements. That a cutting-edge innovation can affect the simple idea of the work being completed to the point of forcing new necessities on the practices that are normal for clients. Regardless of whether a mechanical development winds up yielding the planned outcomes will to a limited extent rely upon whether the social necessities it forces are perfect with the present culture or whether the present culture can be adjusted in order to end up good with those prerequisites. Adjusting innovation and culture isn't a simple undertaking, among different reasons since they both cooperate with other key authoritative subsystems: the association's formal structure and techniques, its procedures and its vital aim (that is, the goals it eventually endeavors to achieve) (Cabrera, et al., 2001).

They referred to a case of a way to deal with a hierarchical outline as per which each association comprises of two complexes and between coupled frameworks: the specialized and the social framework. Hierarchical adequacy is an element of how well the social and specialized frameworks are outlined concerning each other and regarding the requests of the outside market. Their model, in any case, develops this qualification by building up three different levels of investigation of authoritative execution: the key level, the ability level, and the framework (or engineering) level (Cabrera, et al., 2001).

The base level, which they alluded to as the framework or design level contains the dependable bits of the association: the association's innovation, its structure and its kin (counting the arrangement of administrative practices that control the connection between the association and its individuals). This framework they trust underpins the arrangement of complex exercises did by the association and which incorporate business procedures and practices. The association's procedures and practices shape the abilities of the association. (Cabrera, et al., 2001).

At last, that on the off chance that one can venture back and take a more all-encompassing perspective of the action of the association, one finds the association's technique. Technique alludes to the manner by which the association sees itself in connection to its partners (clients, suppliers, investors, workers, government) and to the manners by which the association utilizes its assets to fulfill the necessities of its partners. The vital level of examination manages inquiries, for example, what sorts of customers the association endeavors to serve, what targets of value or potentially cost the association tries to achieve, what sort of significant worth the proprietors of the association hope to acquire, and what sort of workplace the association is attempting to accommodate its representatives.

It could be said, they expect that one can think about the association as a genuine venue play. The design level incorporates all the vital segments without which the play couldn't happen: the stage, the ensembles, the content, the performing artists, the experts and the executive. At the point when the drapery is raised and the on-screen characters and experts take part in real life, working the diverse gadgets and prompts and connecting with each other as endorsed by the content, a stream of sensational activity develops. These they accept are the "procedures and practices" of the play. At long last, one can venture back and think about what the play is

about. For instance, one can get some information about the normal enthusiastic reaction in the crowd, about the level of specialized and imaginative dominance accomplished by performing artists and experts, and about ticket box results. This level of talk would relate to what they have called the vital level of investigation of authoritative execution. (Cabrera, et al., 2001).

Regardless of whether the association can accomplish its key destinations will rely upon whether it can convey the correct sorts of procedures and practices, which are thusly dictated by the association's design. Along these lines, bring down levels figure out what can and can't occur at upper levels. For instance, a clinic aggregate lacking advanced interchanges framework will barely have the capacity to build up the ability to complete certain separation analyze. This confinement will, thus, limit the sorts of administrations that this gathering can offer patients going to its satellite units (procedure). On the off chance that for reasons unknown they present an adjustment in one of the framework subsystems (an adjustment in innovation, in authoritative structure or in how the HR are overseen), they trust that they would affect the abilities of the association and, consequently, the odds of the association accomplishing its goals. (Cabrera, et al., 2001).

Hence, they find that progressions at bringing down levels ought to dependably be educated and guided by an investigation of suggestions at upper levels and ought to be at last connected to the association's technique. This does not suggest that change activities should essentially originate from the association's best administration. New mechanical improvements known to the specialized staff can open key open doors that may have never been considered by the administration alone (Kirn, 1997). What the model suggests is that, notwithstanding when the progressions are started by a mechanical advancement, their fruitful usage requires an

examination of the impacts the progressions may have on the capacities and the key purpose of the association.

In a rundown, the model as per them underlines the significance of adjusting the distinctive subsystems of the association along two correlative measurements. From one perspective, there should be an intelligent association among procedure, capacities, and foundation. This is the thing that they called vertical fit. Yet, in the meantime, following the signs of the socio-technical frameworks viewpoint (Pasmore, 1988), the model underlines the significance of adjusting the social and specialized segments of the association. This they called level fit. (Cabrera, et al., 2001).

At the capacity level, flat fit suggests a mix between business procedures and individuals' individual and social conduct. At the framework level, flat mix infers mix among innovation, authoritative structure, and individuals. For instance, an extra data framework that computerizes regulatory methods and coordinates customer data could dispose of the requirement for back-office managerial work while expanding the elements of current client benefit occupations. To adjust to the new circumstance, current back-office staff could be exchanged to client benefit offices (a hierarchical re-course of action). This, in any case, may make a contention between the subculture of the previous regulatory individuals (not used to managing the end client) and the administration introduction that is required by the new occupations. To manage this misalignment, one may need to make particular preparing programs or rethink execution examination systems (HR intercessions). (Cabrera, et al., 2001).

2.3 Technological Forms of Communication

The train that reviews the relations between informative procedures and hierarchical settings is called "authoritative correspondence"; it has the twofold motivation behind:

- understanding how communicational procedures shape associations and
- understanding how authoritative life impacts the frame and substance of open demonstrations of the people who connect inside it.

Putnam et al. (1996) singles out three crucial inquiries that authoritative correspondence attempts to reply:

- Do communicational procedures depend on the sort of the association or, the other way around, the last relies upon communicational procedures?
- Do communicational motions take after the course of the authoritative progression or these transitions impact the structure and the work processes of the association?
- Is correspondence a focal component in the making of the character of an association or it is only a utilitarian instrument?

Considering the applicable part of innovation in correspondence forms, it is sensible to add another significant inquiry to the examination.

- Are correspondence forms influenced by the channel of correspondence, by innovation?

Authoritative correspondence incorporates both inner procedures of correspondence (among the individuals from the association itself) and correspondence towards the outside (how the association presents itself and trades data with outer partners). In this part just, the interior measurement of authoritative correspondence is examined.

One justifiable contention is that innovation can never supplant the advantage and intensity of up close and personal correspondence. If all else fails, or at whatever point a correspondence is basic and it is conceivable to physically meet is desirable overdo as such. Be that as it may, these days with time and openness is a high ware, eye to eye correspondence has turned out to be beside nonexistent in specific circles of an associations structure, this, in any case, does not imply that the tasks of the association must grind to a halt yet rather the inverse, innovation makes the road for specialists in an association to impart considerably more proficiently and adequately and takes into consideration greater adaptability in an association. Rising correspondence advancements are not just changing how little gatherings in an association collaborate but on the other hand, are speeding up decision making amongst these little gatherings in an association. Advances like the web are anything but difficult to send and they cost less yet they accelerate correspondence inside an association.

Associations depend on communication among workers at all levels to settle on and actualize their goals. For illustration, Managers settle on choices by gathering realities and dissecting them, frequently with help of other low-level representatives. That implies executing these choices requires correspondence between the director and different workers. With the assistance of correspondence innovation, the trade and stream of this data are made straightforward by utilization of Online Analytical Process (OLAP).

It is essential for an association to cultivate compelling correspondence and accelerate the efficiency of an association. This does not make a difference if the association is little or enormous. For an association to prevail in this time of data innovation, it must prepare and prepare its representatives on the best way to utilize various communication technology tools.

These apparatuses can incorporate things like video conferencing; Bluetooth empowered printers, remote databases, PCs, Apps, just to mention but a few.

The mechanical methods of correspondence would be controlled by the sort of hierarchical culture the association embraces. A broader comprehension of mechanical methods of correspondence throughout the years are as per the following:

- i. Telephone: This is as yet a backbone in any business condition, albeit a greater amount of these phones are turning into the portable assortment. This mode to a degree still takes into consideration a more individual association that can be accomplished via telephone, even with partners a huge number of miles away.
- ii. Email: This type of correspondence can be said to have changed the authoritative correspondence condition more fundamentally than some other innovation presentation in the course of recent decades, as indicated by ThinkQuest, Email is a quick, effective and takes into account a record of connection. It is the most utilized methods for correspondence over the globe by all associations. There are such a large number of correspondence advancements which have endeavored to supplant electronic mail, however, none of them have succeeded. It is basic for both of all shapes and sizes business to have an email address. For a few organizations they utilize a tweaked email address, these are organization messages facilitated under an organization's area, for instance, "manager@company.com". The two administrators and workers can utilize electronic mail to share records and messages inside the association.
- iii. Video: This is a great method to speak with workers, especially when they are isolated by separate. There are different types of web innovation, for example, Skype and WhatsApp video calls for illustrations which make it simple for business communicators to tape and convey through video.

- iv. Online Transaction Processing (OLTP): – Quick data forms inside the association. Associations have an assortment of formal and casual destinations to achieve. Utilizing Online exchange processing (OLTP) includes gathering input data, handling that data, and refreshing existing data to mirror the assembled and prepared data. In many associations, they utilize "Database technology" to deal with this procedure. Databases that help OLTP are regularly alluded to as operational databases.
- v. Online Analytical Processing (OLAP): – Quick choice making. To accomplish hierarchical objectives, choices ought to be made speedier. The way toward choosing includes gathering certainties and assessing choices. This includes perusing, making inquiries, talking things over with others in the association. To accelerate this process, communication technology must be utilized. The utilization of online explanatory processing (OLAP) will help in the control of data to help choice making. OLAP is basically an IT-based augmentation of making data through systematic handling. OLAP can run from performing basic questions on a database to figure out which clients have past due records to utilizing modern man-made reasoning instruments like neural systems and hereditary calculations to tackle an unpredictable issue or exploit an opportunity.
- vi. Decentralized Computing: This is a situation in which an association parts processing power and find it in utilitarian business regions and additionally on work areas of knowledge specialists. This implies representatives in an association will get to shared data through decentralized figuring. This procedure of correspondence inside an association is more affordable and more viable in light of the fact that all PCs will get to a brought together database to get all the data. For a few associations, they set up sites through which specialists can sign in and get to basic information and speak with different workers inside the same online stage

vii. Instant Messaging: Instant informing administrations convey messages quicker than email. An administrator can without much of a stretch dole out work to representatives through content informing. The same improves the situation representatives inside an association, they can make an inquiry from their bosses by means of content informing and they will get answers at the moment. Today this has been streamlined, enormous administrations like " Skype", Slack, and other content informing Apps have assumed this part, every one of the ones must do is to download and introduce the application on one's cell phone, at that point alternate gatherings should do a similar with the goal that you message each other while in the association and off-web page. This content informing correspondence innovation rearranges the trading of thoughts and aides in accelerating basic leadership.

As clarified in past passages, correspondence has these days wind up a standout amongst the most essential resources in associations. This is on the grounds that associations can't be viewed as similarly as "compartments" of people with regular points yet must be viewed as advancing social settings in which genuine people confront different circumstances and issues. Hence, correspondence is the methods they have to comprehend and adjust to the progression of these evolving situations. This is an understanding that neighborhood and up and coming Ghanaian associations most particularly should have.

References

- Marla R. Gunasegaram. (December 1999). Effects of New Technologies on Corporate Culture.
- Angel Cabrera, Elizabeth F. Cabrera, and Sebastian Barajas. (2001) "The Key Role of Organizational Culture in a Multi-System View of Technology-Driven Change."
- Master Class. (November 15, 1999). CIO Enterprise Magazine.
- Korobkin, R. (2000). Law and Behavioral Science: Removing the Rationality Assumption from Law and Economics.
- Morosini et al., (March 1998). National Cultural Distance and Cross-Border Acquisition Performance. *Journal of International Business Studies*. 29, 137.
- Stefan Kirin, G. O'Hare, (1997). Cooperative Knowledge Processing: The Key for Intelligent Organizations. Springer-Verlag, New York, Inc., Secaucus, NJ.
- Graham R. John. (1999). The Theory and Practice of Corporate Finance: Evidence from the Field.
- Pothukuchi Vijay, Damanpour, Choi Jaepil, Chen C. Chao and Park Ho Seung. (2002). National and Organizational Culture Differences and International Joint Venture Performance. *Journal of International Business Studies*. 33(2):243-256.
- Galbraith, J. R. (1973). *Designing Complex Organizations*. Reading, MA: Addison-Wesley.
- Lawrence, P., & Lorsch, J. W. (1967). "Organizations and environment." Boston: Division of Research, Graduate School of Business Administration, Harvard University.
- Ashby, W. R. (1967). "Self Regulation and Requisite Variety." in F. E. Emery (Ed.), *System Thinking*. Penguin: Harmondsworth.
- Child, J. (1972). "Organization Structure and Strategies of Control: A Replication of the Aston Study". *Administrative Science Quarterly*, 17, 163 – 77.
- Child, J., & Faulkner, D. (1998). *Strategies of Cooperation: Managing Alliances, Networks and Joint Ventures*. Oxford: Oxford University Press.
- Cook, K. (1977). "Exchange and Power in Networks of Inter-Organizational Relations." *Sociological Quarterly*, 18, 62 – 82.
- Davenport, T. H., & Prusak, L. (1997). *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School. Boston: HBS Press.
- Davenport, T. H., Long, D. W. D., & Beers, M. C. (1998). "Successful Knowledge Management Projects." *Sloan Management Review*, 39 (2).
- Emery, F. E., & Trist, E. L. (1960). "Socio-technical Systems. Management Sciences Models and Techniques," 2.

Goffman, E. (1974). *Frame analysis: An essay on the organization of experience*. London: Harper and Row.

CHAPTER THREE

THE SIGNIFICANCE OF TECHNOLOGY ON ORGANIZATIONAL CULTURE IN GHANA

3.0 Introduction

This chapter presents the findings of the study of the significance of technology for organizational culture in the light of the conceptual and analytical approaches identified. The objective is to develop an analytical framework that explains how workers' in various organizations in Ghana especially and around the world view technology in their workspaces, most especially in relation to their modes of communication. This chapter is divided into two sections: the first section examines the views of workers of diverse organizations on the issue of the study provided through a questionnaire; the second section examines the results of interviews focusing on five individuals who are in the categories of international organizations, non-governmental organizations, technology-based organizations, governmental organizations and transnational organizations respectively.

3.1 Questionnaire Sample

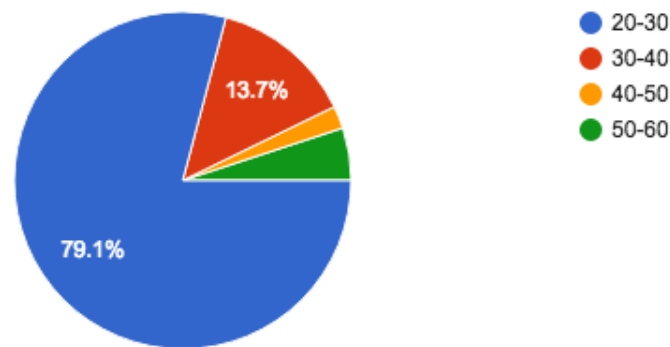
The questionnaire provided for this study was distributed to 140 workers in various organizations primarily in Ghana and across the world online through google forms to aid in providing a clear analytical framework for this research. The questionnaire entailed the ages of participants, sex, years of work experience, the age of organizations, modes of communication, types of technological modes of communication and its effect on work efficiency and a final query into their views on the research.

3.1.1 Age of Sample

The age range of the workers was from between 20 to 60 years with 79.1% of the sample size being from the 20 to 30 age gaps, that is a total of 110 respondents. However, one individual did not submit his or her age as seen in the figure below.

AGE

139 responses



Source: Originated by researcher

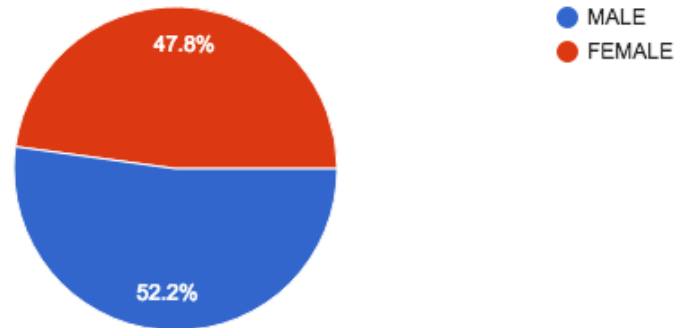
This ascertains that the younger generation of Ghanaian workers are more attuned to technological forms of communication as compared to other age groups who registered as 13.7% is the 30 to 40 age gaps being 19 respondents, 2.2% being the 40 to 50 age gap for 3 respondents and 5% is the 50 to 60 age gap for 7 respondents respectively.

3.1.2 Sex of the Sample

The sex of the sample of which 138 of the workers answered were 52.2% for male, that is, 72 respondents and 47.8% for the female being 66 respondents respectively.

SEX

138 responses



Source: Originated by researcher

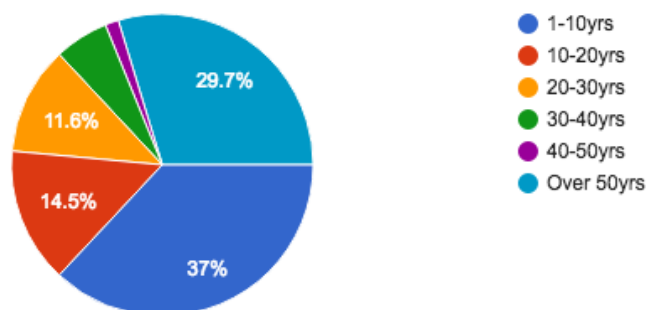
This, one could say, shows a gendered demographic of the Ghanaian workforce today. 2 respondents failed to provide any response.

3.1.3 Years of Working Experience and Age of Organization

In seeking the years of working experience and age of the organization, 138 out of the 140 respondents answered in various forms as shown in the figure below.

Age of organisation

138 responses

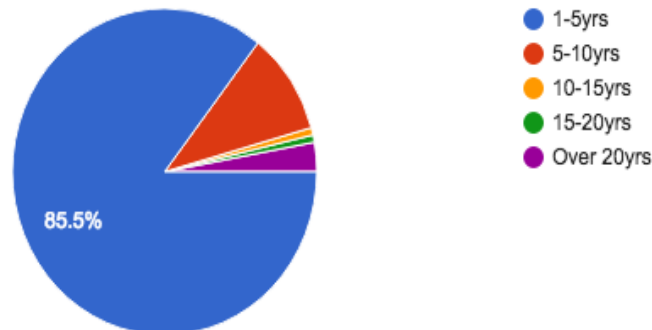


Source: Originated by researcher

37%, being 51 of respondents answered that their organizations were between the ages of 1 to 10 years, showing to an extent, that, the era of globalization has created a fast growth of new organizations who are still in the initial stages of growth. The second major age group is that of over 51 years which had the response percentage of 29.7% being 41 respondents. The third major group of respondents was that for 11 to 20 years being of 20 respondents and having a percentage of 14.5%. The fourth with a percentage response of 11.6% from 16 respondents were from the 21 to 30-year group. The next was the response for the 31 to the 40-year group which was at a percentage of 5.8% from 8 respondents and the last respondent group being from the 41 to 50-year group with a percentage of 1.4% from 2 respondents. It also to an extent shows a distinction between organizations on the technological forefront and those that are not. In relation to this, most respondents of the questionnaire mostly had barely 1 to 5 years work experience, a percentage of 85.5% being of 118 respondents, thus making this gap even more evident as shown below. In addition, the other categories are as follows; the 6 to the 10-year group had respondents 14 respondents making a percentage of 10.1%. Followed by the 11 to 15 year and 16 to the 20-year group having 1 respondent each and a percentage of 0.7%. The next was the over 21-year group having 4 respondents and a percentage of 2.9% respectively. 2 respondents failed to provide an answer.

How many years have you been working in this organisation?

138 responses

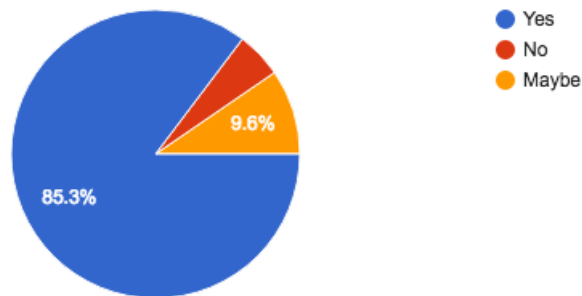


Source: Originated by researcher

Concerning the issue of how technologically savvy organizations are in Ghana, there was quite a positive response having 116 of respondents making 85.3% of responses in the affirmative. One can deduce with this that most organizations may have knowledge of the use of technology in their various organizations, however, one could argue that even with this knowledge, most of these organizations can still not be seen at the forefront of their industries mostly due to one could say their inability to deduce the exact technology which would suit the culture the organization seeks to run in and thus prevents the organization from meeting the potential it could attain. 9.6% being of 13 respondents were however not sure whether their organizations were technologically savvy or not, which to an extent makes their knowledge and usage of technology quite questionable. 7 respondents on the other hand respondent firmly in the negative having a percentage of 5.1%. 4 respondents failed to fill this section, however.

Is your organisation technologically savvy?

136 responses

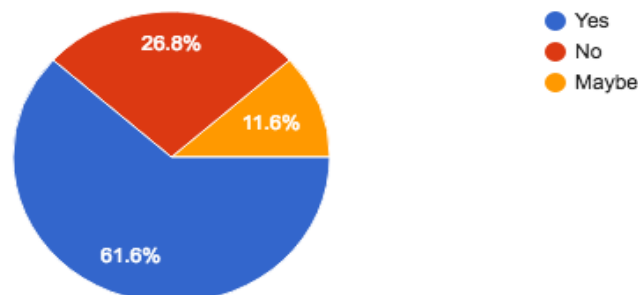


Source: Originated by researcher

As seen below in answering the question as to whether the respondent's organizations had an international presence, 61.6% being from 85 respondents responded in the affirmative. This to an extent correlates to the figure above. 26.8% were 37 of the respondents answered that their organization lacks international presence. This one can say affirms that though most organizations are aware and in touch with various forms of technology, they have difficulty in using it to achieve their fullest potential which is one could assume being an international competitor. 11.6% being 16 respondents answered with maybe pressing the point further. 2 respondents failed to answer this section, however.

Does your organisation have international presence?

138 responses



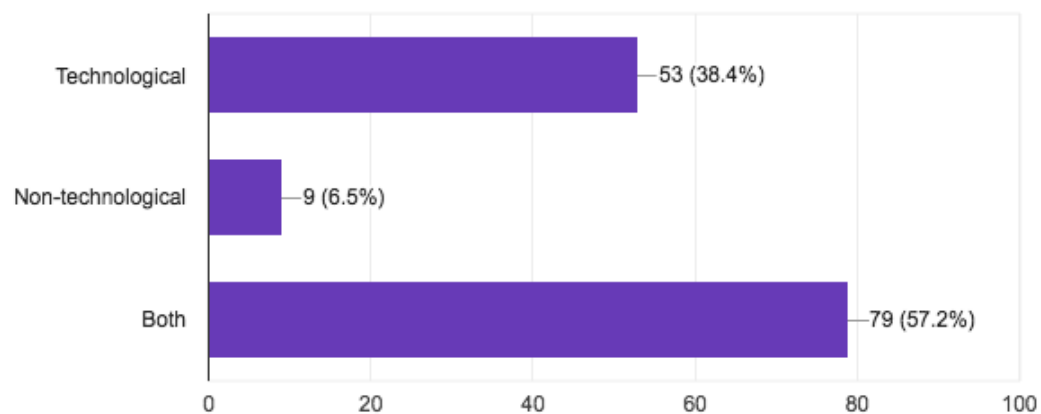
Source: Originated by researcher

3.2 Modes of Communication

In answering questions related to the modes of communication adopted by the various organizations 138 out of the 140 respondents answered and the results were as follows. Of the respondents 38.4% being 53 respondents answered that they only use technological modes of communication, 6.5% being 9 respondents answered that their organizations only use non-technological forms of communication in their organization and 57.2% being 79 participants answered that their organizations use both technological and non-technological modes of communication. This majority can prove that technological modes of communication no matter how convenient or efficient can never completely eradicate non-technological modes of communication. It is when they are used hand in hand that an organization can reach its fullest potential.

What modes of communication does your organisation use internally?

138 responses



Source: Originated by researcher

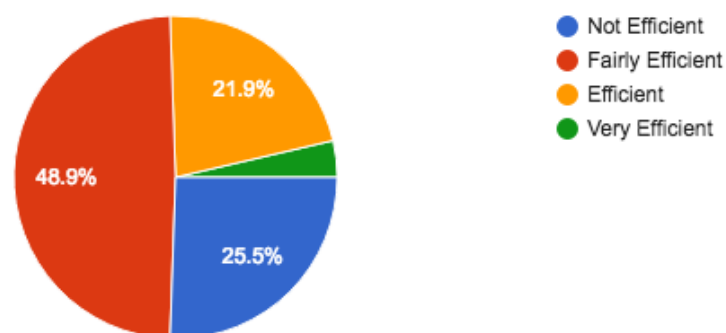
3.2.1 Technological Modes of Communication Adopted

In answering questions related to the efficiency of technological modes of communication or lack thereof, the answers provided were as follows. In answer to the efficiency of non-

technological forms of communication 137 out of the 140 respondents answered as follows; 48.9% of respondents being 67 of them answered that non-technological modes or forms of communication in an organization were fairly efficient, 25.5% of respondents being 35 of the respondents answered that it was not efficient, 21.9% being 30 respondents answered that it was efficient and 3.6% being 5 respondents answered that it was very efficient. This then proves to an extent that non-technological modes of communication in the era of technology is still a necessity, human or personal contact in business can never be completely replaced by technology even though technology does improve communication in organizations.

How efficient is your work when using Non-technological forms of communication?

137 responses



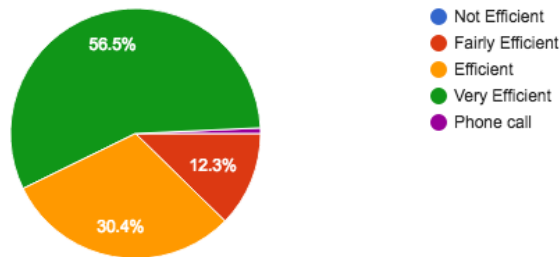
Source: Originated by researcher

On the other hand, in answering the question of the efficiency of technological modes of communication 138 out of the 140 respondents responded as follows. 56.5% being 78 of the respondents answered that it was very efficient, 30.4% being 42 of the respondents answered that it was efficient, 12.3% being 17 of the respondents answered that it was not efficient, and 0.7% being 1 respondent stated a phone call which shows the respondents inability to understand

that purpose of the question asked. The major responses however confirm the hypothesis of his research. In the era of globalization with technology at its helm, for an organization to ever have a chance of effectively meeting the needs of its customers or clients and for it to be an international competitor, technological modes of communication are key.

How efficient is your work due to these technological modes of communication?

138 responses



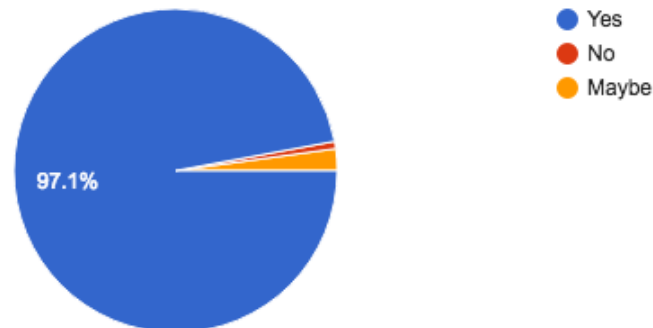
Source: Originated by researcher

3.3 Final View on the Research

In answer to the final question of the questionnaire as to whether respondents believed that technology could promote an organization's culture, 138 out of the 140 respondents responded as follows. 97.1% being 134 of respondents agreed that technology can promote an organization's culture, 2.2% being 3 respondents did not however, agree to this assertion, and 0.7% being 1 respondent stated a phone call which shows the respondents inability to understand that purpose of the question asked.

Do you believe that technology can promote an organisation's culture?

138 responses



Source: Originated by researcher

The major responses however, indicate that the hypothesis of this research is true, communication is key for the efficiency of an organization's culture both inwardly and to its clients or customer's as well, the fuse of technology to the modes of communication does increase the efficiency of the organization and set the organization unto an international setting and thus promote Ghanaian businesses abroad.

3.4 Interviews

For this research five major categories of organizations that can be found in Ghana were interviewed to help prove the hypothesis for this research. They were an IO (International Organization): CIMA Global, an NGO (Non-Governmental Organization: SightSavers, a Technological Organization: CYST Company Limited, a Governmental Organization: GIPC and a Transnational Organization: WAPCO.

3.4.1 International Organization: CIMA Global

The Executive Director of Chartered Institute of Management Accountants (CIMA), Education in an interview said that the organization was that of professional accountants who train others to attain the same field and in so doing regulate their practices by designing said regulations and qualifications and certify them, thus making them members. In other words, they “educate and regulate”. Their organization has students across the world, the organization however has establishments in 20 countries.

The respondent plays two functional roles in his organization. The first is functional, that is, he is in charge of education related activities of the organization such as qualification, certification, curriculum development, and examination. The second role is as a member of the executive team in the organization and takes part in how strategies are implemented from the position of the organization.

In terms of Culture, the respondent said that he believed that the main pillars of his organization’s culture is within the lines of integrity, ethics and professionalism. However, he believed that for the organization to achieve this, they now focused on being more proactive with a more public interest culture as compared to their previous culture of being conservative and focusing more on commercial culture, international diversity seeing as the organization is an international one thus providing them with an elevated level of global, gender and racial sensitivity.

In relation to technology, the respondent stated that there were various forms in which technology was used in their organizations especially in communication, from smart phones to emails. According to him, communication work in the organization is technology enabled in

forms such as chat bots used to cater to customer services. Even in examinations as well, technological tools are adapted thus enabling them to have paperless examinations, using artificial intelligence to aid in profiling students to see how to teach them though electronic learning systems are some of the various ways that technology has been adapted in their organization. Language barriers are bridged with various software translator's robotics geared towards natural language processing.

According to the respondent these technologies help promotes the culture of their organization immensely, he however believes that there could never arise a time where technologies could ever completely take over the work and duties of human resource. To explain this further he cited the term AI (Artificial Intelligence) a tool greatly used in their organization as being of two parts, augmented intelligence and autonomous intelligence. Dr. Noel Tagoe is of the belief that the world is currently at the augmented intelligence stage of artificial intelligence but would never achieve the level of complete autonomous intelligence, this according to him is because though duties for human resource would change due to technological advancements, that said change would cause the need for human resource working hand in hand with artificial intelligence to effectively promote the culture of the organization. With that said you believed that technology display a major role in the promotion of his organizations culture.

3.4.2 Non-Governmental Organization: SightSavers

The Global Trachoma Program Advisor for SightSavers, a non-profit non-governmental organization in an interview stated that their organization was focused on protecting the sight and fighting for disability rights across the world. With offices in over thirty countries, they operate by supporting governments to reach out to people in regard to eye health.

The main culture of the organization, the respondent stated could be inclusiveness, that is making sure that eye health most specifically is provided for all in society, most especially focusing the disabled in society and thus seek in all their operations to promote social inclusion, inclusive education and eradicate neglected tropical diseases. As the Global Trachoma Program Advisor, she stated that, her role in the organization was to be the technical lead for Trachoma across the world and in the execution of this duty entailed; supporting country programs, providing technical assistance to reach the goal of elimination of trachoma by using best preferred practices, support in protocol writing, quality assurance work and training of people in various aspects as needed.

In the area of technology, the respondent stated that, technology was a great resource for the effective running of the organization as seen from examples from day to day working activities such as the use of computers and smart phones in the collection of data with the use of software which allows them to have access to real-time data which promotes efficient diagnosis of health issues, accountability and effective monitoring. Technology according to the respondent also helped in the distribution of drugs to needed areas, as real-time data is automatically logged unto software systems, diagnosis is made easily and that allows for effective and accurate issuance of drugs where necessary. Other various forms of technology used in the organization according to the respondent include accounting claims systems which allows for the program and finance departments of the organization to work hand in hand in attaining grants, Program Portals which is a mass data system connecting SightSavers offices around the world, Power BI which aids in the analysis of expenditure for projects among others.

According to the respondent, technology does play a very important role towards the promotion of their organizations culture, being an organization, whose target group is the world,

technology helps them with their culture of inclusiveness through the capturing of mass real-time data, desegregation of data, so as to effectively provide their services for all especially the disabled in society. However, it is her belief that it is when the human resource in an organization work hand in hand with technology that the culture of an organization can be best achieved.

3.4.3 Technological Organization: CYST Company Limited

The Co-Founder of Creative Young Smart Technology (CYST) Company Limited, in an interview stated that his organization was a software innovation company which believes strongly in challenging conventions through the building of standardized software which can be internationally recognized and still fit in the local setting. According to him, their current focus is to provide such services for the African region.

In relation to the roles played by the respondent in the organization, he stated that he was involved in all things related to business strategy such as market approach, budgeting and financing, Human Resource Management, and Business Development among others. According to the respondent, the culture of the organization is centered on openness, collaboration, discipline, being unique, and caps all these under innovation, that is, their eagerness to think outside the box, being vibrant and not afraid to try new things. He believes that this culture also extends to the services provided by the organization.

In technology, the respondent stated that, their organization would basically not be in existence without it, seeing as technology is used in all aspects of work life, both within the organization and outside with their services provided. Within the organization, he stated, that are work executed are done in a paperless atmosphere which produces more accurate record keeping,

communication is through Slack, and intranet that allows for easy and fast communication as well as sharing of various work documents, and to the outside world the use of artificial intelligence which aids them greatly in monitoring transactions made by customers in real-time which helps them resolve issues speedily and the use of chat bots for customer services as well.

According to the respondent, Technology does not hinder modes of operations in an organization, rather it facilitates for more efficient and productive work and agreed that for Ghanaian local businesses to ever stand the chance of being legible for international business relations, various forms of technology are to be adopted to promote the organizations culture.

3.4.4 Governmental Organization: GIPC

The Deputy Director for Investment Services of the Ghana Investment Promotion Centre (GIPC), in an interview stated that their organization could be considered the best destination in terms of seeking investments by foreigners who wish to establish businesses in Ghana. Having a direct affiliation with Ghana make the organization one of the first go to destinations for foreign organizations. Among the organization's duties include having an accumulation of investment opportunities made available for potential foreign clients, missions to other countries to attract businesses, holding forums and seminars geared toward investment promotion in Ghana. They aid foreign organizations in integrating into the Ghanaian business world by registering them based on the GIPC Act, 2013 (Act 865) and also offer any other assistance necessary to foreign businesses.

According to the respondent, the culture of GIPC is to provide world-class service, meeting the needs of all clients on time and most importantly punctuality in service. She, however, agreed that without the use of technology, the culture of the organization would be highly

impossible to execute, this is because, technology is used mainly in their form of communication for example (with tools such as electronic memos, intranets, and software processing of certain activities in their organization), and is also a great source for accountability from their workers and clients alike. She believed that the use of technology in their organization aided in promoting the culture of their organization to the highest degree possible and could not imagine how the organization could achieve its aims and goals without the aid of technology.

3.4.5 Transnational Organization: WAPCo

A Manager in the legal department of the West African Gas Pipeline Company Limited (WAPCo) stated in an interview that the organization was an international company transporting natural gas in Nigeria, Benin, Togo and Ghana in a safe, responsible and reliable manner to create value for their diverse stakeholders. The organization is transnational not just in human resources but also in assets (being the pipeline) which resides in four legal jurisdictions.

the respondent believed that the main duty of the organization was to be the transporter of choice for gas in the sub region which then molds the culture of the organization which is safety. That tasks must be executed safely or not at all, that tasks are done right the very first time and to ask when in doubt in the execution of tasks, this one could say is mainly due to the major asset of the organization which is the pipeline which transports the gas from Nigeria through to Ghana. The catastrophe that could be caused should there be any rapture or problem with the asset could claim elevated levels of financial and environmental loss.

To curb this according to the respondent, technology is highly relied on to promote this culture of safety in their organization. This she said, can be seen in the various technological apparatus used to monitor and maintain the effective running of the pressure in the pipeline. An example she said was the SCADA (Supervisory Control and Data Acquisition) system which is a control system architecture that uses computers, networked data communications and graphical user interfaces for high-level process supervisory management, but uses other peripheral devices such as programmable logic controllers and discrete PID (Proportional Integral Derivative) controllers to interface with the process plant or machinery in the organization's offices which helps greatly in monitoring the asset.

Within the organization as well there are various technological tools adapted to facilitate efficient running of the organization and in that vein, promote the culture of the organization as mentioned above. They use technological tools such as livelink, which is a data control system which provides a generalized access to documentations with the organization. In communication as well, various forms of technologies are used such as emails of which google translators are applied to promote communication between the English speaking and Francophone countries.

According to the respondent, Technology is vital in the running of their organization and for the promotion of the organization's culture, she believes that in this day and age, without the technological assets used in running the organization, the culture of the organization could not be achieved effectively, she however also believes that despite having various technological forms of communication, it can never supersede personal contact, however when used hand in hand there is a great increase in the organizations productivity.

With such findings one could deduce that as compared to previous findings where most of the hypotheses created in relation to business culture and technology were skewed towards specific ventures, the findings show that there is an actual need for all organizations, be it start-ups or long term organizations to adjust to the use of technology in their working world.

With other previous findings focusing on Hierarchical culture and administration competency, the findings in this research clarify that in the era of technology most especially, the hierarchical order of organizations almost are a thing of the past, where organizations now focus more on productivity, efficiency and knowhow in technology.

And with the findings as well focusing on a more gendered data collection, there is actual balance in the findings provided. The research findings also show in more specific terms in its various examples provided by the respondents, how technology is used to promote the culture and work ethic in various organizations as compared to previous findings.

Finally, the findings in this research shows how technology improves on team work for instance in organizations rather than self development in previous findings. With the use of technology in a organization, every department or sector has a role to play in order for efficiency to occur thus, great promoting the culture of the organization in the long run.

References

- March, J. G. & Simon, H. A. (1958). *Organizations*. New York: John Wiley & Son.
- Mintzberg, H. (1983). "An emerging strategy of 'direct' research." in Van Maanen J. (Ed.), *Qualitative methodology*. Beverly Hills, CA: Sage.
- Murray, V. (1997). "Inter-organizational Collaboration in the Non-Profit Sector." in Shafritz J. M. (Ed.), *International Encyclopedia of Public Policy and Administration*, vol.2. Boulder, CO: Westview Press, 192 – 6.
- Orlikowski W. J. (1991). "Integrated information environment or matrix of control? The contradictory implications of information technology." *Accounting, Management, and Information Technology*, 1(1), 9 – 42.
- Orlikowski, W. J., & Gash, D. C. (1994). Technological Frames: Making Sense of Information Technology in Organization. *ACM Transactions on Information Systems*, 12(2), 174-207.
- Orlikowski, W. J., & Robey, D. (1991). "Information Technology and the Structuring of Organizations." *Information Systems Research*, 2(2).
- Ouchi, W. G. (1980) "Markets, Bureaucracies, and Clans." *Administrative Science Quarterly*, 25(1), 129 – 141.
- Parsons T. (1951). *The Social System*. Glencoe, IL: Free Press.
- Penley, L. E... (1982). "An investigation of the information processing framework of organizational communication." *Human Communication Research* 8(4), 348 – 365.
- Putnam L. L., Phillips N., & Chapman P. (1996). "Metaphors of Communication and Organization" in Clegg, S. R., Hardy, C. & Nord W. (Eds.), *Handbook of Organizational Studies*. London: Sage.
- Ragin, C. C. (1994). *Constructing Social Research: The Unity and Diversity of Method*, Pine: Forge Press.

CHAPTER FOUR

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

4.0 Introduction

This chapter displays a summary of the research findings. It points out the views of various Ghanaian workers in various organizations in Ghana. It also points out certain key individuals within major organizations in Ghana and around the world in relation to the significance of technology for organizational culture and how it can affect the progress or lack thereof of their organizations. It highlights connections between technology and an organizations culture and how they function hand in hand.

4.1 Summary of the Main Findings

The summary of the main findings of the study are as follows:

In Ghana's current population, majority of workers who are technologically savvy are between the ages of 20 to 40 years. With this, one can deduce that the "millennials" in Ghana can be said to rule the technological world that is the Ghanaian business system whiles the generation before them have their majority having bare minimum knowledge about technology and its usefulness in the Ghanaian business system.

Also, that in Ghana's current population, one could say that there is a high level of gender equality seeing as there appears to be fairly equal amounts of male and female workers in various positions in organizations in Ghana.

Another could be that majority of Ghanaian organizations are either very young (between the ages of 1 to 10 years) or very old (that is over 51 years old) with this one can deduce that the rate at which start ups in Ghana collapse after the first few years is quite high which one

could deduce to be due to the inability to adapt properly to current Ghanaian business practices of which technology can play an immense role.

In this same vein, one could say that due to the gap between ages of organizations in Ghana, most workers are not able to stay in their respective organizations longer than 5 years due to a collapse of the organization or the worker's inability to adapt to the organizations culture effectively.

Technology appears to be greatly embraced in the current Ghanaian business sector and thus has increased the level of standard for startup organizations in the country over the years. To the extent where most organizations have embraced both technological and non-technological forms of communication for example in their organizations thus increasing their level of efficiency.

Though most workers are ready to embrace technology since it makes work life much easier and efficient, majority are of the firm belief that especially in terms of communication in an organization, technology can never supersede personal contact and are also of the belief that it is when technology is used hand in hand with human resource that productivity can best be achieved in an organization. Nonetheless they are of the belief that thanks to technology certain mundane work in the organization are now executed more efficiently and effectively.

4.2 Conclusions

To an extent one could say that the level of speed of development in our era is at a much faster pace than ever before in history, with various changes in modes of operation most especially in organizations due to the high speed of technological advancements. This has to an extent

caused a level of apprehension and even fear among most especially the older generation in Ghanaian working sectors. This apprehension one could say may be caused by them not being technologically savvy and with the fear of them being replaced by machines. Most workers develop a “hate relationship” towards machines and anything technology.

However, this does not have to be the case, technology does provide new ways and avenues to accomplish tasks, since technologies can for instance take over mundane tasks in an organization, human resource in an organization now has the freed time to focus on other projects and activities that cannot be done by technology such as leadership and judgment. The wave of technology provides for new job opportunities as organizations learn to adapt to work hand in hand to promote the execution of the organizations services which them can serve as a stepping stone which could enable them enter international markets and compete with other international organizations on equal grounds.

Therefore, with all studies shown, this research does agree with the hypothesis that the adaptation of technology to the culture of organizations is more useful to international organizations with subsidiaries in Ghana as compared to indigenous Ghanaian organizations and proves the hypothesis to be accurate. There is therefore the need for indigenous Ghanaian organizations who ever want to stand the chance of entering the international arena or to even have a longer ‘lifespan’ to emulate or follow the culture of technological adaptation. Without technology, organizations would have to face collapse or ineffectiveness in the production of their goods and services with no hope of ever entering the international setting with regards to business.

4.3 Recommendations

In view of the findings and conclusion, the following are recommended:

Adaptation: There is the need for organizations in Ghana to learn to adapt to technologies that best suit the effective running of their organizations as well as promoting how they offer their services to the outside world which would thus provide them with a fighting chance. This can be done through categorizing the areas technology can be adapted to within the organization such as communication, finance, production, administration and the like. With that, organizations can then seek out software or programs that can promote the more effective running of those areas within the organization thus adapting technology into the organization.

Education: There is the need for workers in organizations to be educated on how technologies are used in various organizations so as to enable them work more efficiently and in cases where technology can take over mundane tasks for example which would provide new job avenues, workers can be trained into filling such roles instead of causing them to live with the fear of being replaced by machinery. This can be done through the organization of seminars or training programs within the organization by its management and inviting professionals who have knowledge of such technologies adapted by the organization to teach the workers on how to use such technologies effectively. Organizations where mundane tasks such as data collection is paramount, adapted data collection software or programs can save time and human resource and in the same vein, produce new jobs such as that of an analyst of accumulated data in more technical form for example.

Implementation: This is where technologies adapted can be used in the provision of services of an organization which thus allow them to reach a larger scale of their population

and would also allow them stand the chance of ever competing in the international arena. An example of an effective implementation of technology to an organization's culture can be seen by organizations in the food industry. Such organizations can move from serving just the customers in their locality to providing service across the country. With the adaptation of online payment portals for example, such organizations can now provide effective delivery service thus reaching customers far and wide.

BIBLIOGRAPHY

A. Books

Ashby, W. R. (1967). "Self Regulation and Requisite Variety." in F. E. Emery (Ed.), *System Thinking*. Penguin: Harmondsworth.

Child, J., & Faulkner, D. (1998). *Strategies of Cooperation: Managing Alliances, Networks and Joint Ventures*. Oxford: Oxford University Press.

Davenport, T. H., & Prusak, L. (1997). *Working Knowledge: How Organizations Manage What They Know, Harvard Business School*. Boston: HBS Press.

Galbraith, J. R. (1973). *Designing Complex Organizations*. Reading, MA: Addison-Wesley.

Giddens, A. (1984). *The Constitution of Society*. Berkeley, CA: University of California Press.

Goffman, E. (1974). *Frame analysis: An essay on the organization of experience*. London: Harper and Row.

March, J. G. & Simon, H. A. (1958). *Organizations*. New York: John Wiley & Son.

Mintzberg, H. (1983). "An emerging strategy of 'direct' research." in Van Maanen J. (Ed.), *Qualitative methodology*. Beverly Hills, CA: Sage.

Murray, V. (1997). "Inter-organizational Collaboration in the Non-Profit Sector." in Shafritz J. M. (Ed.), *International Encyclopedia of Public Policy and Administration*, vol.2. Boulder, CO: Westview Press.

Parsons T. (1951). *The Social System*. Glencoe, IL: Free Press.

Putnam L. L., Phillips N., & Chapman P. (1996). "Metaphors of Communication and Organization" in Clegg, S. R., Hardy, C. & Nord W. (Eds.), *Handbook of Organizational Studies*. London: Sage.

Ragin, C. C. (1994). *Constructing Social Research: The Unity and Diversity of Method*, Pine: Forge Press.

Korobkin, R. (2000). *Law and Behavioral Science: Removing the Rationality Assumption from Law and Economics*.

Kellner, (2002) *Theorizing Globalization*

Stefan Kirin, G. O'Hare, (1997). *Cooperative Knowledge Processing: The Key for Intelligent Organizations*. Springer-Verlag, New York, Inc., Secaucus, NJ

B. Journal Articles

Child, J. (1972). "Organization Structure and Strategies of Control: A Replication of the Aston Study". *Administrative Science Quarterly*.

Christopher M. McDermott and Gregory N. Stock. (December 1998) Organizational Culture and Advanced Manufacturing Technology Implementation, *Journal of Operations Management*, 17 (4).

Cook, K. (1977). "Exchange and Power in Networks of Inter-Organizational Relations." *Sociological Quarterly*, 18.

Davenport, T. H., Long, D. W. D., & Beers, M. C. (1998). "Successful Knowledge Management Projects." *Sloan Management Review*, 39 (2).

Lowndes, V. & Skelcher, C. (1998). "The Dynamics of Multi-Organizational Partnerships: An Analysis of Changing Modes of Governance." *Public Administration*, 76.

Melitski, James, David Gavin, and Joanne Gavin. (2010). "Technology Adoption and Organizational Culture in Public Organizations," *International Journal of Organization Theory and Behavior*.

Orlikowski W. J. (1991). "Integrated information environment or matrix of control? The contradictory implications of information technology." *Accounting, Management, and Information Technology*, 1(1).

Orlikowski, W. J., & Gash, D. C. (1994). "Technological Frames: Making Sense of Information Technology in Organization." *ACM Transactions on Information Systems*, 12(2).

Orlikowski, W. J., & Robey, D. (1991). "Information Technology and the Structuring of Organizations." *Information Systems Research*, 2(2).

Ouchi, W. G. (1980) "Markets, Bureaucracies, and Clans." *Administrative Science Quarterly*, 25(1).

Penley, L. E... (1982). "An investigation of the information processing framework of organizational communication." *Human Communication Research* 8(4).

Powell, Thomas C. and Anne Dent-Micallef. (2006). Information Technology as Competitive Advantage: The Role of Human, Business and Technology Resources, *Strategic Management Journal*, Vol 18, No.5, May.

Master Class. (November 15, 1999). CIO Enterprise Magazine.

Morosini et al., (March 1998). National Cultural Distance and Cross-Border Acquisition Performance. *Journal of International Business Studies*. 29, 137.

Pothukuchi Vijay, Damanpour, Choi Jaepil, Chen C. Chao and Park Ho Seung. (2002). National and Organizational Culture Differences and International Joint Venture Performance. *Journal of International Business Studies*. 33(2):243-256.

C. Documents/Reports/Papers

Angel Cabrera, Elizabeth F. Cabrera, and Sebastian Barajas. (2001) “The Key Role of Organizational Culture in a Multi-System View of Technology-Driven Change.”

Emery, F. E., & Trist, E. L. (1960). “Socio-technical Systems. *Management Sciences Models and Techniques*,” 2.

Harris, K., Fleming, M., Hunter, R., Rosser, B., & Cushman, A. (1998). “The Knowledge Management Scenario: Trends and Directions for 1998-2003.” Technical report, Gartner Group.

Kim, S. Cameron and Robert E. Quinn. (2006). *Diagnosing and Changing Organizational Culture*.

Lawrence, P., & Lorsch, J. W. (1967). “Organizations and environment.” Boston: Division of Research, Graduate School of Business Administration, Harvard University.

Marc J. Schabarcq. (2007) *Changing Organizational Culture*.

Marc Van Caeneghem and Takeshi Fujii. (Deloitte 2015). *Developing a Resilient, Innovative Organizational Culture*.

Marla R. Gunasegaram. (December 1999). *Effects of New Technologies on Corporate Culture*.

Graham R. John. (1999). *The Theory and Practice of Corporate Finance: Evidence from the Field*.

D. Interviews

Interview with Dr. Mrs. Agatha Aboe, Global Trachoma Program Advisor, SightSavers, 19th July 2018.

Interview with Dr. Noel Tagoe, Executive Director of Chartered Institute of Management Accountants (CIMA), Education, 18th July 2018.

Interview with Mr. Kofi Genfi, Co-Founder, CYST Company Limited, 20th July 2018.

Interview with Mrs. Evelyn Nyarko, Ghana Investment Promotion Centre (GIPC), 22nd June 2018.

Interview with Mrs. Louise Sasu, Manager, Legal Department, West African Gas Pipeline Company(WAPCo), 18th July 2018.

E. Internet Sources

Corporate Culture in Silicon Valley < (Jeanne G. Harris, 2019)> viewed on 15th July 2017.

Impact of Culture on International Businesses < <https://www.linkedin.com/pulse/impact-culture-international-business-ali-muhammad-mba-acca-uk->> viewed on 21st June 2017.

Organizational Culture in the Digital Age< (Hyder, 2014)> viewed on 19th July 2017.

Technology's Impact on Organizational Changes < <http://smallbusiness.chron.com/technologys-impact-organizational-changes-20377.html>> viewed on 20th July 2017.

Theories of Globalization and its Criticisms, Anthony Giddens < (Giddens, 200)> viewed on 18th June 2018.

APPENDIX 1

INTERVIEW AND QUESTIONNAIRE GUIDE

Name of interviewer.....

Name of Interviewee.....

Place of Interview.....

Date of Interview.....

This questionnaire or interview is regarding how the various technological modes of communication in an organization or lack thereof can have a direct effect on the development of an organization. Your identity and information will be kept anonymous. Thank you for accepting to participate in this interview.

Questions

- 1 AGE: 20-30: 31-40: 41-50: 51-60:
- 2 SEX: Male: Female:
- 3 Name of Organization:
- 4 How old is your organization?
1-10yrs: 11-20yrs: 21-30yrs: 31-40yrs: 41-50yrs: Over
51yrs:
- 5 How many years have you been working in this organization?
1-5yrs: 6-10yrs: 11-15yrs: 16-20yrs: Over 21yrs:
- 6 Which department are you in in your organization?
Administration: Marketing: Human Resource: Finance: ICT: Other:
- 7 Is your organization technologically savvy?
Yes: No:
- 8 Does your organization have international presence?
Yes: No:
- 9 What is your current position in the company?
.....
.....
- 10 What modes of communication does your organization use internally?

- Technological: Non-technological: Both: Other:
- 11 How efficient is your work when using Non-technological forms of communication?
Not Efficient: Fair: Good: Very Good: Excellent:
- 12 Has there ever been a time where your organization did not use technological forms of communication?
Yes: No: I don't recall:
- 13 What technology does your company use for communication internally? (Tick as many as you can)
Email: WhatsApp: Intranet: Slack: Skype: Other:
- 14 How efficient is your work due to these technological modes of communication?
Not Efficient: Fair: Good: Very Good: Excellent:
- 15 Do you believe that technology can promote an organization's culture?
Yes: No: Maybe: