THE EFFECT OF PERSONAL – ORGANISATIONAL VALUES MISFIT ON EMPLOYEES' PERFORMANCE: CASE STUDY OF TWO KENYAN COMPANIES

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ABSTRACT

Intrapersonal conflict rarely occurs in organisations thus most researchers have ignored it and turned their attention to other types of conflicts like interpersonal and inter organisational. An intrapersonal conflict is a conflict which is perceived to be taking place within an individual. It is also referred to as intrapsychic or intra individual conflict by some authors. This paper sought to determine if the causes of intrapersonal conflict can affect an employee's performance.

The question under investigation was does lack of harmony between personal and organisational goals spur an intrapersonal conflict that can later on impact on one's performance? Data collection was collected from two organisations in Mombasa Kenya namely Elsek and Elsek group of Companies and Raq's Car Was Company. Open ended and closed type of questionnaires were administered to 64 randomly selected respondents. The data collected was later on analyzed using SPSS and tables were drawn. The results revealed that lack of P-O value congruency had a mediating effect on employees' attitudes and organisations citizenship behaviour but didn't affect one's performance.

Keywords: Values, Personal-Organisational Fit, Value Congruence, Intrapersonal Conflict, Employee's Performance.

BİREYİN İÇSEL ÇATIŞMASININ PERFORMANSI ÜZERİNDEKİ ETKİSİ: 2 KENYA ŞİRKETİ ÖRNEK OLAYI

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ÖZET

Araştırmacılar örgütlerde nadir olarak gözüken bireysel çatışmalardan ziyade kişiler arası ve örgütsel arası çatışmalara önem vermektedir. Bireysel çatışma bireyin kendi içinde yer alan bir çatışma türüdür ve ruhsal yada içsel çatışma olarak isimlendirilmektedir. Bu makale bireysel çatışmaların çalışanlarının performansı üzerindeki etkilerini ortaya koymayı amaçlamaktadır. Araştırmanın temel sorusu bireysel ve örgütsel amaçlar arasındaki uyum eksikliğinin bireysel performans üzerindeki etkisini nasıl ortya çıkmaktadır?
Araştırma Kenya'da, iki şirkette (Elsek and Elsek group of Companies ve Raq's Car Wash Company) yapılmıştır. Araştırmaya bu şirketlerdeki 64 çalışan cevap vermiştir. Toplanan veriler SPSS kulanarak analiz edilmiştir. .Sonuç olarak, bireysel-örgütsel değer uyum eksikliğinin, çalışanların tutum ve örgütsel vatandaşlık davranışı üzerinde arabuluculuk etkisi olduğunu fakat bireysel performans üzerinde etkisi olmadığı tesbit edilmiştir.
Anahtar kelimeler: Değerler, Bireysel-Örgütsel Uyum, Bireysel Çatışma, Çalışan Performansı.

1. Introduction

Many at times employees find themselves in a dilemma when choosing careers, the jobs they are currently doing, the positions they hold and how to reach their set goals. In Africa and specifically Kenya, the unemployment rates are alarming and due to this, most employees settle in for any type of job they are offered irrespective of education level, qualifications, organization in question and ones set objectives. It is due to these ambiguities, there is need to investigate how the wrong choices made today by

employees who don't consider their values and goals and those of the firm they work for can affect their performance at work.

This research is of essence both to the organisations and academicians such that, it will help the human resource managers to know where to focus their attention to in regards to intrapersonal conflict. It will help them to be observant when selecting and recruiting new candidates who can join the company by asking them about what they value in life and their set goals. The study will also enrich some literature on values congruency, intrapersonal conflict and its effect on employee's performance.

To realize the main topic of study the following objectives were set. The first one was to find out if mismatch of organisational and personal values had an impact on intrapersonal conflict, could commitment act as trigger to intrapersonal conflicts, the effect of job satisfaction on intrapersonal conflict and finally if willingness to work longer for a firm could be a sign of intrapersonal conflict.

The research adopted a descriptive design and data was analyzed using SPSS. A five chart Likert scale was used to answer the respective questions and later on tables drawn. There was a limitation of being given biased data by the respondents since they had been coached prior to the data collection and they also feared being laid off should they give the right information that might portray a negative image of the company.

2. Literature Review

Since time in memorial, conflict has been termed as inevitable due to the multiple allegiance of management and workers, and the shared power of management and the workforce (Marmeling, 2013: 20). It's also inevitable whenever many people with different opinions, interests, perspectives and cultures work inter-dependently towards common (organizational) goals (Rahim, 2001: 5). A good manager's first priority is to view conflict as not always inherently bad. If handled correctly, the dynamics surrounding conflict can change radically and be beneficial to both the conflicting parties and to the organisation (Elmagri and Eaton, 2011: 60). Studies conducted by Kheirandish, (2014: 1) and Holland and Weathers (2013: 245) have proven that successful organisations must align people and business and share the same targets which can be achieved concurrently. Failure to do so, the organization's effectiveness reduces and achievement of set objectives becomes a challenge for them (Mostafa et al., 2013, 11-19). Numerous researchers and schools of thought have outlined the necessity of aligning personal and organisational values and goals due to its effects on behaviour and attitudes (Darnold, 2008: 10). One scholar has found out that that employee's values and goals automatically become harmonious with those that are upheld in the organisation (Thomas, 2013: 5). This meant that both the good and bad ethics that an

organisation values will be assimilated directly by its employees according to (Trevino et al., 2006: 32). A dilemma occurs from the above statement that does it mean employees values don't matter at all because anyway, they will assimilate the organisational ones? Exploration of the personal and organisational values will help this study to understand if should the two parties fail to rhyme they can lead to intrapersonal conflict which will transit into affecting ones performance. In today's business environment as noted by (Kheirandish, 2014: 125) the attainment of personal and organisational values is directly proportional to the organisations success and therefore any organisation that can align the values of the two parties is termed as a learning organisation. It's seen to be a learning organisation in the sense that the employee's creativity and ideas become harmonized with those of the organisation and the results are growth, knowledge and skills attainment.

Human capital is the most valuable intangible asset in any organisation as compared to materials, money and machines (Al Ziadat, 2015: 208) and it is due to this reason that employees problems must be taken into account seriously because if they fail to perform effectively, the impact will be directly felt by the organisation in terms of performance and production (Elmagri and Eaton, 2011: 60). According to the findings of Pondy, 1967, if conflicts are eliminated from workplaces, it would automatically enhance employee performance which would translate to increased business growth and productivity.

From the research conducted by Hayes, 2008, in a normal work setting 85% of employees have to deal with conflict at one point or the other but 29% do so frequently. This has been attributed to be mainly caused by egos and personality clashes that amount to 49%, heavy workloads contributing to 33% and finally stress that amounts to 34% of work place conflicts. Since conflict cannot be completely eliminated from the workplace, managers need to pay attention to anything that might trigger a conflict and proactively address it before it occurs (Godwin and Griffith, 2007: 20). Triggers related to values, information, relationships, roles, policies, goals and procedures have to be keenly monitored and addressed. Cable and Edwards, 2004 found out that commonly shared values of employees and the organisation define the behaviours and norms in the working environment and this is attributed to organisational values which play a major role in acting as catalysts to the formation of the culture. Therefore, understating person - organisation fit brings a clarification on how people ought to relate with the organisation (Thomas, 2013: 8). This article aims to investigate the relationship between personal and organisational values and how they can trigger intrapersonal conflict which later on affects employee's performance. A working conceptual framework was derived as follows

Figure 1: Conceptual Framework of Person – Organisational Fit
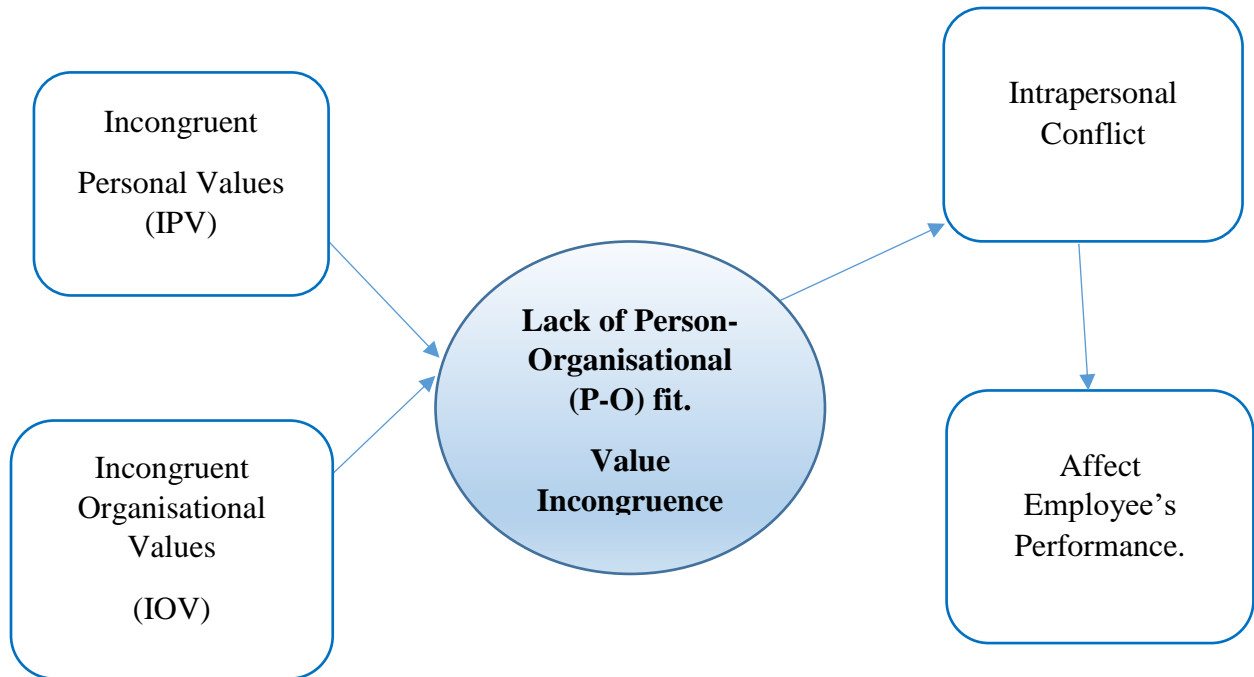
The figure above assumes that lack of harmony between personal and organisational values will cause a value misfit in the organisation and this will trigger intrapersonal conflict that affect ones performance. Therefore, an employee's performance is a resultant of the congruency between their values and those of the organisation which have been believed to improve commitment and job satisfaction and the end result is performance (Finegan, 2000: 150). Lack of harmony between the two aspects (P-O) can cause intrapersonal conflicts which is the objective under investigation in this study (Cox, 2003: 155). For a P-O fit to be realized in an organisation, both the individual and organisational attributes need to be considered. From the individual side, these attributes entail ones behaviour, values, interests and beliefs while from the organisation, the organisational climate, values, norms and culture have to be integrated (Gregory and Albritton, 2009: 1). Values are vital because they are speculated to automatically lead to achievement of some of the organisational goals and mission. Therefore lack of harmony between them will trigger pursuance of different goals and objectives between Elsek and Elsek Group of company, Raq's Car Wash Company and its respective workers (Thomas, 2013: 10).

P-O fit comprises both supplementary and complementary fit whereby in supplementary fit, both the organisation and individual have similar characteristics (Darnold, 2008:7).

This fit is seen occurring when an organisation hires a new employee who possess the same attributes and skills like the currents ones but this is meant to replicate its workforce (Alnıaçık and Mehtap, 2014: 3). According to Cable and Edwards (2004: 822) "complementary fit means that an employee has a skill set that an organization requires, or it can mean that an organization offers the rewards that an individual wants".

3. Definition of Concepts

Values are beliefs that arise due to a certain situation, they regulate ones behaviours and vary in terms of priority and importance (Cable and Edwards, 2004:823). P-O fit is the extent to which individual values match with the organisational values and norms (culture) (Alnıaçık and Mehtap, 2014: 1). This aspect has also been defined by Finegan, 2000:149 as the harmony which occurs between employees and the organisation when one party meets the needs of the other party, or the two parties have similarities in their characters and finally when both the two statements are present.

Value congruence is the extent to which personal and organisational values rhyme or have harmony (Thomas, 2013: 8). This can also be defined as the work value compatibility between the person and organisational entities (workgroup, coworkers, supervisors, interviewers and the whole organisation at large.) (Bao, Dolan and Tzafrir, 2012: 5). It is a larger facet of P-O fit and it means having a stronger culture, shared values and high level of trust. This in return makes an organisation to reap levels of commitment and organisational citizenship behaviour (OCB) (Boone and Hartog, 2011: 110). Conflict is defined as a behavior intended to obstruct the achievement of some other person's goals and is based on the incompatibility of goals that arises from opposing behaviors (Mullins, 2005: 929).

Intrapersonal conflict: "Intra" is a Latin word that means within or inside. (Thesaurus dictionary). On the other hand the word "personal" can also mean individual or own. Therefore, in a lay man's language, an intrapersonal conflict can also be termed as an individual conflict that emanates from within due to attitudes, personality characteristics or particular personal needs, illness or stress (Mullins, 2005: 932). It's as a conflict that occurs within a person and it entails a struggle to clarify contradictory values internally (Cox, 2003: 2). This term has also been defined by Elmagri and Eaton, 2011: 2 as a type of conflict that occurs within someone due to perceived or actual pressure that are a resultant of incompatible goals or expectations.

According to Business Dictionary (2016) "performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract."

Employee's performance: In reference to the school of thought from Sonnentag and Frese (2002: 3), it is an individual's measurable behavior which impact positively on the organizational goals. It consists two dimensions, the behavioral and resultant outcome. The most common aspects utilized by researchers in order to explain the P-O fit is by use of values and goals, however, this study confined itself to values only (Beasley, Jason, and Miller, 2012: 2). A study conducted in Kenya by Nyambegera, Daniels and Sparrow (2001: 50) revealed that "value congruence didn't matter in regards to employee's involvement and commitment to the organization". What mattered most were the values themselves that the individual possessed. Value congruence and how it leads to positive attitudes towards the organisation remains a "black box" because most researches have not been able to explain the relationship (Bao, Dolan and Tzafrir, 2012: 20). Theoretical information proves that value congruence causes a positive job behaviour and behaviour as discussed previously is an aspect of performance. Sharing of organisation culture with the employees will make them understand their jobs better and thus perform, P-O fit has been seen to have a mediating effect on job attitudes but doesn't affect performance nor organisational citizenship behaviour (OCB) as sighted by Vogel and Feldman (2009: 69, 78) instead, the effect of P-O differs from one employee to the other and also relies on the characteristics of the job.

The P-O value congruency has been linked to several advantages to both the organisation and employees. Bao, Dolan and Tzafrir (2012: 16) noted that "P-O triggered commitment towards the organisation, job satisfaction, organisational satisfaction, job performance, a positive general attitude towards the organisation and it harbored employee turnovers". High levels of P-O brings forth a sense of identification with the organisation and this in return shapes the employees attitudes towards the firm (Alnıaçık and Mehtap, 2014: 2). On the other hand, lack of P-O may cause the employee to adjust their values to fit those of the organisation or the organisation might adjust to fit employees value but should the either of the two fail, then an employee will be compelled to quit the organisation.

To investigate how lack of P-O fit can cause intrapersonal conflict which in return will affect an employee's performance, this article concerned with commitment towards the organisation, job satisfaction, willingness to work longer and the willingness to recommend friends and relatives to work for the two companies in question (Elsek and Raq's car wash) respectively.

Employee commitment is a set of behaviours and an attitude, a strong inner feeling to continue working for an organisation and the willingness to exert effort on any organisation related matters (Yew and Malaysia, 2007: 3). Focusing on commitment, Alnıaçık and Mehtap (2014: 3) suggested that it is based on a social theory which states that commitment will either rise or fall in regards to the benefit relationship an employee

has with the organisation. In instances where employees are contented with what the organisation has to offer, then the commitment level increases and vice versa. Meyer and Allen (1991: 64) found out that commitment comprised of three types namely: affective commitment, continuance commitment and normative commitment. Affective commitment referred to an employee's emotional attachment to be identified and be involved with the organisation at any time. Workers who possess affective commitment continue working for that company irrespective of any challenges they face simply because they want to do so. Continuance commitment on the other end referred to the implications that tag along should an employee quit the job and employees with such a type of commitment will always continue working because they a need to work. Lastly, normative commitment was the strong conviction for an obligation and responsibility that an employee has to continue working for an organisation. Employees in this category obtain commitment because they feel its ethical and its right for them to work for the organisation. Empirical research conducted by Finegan (2000: 152) proved that "both affective and normative commitment lead to high production, increased organisational citizenship behaviour (OCB) and positive work attitudes however, continuance commitment had no relationship with performance". This arose due to a fact that employees had few choices in terms of job alternatives a typical real case in the two companies under investigation: Elsek Group of companies and Raq's Car wash that had most of their workforce comprised of casual low educated workforce.

The second factor in P-O fit being analyzed was job satisfaction. This was defined as the feelings or state of mind that an employee had in regards to the nature of job at hand and at the height of satisfaction, absenteeism will be low, lower rates of employee turnover and increased productivity were to be noted (Tooksoon, 2011: 41- 42). Job satisfaction was noted to have a direct negative relationship with turnover intentions (Ammah, 2009: 1). Employee turnovers cause direct (financial cost) and indirect costs (cost incurred to hire and train new employees) to the organisation (Tariq, Ramzan, and Raiz, 2013: 702). In order to minimize this, the impact of job satisfaction on labor turnover has to be considered by creating a congruence between jobs and employees self-identity and also by ensuring that participation in these jobs will have a general life satisfaction.

The third factor which was willingness to work longer for the organisations has been categorized under commitment by some scholars like (Yew and Malaysia, 2007: 3). Finally, the willingness to recommend friends and family to work for the company is an act of love towards the organisation.

4. Methodology

4.1 Location

The study was conducted in Kenya a country that is located in the East of the African continent. Mombasa city was chosen to be the specific town and out of it, two companies were settled upon as the case studies: Elsek and Elsek group of companies and Raq's Car Wash respectively. Elsek and Elsek group was a multi tasking company involved in construction of houses and later on selling them at profits, development of projects under which the comapany refurbished old buildings using the new modern technology and materials, it had a production area also under which they formed galvanized steel,fast food chain, furniture, puffy beans, fibre glass, Unplasticised Polyvinyl Chloride (UPVC), carbo, marblite, paints, acrylic forming and Expanded Polystyrene Stryrofoam (EPS). The final activity of the firm was financing and this department was involved in three sub sections namely; Elsek Mortgage Limited (EML), machinery leasing and investing with Elsek (http://www.elsekgroup.com/know-us/, 2016). The second company was Raq's Car Wash and as the name suggests, it was a car washing bay whereby cars could be washed at a fee and at the same time park overnight. This company had a total of 50 permanent employees that worked by exchanging day and night shifts. It was involved in washing cars, repairing broken down cars, painting and parking them at night for a fee. In Raq's Car Wash, both the night and day workers participated in the study.

4.2 Participants and Sampling

Random and purposive sampling was used to determine the eligible respondents for the study and 64 participants were selected. 62 were employees and an interview was conducted with 2 managers one from each company. In Elsek and Elsek Company, the selection was based on available employees the as per the data collection time visa vie the total number of employees in the organisation. In Raq's car wash, respondents were selected both from the night and day shifts. Purposive sampling was applied during the selection of permanent and casual employees at Elsek company and also when choosing a manager to conduct an interview with.

4.3 Instrument
The data collection was conducted using a set of both structured (closed ended) and unstructured (open ended) questionnaires. Structured questionnaires were used because they were flexible and can be used to gather information concerning almost any topic, from a larger or small number of people (O'Cathain and Thomas, 2004: 2-5). The employees questionnaire abided by the 5 likert scale format of questioning while the managers one was an open interview.

4.4 Data Analysis and Presentation

The data was subjected to statistical analysis with the help of SPSS (statistical package for social sciences). Both descriptive statistics and inferential statistics were used to analyse the data represented in the form of tables and it was instrumental in testing if there were statistically significant differences between variables that indicated P-O fit, intrapersonal linkage and employees' performance.

5. Findings

Four questions that could help in investigating the topic at hand were asked to respondents and the as per the respondents views, the findings were tabulated as follows:

Table 1: My values match organizational values				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	4	6.5	6.5	6.5
	Agree	20	32.3	32.3	38.7
	Neither agree nor disagree	26	41.9	41.9	80.6
	Disagree	8	12.9	12.9	93.5
	I strongly disagree	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

Many respondents were neutral and could not make up their minds between their values and those of the organizations. The possibility that one has no values was very high because the demographic data revealed that most employees were up to primary and secondary school levels and probably never had personal values leave alone knowing the organisational ones. A research conducted by Thomas (2013: 71) back up the above results whereby a low positive relationship between personal and organisational values was recorded but no significant relationship existed between them. A few workers at Elsek Company actually had personal values and knew those of the organisation. As noted from the above table, only 38.7% of the total agreed that their values matched with those of the organisation. This meant that the majority had their values either incongruent with the organisation or they didn't know them but never the less, they were still working for the respective companies. According to Cable and DeRue (2002: 5), "once employees feel that their values are congruent with those of fellow colleagues,

they feel part of the organisation and will contribute to its mission thus a reason enough for them to stay". A study conducted by Darnold (2008: 10) found out that basing on the social identity theory, employees joined and worked for respective organisations not because of their values but because they sought to be identified with the company's name, the need to achieve personal self needs and finally because they found similarities with fellow colleagues.

The second question asked on willingness to work had its results tabled as follows:

Table 2: If I were to have my own way, I would be working for this organization three years from now					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	25.8	27.6	27.6
	Agree	20	32.3	34.5	62.1
	Neither agree nor disagree	2	3.2	3.4	65.5
	Disagree	14	22.6	24.1	89.7
	I strongly disagree	6	9.7	10.3	100.0
	Total	58	93.5	100.0	
Missing	System	4	6.5		
Total		62	100.0		

62.1% of respondents were willing to work for their respective organisations three years from the time of data collection. This is because they had fear of loosing their jobs due to uncertainity in future on getting new ones. As discussed earlier, willingness to work for the organisation was a clear sign of commitment and loyalty to the organisation (Yew and Malaysia, 2007: 3). Employees in these two organsations despite the fact that their P-O were incongruent, they still wanted to work for their companies and this as noted by Meyer and Allen (1991: 64) can be attributed to two types of commitment. Employees could be having continuance commitment whereby there was a need to work because they were afraid of the implications that tag along should they quit the current jobs. This was a statement that was evidently noted from one worker in Raq's Car Wash who had undergone education up to primary level and had no formal education on how to wash cars. The element of precariousness as detailed by Standing (2011: 59 - 61) was noted from the above statements whereby, employees were casual laborers thus their jobs were temporary and they could be fired any time form work. They had no means of survival and therefore had to exchange hard labor for a small pay. On the other hand, normative commitment could have been there such that employees felt a strong

obligation and responsible to work for their organisations because they felt it was ethical and right for them to work for the organisations (Meyer and Allen, 1991: 64). They had applied for jobs and were accepted given the high rates of unemployment in Kenya, so they had to create a good conduct with their employers so that next time there was a job opening, then they would be considered.

Another main factor investigated was job satisfaction and the results were tabled as below.

Table 3: I am satisfied with my job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	22.6	22.6	22.6
	Agree	16	25.8	25.8	48.4
	Neither agree nor disagree	14	22.6	22.6	71.0
	Disagree	16	25.8	25.8	96.8
	I strongly disagree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

48.4% were on the agreeing side compared to 22.6% who were neutral and 29% disagreeing. A combination of the undecided ones and those disagreeing sums up to 51.6% thus we can generally conclude that employees were not satisfied with their jobs. This was quite interesting because they were willing to work for their companies for the next three years but were experiencing moderate or no job satisfaction at all. As noted earlier, job satisfaction had a direct negative relationship with turnover intentions (Ammah, 2009: 1). To avoid this, a P-O congruency had to be attained.

Lastly, friends and family referrals was looked at and results depicted as follows:
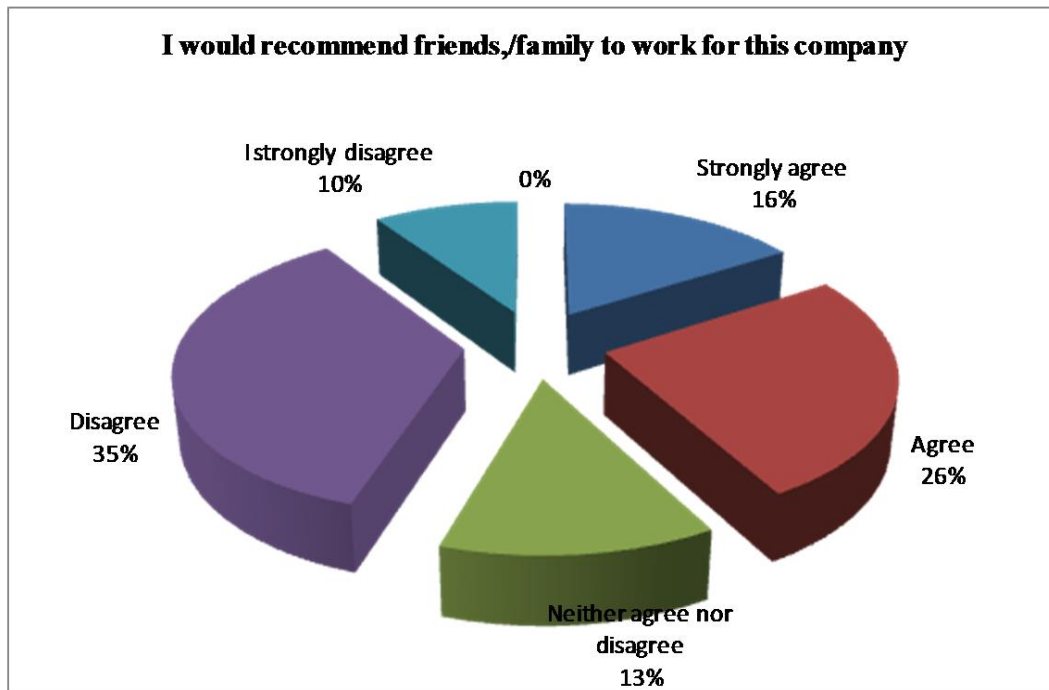
As per the results above, most employees weren't willing to refer neither their friends nor family members to work for the respective organisations. 35% of the respondents disagreed while 10% strongly disagreed summing up the number to 45%. Quite a good percentage were neutral to this question.

6. Results

Basing on the findings above, the two companies lacked P-O fit thus value congruency was missing. Despite that, employees were willing to stay in the organisations longer, they were moderately satisfied with their jobs however, they were unwilling to refer friends and family members to join them in working for the same companies. In a nutshell this meant that employees would still work for any firm despite the disharmony in values. As discussed earlier on, employees would stay and work if their values were similar to those of their colleagues and not necessarily to those of the organisation (Cable and DeRue, 2002: 5). These results can be similar to those of Nyambegera, Daniels and Sparrow (2001: 50) who conducted a study in Kenya and realize that value congruence didn't matter in relation to commitment. The most important factor was the values employees possessed and this could be related to performance. A sense of continuous and normative commitment was highly noted when respondents confessed to wish working longer for their organisations. However, precariousness was evident from

the employee's nature of work, the working environment and their educational levels. Due to reasons best known to them, they were unwilling to recommend friends and family to work for the respective organisations. Managers confessed to be fast at absorbing any recommended candidates but a few were recommended by the current employees.

7. Discussion and Conclusions

From the results above, employees of Elsek and Elsek Group of Companies and those from Raq's Car Wash never had their personal values matched with those of the organisation. Therefore, the P-O fit congruency was missing but never the less, they were highly committed to work and were moderately satisfied with their jobs. This leaves us with a pending question that does P-O incongruence always lead to low performance? The answer is the effect is moderate because there are other factors that can make one to stay in the organisation despite lack of congruence in their values. Research has realized that P-O value congruency had a mediating effect on employees' attitudes and organisations citizenship behaviour but didn't affect one's performance (Vogel and Feldman, 2009: 69, 78). Consequently, the organisational and personal values fit didn't matter most in relation to employee's commitment and involvement in the organisation. The important factor that mattered were the values an individual possessed (Nyambegera, Daniels and Sparrow, 2001: 50).

There was a limitation of being given biased data by the respondents since they had been coached prior to the data collection and they also feared being laid off should they give the right information that might portray a negative image of the company. Some of the respondents from both companies had difficulties in understanding English, in order to interpret the question for them in the local language Kiswahili and this made some questions to lose their original intended meaning.

It can be recommended that managers of the two firms to pay attention to any triggers that might be leading to conflict. Many at times when people are facing intrapersonal conflict they rarely share it with someone else but it's evident from their actions and behaviours at work. They need to monitor the day-to- day happenings in the organisation, offer support and be sensitive to employees experiencing difficulties in their personal or work life and above all communicate whenever any change is to be implemented within the organisation.

In conclusion, lack of P-O fit had a moderate effect on triggering intrapersonal conflicts which later on indirectly affects an employee's performance. From the research conducted, an employee that has internal struggles in deciding the do's and don'ts will have their quality of work compromised, motivation lowers, job satisfaction too

becomes affected and all this will lead to stress, frustrations and at times absenteeism thus performance reduces as confirmed by the managers from the two organisations.

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