

IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEES PERFORMANCE IN NIGERIAN UNIVERSITIES

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Abstract

The study focus on organizational culture and employees' performance. It uses three major variable to represent the dependent and independent variables. These variables are organization mission, employees' creativity and employees' motivation. The data for the study was generated by using questionnaire which were distributed to employers' in selected Nigeria universities. The hypothesis for the study was tested using SPSS and the statistical tool used was regression analysis. The result of the study shows that organization culture has significant relationship with employee's performance, because the variable used for representing the dependent and independent variable, all showed positive relationship with each other. Therefore, from these findings, it can be recommended that management should give more attention to organization culture since this study has empirical proven that both variable have significant relationship with each other

Keywords: Organizational culture, employees' performance, motivation, creativity, universities

INTRODUCTION

A great deal has been written about organizational culture, its impact on the effectiveness of the organization and its relevance to strategic issues as well as corporate success. However, because of its profound role in influencing organizational behavior, organizational culture can mark out the difference between strategic success and failure hence the need to explore it into detail Webster's dictionary viewed culture as the norms, traditions, skillfulness, arts and values that are stipulated to guide and guard the attitude and behaviour of a given people. This

definition holds the fact no society can survive without determining which culture will be most effective and acceptable by all and for all. Detert, Schroeder and Mauriel (2000) pointed that culture is a way of life which is indispensable for the success of every organization and also in promoting the value of human resources. Frambach & Schiilewaert (2002) argued that though the right culture is a prerequisite to the success of every organization, but not always the means to an end. Stewart (2007) added that in explaining organizational culture, the concept of beliefs and attitudes of the people should be inevitably considered since it is this same people that put up the culture. For instance, if the belief of the organization is to reward high performers, this will in turn reflect and influence the performance and effectiveness of the organization. It becomes imperative to note that as the level of rivalry and struggle is increasing rapidly, changes tend to take place in aspect of the organization's culture (Cameron, 2003).

Organisational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done (Armstrong, 2006). Câpeanu-Sonea et al. (2010) contend that organisational culture is composed by a set, more or less coherent or articulated, of values, meanings, behaviours and organisational practices representing the main filter in interpreting the organisation's reality: it also fulfils the function of behaviour orientation in the company. Organisational behaviour is determined more by its culture than directives from senior management and the implementation of strategies in many organisations is affected if they are at odds with the organisation's culture (Jarnagin and Slocum, 2007)

Statement of the Problem

Organizational culture have always been seen to have significant relationship with employees performance, in fact, according to a study conducted by Magee (2002), it was established that the relationship between organizational culture and employees' performance cannot be quantified since both variables depend on each other for success., similarly, according, to another study conducted by Kandula (2006), it was also confirmed that efficient employee performance cannot be attained without a formidable organizational culture. However, according to researchers such as (Willmott, 1993; Legge, 1994; and Ogbonna, 1993) it was concluded that organizational culture and employee performance do not always show relationship with each other, this statement was also supported by Gordon and DiTomaso (1992) , Denison (1990) because they believe that organizational culture only affect employees performance in restricted or specific contest. They further argue that organizational culture only affects employee performance if they fit with the changes in environmental factors relating to employees performance. The problem of this study is to establish why some researchers

believed that organizational culture does not always affect employees performance while some emphatically confirm that organizational culture usually employees performance, by considering other variables relating to organizational culture and employees performance such as organization mission, employee motivation employees creativity.

Research Questions

What relationship exist between organizational mission and employees/ motivation?

How does organizational mission affect employees' creativity?

Objective of the Study

The main objective of this study is to examine the relationship between organizational culture and employees performance in Nigeria, while the specific objectives are to:

- Ascertain if there is relationship between organizational mission and employees' motivation
- Determine if there is relationship between organizational mission and employees' creativity

Research Hypotheses

Ho₁ There is no relationship between organizational mission and employees' motivation

Ho₂ There is no relationship between organizational mission and employees' creativity

CONCEPTUAL REVIEW

Concept of organizational mission

An organizational mission is an organization's reason for existence (Sorensen, 2002). It is sometimes referred to as a creed, purpose, or statement of corporate philosophy and values (Forest and David 2003). The mission of an organization is aligned to the expectations of its targeted customers, so as to achieve its ultimate returns (Zhang, Li and Pan, 2009). It often reflects the values and beliefs of top managers in an organization. It, therefore, all starts with the organizations_ leaders to define these values and then help the employees discover how their personal values are validated when they perform their jobs in accordance with the organizational values. This alignment, asserts Gordon (2008), will make personal and corporate values increase staff engagement. Therefore, employees gain more fulfillments from their job and are motivated to work harder, bringing their best to their work. Runy (2007) concurs, adding that a high-performing organization has a committed workforce that is aligned with mission, vision and values and is motivated to achieve organizational objectives. Achua and Lussier (2013) affirm that culture offers a shared understanding about the identity of an organization. The right culture can make employees feel that they are valued participants and, as such,

become self-motivated to take on the challenge of realizing the organization's mission and work together as a team. It can transform an organization's workforce into a source of creativity and innovative solutions.

Concept of organization culture

Organizational culture is literally described by many researchers in diverse studies for various measures. According to Nongo (2012) asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviors.

THEORETICAL REVIEW

Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold 1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Blois, Cook & HunSaker (2007). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

Involvement Theory

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Beker 2004). Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

Adaptability Theory

This theory is based on the idea that norms and beliefs that enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over time (Kanter, 1993). Adaptable organizations are driven by their

customers, take risks and learn from their mistakes and have the capability and experience at creating change (Nadler, 1998; Senge, 1990). Such organizations are continuously changing their systems to promote improvements and provide value for their customers (Stalk, 1988).

EMPIRICAL REVIEW

Marcoulides and Heck (2013) investigated Organizational Culture and Performance: Proposing and Testing a Model concerning how an organization's culture affects organizational performance. They demonstrated that LISREL modeling methodology can be used to estimate the two variable. They further hypothesized three interrelated dimensions: required to test the model and they are; the socio-cultural system of the perceived functioning of the organization's strategies and practices, an organizational value system, and the collective beliefs of the individuals working within the organization. The researchers also measured organizational culture by several latent variables which are: organizational structure and purpose, organizational values, task organization, climate, and individual values and beliefs.

Ojo (2011) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational culture plays a vital role in an organization's general performance.

Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and

METHODOLOGY

The study is based on the survey research approach. It involves distributing 200 questionnaires among staffs (i.e. academics) of the five (5) selected universities in Nigeria. These universities are Joseph Ayo Babalola, State Ikeji Arakeji, Osun State Achievers University, Owo Ondo Bowen University, Iwo Osun State and Kings University Ode Omu, Osun, Federal University of technology, Akure. The sample size was determined using purposive sampling technique. This purposive sampling technique was used in selecting the staffs in the various universities considered by the study. The variables considered are organizational mission, employees motivation and employees creativity

ANALYSIS AND FINDINGS

Test of Hypotheses

Decision Rule: Accept Alternative hypothesis if the P-Value obtained by ANOVA, coefficient of regression using SPSS is lower than 5% which is the benchmark value specified in SPSS for this analysis, but, if otherwise, reject the Alternative hypothesis and accept the Null Hypothesis.

Statistical Analysis for Hypothesis One

Ho₁ There is no relationship between organizational mission and employees motivation

Table 1. Model Summary

Model	R	Adjusted R		Std. Error of the Estimate
		R Square	Square	
1	.943 ^a	.889	.888	.53982

Table 2. ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	346.265	1	346.265	1.188E3	.003 ^a
	Residual	43.128	148	.291		
	Total	389.393	149			

Table 3. Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-.746	.103		-7.221	.000
	Employees motivation	1.150	.033	.943	34.471	.003

The Regression analysis above shows that the Model summary statistics reveals that Pearson correlation coefficient represented by letter "r" is 0.943 which indicate that there is strong positive correlation between organisation mission and employees motivation. Also, the regression analysis result, reveal that the value of the R Squared is 89% (i.e. 0.889) and this implies that 89% of the variation in the independent variable can be accounted for by the dependent variable, while the remaining 11% can be accounted for by other factors outside the

model. This means that organisation mission and employees motivation have statistically significant relationship with each other.. Also, the result of the analysis of variance statistic (ANOVA) reveal that organisation mission has proportional relationship with employees motivation. This is because the P-value obtained (i.e. 0.003) was lower than the significance value of 5% specified in SPSS for this analysis. Hence, according to the decision rule the null hypothesis will be rejected while the Alternate hypothesis will be rejected. This interpretation was also supported by the result of the coefficient of regression, since it, show that that P-value obtained is (0.003), and this also establish that there is positive statistical significant relationship between organisation culture and employees performance since the variable representing both the dependent and in dependent variable of this hypothesis have shown significant relationship..

Statistical Analysis for Hypothesis two

Ho₂ There is no relationship between organizational mission and employees' creativity

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.710	.82392

Table 5. ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	248.706	1	248.706	366.370	.001 ^a
	Residual	100.468	19	.679		
	Total	349.173	20			

Table 6. Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.071	.157		.451	.653
	Employees creativity	.963	.050	.844	19.141	.001

The Model summary above indicate that the value of Pearson correlation coefficient represented by letter "R" is 0.844 which indicate that there is strong positive correlation between the dependent and independent variable, and this indicates that organisational mission

have strong statistical impact on employees creativity. Also, the regression analysis result, reveal that the value of the R Squared is 71.2% (i.e. 0.712) and this implies that 71% of the variation in the dependent variable can be accounted for by the independent variable , while the remaining 28.8% (i.e. 28.8%) can be accounted for by other factors outside the model. This, also support the fact, that a change in organisation mission will affect the performance of its employees. Furthermore, the result of the analysis of variance statistic (ANOVA) also lend credence to the fact that a change in organisation mission will affect the performance of its employees in Nigeria. This is because the P-value obtained (i.e. 0.001) using SPSS was lower than the significance value of 5% specified in SPSS for this analysis. Hence, according to the decision rule the null hypothesis will be rejected while the Alternate hypothesis will be accepted. This was also corroborated by the result of the coefficient of regression, because it shows a P-value of (0.001), which also confirms that there is statistical significant relationship between organisation mission and the performance of the employees

Discussion of Findings

The finding of this study confirms that organisational culture has significant relationship with the employees' performance. This is because the variables representing the dependent and independent variable(i.e. organisation's mission, employee motivation and employees creativity) all showed statistically significant positive relationship with each other and this was confirmed by the result of the regression analysis, which revealed that the P-value obtained (0.003) from the statistical analysis was lower than the 5% benchmark specified in SPSS for this analysis. The findings is in agreement with the findings with the study of Ojo (2011), contained in the empirical literature of this, who emphasized that organization culture has significant relationship with general performance of employees and management.

CONCLUSION AND RECOMMENDATIONS

The issue of organizational culture and employees performance has generated significant debate among researchers but base on the above findings it can be confirmed that organization culture has significant relationship with employees performance. This position was taken because the proxy of the dependent and independent variable organizational mission, employee motivation and employees creativity all show relationship with each other. Therefore based on this conclusion it could be recommended that management of organization should significantly consider the issues relating to organizational culture since this will often affect the performance of employees

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