



THE ROLE OF ORGANISATIONAL CULTURE IN EMPLOYEE PERFORMANCE IN NIGERIA'S PRIVATE SECTOR

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ABSTRACT

This study examines the relationship between organisational culture and the performance of employees in Nigerian organisations, as most of the focus has been on organisational performance. It focuses on specific cultural traits of involvement, consistency, adaptability and mission, using the Denison Organisational Cultural Survey model, involving 139 employees of 7 offices of large-scale organisations in Jos metropolis. The data collected through structured questionnaires were analysed using the Pearson Correlation Coefficient, validated by Linear Regression Analysis, which resulted to significant positive relationships being established between involvement, adaptability and mission and the performance measures of quality output/service delivery, quantitative target achievement and job satisfaction. However, when subjected to regression analysis, only involvement and adaptability were found to have significant effect on employee performance. These results have been discussed, with appropriate recommendations and suggestions made.

Keywords: Adaptability, Consistency, Involvement, Mission, Organisational culture, Performance.

INTRODUCTION

Whether simple or complex, small or large, organisations have quite a number of features in common, notably their goal-oriented, socio-technical and competition-driven natures. As goal-oriented entities, organisations are said to exist for defined purpose, with deliberately set objectives for attainment, including survival (Bernard, 1938; Bennis, 1966, etc., cited in Allaire & Firsirotu, 1984). In the bid to attain their set objectives, organisations create relevant structures, guided by strategies, policies, processes and procedures (Dauber, Fink & Yolles, 2010, also citing Chandler, 1973). Organisations are considered to be either social or socio-technic entities, being formed by human beings (Koontz, Weihrich & O'Donnell, 1980) or little societies or social systems with socialisation policies, social norms and structures (Allaire & Firsirotu, 1984, also citing others including Silverman, 1970). Alongside this social nature is the conception of organisations as possessing distinct personalities, needs and character, and



typical human learning capabilities and processes (Heirs & Pehrson, 1972; Argyris & Schon, 1978, among others cited in Allaire & Firsirotu, 1984).

With the onset of the free enterprise philosophy centuries ago and the advances in technology and globalization, organisations have acquired another notable characteristic – subject to competition. This has necessitated deliberate, unique strategies to position them for competitive advantage over their rivals. All these – goal-oriented, social personality, competition-prone – and many other features have led to organisations adopting or creating, imbibing and spreading distinct solution-providing strategies, processes and other attributes that set them apart from others – the phenomenon known as culture.

Variously termed corporate or organisational culture, this phenomenon has attracted widespread interest of not only organisations' managements, but particularly scholars, since the last four or five decades (Allaire & Firsirotu, 1984; Dauber et al., 2010; Denison & Mishra, 1995), largely on account of the need to establish a relationship between it and organisational functioning and effectiveness, along the line of the traditional role of culture and society (Denison & Mishra, 1995, also citing Weber, 1930), or performance and productivity including employee (Dauber et al., 2010), and organisational/employee commitment (Clugston, 2000, cited in Nongo & Ikanyon, 2012).

These and others highlighted in the empirical review have been undertaken mostly by scholars outside Nigeria with only a few uncovered in the course of this paper to have been by scholars in the country, including Ojo (2008, 2010), Okoro (2010), Amah (2012), and Nongo and Ikanyon (2012). While Ojo (2008, 2010) established a positive relationship between organisational culture and employee and corporate performance respectively, such relationship was general without isolating the dimensions of both culture and performance. Nongo and Ikanyon (2012) studied culture and employee commitment, with the resulting positive relationship and attendant significant implications for employee performance in terms of involvement and adaptability, consistent with the findings of others including Clugston (2000). Okoro (2010) studied the impact of organisational culture on the performance of a merged bank with an initial positive relationship between the cultural traits of

involvement, consistency, adaptability and mission and performance though later impaired by the improper integration of the culture of the merger entities. Amah (2012) found that cultural elements of involvement, consistency, adaptability and mission have significant positive relationship with corporate performance among banks in Nigeria.

As these studies and others with focus on the local setting investigated the constructs generally without focus on the multiple dimensions or focused on only one or two of the dimensions, or for those on different dimensions, these were mostly in single organisations or industries, largely with corporate performance as subject of interest, besides divergent findings of some of the studies, there is a considerable research gap that this study was aimed at bridging, especially with the approach specified in section 3. Specifically, among others, as a departure from the studies undertaken in the local setting, this investigated organisations in three different industries/sub-sectors and with focus on four different dimensions of corporate culture. The imperative for studies, including this, on organisational culture and performance, derives from the conceptual and theoretically postulated significance of its role in organisations as the coordinating, stabilising, integrating and driving (motivating) force of behaviour of organisational stakeholders towards achieving goals (Schein, 1983, 1985; Hoffstede, 1980; Denison & Mishra, 1995; Allaire & Firsirotu, 1984; Jones, George & Hill, 2001; Stoner, Freeman & Gilbert, 2003).

Aside the foregoing which needs further examining and validating in the local setting, organisational performance or goal attainment is the aggregation of the performance of individual stakeholders, notably employees. Some organisations' cultures or aspects thereof could negatively impact specific aspects of employees' performance including job satisfaction, commitment and productivity, with grave consequences on their individual contributions to corporate performance, aside their psychological and social well-being, with further challenges for management. Do these phenomena hold true for Nigerian organisations? This is the major question this study set out to address, with the specifics being what is the relationship between each of such cultural factors of involvement, consistency, adaptability and mission with the performance of employees?



Using an abridged version of the Denison Cultural Survey Instrument (DCSI), data from the survey questionnaire properly completed by 139 staff of seven for-profit organisations in the manufacturing, trading and services sectors operating in Jos metropolis were obtained and analysed by means of Pearson correlation coefficient and regression analysis. The results show significant positive relationship between the organisational cultural indices of involvement, adaptation and mission and the performance metrics of quality output/service delivery, quantitative/qualitative target achievement and job satisfaction, with implications duly discussed. The details of these and others are contained in the rest of the paper as follows: Literature review and hypotheses development, methodology, results and their discussion, conclusion, recommendations and suggestions for further study.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

A brief conceptual, theoretical and empirical review is considered appropriate for the clear understanding of the study and especially the bases for the hypotheses.

Organisational Culture

Organisational culture is a concept that has been devoid of a simple, straightforward, generally acceptable definition. This is typical of most management concepts, moreso because of its nature as a social construct the components of which have deep roots in the complex world of humanity and society with their characteristic continuous dynamism. The major problem is the lack of consensus on the definition of culture, a very complex social construct (Adewole, 2012), with over 164 definitions identified by Kroebe and Kluckholm (1952) cited in Allaire and Firsirotu (1984), such that no single definition can adequately take care of its complexity (Hofstede, 1980, cited in Adewole, 2012). The stark reality of this is that there are as many definitions of culture as are its theorists (Adewole, 2012), which implies that they are “numberless” (Sun, 2008, p.137). Notwithstanding this lack of general acceptability, some of the definitions, including by Schein (1983,1985), Allaire and Firsirotu (1984) and Hofstede (1980, 1994) have received quite wide acceptability, evidenced in the frequency of their or their underlying theories being cited in academic discourse (Dauber et al., 2010). Schein (1985) cited in Stoner et al. (2003, p.183) and Sun (2008, p. 137) defines culture as:

A pattern of shared basic assumptions that a group invents, learns as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Allaire and Firsirotu (1984, p.213) define an organisation's cultural system as the embodiment of "the organisation's expressive and affective dimensions in a system of shared and meaningful symbols manifested in myths, ideology and values and in multiple cultural artefacts...", as well as the formal structures, strategies, policies and management processes along with all other aspects that make the functioning of the organisation a reality. Hofstede's (1980) cited in Adewole (2012) and Uddin et al. (2012) and (1994) conception of organisational culture is in the totality of the processes, largely mental and multi-dimensional, of interaction in an organisation that impact its response to its environments, greatly differentiating it from others.

Contained in these and several other definitions are the common elements and features of organisational culture, namely: shared, learned, transmitted values, norms, assumptions, symbols, beliefs and artefacts, manifest in strategies, policies and procedures considered to be useful for an organisation's functioning, survival and adaptation (Schein, 1983, 1985; Denison & Mishra, 1995; Allaire & Firsirotu, 1984, also citing Pettigrew, 1979; Gordon & Cummins, 1979, cited in Nongo & Ikanyon, 2012), aside its dynamism (Schein, 1983) and mental and multi-dimensional nature (Hofstede, 1980, 1994). By this nature, organisational culture's significance is quite obvious – it not only determines the success of the organisation, but its survival and growth. This arises out of its role as a *social glue* that bonds the members together, giving them feelings of belonging, identity, hence a tool for organisational integration, commitment, consensus and conflict reduction (Ojo, 2008; Adewole, 2012; Davidson, 2003; Sun, 2008) and a *sense-making tool*, since it clearly presents the desired mode, rules and every aspect of behaviour expected, thereby reducing uncertainty, ambiguity, among others (Davidson, 2003; Ojo, 2008; Sun, 2008). Others include *competitive advantage*, arising from the preceding roles, especially as it underlines an organisation's strategies and processes, as well as presents a distinctive personality of possessing intangible resources (Barney, 1986; Davidson, 2003; Uddin et al., 2012); *motivation for employees* in several respects including



satisfaction, commitment, innovation, productivity and ultimately *effectiveness of performance of personnel and organisation* (Agyris, 1964, and Likert, 1961, both cited in Uddin et al., 2012; Davidson, 2003; Denison & Mishra, 1995; Nongo & Ikanyon, 2012). The role of organisational culture in employee and corporate performance can perhaps no better be underscored than from the assertion by Davenport (1998), cited in Amah (2012, p. 213) that “culture is viewed as the organisation’s DNA (Deoxyribonucleic Acid) – invisible to the naked eye, yet powerful template that shapes what happens in the work place”.

Measures of Organisational Culture

As stated earlier, culture is a complex phenomenon with several dimensions, many of which have been bases of measurement in several studies on its relationship with other organisational variables, notably performance-based. This study measures it in four of its dimensions or traits as initially identified theoretically and validated empirically by Denison and Mishra (1995): involvement, consistency, adaptability and mission, the measurable components of which are as specified in the survey instrument.

Involvement: This organisational cultural trait encourages employees to be considerably involved in the process of the work they do, aimed at building human capacity, ensuring employee ownership of their work performance and thereby engendering a strong sense of responsibility. Otherwise called participative management, it entails share of information, knowledge, rewards and power of decision-making within the organisation (McShane & Glinow, 2006, cited in Amah, 2012), with the essence of creating an atmosphere where formal, explicit and bureaucratic control is relaxed in favour of informal, voluntary and implied control systems (Denison & Neale, 1996)

Consistency: Under this, the organisation creates, popularizes and ensures employees understand and imbibe shared system of values, beliefs, symbols and other operational practices that are unique to it, in the bid to or that leads to the creation of a coordinated, integrated internal operating system. Consistency, the “unseen magnet that pulls employees in the same direction irrespective of their ranks and tasks” (Begley, 2000, cited in Amah, 2012),

brings about highly committed employees bonded by key central values with a clear mind-set of expectations (Denison & Neale, 1996).

Adaptability: As organisations exist and operate in an open, dynamic system, focus on and response to changes in the external environment are imperative success factors. The culture of adaptability takes care of this, with due cognisance of the fact that successful response to environmental change, especially customers and competition, is hinged on due focus on and response to internal customers (fellow employees), besides adequate restructuring and re-institutionalization of both sets of behaviours within (Denison & Neale, 1996), which Redding (1997) cited in Amah (2012 p.217) terms "need to deliberately align its organisational dimensions: vision, strategy, leadership, cultures, structure and processes to facilitate organisational learning".

Mission: The basis for the existence and direction of the organisation is encapsulated in the mission, which Denison and Neale (1996) consider to be defining a meaningfully long-term direction for the organisation. Overall, a sense of mission enables an organisation to shape current behaviour and with internalization, a short- and long-term commitment to the organisation is engendered. For effectiveness, goals and objectives need to be mutually agreed upon by workers and management with everyone's role clearly specified (Amah, 2012).

PERFORMANCE

Performance, like organisational culture, lacks a definition that is acceptable generally. Unlike organisational culture that has been defined in several ways, performance has been hardly clearly defined by scholars who rather assume or at best discuss or investigate it in terms of its dimensions or metrics, which are either single or quite often, multiple, largely in broad aspects of financial, market and returns, or in the even broader scope of effectiveness (Richard, Devinney, Yip & Johnson, 2009), whether organisational or individual employee-related. This lack of resolve in its clarification elicited different concerns such that Campbell (1990) described it as "a virtual desert" (Sonnetag & Frese, 2002, p.5). This notwithstanding, performance has been one of the most widely researched phenomena over time, whether investigated strictly on its own or as effectiveness with which



it is quite often used interchangeably (Denison & Mishra, 1995; Jones et al., 2001; March & Sutton, 1977; Richard et al., 2009, Oparanma, 2010).

Obviously, the bulk of the studies and positions have been on organisational performance as literature shows. This notwithstanding, the concept's nature is the same, since corporate performance is logically the aggregation of individual employee performances. In any case, it is conceived of in terms of the two dimensions of action and outcome, as identified by several researchers including Campbell (1990). Here, the action, based on job specifications or in-role (Katz & Khan, 1978, Rothwell & Sredl, 2000, cited in Aftab, Ranar and Sawar, 2012; Wellbourne et al., n.d.), gives rise to the outcome or results or target performance or accomplishments (Rothwell & Sredl, 2000) dimension which is more often than not, the measurable aspect, reflected in specific goals and objectives.

Quite frequently, the target and actual accomplishment are conceived of in terms of effectiveness and efficiency which invariably mean the extent to which an objective has been or is being achieved at minimum cost (Jones et al., 2001; Stoner et al., 2003) or as defined by Drucker (1977) as "doing the right things" and "doing things right" respectively (Jones et al., 2001, pp.5, 9). Drucker's definitions apparently are devoid of measurement, hence the extent of optimum achievement of set goals better fits the concepts. Besides, job satisfaction has often been considered a dimension of performance (Denison, 1984; Denison & Mishra, 1995; Obadara, 2011). Defined in various ways including by Lock (1976) and Schneider and Schnyder (2002), both cited in Sempane, Rieger and Roodt (2002), as a pleasurable positive emotional state resulting from the appraisal of one's job or job experiences or conditions, job satisfaction has common dimensions as work pay, promotion, recognition, benefits (Lock, 1976) or clear staffing policy, channels of communication, staff participation in decision-making, among others (Kerego & Mthupha, 1997) cited in Sempane et al. (2002), who also remarked that "organisational climate and culture can be promoted to facilitate the achievement of job satisfaction and organisational goals" (p.27). Thus, in the light of the foregoing, this paper provides an understanding of employee performance as the actual outcomes of the actions of employees in meeting the desired targets enshrined in their job specifications, both in terms of quantity and quality, aside the satisfaction derived therefrom.

THEORETICAL REVIEW

As one of the most widely researched areas of management (Richard et al., 2009) on account of organisational culture's importance as one of the key drivers of goal achievement, several theories exist to guide its application, both in practice and scholarly research. In view of the constraints of this paper, only the four-factor theory, on which this study is anchored, with highlights of two others with considerable links with it –dynamic organisational culture and organisational learning theories – are briefly presented.

The four traits theory or theory of organisational effectiveness is credited to Denison and Mishra (1995) and subsequently validated by several studies (Aftab et al., 2012; Amah, 2012; Ehtesham, Muhammed and Muhammed, 2012; Nongo & Ikanyon, 2012; Ojo, 2009; Okoro, 2010). This theory's premise is that the cultural traits of involvement, consistency, adaptability and mission are good indicators of flexibility, openness, responsiveness, integration, direction and vision and are therefore better measures of predicting organisational effectiveness reflected in its metrics of quality, employee satisfaction, profitability and growth, both in profitability and other measures such as sales, market share, among others. In this framework, performance is premised upon the interplay of the cultural forces of a climate of employee involvement, consistency of organisational values and other systems, adaptation to environmental forces, guided by the mission of the organisation.

Organisational Learning Theory: besides organisations being conceived of as having minds, memories and social artefacts (Heirs & Pehrson, 1972, cited in Alistaire & Firsirotu, 1984; Hofstede, 1980), their basic values, assumptions and norms manifest in strategies, policies, procedures, processes and eventually products, among others, and are largely learned and passed on or "must be taught to new members" (Schein, 1983, p.4) in deliberate socialization processes notably rites of passage, as induction and basic and continuing and on-the-job training (Jones et al., 2001).

Dynamic Organisational Culture Theory: obviously one of the most popular theory globally having been cited 10,682 times (Dauber et al., 2010), it was propounded and refined by Schein (1983, 1985), in which culture is conceived as a dynamic phenomenon that is an integration of three essential elements



of artefacts or visible dimensions of behaviour, espoused values and invisible unconscious norms, mores, etc. known as basic assumptions all of which interact to shape each other to influence or produce desired organisational behaviour.

EMPIRICAL REVIEW

Organisational culture has been seen to have attracted perhaps the greatest attention of scholars in its various ramifications. With desired performance being the goal of virtually every organisation, the role of culture in it has logically been the dominant dependent variable in the studies conducted globally (Campbell, 1990; Richard et al., 2009). In view of the obvious constraints of the paper, only a few are given a summarized review. From the 1930s through to the 1980s, empirical studies of organisational culture and performance or effectiveness have tended to isolate a few cultural factors (Denison & Mishra, 1995, citing Weber, 1930, Likert, 1961, and Kotter & Heskett, 1992), with varying degrees of positive relationship. This is also the trend in subsequent studies, especially in developing settings, including Mozaffari's (2008) competing values framework survey which found a link between management style and effectiveness; Jarret and O'Neil's (2012) established relationship between moral integrity values of culture and quality of service, job satisfaction and financial performances; and Bawa's (2012) survey of employees for relationship between their performance and the cultures of cooperation, passivity and aggressiveness with positive link resulting.

Other employee performance studies include Aftab et al. (2012) where use of Denison's theory, the anchor for this study, produced a positive relationship with role-based performance of employees in the banking industry; Ehtesham et al. (2011) where an exploratory survey of 19 universities in Pakistan using Denison's model resulted to positive link of adaptability and mission, and overall organisational culture with performance management practices. Similarly, Uddin et al. (2012), concluded that a positive relationship exists between organisational culture and performance or effectiveness, citing others including Deal and Kennedy (1982) and Thompson, Strickland and Gamble (2005). As seen in the conceptual review, Sempene et al. (2002), Schneider and Schnyder (2002) and Kerego and Mthupha (1997) reported on

studies establishing positive relationship between organisational culture or climate and job satisfaction.

In the Nigerian context, quite a number of studies have been conducted for relationship between organisational culture and performance in its various ramifications. While justifying this study in section 1, the research reports of Nongo and Ikanyon (2012); Ojo (2009, 2010); Okoro (2010) and Amah (2012) were highlighted on various aspects of performance. As stated there, these left obvious gaps which this study was conceived to bridge. Olughor (2014) surveyed the staff of a bank in Oyo State and found mission as the only trait with significant influence on firm performance. Olasupo (2011) reported no relationship between job satisfaction and organisational culture and leadership style in a manufacturing organisation, even though the level of job satisfaction was found to be very high. Obadara (2008) and Aina, Adeyeye, & Ige (2012) found a positive relationship between organisational climate and culture and job satisfaction and commitment respectively among university teachers in different public institutions, but with different culture dimensions. Similarly, Adewole (2012) established that cultural differences and work-related values are positively related; this investigated culture with its sub-components, hence no relevance to performance, while Oparanma (2010) also found that organisational culture and corporate performance have positive relationship, also without identifying the indices of both variables.

Based on the foregoing conceptual, theoretical and empirical clarifications and reviews, the following hypotheses were proposed to be tested, in their null forms, in the course of the study:

- i. H_0 : There is no significant relationship between employee involvement and employee performance.
- ii. H_0 : There is no significant relationship between consistency and employee performance.
- iii. H_0 : There is no significant relationship between adaptability and employee performance.
- iv. H_0 : There is no significant relationship between mission and employee performance.

METHODOLOGY

The correlational and causal survey research designs were adopted for this study, with employees of private sector organisations as subjects, in the bid



to not only establish the relationship between organisational culture and performance, but also the effect of the former on the latter. The population consisted of the total workforce in the relevant cadres of the selected large-scale organisations – 4 banks (Diamond, Enterprise, Stanbic IBTC, and Zenith) and 3 other companies (Dangote Group, Grand Cereals & Oil Mills and Glo Mobile), operating in Jos metropolis. The choice of this category – large scale – was premised on the fact that they are more likely to have established cultures, in view of the obviously high degree of formality of their structures and long years of operational existence.

A purposive and convenience sample and size of 160 was adopted, with representativeness not being in terms of number but the sectorial spread between manufacturing/trade and services organisations, and served with structured questionnaires. At the end, 147 sets of questionnaire were returned, out of which 8 were considered improperly completed, leaving an effective response of 139 representing 86.9% of the sample. The choice of the sampling procedure was deliberate, in view of the time and other limitations, and especially the expectation that it would provide the information needed, thereby serving the research purpose (Churchill, 1979).

The data were wholly primary, collected via structured, self-completed questionnaire. The questionnaire was a modified and abridged version of the Denison Organisational Culture Survey Instrument, a 60-item instrument designed for the evaluation of culture in terms of four traits – involvement, consistency, adaptability and mission (Denison & Neale, 1996). One question on each of the three components of these traits was asked with response categories on the 5-point Likert rating scale, ranging from Strongly Agree to Strongly Disagree. This model has been validated in several studies, including Nongo and Ikyanyon (2012), Amah (2012), and Ehtesham et al. (2011), aside Denison and Mishra (1995), whose pioneer work has received global acceptance with references to it besides its being validated in several studies, hence its validity for this study. The second part of the questionnaire evaluated the degree of impact of the cultural traits on three aspects of performance: overall quality of work or service, satisfaction and targets met. These have been recognized and validated as indices or measures of performance or effectiveness (Amah, 2012; Denison & Mishra, 1995; March & Sutton, 1997).

The data collected were analysed using Pearson Correlation Coefficient and Regression Analysis, with the parameters generated with the aid of SPSS. The initial relationship was established using Pearson correlation coefficient, with the resulting relationship subjected to regression analysis for the strength or degree of impact of the separate indices of the independent variables on the dependent variable.

For the regression analysis, the research adopted the linear model which more clearly depicts the relationship between a dependent variable and one or more explanatory variables. The model for analysis was:

$$EP = f(OC) \quad - \quad - \quad - \quad - \quad - \quad - \quad - \quad - \quad -$$

(i)

$$EP = \beta_0 + \beta_1 I + \beta_2 C + \beta_3 A + \beta_4 M + e_i \quad - \quad - \quad - \quad - \quad -$$

(ii)

Where, EP = Employee Performance.

OC = Organisational culture

β_0 and $\beta_1, \beta_2, \beta_3, \beta_4$ = are the constant and regression coefficients of the independent variables of involvement (I), convenience (C), adaptability (A) and mission, (M) to be determined.

e_i = the error term.

The dependent variable, performance, was proxied by quality and quantity outcomes typified in quality of work or service delivery and targets achieved expressed in both qualitative and quantitative terms respectively, as well as job satisfaction, consistent with Denison and Mishra (1995), Oparanma (2010), and Sempane et al. (2002). These were taken care of in section III of the survey instrument, with the conceptual foundations in section 2.1.2.

The independent variable, organisational culture, had proxies in involvement, consistency, adaptability and mission (Denison & Mishra, 1995; Denison & Neal, 1996), with measurable components, set out in section II of the survey instrument.

RESULTS

Socio-demographic Composition.

Table 1: Socio-demographic Data of Respondents

	Frequency	Percentage
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		%
Gender		
Male	95	68.3
Female	44	31.7
Level/status of Respondents		
Senior Management	3	2.2
Middle management	33	23.7
First level Management	50	36.0
Supervisor	5	3.6
Others	48	34.5
Highest level of Formal Education		
Secondary School Certificate	0	0
Ordinary Diploma/Certificate of Education	28	20.1
Higher Diploma/B.Sc.	102	73.4
M.Sc./MA/MBA	9	6.5

Source: Field Survey.

Table 1 shows that 68.3% of the respondents were males and 31.7% were females; the majority (36%) of the respondents are in the first level management, 23.7% are in the middle level management, 2.2% in the senior level management, and 34.5% of the respondents are in other levels of employment. Furthermore, regarding the highest educational qualification of respondents, majority (73.4%) of the respondents have Higher National Diploma (HND)/First degree, followed by holders of Ordinary National Diploma (OND)/National Certificate of Education (NCE), being 20.1%, with the remaining possessing higher degrees, representing 6.5% of the respondents. The implication of this composition is an all-encompassing and informed, literate group of respondents with good bases for assessing the subject of study.

Sectors and Forms of Business Organisations

Table 2: Sectors and Forms of Business Organisations

	Frequency	Percentage %
Business sector of organisation		
Trade	12	8.6
Services	102	73.4
Manufacturing	21	15.1
Others	4	2.9
Form of Business Organisation		
Partnership	0	0
Private Limited Liability	31	18.3

Public Limited Liability	133	78.7
Private Unlimited Liability	5	3.0

Source: Field Survey.

Table 2 shows that 8.6% of the employees were in the trade sector, 73.4% work in service organisations, 15.1% in manufacturing, and 2.9% in other sectors. Regarding the forms of business organisation, 18.3% were employees of private limited liability companies, 78.7% public limited liability entities, and 3.0% work in private unlimited liability companies. The survey thus was multi-sectorial with implication for a wider coverage and more comprehensive results than most previous studies.

Enthroning and Promoting Culture

Table 3: Extent of Enthroning Culture
Q1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	92	66.2	66.2	66.2
agree	47	33.8	33.8	100.0
Total	139	100.0	100.0	

Source: SPSS Output from Survey Data

Table 3 shows responses to Question One on the extent of efforts of organisations in articulating and enthroning their cultures among their employees, with an overwhelming agreement by the employees that their organisations do an outstanding job in that respect.

Means of Enthroning and Promoting Culture

Table 4: Means of Enthroning and Promoting Culture
Q2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	93	66.9	66.9	66.9
agree	45	32.4	32.4	99.3
neither agree nor disagree	1	.7	.7	100.0
Total	139	100.0	100.0	

Table 4 indicates that 99% of employees agree that their organisations use induction and other forms of training, among others, as avenues for employees to imbibe, buy into and live, radiate organisational culture in their daily operational life.



Hypotheses Testing

The hypotheses proposed in section 3 were tested in this sub-section, with the results summarised in tables 5 and 6 and details in appendices 1.1 and 1.2 respectively.

Table 5: Summary of Correlation Analysis.

Cultural Trait	Employee Performance		
	N	Pearson's Correlation (r)	p-value
Hypothesis 1: Involvement	139	0.343	0.000*
Hypothesis 2: Consistency	139	0.136	0.110
Hypothesis 3: Adaptability	139	0.509	0.000*
Hypothesis 4: Mission	139	0.387	0.000*

- Indicates significant p-values at 1%, 2-tailed.

Table 5 presents the summary of the results of test of the hypotheses as contained on detailed correlation matrix (appendix 1.1). As indicated therein, there is a significant positive relationship between each of employee involvement, adaptability and mission and employee performance, with the p-values significant at 1%. The null versions of these hypotheses i.e. 1, 3 and 4, are therefore rejected and the alternate versions supported. Table 5 also indicates that there is no significant relationship between consistency and employee performance, with p-value greater than the significance level (0.05), leading to the null version of hypothesis 2 being supported instead of the alternate.

Table 6: Summary of Regression Analysis Results.

Model	Unstandardized		Standardized	t	P-value
	Coefficients				
	B	St. Error	Beta		
Constant	1.828	.467		3.914	.000**
Involvement	.219	.066	.245	3.305	.001**
Adaptability	.433	.091	.438	4.749	.0005**
Mission	.033	.088	.036	.378	.706

- ** Indicates significant p-values at 5%, 2-tailed.

In view of the positive significant relationships between involvement, adaptability and mission and performance, they were subjected to further

tests through regression analysis. The result in table 6 reveals that 43.8% change in employee performance was attributed to the organisational culture of adaptability, with p-value of 0.0005, thus implying a significant impact of adaptability on employee performance. Similarly, a 24.5% change in employee performance was attributed to involvement culture, indicating a significant positive impact on performance, with p-value of 0.001. However, despite its significance when tested using correlation analysis, the mission trait proves insignificant in further test under regression analysis, with a paltry 3.6% variability in performance being attributed to it and high determining p-value relative to the assumed level of significance. Consequently, it is concluded that mission has no significant impact on performance, despite the strong positive correlation.

DISCUSSION OF RESULTS

The results of the study were presented in the preceding section. It was established, virtually 100%, that large scale organisations in Nigeria consciously and elaborately articulate, enthrone and popularize their cultures among their employees in several ways, including the socialization processes of induction and other learning processes. From the test of the four hypotheses formulated, it emerged that one of the traits of culture investigated, namely, consistency has no significant relationship with employee performance, while the remaining three, involvement, adaptability and mission showed strong, positive relationships with significant impact, on employee performance, except mission which though has significant positive relationship, the impact is not so strong when subjected to regression analysis.

Employee Involvement: as a critical component of management ever since the onset of modern management theory and practice entailing employees being part of the decisions concerning their jobs with the attendant commitment, job satisfaction and productivity among others, affirmed empirically herein, its established positive relationship with employee performance in this study is thus consistent with previous studies (Aftab et al., 2012; Amah, 2012; Ehtesham et al., 2011; Nongo & Ikanyon, 2012). This is despite some of the peculiarities of the study, including cross-industry or sectorial survey with obvious differences in perception of the involvement of employees. However, with this result, involvement remains an important cultural arsenal among organisations' weapons for bringing about performance.



Consistency: the importance of this trait has been underscored in the literature, including the empirical. The result in this study is thus inconsistent, including with these reported instances, specifically Okoro (2010), Amah (2012), Ehtesham et al. (2011), and Aftab et al. (2012), but consistent with Nongo and Ikanyon (2014), and Olughor (2014). However, similar to involvement, this result may not be surprising, considering the multiplicity of cultures of the industries and organisations investigated. Moreover, globalization and other environmental phenomena which change rapidly entail that existing strategies, processes and other unique, shared values have to be modified or give way, for organisations to survive and win in the murderously competitive business arena. Thus, though this result is inconsistent with most previous findings, it is consistent with realities - even though organisations need coordination, integration and identity which the consistency trait provide, these may need to be modified and relaxed if survival and progress mean adopting the contingency management practices. For employees to meet their targets, they may need to be innovative and not necessarily adhere rigidly to laid-down procedures that may inhibit their performance.

Adaptability: this has been confirmed in this study, as has been the case with the reported studies, except for Amah (2012) in only the aspect of effect on productivity, and Olughor (2014). This is not surprising since the operational environment is highly unstable, requiring constant monitoring, restructuring, retooling and reinvigorating the employees and other resources with up-to-date mechanisms and tactics to meet the continually changing and, often, turbulent times. Aside positively related to performance, the correlation matrix shows that adaptability has positive significant relationship with the other traits.

Mission: this has been found to be positively related to performance, as the employees take a cue from organisations' stated purposes, visions of their future positions and directions and goals to identify with and work towards their own which they realize and feel a sense of satisfaction. Besides this significantly positive relationship with performance, mission is also significantly positively related with the other traits, largely on account of the fact that purpose-driven, well focused futuristic organisations have clearly

laid down roles of involvement, shared, guiding operational values and principles that are subject to changes to meet the demands of the ever-changing environment. Except for Aftab et al. (2012) and Nongo and Ikanyon (2012), the other studies reviewed reported significant relationship of this trait with performance.

CONCLUSION

The organisational culture, typified in the measures of involvement of employees, adaptability and mission, plays significant positive roles in employee performance, with strong impact (except of mission), in terms of their attainment of their quantitative and qualitative targets, with the resulting satisfaction they derive from working with the organisations, while sticking to the organisations' shared values and unique operational processes and strategies necessarily do not enhance their performances. Hence, although organisational culture is instrumental to performance of employees, not all aspects of it plays this important role.

RECOMMENDATIONS

On the basis of the conclusion, it is recommended that while organisations strive to boost their performance through creating and nurturing winning cultures and ensuring employees' buy-in, they should be guided by prevailing environmental circumstances and come up with practices that can be readily modified to meet current and future challenges. While acknowledging that consistency of organisations' integrating and coordinating values and processes are important ingredients of organisational effectiveness, such should be in tandem with the adaptability posture in realizing the mission of the organisation through considerable involvement of their employees in the process, harping on the central elements of empowerment, team orientation and capability building. For the economy generally, the study underscores the implication of good management of the critical sectors for sustained growth with its multiple benefits, including steady progress towards enhancing global competitiveness. National economic policy frameworks should include mechanisms for continuous advocacy and possible monitoring of these and similar management best practices for sustenance and enhancement, in view of their implications for national economic development.

SUGGESTIONS FOR FURTHER STUDY



The study is constrained by the research design, especially the sample and sampling strategy, besides the other peculiarities including the multi-industry and multi-organisation nature of the survey, with obvious differences in emphasis on the components of their cultural portfolios. Again, it focused on only four dimensions of culture and three dimensions of performance. It is therefore suggested that further studies adopt probability procedures in sample and sampling considerations, with focus on more cultural traits or the same number of traits with other performance variables such as commitment, productivity or objective quantitative performance measures. Also, in view of the multiplicity of organisations involved and the variety of industries, a reduced number could be the focus for a deeper understanding of the constructs, with possible difference in results.

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APPENDIX 1.1 Correlations Matrix (Pearson Correlation)

Correlations

		Involvement	Consistency	Adoptability	Mission	Employee performance
Involvement	Pearson Correlation	1	.172*	.200*	.293**	.343**
	Sig. (2-tailed)		.043	.018	.000	.000
	N	139	139	139	139	139
Consistency	Pearson Correlation	.172*	1	.248**	.395**	.136
	Sig. (2-tailed)	.043		.003	.000	.110
	N	139	139	139	139	139
Adoptability	Pearson Correlation	.200*	.248**	1	.639**	.509**
	Sig. (2-tailed)	.018	.003		.000	.000
	N	139	139	139	139	139
Mission	Pearson Correlation	.293**	.395**	.639**	1	.387**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	139	139	139	139	139
Employee performance	Pearson Correlation	.343**	.136	.509**	.387**	1
	Sig. (2-tailed)	.000	.110	.000	.000	
	N	139	139	139	139	139

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

APPENDIX 1.2 Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.567 ^a	.321	.306	1.158	.321	21.268	3	135	.000	2.204

a. Predictors: (Constant), Mission, Involvement, Adoptability

b. Dependent Variable: Employee performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.828	.467		3.914	.000
	Involvement	.219	.066	.245	3.305	.001
	Adoptability	.433	.091	.438	4.749	.000
	Mission	.033	.088	.036	.378	.706

a. Dependent Variable: Employee performance



APPENDIX 2

Questionnaire

Section I: Organizational Culture

Indicate the degree to which you agree with each of these statements as it applies to your organisational culture – **General** (Questions 1-2); **Involvement** (questions 3-5), **Consistency** (questions 6-8), **Adaptability** (questions 9-11) and **Mission/Vision** (questions 12-14):

KEY: Strongly Agree (SA) -5; Agree (A) -4; Undecided (UN) - 3, Disagree (D) - 2, Strongly Disagree (SD) - 1

	ORGANISATIONAL CULTURE	SA	A	UN	D	SD
1	This organisation articulates, promotes and celebrates values, symbols, norms and occasions unique to it					
2	Induction, basic and continuing training programmes are among occasions this organisation uses to make employees buy in to its values and other practices considered unique to it.					
3	Most employees in this organisation are highly involved in decisions concerning their work.					
4	Working in this organisation is like being part of a team.					
5	This organisation delegates authority so that people can act on their own.					
6	There is a good alignment of goals across levels of this organisation.					
7	It is easy for us to reach consensus, even on difficult issues.					
8	There is a clear and consistent set of values in this company that governs the way we do business.					
9	Customer comments and recommendations often lead to changes in this organisation.					
10	This organisation continually adopts new and improved ways to do work.					
11	Learning is an important objective in our day-to-day work.					
12	We have a shared vision of what this organisation will be in the future.					
13	This organisation has a clear mission that gives direction to our work.					
14	We continuously track our progress against our stated/assigned goals/targets.					

Section ii: Employee Performance.

Indicate the extent to which these aspects of your organisational culture – **Involvement** (questions 3-5), **Consistency** (questions 6-8), **Adaptability** (questions 9-11) and **Mission/Vision** (questions 12-14) –has impacted on these areas of your performance

KEY: Very significant (VS) -5; Significant (S) -4; Undecided (UN) - 3, Not Significant (NS) - 2, Very Insignificant (VI) – 1

	IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE	VS	S	UN	NS	VI
1	Overall quality of your work or service delivery					
2	Level of satisfaction you derive from your work					
3	Ability to meet assigned targets					