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Organizational Culture and Employees' Performance in Rivers State University, Rivers State, Nigeria

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Abstract
The study analyses the effect of organizational culture on employees' job performance in Rivers State University, Nkpolu-Oroworukwo, in Port Harcourt Local Government Area of Rivers State, Nigeria. Data were analyzed using descriptive statistics to determine whether organizational culture really affects the employees job performance. The analyses were done using SPSS Software and Data were presented in tables for better understanding and interpretation. The results suggest that University Administrators should focus more on the factors that have positive effect on employees' job performance, if they want to enhance their jobs. The study also revealed that organizational values have more significant effect on employees' job performance at Rivers State University, Nkpolu-Oroworukwo, Port Harcourt LGA than the institution's climate as it is mostly assumed or as a vice versa relationship. The study further revealed that a positive relationship between the Institution's culture and employees' performance. However, the effect diversely varied among the variables with work process and systems in the University having more effect to employees' performance. The study recommends that the University Top Management should consistently measure reinforce ideal organizational values and climate that will enhance and maintain high performance from employees.

Keywords: Organizational Culture, Employee, Job Performance, Port Harcourt, Rivers State

Introduction

As businesses evolve, to keep ahead of competition, so do their expectations for their employees' job performance. An employee is a key element of an organization and the success or failure of the organization depends to a large extent, on individual employee job performance, which affects positively or negatively the organization's performance at large. Every business has its own specific way of doing things, because it has developed its own norms and procedures over time and has different atmosphere and feeling and this is the organization's culture. Organizational culture comprises the written customs, behaviours, norms and beliefs that determine the ―rules of the game‖ for decision-making, structure and power. It is based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Dave & Urich, 2011).

With a strong organizational culture, employees do things because they believe it is the right thing to do and feel they will be rewarded for their actions. However, if the leadership team lacks integrity or squelches diversity, powerful culture can morph into cults, cliques, tribes and insider clubs. Organizational culture can be treated as a series of distinctive characteristics of a specific organizational. Some modern definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship. Organizational culture includes; a system of ideas and concepts, customs, traditions, procedures and habits for functioning in a specific macro culture (Harris & Moran, 1981). Organizational culture is a series of values, standards and beliefs (Handy, 1986). Organizational culture is implicit, invisible, intrinsic and informal awareness of the organization, which directs behaviour of individuals and which results from their behaviours (Scholz, 1987).

In understanding organizational culture, it is very important to know all its elements. Scholars are not unanimous about what are the elements of the organizational culture. According to Armstrong (2009), there are four important elements of organizational culture. These are; organization values, organization climate, leadership style, work processes, and system. The culture of an organization refers to the behaviour patterns and standards that bind it together (Schein, cited in Okemini, 2017). Schein extends our understanding of the term when he comments that culture is generated not only by sharing values and traditions, but even more by sharing the assumptions that emerges about the best way of handling problems. An organization‘s culture tells the people who work for it what is right and wrong, what to believe, what not to believe, how to react and how to feel. And its actions speak louder than its words. Generally, behaviour patterns are most strongly influenced by the leaders of the organization. The words and actions of the quality control and production managers reflect the values and beliefs of the Senior Administrator. Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves the organization (Heathfield, 2009).

According to Cascio (2006), performance is the degree of an achievement to which an employee fulfills the organizational mission at workplace. He continues to say that they job of an employee is build up by degree of achievement of a particular target or mission that defines boundaries of performance. According to Ojo (2008), despite the plethora of studies on organizational culture in the last few decades, the empirical evidences emerging from various studies about the effect of organizational culture on employees‘ performance have so far yielded mixed results that are inconclusive and contradictory. He further states that researchers concur on the fact that there is no agreement on the precise nature of the relationship between organizational culture and employee performance. Because of these results, the question of whether organizational culture affects employee performance is still worthy of further research.The main aim and objective of this research work is to evaluate how the culture of an organization affects the performance of its employees.

Literature Review

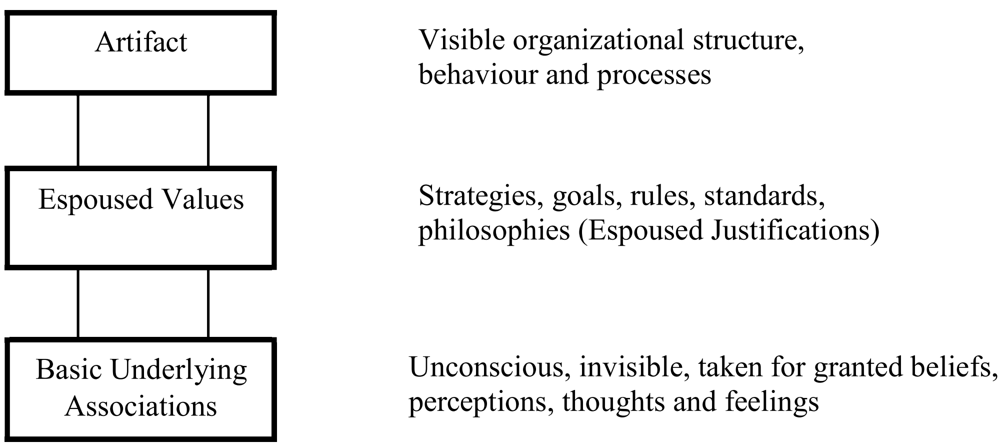
Theoretical Review

The theoretical review will cover the following theories related to performance and organization culture. The theories are ‒The Schein‘s Theory of Organizational Culture‖, ‒The McGregor Theory X and Theory Y‖ and ‒John Stack‘s Theory of Open-Book Management‖.Organizational culture is the atmosphere that pervades the interior of a company, institution or association was conveyed to the individuals with the organization what they experienced, believed, and demonstrated (Nadler & Nadler, 1998). Theories of organizational culture attempt to explain the phenomena that occur in and around individuals. The conceptual study regarding organizational culture is often called the phenomenon of interest. Rather than a mathematic formula, the study of an organizational culture includes shared understanding, intangible values and assumptions, and the effects culture has on human behaviour. Understanding the phenomenon of organizational culture allows organizations to strengthen their working environments.

The study of theories of organizational culture is often difficult due to the lack of concrete evidence on various cultures. A share understanding of organizational culture is one of the different theories among private and public sector organizations. Individuals in an organization, often hire like-minded individuals in order to promote a specific, well-defined purpose. This allows the business or organization to have a singular focus in terms of performance. Theories on organizational culture typically have different overall corporate mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only change through time when hiring managers/administrators replace other workers (Ojo, 2008).

Schein's Theory of Organizational Culture

Schein's model of organizational culture was developed in 1980 by Edgar Schein, then Sloan professor Emeritus at the Sloan School of Management at MIT. Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, artifacts. She distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains, visible behaviour influences and is influenced by observable assumptions through values and stand. This is clarified in figure 1.Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such as products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, and so on. Espoused beliefs and values are the next level of organizational culture, including strategies, goals, shared perceptions, share assumptions, norms, beliefs and values instilled by founders and leaders. Basic Underlying Assumptions are the base level of organizational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness.The most visible symbols should not the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality.



Source: Schein, 2004
Figure1: Schein's Theory of Organizational Culture

Theory X and Theory Y

McGregor developed a philosophical view of humankind with his Theory X in 1960. His work is based on Maslow's hierarchy of needs theory, in that he grouped the hierarchy into lower-order needs (theory X) and higher-order needs (theory Y). He suggested that management could use either set of needs to motivate employees, but better result would be gained by the use of Theory Y, rather than Theory X. these two opposing perceptions theorized how people view human behaviour at work and organizational life. With theory X assumptions, management's role is to coerce and control employees to perform since; people have an inherent dislike for work and will avoid it whenever possible, secondly people must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, thirdly, people prefer to be directed, do not want responsibility, and have little or no ambition and finally people seek security above all else.With Theory Y assumptions, management‘s role is to develop the potential in employees and help them to release that potential towards common goals since employees view work as natural as play and rest, secondly people will exercise self-direction if they are committed to their own objectives, thirdly, people are committed to objectives since it is a function of the rewards associated with their achievements, fourthly, people learn to accept and seek responsibility, creativity, ingenuity, and imagination are widely distributed among the population therefore people are capable of using these abilities to solve an organizational problem and finally, that people have potentials to propel the organizational performance. Intellectual creativity cannot be programmed and directed by management programmes but through proper importation of cultural values of personal responsibility and accountability. This kind of intellectual contribution to the enterprise cannot be obtained giving orders, by traditional supervisory practices, or by close systems of control. Even conventional notions of productivity are meaningless with reference to the creative intellectual effort. Management has to consider in depth in what is involved in managing an organization heavily populated with people of diverse culture and whose prime contribution consists of creative intellectual effort (Douglas as cited in Okemini, 2017).

Theory of Open-Book Management (OBM)

As Stack (2003) states, the best, most efficient, most profitable way to operate a business is to give everybody in the organization a voice in saying how the company is run and a stake in the financial outcome, good or bad. The open-book management is revolutionary because conventional business operates under two assumptions. These are: ―a job must be defined as narrowly as possible and that workers need close, direct supervision‖. Cases (2003), changes in the organizational and social environment have prompted changes in the approach to management. Open-book management is a way of running a company that gets everyone to focus on helping the business makes money. Case (2003) further argues that open-book management takes those trendy new management ideas – empowerment, Total Quality Management (TQM), teams and so on-and gives them business logic. In an open-book company, employees understand why they are being called upon to solve problems, cut costs, reduce defects, and give the customer better service. Case further clarifies that in open-book management, there are three essential differences to a conventional business. Every employee sees-and learns to understand-the organization‘s financial along with all the other numbers that are critical to tracking the organizational performance. Secondly, employees learn that, whatever else they do, part of their job is to move those numbers in the right direction and finally, employees have a direct stake in the organization‘s success.In summary, culture provides the energy needed to function well by ensuring as it were a proper circulation of blood through all the organs (Farooq, Payaud, Merunka and Valette-Florence, 2014). An employee‘s performance depends on what is and what is not proper among his/her peers, which in turn affects that individual‘s behaviour and motivation to participate in and contribute to the organizational framework (Asimkhan, 2005). This research is aiming at extending knowledge about organizational culture, its possible effect on performance and introducing meaningful relationships; that are, defining processes between them from a developing nation‘s perspective. There is still much more fieldwork required to evaluate the relationships if it exists and the extent of its effect. This study mainly focused on two variables, independent and dependent variables. These are the various factors that affect employee performance as they contribute to an organizational culture.

Methodology

This research is design to judge the effect of organizational culture on employees' job performance at the Rives State University. For this purpose, culture is representing the independent variable, while performance is taken as the dependent variable. Certain things were put into consideration to identify the relationship between culture and employees' performance within the selected institution in Rives State. The model specification is:

EP= *f(V, H, R, S*) (1)

The regression Model used in this study is mathematically expressed as follows

$$EP = \beta_0 + \beta 1V + \beta_2 H + \beta_3 R + \beta_4 S \quad (2)$$

Where EP= employee performance,V= values, H = heroes), R = rituals, S = symbols, C= constant Population of this study will be the employees of Rivers State University covering members of ASUU, SSANU, ASUTON and NASU. For efficient coverage and lesser cost, survey questionnaire was being utilized to solicit responds from the respondents. The sample size chosen for the study was 150 employees of Rivers State University. Questionnaires were randomly distributed to key members of ASUU, SSANU, ASUTON and NASU to ensure enough participation of every employee in the study. Formal and informal interview used to collate data for this study. Primary and Secondary data were used to identify the different factors and getting desired result. Data would be gathered and put into SPSS, where descriptive statistic, correlation and regression analysis would apply to find out the effect of organizational culture on performance of employees. The sample size for this research work were 150 employees, and based on this number of employees, we were able to find out the effects of organizational culture on the performance of Rivers State University Staff (ASUU, SSANU, ASUTON and NASU), with this number, the result from the questionnaire will be generated.A regression analysis was performed in this study in order to forecast the effects of organizational culture on employees' performance, having employees' performance as the dependent variable factor.

Table 1: Regression Estimation

Model	R	R Square	Adjusted R Square	Std Error of the Estimate	Durbin-Walson
	.960	.921	.919	.28797	2.223

a. Predictors: (constant), Symbols, Heroes, Rituals, Values

b. Dependent Variable: Employee Performance

Authors' computationSPSS Generated, 2024

The model summary above predicts that R=0.960, while R square is predicted as 0.921, R square adjusted is 0.919 which shows that 91.9% of the variance of the employee performance can be predicted by the independent variables (symbols, heroes, rituals and values). Basically, as in normal terms, a healthy variation dependent variable must not below 60% (Zygmaont and Smith, 2014). However, the finding we generated from the regression summary shows 91.9% which is perfectly above the minimum requirement there the model is fit.

Table 2: Model Significance

Anova Model		Sum of Squares	DF	Mean Square	F	Sig
	Regression	141.073	4	35.268	425.308	.000b
1	Residual	12.024	145	0.83		
	Total	153.097	149			

1. Dependent variable: Employees‘ Performance
2. Predictors: (Constant), Symbols, Heroes, Rituals, Values

Authors‘ Computation**,** ANOVA: SPSS Generated, 2024

There is an application of ANOVA statistics that is used for the representation of the regression model significance. An F-Significant value of P=0.000 was of 0.0% of regression model representing an untrue information as this indicates that the model is highly significant.

Table 3: Beta Coefficients

Coefficients Model		Understandardized Coefficients B	Std. Error	Standardized Coefficient Beta	T	Sig.	Collinearity Statistics Tolerance	VIF
1	Constant	-.030	0.72		-.416	.678		
	Values	.445	.056	.464	7.999	.000	6.212	
	Heroes	.211	.052	.207	4.084	.000	4.733	
	Rituals	.294	.046	.0319	6.452	.000	4.512	
	Symbols	.032	.019	.041	1.669	.097	1.106	

Dependent Variable: Employees‘ performance

Authors‘ Computation, SPSS Generated, 2024.

The determined outcome or result of the above table of Beta Coefficient shows that three of the four organizational components have a significant and positive impact on employees‘ performance, they are as follows V(0.464, P=0.000), H(0.207, P=0.000) and R(0.319, P=0.000). Although, the constant shows negative and the variables are collinear with the rest of the predictor variable hence some variables are with 0.20.The initial empirical model can be shown as below:

Y = *0.464 (V) + 0.207 (H) + 0.319 (R) + 0.041 (S) ------ 1*

Table 4: Test of Significants

Hypothesis	Beta Coefficient	Significance (PC 0.05)	Decision
H1: Symbol has a great significant and positive impact on the performance of employees	0.041	0.097	Accepted
H2: Heroes has a great positive influence on employees‘ performance	0.207	0.000	Accepted
H3: Effective ritual in the organization has a significant and positive impact on employees‘ performance	0.319	.0000	Accepted
H4; Values have significant impact on employees‘ performance.	0.464	0.000	Accepted

Authors‘ Computation, SPSS Generated, 2024

Conclusion

The research is to examine how organizational culture affects the employees‘ performance. The study revealed that the symbol,s, heroes, effective ritual, and value have positive and significant relationship with employees performance in Rivers State. Based on the findings, the study concluded that organizational culture has an impact on employees‘ performance in Rivers State.

Recommendations

The study recommended the following:

(i) The management ought to consistently measure and evaluate the satisfaction and commitment of employees to reinforce ideal organization, heroes and rituals that will enhance and maintain high performance of/from the employees.

(ii) There should be routine training for management staff and employees on some principles that are important for effective productivity.

(iii) The employee should be effectively motivated, economic reward must not be offered alone, but recognition and opportunities for realizing various individual goal and aspirations must be created.

(iv) Top-management should create enabling environment and rules for the employees to carryout work activities together as this will give all employees sense of belonging and hence increase their performance.

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