Organizational Culture and Employees' Performance Evidence at the National Institute of Public Information Kaduna, Nigeria

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Abstract- The importance of organizational culture to the growth and survival of organizations has been taken for granted over the years by top management level. This study is set out to examine the relationship between organizational culture and employee performance at the National Institute of Public Information (NIPI). For this research, the entire staff of the National Institute of Public Information (NIPI). Totaling 33 forms the population of this study. A census study was considered because the target population was small to sample hence the entire population was considered for the research study. The major technique used for data analysis is ANOVA and multiple regressions. It was used to test if there is any significant relationship between the three independent variables and employees' performance. The result shows a significant relationship in three of the independent variables which include; Artifacts culture, Espouse values and Assumptions culture. It was recommended that; Management of organizations should entrench Ethical values, conducive physical working environment, rules and norms that engender good corporate image for the organization.

Keywords: organizational culture, employee performance.

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Abstract- The importance of organizational culture to the growth and survival of organizations has been taken for granted over the years by top management level. This study is set out to examine the relationship between organizational culture and employee performance at the National Institute of Public Information (NIPI). For this research, the entire staff of the National Institute of Public Information (NIPI). Totaling 33 forms the population of this study. A census study was considered because the target population was small to sample hence the entire population was considered for the research study. The major technique used for data analysis is ANOVA and multiple regressions. It was used to test if there is any significant relationship between the three independent variables and employees' performance. The result shows a significant relationship in three of the independent variables which include; Artifacts culture, Espouse values and Assumptions culture. It was recommended that; Management of organizations should entrench Ethical values, conducive physical working environment, rules and norms that engender good corporate image for the organization. Regular training should be carried out to inform and remind employees of the core value of the organization which must not be compromised since it represents the Basic Underlying Assumptions. Management should research to unravel assumptions culture that is rooted in the organization's culture and is experienced as self-evident and unconscious behavior to expunge those aspects of assumption culture that are not productive and reinforce those aspects that are productive.

Keywords: organizational culture, employee performance.

I. Introduction

This study intends to look at organizational culture and its impact on employees' performance in the organization. Organizational Culture can be defined as "the personality of an organization, reflecting the artifacts, Espouse values, assumptions, and norms of people within the organization as well as their behaviors (Mishra, 2009). According to Juneja (2015), Organization culture refers to the beliefs and principles of a particular organization. Understanding the relationship between an employee's performance and culture of the organization is crucial. Marcoulides and Heck (1993) showed that culture, as reflected in task organization, had a positive direct effect on performance. The culture followed by the organization has a deep impact on the employees and their

relationship amongst themselves. Every organization has a unique culture making it different from the other and giving it a sense of direction. The employees need to understand the culture of their workplace to adjust well (Juneja, 2015). There are two types of organization culture: Strong Organization Culture where employees adjust well, respect the organization's policies, adhere to the guidelines, enjoy working, take every assignment as a new learning accept their roles and responsibilities willingly whereas in weak Organization Culture individuals accept their responsibilities out of fear of superiors and harsh policies, employees do things out of compulsion, and they see their organization as a mere source of earning money and have no personal attachment to it (Juneja, 2015).

The National Institute of Public Information is primarily responsible for the training of Information Officers in the public Service. NIPI is a Training Institute that was established in May 1978 by the Federal Government of Nigeria, following the recommendations to the Federal Executive Council by the National Council on Information that held at the Durbar Hotel, Kaduna in 1977. The goal of NIPI is to be a First Class facility that would be the center of excellence for the training and retraining of senior-level Information Officers in the Public Service, top Broadcast and Communications Personnel, and some categories of senior media personnel. Organization needs to have a strong positive culture which could impact greatly on employee's performance. Information Officers in the public Service are the mouthpiece of the government and the leaching pin between the government and the governed. According to Bart (1998), It is a fundamental right of citizens in a well-functioning democracy to know what public officials are doing. What policies they are pursuing, what laws and regulations they are preparing, what programs they are running, how they are raising and spending money and what international agreements they are negotiating.

Culture affects the way we communicate and relate with one another within or outside the organization. Organizational culture reflects the organization's vision, values, business ethics, beliefs, personalities and even the traits of the organization's founders and the management. According to Griffin and Pustay (1999), components of culture in any region or

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country are communication, values, and attitudes, religion, social constructions, and language. Values and attitudes vary from society to society are depending on the culture. Some countries, especially in Europe and America value time so much and are keen to keep appointments as per agreed timings, other countries like Kenya, Nigeria, and most African countries have no much value for time and tend to delay for meetings or even fail to show up for appointments.

Individuals' work performance is crucial for the success of an organization particularly in the information department of the public service in Nigeria. Alvesson (2003) concluded that the productivity of an organization is greatly affected by its culture. Performance is measured by the quality of service offered and is reflected by the quality of Information officers NIPI is ably produced hence the National Institute of Public Information was establish by the federal government to carter for the training needs of all Information Officer. Armstrong (2006) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. Ogbor (2003) concluded that the productivity of an organization is greatly affected by its culture. The problem may arise when individuals are unable to adjust to a new work culture which could affect their motivation and ability to perform. Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes, lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that corporate culture has on employee as well as organizational performance (Antonnette, 2016).

Sadly, the perception of Nigerians of public information officers over the years has been negative. According to Bart (2000), several special challenges, starting with poorly performing public administrations. Other problems include immature media, secrecy, and political influence, and a lack of training and skills affect Public Information Officer. Most government offices especially the outstation offices are dilapidated and one can only imagine whether such a condition of work environment could affect employees' performance. It is disheartening to note that the management of some government organizations diverts monies meant for training to other activities that do not have any bearing on staff development. Also, some organizations are cultureless. They have no real corporate culture, everything goes and they lack identity.

A previous study by Fakhar, S. Zahid, I. & Muhammad, G. (2014) focused on the impact of Organizational Culture on Employees Job Performance carried out in Pakistan. Another study was conducted by Antonnette, (2016) looks at the Effects of Organizational Culture on Employee Performance carried out in Nairobi, Kenya. This current study focuses on the relationship between employees' performance and organization culture in the National Institute of Public Information Kaduna, Nigeria. Consequently, the objective of this study is to examine whether there is a relationship between organizational culture and employee performance in NIPI. The main aim and objective of this research work is to:

1. Evaluate the relationship between Artifacts Culture and Employees Performance in NIPI.
2. Examine the relationship between Espouse Culture and Employees Performance in NIPI.
3. Look at the relationship between Assumptions Culture and Employees Performance in NIPI.

Base on the strength of the above, this paper sought to test the following fundamental hypothesis stated in the null form:

H01: There is no significant relationship between Artifacts and Employees Performance at National Institute of Public Information (NIPI).

H02: There is no significant relationship between Espoused Values and Employees Performance at the National Institute of Public Information (NIPI).

H03: There is no significant relationship between Assumptions Culture and Employees Performance at the National Institute of Public Information (NIPI).

II. LITERATURE REVIEW

Organizational culture is the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization (Atkinson, 2009) Ideologies and policies formed the culture of an organization. Every organization has a unique culture making it different from the other and giving it a sense of direction. Problem arises when individuals are unable to adjust to new work culture which could affect their motivation and ability to perform. Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces the organizational value and serves as a control mechanism for shaping behavior (Nelson & Quick, 2011). Culture in an organization can be thought of as the organization's accumulated learning that becomes so taken for granted that it drops out of awareness (Schein, 2004). Stewart (2010) Observed that the norms and values of organizational culture affect those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He was of the view that norms and values are the first things to look into the

organizational culture. Luthans (1998) stated that organizational culture has often time presented within the organization, and it was not given importance needed in an organization. The culture of an organization is highlighted to bring out every important component of the organization. Greenberg and Robert (1995) observed that organizational culture is a framework of values, beliefs, consisting of attitudes, norms; behavior of employees, and their expectations, organizational culture is the mindset of people that distinguishes them from each other, within the organization or outside the organization (Hofstede, 1991).

Ethical values and the rules and norms they embody are an inseparable part of an organization's culture because they help shape the values that individual and group members of the organization use to manage situations and make decisions (Antonnette, 2016). Dessler (2007) described organizational culture as the atmosphere that pervades the interior of a company or association. Organizational culture was also identified as what was conveyed to the individuals with the organization, what they experienced, believed, and demonstrated (Nadler M & Nadler D., 1998).
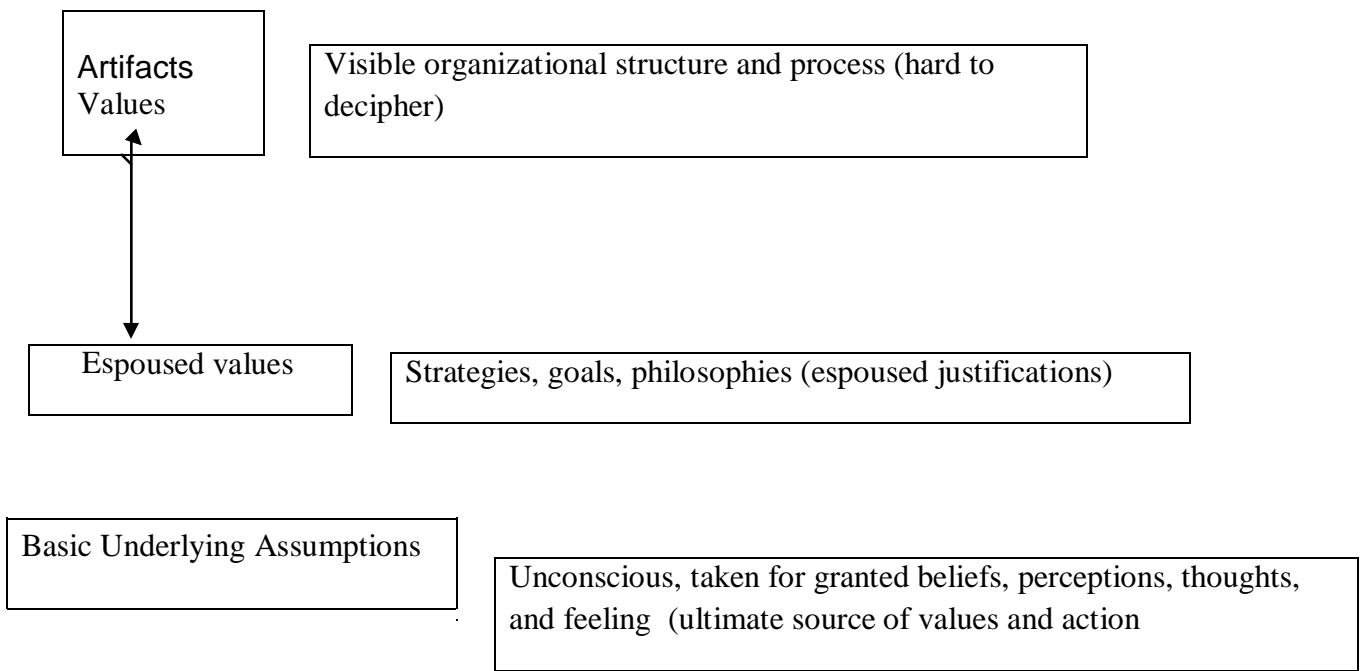
Cooperate culture has also an impact on the performance of the employee commitment to the organization (Ezekiel Saasongu Congo & Darius Ngutor Ikyanyon 2012). It is commonly believed that organizational culture has a great impact on the performance of the organizations (Hafeez & Rehman 2012). There is a correlation between the culture of an organization and employee job performance (Sheridan, 1992). Fakhar (2014) in his study established that the culture of organizations has a significant positive impact on employees' job performance. Marcoulides and Heck (1993) showed that culture, as reflected in task organization, had a positive direct effect on performance. Magee (2002) argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance. Martin and Siehl (1990) argued that organizational culture is theoretically related to performance and has a positive influence on it. According to Daft (2010), A positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives. Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem-solving (Kotter, 2012).

In light of the literature, certain parameters are taken to understand the impact of culture on the employee's job performance. Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes, lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that corporate culture has on employee as well as organizational performance (Omukaga, 2016) Hiring is the single most important lever for shifting company culture, because every employee creates artifacts, therefore, hire and retain the people who value what you value (Chales, 2017).

a) *Edgar Schein, (1992) Model for Organizational Culture.*

Edgar Schein discusses the direct and indirect mechanisms within organizations. The organizational culture model is directly influenced by direct mechanisms that include the behavior, status of the staff, opinions among others. Indirect mechanisms indirectly influence the organizational culture; this includes the mission and vision of a company, rules, and regulations, corporate identity, rituals, and design.

Artifacts Values	Visible organizational structure and process (hard to decipher)

Espoused values	Strategies, goals, philosophies (espoused justifications)

Basic Underlying Assumptions	Unconscious, taken for granted beliefs, perceptions, thoughts, and feeling (ultimate source of values and action

Source: Schein, 1992.

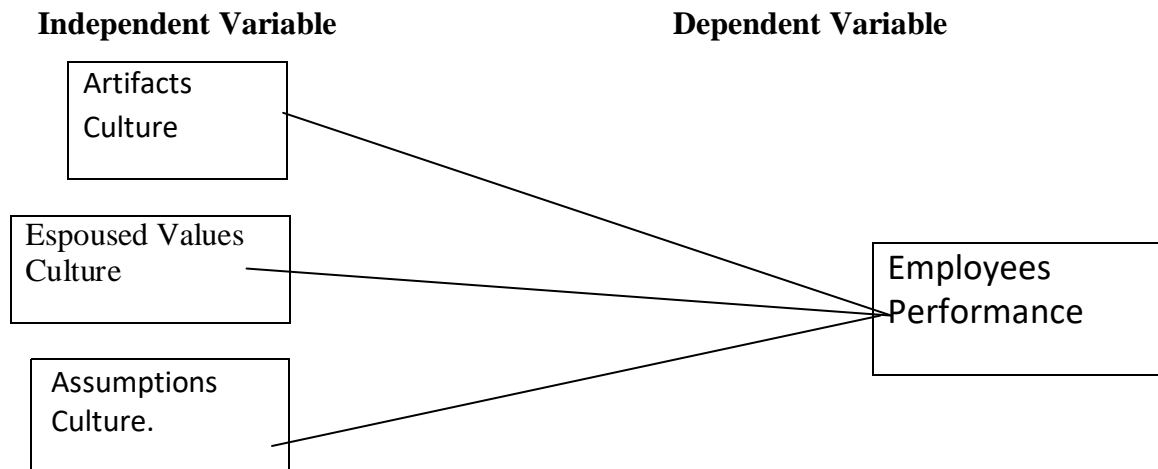Structural model of culture indicating different levels of culture.

Edgar Schein divided organizational culture into three different levels discussed below: Artifacts and symbols; this is the first culture discussed here and they are the detectable features in the organization including logos, corporate clothing, structures, processes, and architecture. This marks the surface of the organization and is visible by all stakeholders.

The second culture under discussion is espoused values; these concerns set standards, values, and code of conduct. This guides how the organization expresses strategies, objectives, and philosophies and how the same are made public. Basic underlying assumptions are the last culture discussed by Edgar; these are the assumptions that are rooted in the organizational culture and are experienced as self-evident and unconscious behavior. Such assumptions are hard to recognize internally.

The three cultures models can be exemplified as an onion based on different layers with the outer layer being fairly adjustable and easy to change for example the artifacts and symbols. Surrounding in the core of the onion we find the assumptions which state how things are done based on the people who belong to the organization and is a result of previous experience and perception. And values are around the core and considered the most important.

b) Conceptual Framework

Based on the literature review carried out on this study and the different framework that has been analyzed for this research, the researcher has adopted Edgar Schein framework which is suitable for this study.

Independent Variable   **Dependent Variable**

Artifacts Culture

Espoused Values Culture

Assumptions Culture.

Employees Performance

Model Design by Schein (2004)

c) Culture Levels and Employees Performance Model

Employee Performance:

Employee performance is the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization (Armstrong, 2006). *An employee can get satisfied with the environment which they work, as this physical element plays very important roles on employee's performance (Adeoti & Isiaka 2006).* According to Armstrong (2006) employee performance is the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. Performance refers to the aggregate effort comprises of abilities and task employees' expended on their jobs (Gberevbie, Osibanjo, Adeniji & Oludayo 2014).

Artifacts:

At the level of artifacts of the culture, this includes visible products of the group, such as the design of its physical environment, technology and products, and other manifestations that are clear but are not necessarily decipherable. All artifacts send a value statement, each of those physical items are artifacts which send a message (Chales, 2017). Also, the environment of the group is an artifact of the deeper cultural levels, as is the visible behavior of its members. Artifacts also purpose of cultural analysis the organization process by which such behavior is made routine and structural elements (Schein, 2004).

Espoused Values:

According to Schein (2004), the entire group learning ultimately reflects someone's original beliefs and values, their sense of what ought to be, as distinct from what is. espoused value is concerned with setting standards, values, and code of conduct That guides how the organization expresses its strategies Schein (2004).

Assumptions:

Schein (2004) defines that assumption concept, have becomes so taken for granted that one finds little variation within a social unit. That degree of consensus results from repeated success in implementing certain beliefs and values, as previously described. if a basic assumption comes to be strongly held in a group, a member will find behavior based on any other premise inconceivable. However, learning is intrinsically difficult because of the re-examination and interpersonal world, releasing large quantities of basic anxiety (Schein 2004). The shared basic assumptions that make up the culture of a group can be thought of at both the individual and the group level as psychological cognitive defense mechanisms that permit the group to continue to function (Schein 2004).

III. RESEARCH METHODOLOGY

The study relied on primary data, which was gathered using questionnaires.

A questionnaire was distributed to ensure adequate participation of every employee in the study. Formal and informal interview was conducted for data collection. Primary and secondary data were used to identify the different factors and getting the desired result. For this research, the entire staff of the National Institute of Public Information (NIPI). totaling 33 forms the population of this study. A census study was considered because the target population was small to sample hence the entire population was considered for the research study.

Multiple regressions were used for the model specification which is very pivotal in predicting the value of a dependent variable.

Analysis of variance (ANOVA) was used for establishing the existence and strength of relationships among staff job performance and tested at 0.05 level of significance. Anozie and Ismail (2016) utilized multiple regression analysis in a similar work in Malaysia, Statistically, it is represented by the following regression model:

Model Specifications

- $= 0 + 1\,X1 + 2\,X2 + 3\,X3 + \varepsilon$
- Y is the dependent variable represented by Employees Performance.
- X2, X3, Represent the independent variable.
- ε Denotes error term.
- 0 is the intercept of the equation.
- 1, β 2, and β 3 are the coefficients of the independent variables
- = Artifacts Culture
- = Espouse Values
- = Assumptions Culture

IV. RESULTS AND DISCUSSION

a) *Regression Analysis*

Table 1

Model Summary

Model	R	R 2 Model	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.701(a)	.811	.723	0.831	0.701	324.126	2.201	1.22	.01(a)

a. *Predictors: (Constant) Artifacts Culture, Espouse Values and Assumed Culture*
b. *Dependent: Employees Performance*
Source Field: Field Research (2019).

Table 2

ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.3124	1	2.3124	1.6341	0.01(a)
	Residual	3.2432	31	.126		
	Total	5.5556	32			

a. *Predictors: (Constant) Artifacts Culture, Espouse values and Assumed Culture*
b. *Dependent: Employees Performance*
Source Field: Field Research (2019).

Table 3

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.311	.000		2.573	.002
	Artifacts Culture	.826	.724	.246	3.321	.001
	Espoused Values	.723	.711	.356	2.317	.001
	Assumptions Culture	.663	.826	.483	2.841	.002

a. *Predictors: (Constant) Artifacts Culture, Espoused Values and Assumptions Culture*
b. *Dependent: Employees Performance*
Source Field: Field Research (2019)

The regression equation is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y=Employees Performance, X1= Artifacts Culture, X2=Espouse Values, X3= Assumptions Culture and ẹ = Error Term. βo is the intercept of the equation while β1, β2, and β3 are the coefficients of the independent variables.

$$Y = 1.634 + .826X_1 + .723X_2 + .663X_3$$

Table 1 shows the value of adjusted r-square 72% which is relatively high which means a good representation of the data and hence a good fit. However, the remaining 28% is due to other predictive variables not included in the model and other errors in the measurement of Employees Performance.

Table 3 shows a positive coefficient of .826 and a p-value of .001 which is lower than the significant level 0.05, therefore the null hypothesis that says there is no significant relationship between Artifacts Culture and employee performance at the National Institute of Public Information Kaduna, Nigeria was rejected. Table 3 shows a positive coefficient of .723 and a p-value of .001 which is lower than the significant level 0.05, therefore the null hypothesis that says there is no significant relationship between Espoused Values and employee performance at the National Institute of Public Information Kaduna, Nigeria was rejected. Table 3 shows a positive coefficient of .663 and a p-value of .002 which is lower than the significant level 0.05, therefore the null hypothesis that says there is no significant relationship between Assumptions Culture and employees' performance at National Institute of Public Information Kaduna, Nigeria was rejected.

Table 4

Hypothesis	Significant (P<0.05)	Decision
H01: There is no significant relationship between Artifacts Culture and employees performance at NIPI	.001	Rejected
H02: There is no significant relationship between Espoused Culture and employees performance at NIPI	.001	Rejected
H03: There is no significant relationship between Assumptions Culture and employees performance at NIPI	.002	Rejected

V. Discussion of Findings

All the hypotheses tested in the foregoing sections were ejected based on the value of computed results which are as follows;

Null hypothesis which states that there is no significant relationship between Artifacts Culture and employees' performance was rejected. The result of this study revealed that artifacts culture exists in NIPI and it also impacts on employees' performance positively. This finding is consistent with the assertion of Hafeez and Rehman (2012), It is commonly believed that organizational culture has a great impact on the organization.

The null hypotheses which state that there is no significant relationship between Espouse Value and employees' performance were rejected. Also in the cause of this study, it was revealed that Espouse Values exist in NIPI and impact positively on employees' performance. This further confirms Omukaga (2016) who observed that Ethical values and the rules and norms they embody are an inseparable part of an organization's culture because they help shape the values that individual and group members of the organization use to manage situations and make decisions.

The null hypothesis which states that there is no significant relationship between Assumed Culture and employees' performance in NIPI was rejected.

VI. Conclusion and Recommendations

The study shows that the male respondents are the majority by 51% while the female is 49%. This is an indication that there no discrimination in terms of employment since the difference is very insignificant. The study also reveals that 26% of the respondents are within the age group of 26-33 and 30% represent respondents within 50 years and above. This implies that NIPI has a lower percentage of younger people and with a relatively high percentage of older people nearing the retiring age. The study also reveals that 60% had HND/B Sc while only 3% had a Ph.D. degree. This implies that NIPI Staff does not aspire for higher degrees.

The results of the various test carried out in this study, all three hypotheses were rejected which include; (1) There is no significant relationship between Artifacts Culture and Employees' performance in NIPI. (2) There is no significant relationship between Espouse Values and Employees performance in NIPI. (3) There is no significant relationship between Assumptions Culture and Employees' performance in NIPI.

Given the findings and conclusions from this study, the following recommendations are made:

Management of organizations should take serious structures of organization, edifies of the offices and the entire surroundings of the building. It must always be clean and in top shape because it represents the corporate image of the organization and it also affects employees' performance.

Management should put in place policies and rules that are workers friendly and one that encourages performance. Policies that are discriminatory and unfavorable to the career advancement of workers should be discarded. Policies that reward hard work and welfare package to workers should be introduced.

Management should organize special training for individuals who are unable to adjust to the new work culture to enable them to adjust to the organization's core culture which is described in this research as an assumption culture.

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