INTERNATIONAL JOURNAL OF BUSINESS EDUCATION AND MANAGEMENT STUDIES (IJBEMS)
A Peer Reviewed (Refereed) International Journal
Impact Factor 4.308 | http://www.ijbems.org | ISSN:2941-9638
VOL.5. ISSUE 2.
(SEPTEMBER, 2025)

EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES PERFORMANCE: A CASE STUDY OF OGUN STATE HOUSING CORPORATION ABEOKUTA.

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ABSTRACT

This study examined the effect of organizational culture on employee performance, with a focus on Ogun State Housing Corporation, Abeokuta. organizational culture, particularly the provision of training and supportive work practices, positively influences employee competency and contributes to improved performance within the Ogun State Housing Corporation. Organization should provide a flexible culture, these will provide such working environment to employees in which they will work easily and independently without feeling any burden. Company should provide employee with a clear career path and career development opportunities by giving them training, seminars and workshops and this will increase their productivity in the organization.

Keywords: Organizational Culture, Employee Performance, Training, Ogun State Housing Corporation, Job Satisfaction

1.1 Introduction

INTRODUCTION

Organizations are a constituent of people with different ideological orientations, values, opinions, and attitudes coming together cooperatively to achieve a goal It therefore implies that the belief system, goals, objectives, philosophies are all part of the corporate culture of any organization, which are learned by every member of the organization. Organizational culture is one of the essential tools in understanding the behavior of people in organizations. It is a persuasive force that controls an employee's work life; the thread that binds the entire organization together. In the other hand, organizational performance involves engaging in recurring activities aimed at establishing organizational goals, monitoring progress toward the goals, and making adjustments to achieve those goals more effectively and efficiently (Omoregbe and Umemezia, 2017). It also means having the different parts of an organization work together to achieve great results which are measured in terms of the value being delivered (Hopkins, 2004).

It is very necessary for an organization to establish an organizational culture to maintain its position in market. The organizational culture has to be developed to provide support to an organization and bring continuous improvement. The culture of an organization is very important for the progress of an organization because it impacts on employee commitment and their retention as well. If the culture of an organization is flexible it will provide such working environment to employees in which they may work easily and independently without feeling any burden. Every organization wants employee commitment because it is very important for an organizational effectiveness. If the employees understand the organizational culture

properly so that there may be improvement in their performance the reason is that the employee‘s performance is the base of an organization. Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. It is for this reason that job performance is considered an extremely important criterion that translates into organizational outcomes and success; making it the backbone of every organization (Salihu, Rayyan and Umar, 2016).

However, Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. This therefore explains the reason why a good amount of time and resources have been invested in carrying out research in this field (Omondi, 2014). Conversely, Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced but if they don’t perform as directed and according to expected standard it will retard the organization’s success.

Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's 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 and Urich, 2011). With a strong organizational culture, employees do things because they believe it's the right thing to do and feel they'll be rewarded for their actions. However, if the leadership team lacks integrity or stop diversity, powerful cultures can change into cults, cliques, castes and insider clubs. Organizational culture can be treated as a series of distinctive characteristics of a specific organization. Some modern definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship.

Since employees are seen as the greatest and most valuable assets that implement and complement other factors of production in an organization. Increased competition, globalization, alliances and major work force department have created a greater need for organizational culture. Managing organizational culture is emerging as one of the key managerial challenges in the 21st century. Nevertheless, organizational culture affects the performance and productivity of organizations in a tremendous way such as poor corporate governance and poor corporate culture are responsible for the problems faced by good organizations in Nigeria. In several instances, it has been shown that most employees in the organizations do not have the knowledge of its vision, mission and strategic goals. Many of the companies might have a bureaucratic culture that do not promote entrepreneurial and risk-taking initiatives and no clear communication between management and employees. Therefore, in the bid to proffer solution to the above problems, the study to access the effect of organizational culture on employee performance at Ogun state housing cooperation Abeokuta.

Overview of Organizational Culture and Employee Job Performance

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Salihu, Rayyan and Umar, 2016). He also defines organization culture as the drive that recognizes the efforts and contribution of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Organizational culture is literally described by many researchers in diverse studies for various measures. According to Nongo (2012) asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviors.

Organizations are created to solve societal problems so that organizations employ individuals to assist them in the task of solving their assigned societal problems. However the behavioral border among organizational members creates a pattern of behaviors, values and attitudes that can be distinguished, isolated and identified as strange organizational culture. And the researcher measured organizational culture the in term of involvement, consistency, adaptability, and mission and employee performance measured in profitability, productivity, and employee motivation. On other hand, Mehr (2012) stated that today cultural clashes in any international project organization have led to an increased emphasis on preparedness on possible conflicts existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration.

For a business, organizational culture is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. According to Salihu, Rayyan and Umar (2016), organizational culture performs four functions: gives members a sense of identity, increases their commitment, re-enforces organizational value sand serves as a control mechanism for shaping behavior. It is important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals.

However, corporate culture is an important factor in enhancing the attainment of organizational goals and objectives. And corporate culture affects the way in which people behave in an organization and also corporate culture can lead the employee improvement in workplaces to help and become more committed to their jobs (Nongo and Ikyanyon1, 2012). And the researcher measured corporate culture the variables include: involvement, consistency, adaptability, and mission on employee commitment to the organization. Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization (Deal and Kennedy, 1982). Employee's performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000). Sometime the term performance mixed with productivity. Ricardo (2001) said that performance and productivity were two different things. Productivity means the 58 ratio represents the volume of work done within the due to the period while performance is an indicator of productivity, consistency, and quality of work. He suggested that result oriented culture needed high level

of education, concepts, instruments, training and management as well as leadership skills. According to the Stewart (2010), norms and values of organizational culture highly effect on 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 also suggests that norms and values are the first thing to look in the organizational culture. In the today business, it is confirm by the studies that organizations, which have less focus in the area of managerial components, stakeholders, employees; customers and leadership, outperform, not have the strong cultural characteristics in it (Kotter and Heskett, 1992).

Job performance is a very critical factor in every organization. It is the basis of the success of an organization which, in all aspects, is dependent on individual employee performance. In other words, if an individual performs according to the expected standards, then organization performance will be enhanced and improved (Chegini 2010). It is, therefore, logical that job performance is an extremely important criterion that relates to organizational outcomes and success. Given the importance of employee job performance, management has to carry out an in-depth analysis of their employees and find out the determinant factors that will increase high employee job performance.

However, some factors used to measure an individual job performance vary from one field of work to another. For example, in the healthcare industry, these factors will include the relationship of work experiences, job stress and psychological wellbeing (Burke, 1990, 1996). In the research industry, the job performance can be measured by two categories, which are personal and environmental. Campbell (1990) came up with three core determinants of job performance, which he classified under declarative knowledge, procedural knowledge and skill and motivation. He noted that these three are the core of any job performance, as one should have the complete knowledge about the task at hand. They must possess the required skills to perform the task and should have complete understanding of how to do it and lastly, have the level of motivation to perform the task with maximum will and efforts.

These factors are productivity, teamwork and decision-making. Employee productivity is measured by how much of something an employee has produced. This is quantified by incorporating indicators on evaluations that focus on capturing measurable data. Productivity-related indicators may examine the quantity of projects that an employee has versus what the production outcomes are (DeWitt, 2010). In the case of an insurance company, we are looking at how many clients the sales team has brought in, and how many policies they have sold.

DeWitt (2010) goes on to affirm that decision-making as an indicator of performance shows how well an employee is able to judge a given work situation and respond to it. Macleod and Brady (2008) on the other hand, refer to the concept as the ability of the employee to manage his time and allocate resources effectively. How to gauge this will differ from one organization to another. Robertson, Birch and Cooper (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities. Again, using our case study as an example, the underwriters have to use this skill to evaluate the eligibility of a customer to buy a policy, and anticipate the return on investment, et cetera.

Whichever kind of organization, whether a manufacturing or service industry, an organization will require its employees to be timely (Macleod and Brady 2008). This is examined by an employee's efficiency scores based on what the expected timeliness outcomes were. Macleod and Brady (2008) admit that if the objective of an employee is to complete a project in two months, but it takes those four months to complete it, this will serve as an indication to their supervisor that something went wrong. Employees in an insurance company which, in essence, is a service industry, will have to be timely in delivering their reports, getting back to clients and keeping them informed of the new products. Otherwise, the company runs a risk of losing to its competitors.

In a work scenario, employees share information with their coworkers, customers and the employer. This is made possible using reports, email, phone conversations and face-to-face discussions. The better employees can communicate, the more efficiently they can do their job and the better decisions everyone around them can make. All the employees need this skill, but especially those who are in direct contact with customers, at the customer service desk, for instance. (Macey, Schneider, Barbera and Young 2009)

According to Robertson, Birch and Cooper(2012), job skills include all abilities and skills that the employee needs to successfully work at his current position. Different jobs require different skills specific to them. For example, an IT person will require knowledge of computer software so as to be able to do his/her work, the same to accounting, sales, customer care, graphic design and so on. Again, this will be needed in an insurance firm because, like all other organizations, it is made up of different departments.

Another aspect that can be observed as a measurement of employees' job performance is their consistency. According to Runny (2007), employees' consistency can be gauged by looking at how they demonstrate their ethical business practices, like not stealing the employer's time, and if they are working in the accounts department, how trustworthy they are. Consistency on the side of employees is certainly a positive trait. Here we are looking at how consistent they are with their values, how much innovation, planning and organizational skills an employee displays plus how much initiative an employee has toward meeting required goals. Once all these are consistent, an employee is rated to be a high performer. Consistency indicators, affirms Runny (2007), help supervisors determine the level of an employee's integrity and credibility. To apply this to our case study, this is an insurance company where customers are investing their money with the company. Therefore, there should be a high standard of ethical practices among the employees as they deal with customers.

Teamwork is usually considered as an important factor especially in the workplace. Job performance in terms of teamwork can be gauged on how successfully an employee works with others to achieve desired results (Macleod and Brandy, 2008). This ability, assert Blois, Cook and HunSaker (2007) can be easily assessed on how an employee communicates with his/her coworkers; this can be seen on how one expresses their ideas and information appropriately and with efficiency. A good employee demonstrates great ability in teamwork during scenarios of conflict resolution. Robertson, Birch and Cooper (2012) concur by saying that, if an employee has what it takes, they should be able to express different points of view in a non-threatening way, having knowledge about when it is appropriate to compromise and when it is important to take a stand. As a committed team member, an employee should maintain a high

level of character and a professional attitude with an ability to conform and promote the company's standards of conduct. Lastly, they should be people who are self-motivated and strive to learn to improve and take on responsibilities (Robertson, Birch and Cooper, 2012).

In this section we have noted that the basis of the success of an organization is in all aspects dependent on individual employee job performance hence the reason why organizations spend a considerable amount of time in finding out some of the determinant factors that will increase high employee job performance; one of these factors is organizational culture. This study measured the level of employee job performance by considering performance indicators like the employee's level of communication skills, teamwork, productivity and timeliness. Some of the aspects of interest were to examine if the employees perform their work to the expected standards, how the organization examines the quantity of projects that the employee has against what the production outcome is. This study was also interested in how timely employees are with their duties and how well they are able to manage their time and allocate the resources provided. For those who deal with customers directly particularly at the customer care desk, this study sought to find out how well they served the customers. The level of employee's integrity and credibility among other ethical practices were also of interest to the study. The next section explores organizational culture and how this impacts on employee job performance.

Effect of Training and Development on Employees Performance

Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness (Devi & Shaik, 2012). Staff training and development can occur simultaneously or complementary, but the two do not necessarily have direct relations to each other (Comma, 2008). Training and development activities are important elements of the human resource management function of an organization. Training and development are aimed at improving employees' skills and abilities they are necessary for both personal and organizational growth. New employees may need some training and development, depending on their level of experience.

Existing employees also need training and development to continually upgrade their skills. Training is teaching staff to perform their job more productively. Development is the process of preparing employees to take on more responsibilities in the future through acquiring better knowledge and skills and gaining more experience in a particular area. Developing staff often involves training. It is interesting to note that many employees expect their organization to provide them with opportunities to grow and learn and ultimately improve their employability.

Dimensions Of Training & Development

There are various types of training that an organization may adopt depending on the main objectives of training and these are outlined below:

On – the - Job Methods

This refers to the methods of training in which a person learns a job by actually doing/performing it. A person works on a job and learns and develops expertise at the same

time. The company does not have to arrange for special training other than to assign an experienced worker to train an in experienced one. It may not be the most effective or the most efficient method. So long as the training takes place on the job, no transfer of learning is required (Mtulo, 2014).

1. **Understudy:** In this the employee is trained by his or her supervisor. The trainee is attached with his or her senior and called understudy or assistant. For example, a future manager might spend few months as assistant to the present manager.

2. **Job Rotation:** This refers to shifting/movement of an employee from one job to another on regular intervals. Hence, this is where the trainee is given several jobs in succession, to gain experience of a wide range of activities (e.g. a graduate management trainee might spend periods in several different departments).

3. **Special projects:** The trainees' may ask to work on special projects related with departmental objectives. By this, the trainees will acquire the knowledge of the assigned work and also learn how to work with others. In this employees join a project team – which gives them exposure to other parts of the business and allow them to take part in new activities. Most successful project teams are "multi-disciplinary".

4. **Experience:** It refers to learning by doing. This is one of the oldest methods of on – the – job training. Although this is very effective method but it also very time - consuming and wasteful. Thus it should be followed by other training methods.

5. **Committee assignment:** In this, the trainees become members of a committee. The committee is assigned a problem to discuss and make recommendations.

6. **Coaching:** Is a teaching or training process in which an individual gets support, while learning to achieve a specific personal or professional result or goal? The individual getting coached may be referred to as the client, the mentee or coaches or they may be in an intern or apprenticeship with the person coaching them.

In this, the supervisor or the superior acts as a guide and instructor of the trainee. This involves extensive demonstration and continuous critical evaluation and correction. This is a more intensive method of training that involves a close working relationship between an experienced employee and the trainee

Off – the - Job Methods

These methods require trainees to leave their workplace and concentrate their entire time towards the training objectives. These days' off – the - job training methods have become popular due to limitations of the on – the - job training methods such as facilities and environment, lack of group discussion and full participation among the trainees from different disciplines, etc. Determining who will practice as the trainer and what methods will be used are difficult decisions.

The trainer should have knowledge of such learning principles as feedback, transfer of learning, whole versus partial learning and motivation. Feedback is necessary for learning to occur, individuals learn faster when they receive immediate feedback on their performances.

In the off – the - job methods, the development of trainees is the primary task rest everything is secondary. Following are the main off – the - job training methods:

1. **Special Courses and Lectures:** These are the most traditional and even famous today, method of developing personnel. Special courses and lectures are either designed by the company itself or by the management/professional schools. Companies then sponsor their trainees to attend these courses or lectures. These are the quick and most simple ways to provide knowledge to a large group of trainees. Hence, these are the quick and most simple ways to provide knowledge to a large group of trainees. This approach is well adapted to convey specific information, rules, procedures and methods, this method is very useful where the information need to be shared among a large number of trainees. In this method cost per trainee is low.

2. **Conferences and Seminars:** In this, the participants are required to pool their thoughts, ideas, viewpoints, suggestions and recommendations. By attending conferences and seminars, trainees try to look at a problem from different angles as the participants are normally from different fields and sectors.

3. **Selected Reading:** This is the self-improvement training technique. The persons acquire knowledge and awareness by reading various trade journals and magazines. Most of the companies have their own libraries. The employees become the members of the professional associations to keep abreast of latest developments in their respective fields.

4. **Brainstorming:** This is creativity-training technique, it helps people to solve problems in a new and different way. In this technique, the trainees are given the opportunity to generate ideas openly and without any fear of judgments. Criticism of any idea is not allowed so as to reduce inhibiting forces. Once a lot of ideas are generated then they are evaluated for their cost and feasibility.

5. **Programmed Instruction/Learning:** This is step-by-step self-learning method where the medium may be a textbook, computer or the internet. This is a systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond and giving the learner immediate feedback on the accuracy of his or her answers."

Assessment of Organizational Culture and Employee's Performance

Many researchers investigated the relationship between organizational culture and performance. Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization's culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by Ouchi as an approach to excellence.

And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. Second, organizational culture can foster commitment to the organization's philosophy and values. Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors. Finally, certain types of organizational cultures may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011).

Marcoulides and Heck (1993) researched the Organizational Culture and Performance: Proposing and Testing a Model concerning how an organization's culture affects organizational performance. And demonstrate the application of LISREL modeling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organization's strategies and practices, an organizational value system, and the collective beliefs of the individuals working within the organization. The researcher measured organizational culture by several latent variables which are: organizational structure and purpose, organizational values, task organization, climate, and individual values and beliefs.

Ojo (2008) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational culture plays a vital role in an organization's general performance.

Empirical Review

Many researchers investigated the relationship between organizational culture and performance. Studies have shown that the relationship between many cultural attributes and employees' performance has not been consistent over time (Denison, 2015). Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization's culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by William Ouchi (1980) as an approach to excellence. And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both

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Conclusion

The study was carried out to examine the effect of organizational culture on employee's performance at Ogun State housing cooperation Abeokuta. The findings of the study indicated that training and development increases the employee competence. The findings show that reward has a significant increase on the productivity of the organization. Finally it was processed from the study that recruitment can positively enhance the market share of the organization. Employees are ever ready to make an extra effort if they are satisfied with strategic decisions of their organizations. Organizational culture determines the performance of the employees. The organizations should try as much as possible for their employees to understand the organizational culture properly so that there may be improvement in their performance the reason is that the employee's performance is the base of an organization, in other words organizational culture have effects on the Employee's performance.

Recommendations

Based on the findings, the researcher recommended as follows;

- Organization should provide a flexible culture, these will provide such working environment to employees in which they will work easily and independently without feeling any burden.
- Company should provide employee with a clear career path and career development opportunities by giving them training, seminars and workshops and this will increase their productivity in the organization.
- Companies or organizations should make sure that their employees have the knowledge of the companies or organizations vision, mission and strategic
- It is hoped that if these recommendations are strictly adhered to by all concerned, it will increase the employee performance in the organization.

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