



Institutional Culture and Performance

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ABSTRACT

Institutional culture is a key variable of total quality management in performance. A good culture improves performance, while a weak one reduces the quality of output. However, what determines strong or weak culture is subjective, depending on the institution. In view of this, the objective of the study was to examine the effect of institutional culture on its performance using Auchi Polytechnics, Auchi as a case study. With E-view 9-0 software, the ordinary least square technique was used to estimate the relationship between culture and performance. The study revealed that culture does not have a significant effect on institutional performance. The study recommended the proactive contributions of all stakeholders in Nigerian Polytechnic to be productive in achieving the National goals for establishing Polytechnics in Nigeria.

Keyword: Institutional Performance, Culture,

I. Introduction

Institutional culture may foster or hinder effective performance, depending on whether or not it creates a climate for quality by adjusting its style and on-going management practices (Longenecker&Scazzero, 2016). This is especially so in higher institution of learning. Institutional culture has been viewed as an essential factor in developing and maintaining a higher level of commitment among its personnel (O' Reilly, 1989).

In view of the role of higher education in attaining a sustainable economy, it is disturbing to its citizens and economy that Nigeria is backwards in terms of quality of its higher education not only in the world, but also within the African Continent (Akubuilu&Okorie, 2013). More disturbing is the quality of education in the Nigerian Polytechnics. Parents, students, the public and even employees all have a negative perception about Polytechnic

education in Nigeria. Education in the polytechnic is relegated to the background. A major reason for this as posited by Chiemeké, Longe, Longe&Shaib (2009)), is the poor performance of polytechnics in Nigeria in terms of research output and innovation.

Polytechnics in Nigeria were set up to fortify the frontiers of the Nigerian economy through advancement in science and technology. Polytechnic products are supposed to be innovative, creative and self-reliant thus improving industrialization in the economy, driving it from a poor developing to a developed country and competing on the same level with world renowned industrialized economy.

Adama (2016) assessed performance of the two polytechnics in Bauchi and found a high level of performance. Similarly, the study of Halilu and Wilson (2018) revealed a high level of performance of academic staff in Nigerian Polytechnics in terms of teaching, supervision, research, publication and community service. However, the study also revealed ineffective innovation performance. This is notable as innovation is the key to polytechnic performance. In an earlier study. Owing to the effects of culture as measured by innovation, especially in research output. this study was necessitated.

Auchi polytechnic is known as one of the best polytechnics in Nigeria. Despite its renowned position, its performance has declined in recent years as shown by its position in world's ranking of best institutions in Nigeria and the World, for the years under review in this study (2011 to 2020). This declining performance called for the investigation of its culture and effect on its performance for the past 10 years.

The objective of this paper was to examine the effect of culture on the institutional performance, using Auchi Polytechnic as a case study.



The following hypothesis were formulated and tested for empirical analysis.

H₀: Institutional culture has no significant effect on its performance

Institutional Performance

Institutional performance has been defined as the actual results or the performance of an

➤ Institution as measured or compared to its intended outputs which are its goals and objectives (Cho & Dansereau, 2010; Tomal & Jones, 2015 in Bashaer, Anigh & Sherine, 2016; and Kangal, 2021). It is derived from the concept of organization and performance. As opined by Carton (2004), it is based upon the idea that an organization is the voluntary association of productive assets, including all forms of resources whether human, capital or physical resources with the aim of achieving a shared purpose and its essence is value creation. It is the value created by a group in an entity, individually and collectively, to achieve its objectives and gain competitive advantage. It includes certain policies and procedures which are followed by employees as they perform their day to day activities, known as organizational structure.

Accounting measures, survival or growth measures, efficiency measures, operational measures market-based measures and operational measures are all of performance.

2.1.6 Institutional Culture

Institutional culture refers to the beliefs and behaviour a group of persons have developed overtime and shared in common within an organization (Tarique *et al.*, 2015 in Rehman, Mohamed and Ayoup, 2019). It is the shared goals, beliefs, norms, and practices followed by members of an organization which differentiate that organization from the others in similar industry (Hakim, 2005 in Ahmed *et al.*, 2018). Ahmed *et al.*, (2018) strongly posited that organizational culture impacts on employees' behaviour, attitude, organization activities and performance. They opined that the culture of an organization develops or shapes the perception of its employees as they tend to behave accordingly. For the organization to be strategically fit, it must require the proper and strong culture. O' Reilly (1989) opined that organizational culture is an essential feature or factor in developing and maintaining the high level of organizational commitment among personnel within the organization. Moreover, it is required for strategy implementation and works as a strategic instrument for creating organizational commitment. In broad terms, organizational commitment refers to the emotional association of employees with their employers and is defined as the employee

working attitude that directly impact on the intention to stay with that employing organization and participate in their work (Locke & Crawford, 2004 in Ahmed *et al.*, 2018). When the personnel of an organization develop a high sense of commitment to it, they become psychologically aligned with it. These psychologically aligned employees tend to be motivated towards job performance and organizational performance (Ahmed *et al.*, 2018).

A strong culture is one that fosters teamwork, innovation and participatory management. This is closely related to a system-oriented organization which, according to Deming, 1986, Juran 1969 in Hackman and Wageman (1995) is based on the system theory. This theory views the organization as comprising of a system of interrelated process and people which make up the system's components.

Akubuilu and Okorie (2013), in a work titled: "Sustainability of Tertiary Education through Quality Assurance and Development in Nigeria", examined the dwindling status and development of Nigeria educational system. They study was a qualitative one which concluded that dwindling quality of education in Nigeria has become perennial issues that requires pragmatic approach. They suggested the need for adoption of technology-based teaching and learning as a way of improving the quality of higher education in Nigeria. They recommended that Nigeria should boost the quality assurance of the nation's institutions of higher learning. Nigeria should slow the pace of establishing or approving new generational universities and improve in the student recruitment, teacher retention, and overall management.

In "Corporate Culture and Organizational Performance: A Case Study of May Fair Casino, Nairobi City Country, Kenya", Kamau and Wanyoike (2018) accessed the effect of corporate culture on the organizational performance of Mayfair casino by looking at the effects of values, teamwork, employee involvement and leadership on performance. The study adopted both descriptive and explanatory research designs to explain the relationship of variables. Data were collected through structured questionnaire and interviews. The results of the study showed that there was a strong positive correlation between corporate culture and organizational performance. The study recommended that corporate culture be supportive and compatible with intended strategies and day to day running of activities of employees.



Using an exploratory case study, Tedia (2016) explore successful strategies that one corporate group used to establish an effective organizational culture to improve performance. His research work titled: “The Impact of Organizational culture on Corporate Performance” used a purposive sample of 20 senior managers from a corporate group in Ethiopia who participated in semi structured face-to-face interview. The interview data were transcribed, categorized and coded. They were subsequently member checked and triangulated to increase the trustworthiness of interpretations. The findings revealed a core corporate value that included not just the well-being of employees but also that of the local community. The study recommended shared corporate values to employees for improved organizational performance.

Al-Qahtani, Alshehri and Abd.Aziz (2015) investigated the impact of total quality management practices and strategies on organizational performance in Pakistan and explored the relationship between effective implementation and organizational performance using a qualitative approach. Findings of their study indicated that TQM practices either affect organizational performance positively or hinders organizations to achieve their goals in which performance can be affected negatively. The study concluded that customer satisfaction and quality performance of products and services can be enhanced by implementing different quality initiatives at organization. Leadership commitment

was considered a key element for guaranteeing a successful implementation of TQM and organizational performance.

Population/ Sampling and Sampling Technique

The study focused on all permanent staff of Auchu Polytechnic (teaching and non- teaching staff), who have spent at least ten (10) years in service. The number of staff in the Polytechnic is 1,680 and this forms the population of the study. The sample size of 323 respondents for the purpose of questionnaire administration was obtained using the Taro Yamane (1967) formula as follows:

$$n = \frac{N}{(1+N(e)^2)}$$

Where n= sample size

N= Population =1680

e= Margin error = 0.05 (5% significant level)

$$\therefore n = \frac{1680}{(1+1680(0.05)^2)}$$

$$n = \frac{1680}{1+1680(0.025)} = \frac{1680}{1+42} = \frac{1680}{5.2}$$

n= 323

The study employed primary and secondary sources of data collection. Data were obtained through questionnaire administered to the staff of Auchu Polytechnic and Web metrics data base. Data collected through questionnaire administration were used for data analyses and hypothesis testing. The results of the ranking of Auchu Polytechnic by Webometrics over the years (2011- 2020), as well as that of the questionnaire are as follows:

Data for Regression Analysis

YEAR	Institutional Performance (y)	Institutional Culture (x)
2011	11	91.27
2012	10	102.80
2013	8	107.07
2014	11	92.40
2015	21	85.47
2016	31	85.07
2017	38	84.80
2018	48	73.53
2019	58	72.53
2020	60	65.27

Sources: Aluko (2014) Nairaland Forum Retrieved 21st January, 2021

From <http://www.nairaland.com>. 2014-02-2016.

Federal University, Otuoke (2012, 2013, and 2014): Star information.

Author’s Compilation 2021.

Questionnaire:

Please tick the appropriate option.



NOTE: SA = Strongly Agree, A = Agree, U = Undecided, D = Disagree, SD = Strongly Disagree.

1. Auchi Polytechnic has a culture that fosters quality research, innovation and creativity. SA [] A [] U [] D [] SD []
2. Its culture enhances good community relationship either internally or externally. SA [] A [] U [] D [] SD []
3. The Polytechnic culture is known to favour mentoring/reward rather than unnecessary punishment. SA [] A [] U [] D [] SD []
4. Its culture encourages voices rather than silence. SA [] A [] U [] D [] SD []
5. Its culture mandates all staff to be IT compliant. SA [] A [] U [] D [] SD []
6. Its culture provides regular training for all staff at specified intervals and levels. SA [] A [] U [] D [] SD []
7. In view of the questions 1 – 6 above, the culture of the Polytechnic over the years as specified below positively impacted on its overall performance.
 - 2011 SA [] A [] U [] D [] SD []
 - 2012 SA [] A [] U [] D [] SD []
 - 2013 SA [] A [] U [] D [] SD []
 - 2014 SA [] A [] U [] D [] SD []
 - 2015 SA [] A [] U [] D [] SD []
 - 2016 SA [] A [] U [] D [] SD []
 - 2017 SA [] A [] U [] D [] SD []
 - 2018 SA [] A [] U [] D [] SD []
 - 2019 SA [] A [] U [] D [] SD []
 - 2020 SA [] A [] U [] D [] SD []

8. Your suggestions or recommendations:

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The model is specified as:

$$IP = F(IC) \dots \dots \dots (1)$$

It is further stated in explicit form as:

$$IP = b_0 + b_1 IC + e_t \dots \dots \dots (2)$$

Where: IP = Institutional Performance

b_0 = Constant

b = Coefficient

IC = Institutional Culture

e_t = error term

Based on the study objective, the E views 9.0 software technique was used to estimate the regression of performance in Auchi Polytechnics and its culture. The f-test and t-statistics were used to test hypothesis formulated.

Results and Discussions

Regression Analysis of Institutional Performance (Ranking) and Culture.

Descriptive Statistics

	Mean	Std. Deviation	N
Dependent Var (Institution Performance Ranking)	29.30	20.155	10



Independent Var (Institutional Culture)	86.0210	13.18321	10
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Correlations

		Dependent Var (Institution Performance Ranking)	Independent Var (Institutional Culture)
Pearson Correlation	Dependent Var (Institution Performance Ranking)	1.000	-.925
	Independent Var (Institutional Culture)	-.925	1.000
Sig. (1-tailed)	Dependent Var (Institution Performance Ranking)	.	.000
	Independent Var (Institutional Culture)	.000	.
N	Dependent Var (Institution Performance Ranking)	10	10
	Independent Var (Institutional Culture)	10	10

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.925 ^a	.856	.838	8.102	1.869

a. Predictors: (Constant), Independent Var (Institutional Culture)

b. Dependent Variable: Dependent Var (Institution Performance Ranking)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3130.942	1	3130.942	47.695	.000 ^b
	Residual	525.158	8	65.645		
	Total	3656.100	9			

a. Dependent Variable: Dependent Var (Institution Performance Ranking)

b. Predictors: (Constant), Independent Var (Institutional Culture)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	151.002	17.808		8.480	.000
	Independent Var (Institutional Culture)	-1.415	.205	-.925	-6.906	.000

a. Dependent Variable: Dependent Var (Institution Performance Ranking)

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	-.48	58.66	29.30	18.652	10



Residual	-10.874	9.613	.000	7.639	10
Std. Predicted Value	-1.597	1.574	.000	1.000	10
Std. Residual	-1.342	1.186	.000	.943	10

a. Dependent Variable: Dependent Var (Institution Performance Ranking)

It was observed that organizational culture has a significant effect on the organizational performance of Auchu Polytechnic, Auchu. However, the relationship is an inverse one as the coefficient of organizational culture is positive indicating that an increase in the quality of the organizational culture of the polytechnic leads to an increase in its position thereby ranking low with respect to other higher institutions of learning in Nigeria. This implies decrease in organizational performance of the Polytechnic. This finding is at variance with the views of O'Reilly (1989) who strongly asserted that organizational culture is an essential feature of strategic implementation and a strategic instrument for creating organizational commitment; and Ahmed et al (2018) who posited that a strong culture is necessary to create psychologically aligned employees who are motivated towards job performance and organizational performance.

II. Conclusion and Recommendations

1. The importance of regular interactive sessions with employees as to properly inform and update them about the organization concerns cannot be underscored. High power distance between management and staff could lead to a breakdown in communication and low morale on the part of staff. Organizations who seek to improve performance must conscientiously deal with these and other issues that can negatively affect employee performance.

2. Institutional culture is not a positive influence on organizational performance. This could be that with a strong leadership and improved employee performance, the effects of culture in the performance of institution is mitigated. Further researchers need to be conducted in this respect to find out the reason.

3. The study recommends as follows;

1. Management should foster a culture where employees can develop themselves by way of further studies and intensive research to improve their skills and competencies on their job. When employees bring to fore their skills and competencies in carrying out their duties, there is the likelihood that they will be given the opportunity to contribute meaningfully in the affairs of the organization. To this end, staff must;

✓ Endeavor to publish scholarly articles in reputable local and international journals as well as presentation on invited papers at educational conferences, seminars and workshops.

✓ Be proficient in information and communication technology (ICT). This will help to achieve the purpose of Polytechnic education, proficiency in skill acquisition and technological advancement. Employees should view themselves as stakeholders that they are actually in their various institutions. This will create in them the zeal to be creative and innovative in carrying out their duties and thus eliminate "na government work" syndrome.

2. Management should create a culture of good ambience that fosters training, development, creativity and innovation. Approval for further studies should be given to staff as this definitely contributes to improved organizational performance. Management should be able to attract research grant and facilities to the Polytechnic and ensure that both teaching and non-teaching staff benefit from such grants. The Directorate of Academic Planning/Internal Quality Assurance should be expanded to include a Representative from each of the Schools that make up Auchu Polytechnic for effective service delivery. Staff should be given voices and their voices should be heard by Management. Finally, parents, students (past and present) and even the community must continue to engage in activities that will enhance the growth and development of Polytechnic in Nigeria.

The findings of the study revealed that organizational culture has a negative significant effect on performance of Nigerian polytechnics. Why is this so? This is an interesting question to answer in further research. The number of years used (10 years) was very few. Further research should look at least 20 years data series. Only one case study was examined in this work. Future research should consider viewing more polytechnics.

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