

The Impact of Organizational Culture on Employee's Performance in Public Sector

¹Inienger, Chia Christopher & ²Emem Udoh
^{1&2}*Department of Public Administration*
University of Abuja

Abstract

The performance of employees of any organization is a product of various contributing factors, one of which is organizational culture. This paper therefore examines the impact of organizational culture on employee's performance. The paper made use of content analysis as only the secondary data – essentially the existing literature on the subject matter was used. The paper found out that the culture of organization is central to either impressive or unimpressive performance of the employees. The paper concludes that the performance of Nigerian Civil Servants for instance is negatively influenced by the culture of inefficiency and corruption hence the need to develop a culture that is based on sound values of hard work, honesty and prudence.

Keywords: *Impact, Organizational culture, Employee performance.*

Corresponding Author: Inienger, Chia Christopher

Background to the Study

Organizational culture is the combination of expectations of organization, experiences, philosophy and values. Consequently, it is otherwise called corporate culture. It gives guidelines for quality of product in case of production organization (Aluko, 2003), and improves punctuality, safety and other factors affecting the work environment (Denison, Haaland and Goelzer, 2004). The values, norms and objectives motivate the employees; this in turn improves their commitment thereby leading to higher performance (Awadh & Saad, 2013).

The culture of organization is not however stagnant. Members of an organization develop a shared belief about what is right and wrong as they interact and learn what yields success and what doesn't, as such, the culture of any organization is constantly being created, changed and splintered to ensure the success of the organization (Baker, 2004). Unfortunately, most organizations put more efforts only on the intrinsic and extrinsic reward systems giving less concern to the traditional cultural activities of the organization (Njuji and LumWagi, 2014). According to Kandula (2006), the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield the same result for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas, a negative and weak culture may de-motivate an outstanding employee to underperform and end up with no achievement (Ahmed, 2012). Despite the necessity of organizational culture, it appears the culture of most public organization in Nigeria is not tailored towards enhancing employee performance. This paper therefore examines the extent to which organizational culture impact on the performance of organizations.

Objective of the Study

The objective of the study is to examine the impact of organizational culture on employee performance; to evaluate how positive and negative culture impacts performance and how a performing organization build a strong and positive culture.

Methodology

This study employ content analysis as a methodology hence, it relies on the existing literature on the concepts to articulate its discourse. Owing to the wide scope of this paper, no primary data in the form of questionnaire or interview was collected. Rather, the paper relies heavily on the secondary data that are available to it for the purpose of conducting the content analysis to achieve the above stated objectives of the paper.

Conceptual Exposition

Organizational Culture

Organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity. Watson (2006) emphasizes that the concept of culture originally derived from a metaphor of the organization as 'something cultivated'. For the past number of decades, most academics and practitioners studying organizations suggest the concept of culture

is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization (Schein, 2004). Schein (2004) highlights that 'the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional'.

Culture therefore gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'. An organization's culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organization. One of the first things a new employee learns is some of the organization's legends. Legends can stay with an organization and become part of the established way of doing things. Over time the organization will develop 'norms' i.e. established (normal) expected behaviour patterns within the organization. A norm is defined as an established behaviour pattern that is part of a culture.

Schein (2004) emphasizes that 'perhaps the most intriguing aspect of culture as a concept is that it points us to phenomena that are below the surface, that are powerful in their impact but invisible and to a considerable degree unconscious' (p.8). Schein uses an analogy that culture is to a group what personality or character is to an individual. 'We can see the behaviour that results, but often we cannot see the forces underneath that cause certain kinds of behaviour. Yet, just as our personality and character guide and constrain our behaviour, so does culture guide and constrain the behaviour of members of a group through the shared norms that are held in that group.

Schein (1990) emphasizes that there are visible and invisible levels of corporate culture (the 'culture iceberg' analogy - the visible levels (surface manifestations) of the 'culture iceberg' incorporate observable symbols, ceremonies, stories, slogans, behaviours, dress and physical settings. The invisible levels of the 'culture iceberg' include underlying values, assumptions, beliefs, attitudes and feelings. Often, change strategies focus on the visible levels. Deal and Kennedy (1982) emphasize the more visible levels of culture (heroes, rites, rituals, legends and ceremonies) because it is these attributes they believe shape behaviour. But it is the invisible levels that may be of more interest to public sector organizations in terms of their influence in progressing or impeding organizational change. Rousseau (1990) in his critique of researchers who concentrate on one or a few attributes, proposes a multilayered model which he structured as a ring.

Rousseau's model appears to capture all the key elements of culture: 'a continuum from unconscious to conscious, from interpretative to behaviour, from inaccessible to accessible' (Rousseau 1990). Organizational culture, then, is made up of more 'superficial' aspects such as patterns of behaviour and observable symbols and ceremonies, and more deep seated and underlying values, assumptions and beliefs. Some proponents argue

that organizational culture can be changed by focusing on the more visible aspects such as rites and rituals, as these help shape behaviour. However, others argue that this is a misunderstanding of culture and that the 'deeper' aspects of culture such as beliefs and feelings must be taken into account when considering organizational culture and potential changes to culture.

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). Morgan (1997) views organizational culture as the collection of traditions, values, beliefs, policies and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

Collins and Porras (2000) opined that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that this shared meaning consists of seven key characteristics: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem solving (Kotter, 2012). If it becomes incongruent with the changing expectations of internal/external stakeholders, the organization's effectiveness can decline (Ernst, 2001).

For the different attributes of culture have been arranged on basis of norms and attitudes which help in differentiating one firm from another. (Forehand and von Gilmer, 1964) The process of thinking helps in establishing one member from another on basis of cognitive thinking (Hofstede, 1980). The success guidance based upon different values and norm that makes culture effective (Schein, 1990). The set of beliefs, behaviours, norms and values helps in making culture most effective (Kotter and Heskett, 1992). The knowledge of culture has been gained through understanding and beliefs on basis of large groups. Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behaviour that provides guidance to people.

The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources. (Titiev, 1959) The cognitive systems of human that helps in improving thinking and decision making were based upon organization culture. (Pettigrew 1979) The multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner. The normative glue based upon organization culture helps in holding overall management effectiveness (Tichy 1982). The concept of effective organizational culture helps in improving business decisions.

The survival of culture in an organization lies upon national and foreign culture differentiation in culture management. (Schein, 1990) The culture of organization has been affected by attitudes, norms and beliefs that lead to strong communication between

employees. Nowadays organization culture has generally been interrelated to management. (Kotter and Heskett, 1992). The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture. (Schein, 1995) Certain characteristics of organization culture have been established in which set of norms, values and beliefs helps in perfect association between them. (Hodgetts and Luthans, 2003) At different level of organization culture different background, ethics and racial differences impact upon performance. The similar organization culture with different backgrounds has common set of values and beliefs to be effected by organization systems. (Robbins & Sanghi, 2007) The attraction of organization norms, values and beliefs have strong affect upon performance and sustainability. (Stewart, 2010) The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability. Different kinds of cultures have been defined as followed:

Counter Culture: The values and beliefs of organization culture which were shared among different management departments and managers were forced to gain advantage from them come under countercultures. (Kerr, & Slocum, 2005) The organization performance based upon contribution of strong culture leads to strong association between performance and management.

Sub Culture Subcultures: these are organization segments with different sets of norms, values and beliefs on basis of geographical areas, job requirements and department goals (Schein, 1995). The commitment of employees towards organization is base on employee perception that affects culture. (Lok, Westwood and Crawford, 2005) The social interaction of workplace outside organization considers well for some groups.

Strong Culture: The same type of values and beliefs which an employee holds in culture must be considered strong. It also represent the beliefs and values of organization w considered strong when employee embraces greater part of culture. (Deal and Kennedy, 1982) Here, reduction in gaps on employee relationship is agreed with managers. The policies, procedures and objectives designed by top managers' influence the behaviour of employees so that competitive advantage is gained.

Weak Culture: The loosely knit organization cultures that helps in pushing thought, attitudes and beliefs of individuals to be more innovative. The valuable asset contributes to growing needs and wants of culture management. The loosely joined culture based upon values and beliefs have association with perfect sets. (Deal and Kenndy 1982) The diversity between personal objectives and organizational goals has creative management of rules and procedures so that perfect association has been created between them.

Types of Organizational Culture

It is important to note that there is not just one organizational culture. It is widely recognized by the academic literature that different organizations have Artifacts Outer rings are the visible *signs* of culture. Inner rings are the hidden *feelings* of culture,

fundamental assumptions (or beliefs), patterns of behavior Behaviour norms values distinctive cultures. Also, there may be more than one culture within organizations. One classification of culture types is proposed in Bradley and Parker's (2006) Competing Values Framework (CVF), based on work by Quinn and Rohrbaugh (1983). The CVF has been used in a number of studies to investigate organizational culture (e.g Harris and Mossholder, 1996). The CVF examines the competing demands within organizations between their internal and external environments on the one hand between control and flexibility. (Bradly and Parker, 2001). These conflicting demands constitute the two axes of the competing values model.

Organizations with an internal focus emphasize integration, information management and communication, whereas organizations with an external focus emphasize growth, resource acquisition and interaction with the external environment. On the second dimension of conflicting demands, organizations with a focus on control emphasize stability and cohesion while organizations with a focus on flexibility emphasize adaptability and spontaneity. Combined, these two dimensions of competing values map out four major 'types' of organizational culture revealed in theoretical analyses of organizations (Zammuto, Gifford and Goodman, 1999). The internal process model involves a control/internal focus in which information management and communication are utilized in order to achieve stability and control. This model has also been referred to as a 'hierarchical culture' because it involves the enforcement of rules, conformity, and attention to technical matters (Denison and Spreitzer, 1991):

- I. The internal process model most clearly reflects the traditional theoretical model of bureaucracy and public administration that relies on formal rules and procedures as control mechanisms (Weber, 1948; Zammuto, Gifford and Goodman, 1999) (Bradley and Parker, 2001, 2006).
- ii. The open systems model involves a flexibility/external focus in which readiness and adaptability are utilized in order to achieve growth, resource acquisition and external support. This model has also been referred to as a 'developmental culture' because it is associated with innovative leaders with vision who also maintain a focus on the external environment (Denison and Spreitzer, 1991). These organisations are dynamic and entrepreneurial, their leaders are risk-takers, and organisational rewards are linked to individual initiative (Bradley and Parker, 2001, 2006).
- iii. The human relations model involves a flexibility/internal focus in which training and the broader development of human resources are utilized to achieve cohesion and employee morale. This model of organisational culture has also been referred to as 'group culture' because it is associated with trust and participation through teamwork. Managers in organisations of this type seek to encourage and mentor employees (Bradley and Parker, 2001, 2006).

- iv. The rational goal model involves a control/external focus in which planning and goal setting are utilized to achieve productivity and efficiency. This model of organisational culture is referred to as a rational culture because of its emphasis on outcomes and goal fulfilment (Denison and Spreitzer, 1991). Organisations of this type are production oriented, and managers organize employees in the pursuit of designated goals and objectives, and rewards are linked to outcomes (Bradley and Parker, 2001, 2006).

The importance of this academic understanding of types of culture is not that the types exist in any pure form in organizations. It is possible for organizations to display several cultural types. Rather, it is that such typologies help in our understanding of predominant cultures and thinking as to what re-balancing is needed if culture is to be shifted to support new practices and values.

Dimension of Organizational Culture

The four dimensions of organization culture were as followed:

Power distance: It is defined as degree of employee and management behaviour that have been based upon perfect relationship between formal and informal set of planning action. Individualism: In this dimension difference between organization interest and self interest have perfectly been matched.

Uncertainty avoidance: The uncertainty and ambiguity based upon tolerance helps in mitigating willingness of people.

Masculinity: It comes in avoidance of caring and promotion rather than level of success based upon challenges, insolence and ambition.

In 1998 Hofstede and Bond identified fifth dimension in which 23 countries long and short term orientation have perfectly been analyzed. The organizational behaviour relates to practitioners values and beliefs based upon culture factors and norms that effects upon personality and performance of organization. (Sondergaard, 1994) The cultural factors and personality impacts upon behaviour and sustainability of organization (Schwartz,1994) The models developed by Hofstede in 1980 presents 38 countries studies in which strong relationships of culture have been identified.

From these classifications two different kinds of dimensions have been identified such as: Affective & intellectual while secondly self enhancement and self transcendence. The standards based upon cultures and societies present contractual relationship between life and work. The standards based upon cultural association leads to perfect association between performance and management. More than 30 companies from 50 different countries have been identified (Trompanaars 1993). Seven different dimensions of cultures have also been identified such as universalism versus particularize, specific versus diffuse, emotional versus neutral, communication versus individualism,

achievement versus ascription, attitude to environment and attitude to time. The Hofstede's model has seven dimensions that help in presenting effective relationship between different sets of norms and values.

Why is Culture Important to Organization?

Some researchers' findings show that certain kinds of cultures correlate with economic performance (Denison, 1990; Kotter and Heskett, 1992; Sorensen, 2002). Boyne (2003) suggests a link between organizational culture change and public service improvement. Similarly, Ban (1995) in a study of the US Environmental Protection Agency, found that the agency was more adept than other federal agencies in mitigating the effects of centralized federal human resource policy constraints. This was linked to the agency's status as an adhocracy with an open culture, focusing on change and flexibility, and characterized by creative problem solving and risk taking.

Understanding of organizational culture and cultural types also helps our understanding of why managerial reforms may impact differently within and between organizations. An organization with a predominantly internal process culture, for example, may be more resistant to reforms aimed at promoting innovation. Pollitt and Bouckaert (2004, p.55) note: 'We would also expect staff in high uncertainty avoidance cultures to be more concerned with rule-following and more reluctant to risk changing jobs - both factors of some importance for those reformers who want to deregulate bureaucracies and encourage more rapid job change in the public service'. Practitioners in both the private and public sectors have come to realize that organizational change often requires changing the organization's culture and learning. For example, in terms of improving career progression arrangements in the civil service, O'Riordan and Humphreys (2002) suggest a need for a change in organizational culture in many areas of a department. In particular, O'Riordan (2004) says that 'developing a culture in which career progression and development of staff is prioritized represents an important retention and motivation tool'.

Zalami (2005) notes that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change. This is also noted by O'Donnell (2006) in terms of culture facilitating innovative initiatives in the public sector and providing a supportive environment for developing 'enterprising leaders'. The issue of culture emerged as a recurring theme throughout the CPMR study on Innovation in the Irish Public Sector and suggests that 'management attitudes to risk management and tolerance towards failure merit further research in terms of their impact on developing an entrepreneurial culture in the public sector'.

The academic literature suggests that traditional organizational cultures in the public sector are likely to impede public service modernization unless they themselves are changed to become aligned with the modern role of government as an engine of economic growth (private sector development, ownership of state enterprises). Zalami (2005), notes that change proponents have identified attributes of public sector culture focused on its

authorities and controls, rules driven, bureaucratic nature, inefficient use of resources, unaccountable for results, and suggests a new paradigm more responsive to citizen needs.

Du Gay (2000) argues that undermining the bureaucratic ethos is an avowed intention of contemporary reformers, but their understanding of 'bureaucracy' and their conception of 'efficiency' he feels leaves a lot to be desired (Osborne and Gaebler, 1992; Peters, 1987). He suggests that rather than referring to a form of organization exhibiting many if not most of the characteristics of Max Weber's (1978) classic 'bureau; contemporary reformers use 'bureaucracy' as a composite term for the defects (waste, inertia, excessive red tape) of large organizations. They advocate its replacement by more efficient, business-like methods.

Questioning by staff is one source of uncertainty that can be ruled out by fiat and so it is. The culture is anti-intellectual because to admit the relevance of new understanding is to greatly increase that complexity the boss must handle. The danger of cognitive overload and the suspicion that the increase in acknowledge complexity would not bring commensurate rewards is enough to discourage open ended analysis' (Litton, 2006). He also describes the culture as personal list 'because numbers are small, and in the absence of detailed job descriptions workers interact as individuals, not roles' Litton, 2006).

Culture is, therefore, a key battleground in the context of management reform in the public service. Simplistic approaches suggest that the old bureaucratic culture of the public service must be dismantled and replaced by a more private sector like entrepreneurial culture. But the reality is as suggested here, that such simplistic approaches will not work. A fuller understanding of culture and the reason for particular organizational cultures in the public service is central to successful management reform.

Organizational Performance

The degree of an achievement to which an employee's fulfill the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Stannack, 1996; Barne, 1991).

The job of an employee is build up by degree of achievement of a particular target or mission that defines boundaries of performance (Cascio, 2006). Certain researchers have identified different thought, attitudes and beliefs of performance as it helps in measurement of input and output efficiency measures that lead to transactional association. (Stannack, 1996)

The capability of an organization to establish perfect relationship with resources presents effective and efficient management of resources. (Daft, 2000) In order to achieve goals and objectives of organization strategies have been designed based upon organizational

performance. (Richardo, 2001) The equity based upon high returns helps in effective management of organization resources so that performance improves (Ricardo, 2001)

The performance measurement system helps in improving organization association to achieve goals and objectives at an effective manner. (Ittner and Larcker, 1998) The strategic planning based upon development of goals and objectives help organization to focus non-financial or intangible assets. The quality, performance and services linked with customers have financial nature (Kaplan and Norton, 2001).

The financial and non-financial reward management systems enabled by measurement and evaluation of performance measurement system. The traditional measurement of performance based upon strategic performance system. The translation and measurement of financial and non-financial performance based upon SPMS leads to competitiveness (Chenhall, 2005). The measurement technique helps in increasing competitive advantage in organization based upon effective pressures. The multiple performance measures adopted by organization based upon non-financial and financial measures helps in presenting uncontrollable events (Burns and McKinnon, 1993). The measurement technique adopted by organization helps in presenting positive association of goods and services.

The Balance Score card has been used to evaluate performance management of employees based upon perfect association between goods and services. (Kaplan and Norton, 1992) The strategies based upon rationality and design helps in making culture more effective. The four casual relationships between performance management and culture have been defined so far. The learning growth, customers, internal business process and financial reward management system helps in improving and presenting casual relationship. The focus of an organization for cooperative tool helps in improving communication among business performance. The organizational goals and strategies based upon feedback helps in improving performance management.

Linkage of Organizational culture with Organizational performance Denison (1984) studied 34 Americans cultural performance on basis of characteristics that helps in improving performance over time. The culture and performance have been interrelated to each other based on perfect association between business processes (Reichers and Schneider, 1990). The culture construct based upon operational complexity have its basis towards different business processes. In more than 200 organizations economic and long term performance have been investigated (Kotter and Heskett, 1992).

Organization Culture and Public Bureaucracy

Government is the source of authority and control Government provides services and solutions to common problems Government is rules-driven and resistant to changes Government is results-oriented and changes to meet new needs Public servants are focused on themselves and their situations Public servants are focused on meeting the needs of the citizens Weber's (1978) classic 'bureau', contemporary reformers use

'bureaucracy' as a composite term for the defects (waste, inertia, excessive red tape) of large organizations. They advocate its replacement by more efficient, business-like methods.

Overall, DuGay (2000) feels that it is both misguided and remarkably premature to announce the death of the cultural ethos of bureaucratic office. 'Many of its key features as they came into existence a century or so ago remain as or more essential to the provision of good government today as they did then - as a number of recent well-publicized cases of improper conduct in government, at both national and supranational level, indicate all too clearly. These features include the possession of enough skill, status and independence to offer frank and fearless advice about the formulation and implementation of distinctive public purposes and to try to achieve purposes impartially, responsibly and with energy if not enthusiasm.

Representative democracy still needs the bureaucratic ethos'. But Litton (2006) notes that the simple structure form favoured by bureaucracies can lead to cultural traits that limit performance. He finds that the modus operandi of government departments 'bears a striking resemblance to the organizational structure identified by Mintzberg (1979) as the 'simple' or 'entrepreneurial' form' and these structures depend on direct supervision as a device to coordinate its division of labour. Litton (2006) explains that it is the 'boss' who deals with the environment and assigns tasks according to the products identified by him or her that will satisfy the customer, and who with the support of one or two trusted middle managers or supervisors, oversees their execution. He explains further that the culture that sustains this form is similar to that which Basil Chubb (1970) used to describe Irish political culture: authoritarian, anti-intellectual and personalist. 'The culture is authoritarian because the boss alone has the command of the big picture that combines both internal and external environments. The boss's role is to handle the uncertainties that attend any organizing endeavour.

Questioning by staff is one source of uncertainty that can be ruled out by fiat and so it is. The culture is anti-intellectual because to admit the relevance of new understandings is to greatly increase that complexity the boss must handle. The danger of cognitive overload and the suspicion that the increase in acknowledged complexity would not bring commensurate rewards is enough to discourage open ended analysis' (Litton, 2006). He also describes the culture as personalist 'because numbers are small, and in the absence of detailed job descriptions workers interact as individuals, not roles' (Litton, 2006).

Culture is, therefore, a key battleground in the context of management reform in the public service. Simplistic approaches suggest that the old bureaucratic culture of the public service must be dismantled and replaced by a more private sector like entrepreneurial culture. But the reality is, as suggested here, that such simplistic approaches will not work. A fuller understanding of culture and the reasons for particular organizational cultures in the public service is central to successful management reform.

Discussions

Earlier studies indicated a relationship between organizational culture and employees' performance. Magee (2002) argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance. Hellriegel & Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. Some theoretical models assert that effective human resource system is based on supporting values, that create a positive impact on employees' attitudes and behaviors which in turn influence their performance (Ferris et al., 1998).

From numerous "culture surveys" it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2006 and Denison, 1990,). Martin and Siehl (1990) argued that organizational culture is theoretically related to performance and have positive influence on it. Bowen and Ostroff (1989) observed the role of culture in nurturing, sustaining and enhancing employees' performance in organizations.

Kopelman et al. (1990) observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization. Employees need a supportive organizational culture to attain their individual objectives. According to Furnham and Gunter (1993), organizational culture functions as the internal integration and coordination between a firm's operations and its employees, where it fails to fulfill these functions to a satisfactory level, employees may be influenced negatively. A positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate objectives (Daft, 2010). An organization's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. An organization's performance improves if it has a clear sense of purpose and commitment towards its mission.

Academics and practitioners argue that the performance of an organization is dependent on the degree to which its values of are widely shared (Kotter and Heskett, 1992). Similarly, it is widely argued that shared and strongly held values enable management to predict employees reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Ogbonna, 1993).

Denison (1984) found, in his study of organizational culture that organizations with participative reaped great rewards on their efforts. His conclusion was that cultural and behavioral aspects of organizations are intimately linked to both short-term performance and long-term survival.

Conclusion and Recommendations

The different values and beliefs based on employee performance helps in organization association. The organization culture helps in internalizing joint relationship that leads to effective management of organization processes, and culture of organization helps in improving performance. This also means that a negative culture negatively influences employee performance.

In the Nigerian Public Service for instance, there has been in existence of strange and negative cultural indices such as rigidity, wastefulness, mismanagement, inadequate attention to training, nepotism/tribalism, corruption etc. these have negatively affected the performance of public servants.

In an organization, strong culture enables effective and efficient management of employees. The net benefit in an organization helps in enhancing performance of employees. The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions, organizational culture is helpful in improving and providing competitive edge. The employee commitment and group efficiency helps in improving performance based on organization sustainability. The nature and power of organization culture influence sustainability of employee performance and effective running of organization at large.

There is need therefore for public organizations in Nigeria to work towards harnessing those strong and positive cultural elements in the civil servants with a view to achieving high employee performance. To achieve this, the top bureaucrats should consider it a point of duty to sanction employees with negative cultural elements; at to reward those elements that are inclined to realizing higher performance in the public organizations.

References

- Awadh, A. M., & Saad, A. M. (2013). Impact of organizational culture on employee performance. *International Review of Management and Business Research*, 2 (1), 168-175.
- Ban, C. (1995) *How do public managers manage? Bureaucratic constraints, organizational culture and the potential for reform*, San Francisco, CA: Jossey-Bass.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 1 (17) 99-120
- Boyle R. & P.C. Humphreys (2001). *A new change agenda for the Irish public service*, CPMR Discussion Paper 17, Dublin: IPA.
- Boyne, G. (2003). Sources of public service improvement: A critical review and research agenda, *Journal of Public Administration Research and Theory*, 13, (3) 367-394.
- Bradley, L. & R. Parker (2006). *Do Australian public sector employees have the type of culture they want in the era of new public management? Australian Journal of Public Administration (AJPA)*, 65, (1) p.89-99, Australia: Blackwell Synergy, <http://www.blackwell-synergy.com/doi/abs/10.1111/j.1467-8500.2006.00474a.x>
- Bulach, C., Lunenburg, F. C., & Potter, L. (2012). *Creating a Culture for high performing schools: A comprehensive approach to school reform*. Lanham: Rowman& Littlefield.
- Burns, W.J. & McKinnon, S. M. (1993). Information and managers: A field study. *Journal of Management Accounting Research*, 5, 84-123
- Cascio, W. F. (2006). *Managing human resources: Productivity, quality of life, profits*. McGraw-Hill Irwin.
- Daft, R. L. (2000). *Organization theory and design*. (7th Ed.) South-Western College Publishing, Thomson Learning. U.S.A.
- Deal, T. E. & Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Reading, Mass: Addison-Wesley Publishing Co.
- Denison, D.R. & G.M. Spreitzer (1991). Organizational culture and organizational development, *Research in Organizational Change and Development*, 5, 1-21.
- Denison, D.R. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13 (2), 5-22.

- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. New York: Wiley.
- DuGay (2000). Chubb, B. (1970). *The government and Politics of Ireland*, London and Stanford (Calif.): Oxford University Press and Stanford University Press, cited in Litton, F. (2006).
- Ernst, H. (2001). *Corporate culture and innovative performance of a firm*. Management of Engineering and technology, Ibadan: Nigeria.
- Forehand, G. A. & Von Gilmer, (1964). Environmental variations in studies of organizational behavior. *Psychological Bulletin*, 62, 361-382.
- Harris, S. G. & Mossholder, K.W. (1996). The affective implications of perceived congruence with culture dimensions during organizational transformation, *Journal of Management*, 22, pp.527-47.
- Hatch, M. J. (1997). *Organization theory: Modern, symbolic and postmodern perspectives*. New York: Oxford University Press.
- Hodgetts, N. & Luthans, F. (2003). *International management: Culture, strategy, and behavior*. New York, McGraw-Hill/Irwin, Fifth Edition.
- Ittner, C. D. & Larcker, D. F. (1998). Innovations in performance measurement: Trends and research implications, *Journal of Management Accounting Research*, 10, 205-38.
- Kaplan, R. S. & Norton, D. P. (2001). *The strategy-focused organization: How balanced scorecard companies thrive in the new business environment*. Harvard Business School Press, Boston, MA.
- Kerr, J. & Slocum, J. W. (2005). Managing corporate culture through reward systems. *Academy of Management Executive*, 19, 130-138
- Kotter, J. (2012). *Corporate culture and performance*. New York: Free press.
- Kotter, J. P. & Heskett, J. L. (1992). *Corporate culture and performance*. New York: Free Press.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance*. New York: Free press.
- Legge, K. (1995). *Human resource management - The Rhetorics, The Realities*, 2nd edition, London: Macmillan.
- Litton, F. (2006). Chapter 8, 'The Civil service and a new design for democracy', (p.177-199) in Litton, F., Farmer, T. and F. Scott-Lennon (2006) *Ideas at Work, Essays in honour of Geoffrey MacKechnie*, Dublin: A&A Farmar Ltd.

- Lok, P. Westwood, R. & Crawford, J. (2005). Perceptions of organizational subculture and their significance for organizational commitment. *Applied Psychology: An International Review*, 54, 490–514.
- Mba, O. A. (2014). Organizational culture and employees performance in the National agency for food and drugs administration and control (NAFDAC) Nigeria, *Global Journal of Management and Business Research*. 14, (2), pp. 1- 10
- Mintzberg, H. (1979). *The structuring of organizations: A synthesis of research*, Englewood Cliffs, N.J: Prentice Hall, cited in Litton (2006).
- Nadia, N. & Shazia, Z. (2015). Impact of organizational culture on employee's performance. *Industrial Engineering Letters*. 5, (9), pp. 31 - 37
- Osborne, D. & Gaebler, T. (1992) *Reinventing government: How the entrepreneurial spirit Is transforming the public sector*, Reading, MA: Addison-Wesley, cited in DuGay (2000) and Bradley and Parker (2001).
- O'Donnell, O. (2006). *Innovation in the Irish public sector*, CPMR Discussion Paper 37, Dublin: IPA.
- O'Riordan, J. & Humphreys, P.C. (2002). *Career progression in the Irish civil service*, CPMR Discussion Paper 20, Dublin: IPA.
- O'Riordan, J. (2004), *Developing a strategic approach to HR in the Irish civil service*, CPMR Discussion Paper 26, Dublin: IPA.
- Peters, T. J. (1987). *Thriving on chaos*. Basingstoke: Macmillan, cited in DuGay (2000).
- Pettigrew, A. (1979). Studying organizational culture. *Administrative Science Quarterly*, 24, 570-581.
- Pollitt, C. & Bouckaert, G. (2004). *Public management reform: A comparative analysis*, Oxford: Oxford University Press
- Quinn, R. E. & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis, *Management Science* 29, 363-377, cited in Bradley, L. & R. Parker, (2006) *Do Australian public sector employees have the type of culture they want in the era of new public management? Australian Journal of Public Administration (AJPA)*, 65, (1) 89-99, Australia: Blackwell Synergy, <http://www.blackwellsynergy.com/doi/abs/10.1111/j.1467-8500.2006.00474a.x>
- Ricardo, R., & Wade, D. (2001). *Corporate performance management: How to build a better organization through measurement driven strategies alignment*. Butterworth: Heinemann.

- Robbins, S. P. & Sanghi, S. (2007). *Organizational behavior*, Pearson education, New Delhi.
- Schein, E. H. (1990). Organizational culture. *American Psychologist*, 43 (2), 109-119.
- Schein, E. H. (1995). *Organizational culture*. Campus Verlag, Frankfurt/New York
- Schwartz S. H. (1994). *Beyond Individualism/ Collectivism: New Cultural Dimensions of Values*. Thousand Oaks, CA: Sage Publication.
- Sondergaard, M. (1994). *Hofstede consequences- a study of reviews, citations and replications, special issue on cross-national organization culture*. European Group for Organizational Studies, 15 (3) 447- 456.
- Sorensen, J. B. (2002) 'The strength of corporate culture and the reliability of firm performance'. *Administrative Science Quarterly*, 47, 70-91.
- Stannack, P. (1996). Perspective on employees performance. *Management Research News*, 119 (4/5), 38-40.
- Stewart Douglas, (2010). Growing the corporate culture, obtained from <https://www.wachovia.com/foundation/v/index.jsp?vgnextoid=ab411f07760aa110VgnVCM1000004b0d1872RCRD&vgnextfmt=default> on April, 23, 2012
- Tichy, N. M. (1982). *Managing change strategically: The Technical, Political, and Cultural Keys*. Organizational Dynamics (autumn), pp. 59-80.
- Titiev, M. (1959). *Introduction to cultural anthropology*. New York: Henry Holt & Company.
- Trompanaar, F. (1993). *Riding the waves of culture*. London: Economist Books
- Weber, M. (1978). *Economy and Society*, 2, Los Angeles: University of California Press, cited in DuGay (2000).
- Zalami, A. (2005). *Alignment of organizational cultures in the public and private sectors*, Presentation given at Excellence in Public Service, Amman, Jordan in September, 2005.
- Zammuto, R. F., Gifford, G. & Goodman, E. A. (1999). Managerial ideologies, organization culture and the outcomes of innovation: A competing values perspective', in N. Ashkanasy, C. Wilderom and M. Peterson (Eds.), *The Handbook of Organizational Culture and Climate*, Thousand Oaks, CA: Sage, cited in Bradley, L. and R. Parker, (2006). *Do Australian public sector employees have the type of culture they want in the era of new public management? Australian Journal of Public Administration (AJPA)*, 65, (1) p. 89-99, Australia: Blackwell Synergy, <http://www.blackwellsynergy.com/doi/abs/10.1111/j.1467-8500.2006.00474a.x>

Zammuto, R. F. & Krakower, J. Y. (1991). Quantitative and qualitative studies of organizational culture, *Research in Organization Change and Development* 5 83-114, cited in Bradley, L. and R. Parker, (2006) *Do Australian public sector employees have the type of culture they want in the era of new public management?* *Australian Journal of Public Administration (AJPA)*, 65, (1) pp.89-99, Australia: Blackwell Synergy, <http://www.blackwellsynergy.com/doi/abs/10.1111/j.1467-8500.2006.00474a.x>