Organizational Culture and Governance in Abia State, Nigeria

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Abstract

The concept of good governance has received significant attention from many countries of the world. In 1989, the World Bank published a report stating the situation of governance in sub-Saharan Africa which indicated that there was crisis of governance resulting in lack of accountability and transparency, political instability and high level of corruption. The findings of a study by Christian Aid Nigeria in 2017 on the situation of governance in Abia State also indicated the absence of good governance. Culture is an important concept that influences public sector reform and sound governance. However, there is paucity of empirical studies in support of the use of culture as a remedy to some of the indicators of bad governance. This study examined the influence of organizational culture on governance in Abia State, Nigeria. The study adopted survey research design. The population consisted of 3,027 senior civil servants working in 22 ministries in Abia State, Nigeria. Using Nwana's formula, a sample size of 605 civil servants was determined. Stratified proportionate sampling was used to select the respondents. A validated questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the variables ranged from 0.78 to 0.83 and a response rate of 97.7% was achieved. Data were analyzed using descriptive and inferential statistics. The findings revealed that organizational culture (R^2=0.531, t(590) =677.358, p=0.000) had significant influence on governance. The results further indicated a prevalence of cultural dimensions of consistency (Mean = 3.89), involvement (Mean = 3.86), and mission (Mean = 3.69) on a five-point scale. In conclusion organizational culture contributed to good governance in Abia State. Consequently, it was recommended that policy makers in the various ministries in Abia State should encourage a strong culture of consistency, involvement, mission and adaptability for the overall promotion of good governance in Abia State.

Keywords: *Abia State civil service, Civil servants, Governance, Organizational culture*

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Background to the Study

Governance is a universal concept which describes the way and manner the affairs of a nation, an organization, or an enterprise is managed. Governance also represents the norms, values and rules of the game through which public affairs are managed in a manner that is transparent, participatory, inclusive and responsive. Governance can be seen as a complex mechanism, processes, and institutions through which citizens and groups exercise their legal rights and obligations and negotiate their differences (Awojobi, 2014). The assessment of the quality of governance originated in the 1980s among International Development Agencies (IDAs) such as the World Bank, the United Nations Development Program (UNDP), and the Asian Development Bank (ADB) as a result of their concern with the effectiveness of the development efforts in the developing countries by observing that their financial aids seemed to have had no positive effect (Onichakwe, 2016). They began to look at the institutions, principles and structures of governance in the developing countries to ascertain the quality of governance. The World Bank (1989) had identified four dimensions to the measurement of the quality of governance to include: public sector management, accountability, legal framework for development and information and transparency. The World Bank is of the opinion that these four dimensions of governance is central to creating and sustaining an environment which fosters strong and equitable development and it is an essential complement to sound economic policies.

Several indicators have been used to measure the quality of governance by various agencies like the World Bank (WB), the United Nations Development Programme (UNDP), Asian Development Bank (ADB), the Organization for Economic Co-operation and Development (OECD), and the European Union (EU) amongst others. The World Bank came up with six indicators of governance which are; voice and accountability, political stability, government effectiveness, regulatory quality, rule of law and control of corruption while the UNDP identified nine elements of good governance. These elements are: participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability and strategic vision (Rahman, 2016). For government administrators at all levels of government be it national, state or local government to achieve good and purposeful governance, there have to be effectiveness and efficiency in service delivery, accountable and transparent institutions, effective participation of all citizens, equity in sharing common resources, adherence to the rule of law, responsiveness on the part of the government to the needs of her citizens and the governed. In that situation, the country at every level assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It must also be responsive to the present and future needs of society for sustainability. It is only when these are enshrined in the day-to-day activities of governance that such governance can be termed to be good.

Looking at the situation of governance in Nigeria since transition to civil democratic rule on May, 29, 1999, Nigerian is nowhere near the realization of the ideals of good governance (Adegbami, 2017). In the 2018 Ibrahim index of African governance report released, Nigeria ranked 33rd out of 54 African countries scoring 47.9. This score is a little lower than the 2017

score of 48.1. It is also lower than the African average of 49.9 and West African average of 54.3. In the area of the rule of law, Adegbami indicated in his study that Nigeria is replete with abuse of rule of law. The judicial arm of government which is saddled with the responsibility of protecting the rights of the people has either assisted or impeded course of sound governance in areas such as revenue allocation, intrigues associated with impeachment of certain political office holders and human rights. Looking at the security situation in the country, Ibrahim index of African governance report for 2018 indicated that Nigeria scored 46.4 out of 100 and was ranked 38 out of 54 African countries in the safety and the rule of law category, this was an abysmal result giving the fact Nigeria has been on uninterrupted democratic rule for almost 20 years. This abysmal result is evident in the increase in crime rate, the emergence and spread of politically motivated violence and assassinations, increased importation of arms and ammunition, and upsurge in ethnic and communal conflicts (Awojobi, 2014).

Corruption is another obstacle standing in the way of governance in Nigeria. According to a survey result on corruption index conducted by the Transparency International, Nigeria was ranked one of the most corrupt countries of the world despite several efforts by Nigerian government to curb corruption. Nigeria was ranked 148th out of 175 countries in the 2017 corruption perception index, the country scored 27 out of 100, this is an abysmal performance given several efforts by the Nigerian leadership to curb corruption. The inefficiency of government institutions in Nigeria in the discharge of their duties is another obstacle in the way of quality governance. This has continued to manifest in the areas of bad road networks, poor healthcare delivery and falling educational system.

The quality of governance in the public sector may be influenced either positively or negatively by the prevalent organizational culture. Culture is seen as the sum total of the beliefs, values and custom which regulate the behavior of members of a particular society. It is people's way of life. Organizational culture is defined as the unique and consistent ways in which people, units, and organizations are structured, interact, work, and behave (Mazikana, 2014). It could also include the systems and processes that are used and the assumptions, values, beliefs and attitudes that shape the behavior of members of the organization. There is a strong relationship between organizational culture and governance. In all public services, there are many traditions that have developed and entrenched themselves over time, and these affect the way that business is conducted, both formally and informally. Certain organizational culture traits like involvement, consistency, adaptability and mission have proven to have positive effect on organizational performance (Makinde & Opeke, 2018). Involvement and consistency are internally focused, and adaptability and mission are externally focused. Each trait has three indices to help unpack the trait in detail. Involvement focuses on team orientation, capacity development and empowerment while consistency focuses on agreement, core values, and coordination and integration. Adaptability focuses on customer focus, creating change and organizational learning. The mission trait focuses on goals and objectives, strategic direction and vision.

Organizational culture can be either weak or strong. According to Nazir and Zamir (2015) in a strong culture the organization's core values are held strongly and shared widely. This suggests that when organizational members accept the shared values, they become more committed to them. Whereas a weak culture suggests that organizational members have different views as to values and beliefs that shape the organization. The civil service has a crucial role to play in ensuring that Nigeria is administered in a manner consistent with the attributes and characteristics of good governance. Thus, the attainment of good and purposeful governance in any society depends on the effective and efficient provision of services for its citizens. Such service delivery is better performed by an arm of the executive called the civil service. Civil service is the administrative bureaucracy of any country that is saddled with the responsibility of implementing and enforcing the policies and programmes of government. The civil service is the main instrument and institution of public service delivery in Abia State.

The Abia State civil service has its origin dated back to the creation of Abia State from Imo State in the year 1991. It is made up of Ministries, Departments and Agencies (MDAs). The Abia State civil service was established for the sole aim of assisting the government in carrying out the day-to-day activities of the government, programmes and projects as well as policy formulation, analysis, monitoring, evaluation and sustainability. They translate government policies into action. Each ministerial organization of the civil service is headed by a permanent secretary who is appointed by the chief executive of the state.

The findings of a study by Christian Aid Nigeria (2017) on the state of governance in Abia, Ebonyi, Imo and Kaduna States show that of all the 11 indicators of governance (inclusiveness, equality, resources management, accountability, transparency, democracy dividend, agreement with communities, dispute settlement, behavioural change, problem solving and durability of projects) used in the study, 10 were rated below 40% in Abia State, except dispute settlement that was rated above 50%. For the government to achieve quality governance, it depends to a great extent on the efficiency and competence of the civil service. Perhaps, adherence to strong culture of the civil service would bring about transparency, accountability; efficiency and effectiveness in service delivery thereby help in promoting good governance. However, there are not many studies on the civil service's organizational culture highlighting the relationship between organizational culture and governance. It is against this background that the study intends to ascertain the influence of organizational culture on governance in Abia State, Nigeria. Good governance may be difficult to accomplish without strong organizational culture. There is the need to find out how the prevalent organization culture influences governance. Therefore, this study examined the influence of organizational culture on governance in Abia State, Nigeria. Specifically, the study seeks to: ascertain the level of governance in Abia State, examine the prevalent organizational culture of the Abia State civil service and determine the influence of organizational culture on governance in Abia State. Furthermore, the study will find out the relative influence of the sub variables of organizational culture on the sub variables and main variable of governance in Abia State

The findings of this study will help administrators in the public sector to understand the importance of organizational culture in shaping employee behaviour and its influence on governance. It will also help them understand the importance of healthy organizational culture, decide the best way employees can interact at their workplace, understand certain predefined policies which will guide the employees and give them a clear sense of direction at the workplace, and understand strategies towards promoting healthy competition at the workplace;

Organizational Culture and Governance
Culture is the sum total of people's way of life. It predicts the way people act, socialize and their belief system. Culture is also the integrated pattern of human behavior that includes thought, speech, action, and artefacts and depends on man's capacity for learning and transmitting knowledge to succeeding generations. (Kotter & Heskett, 1992)

Organizational culture has been defined as the unique and systematic ways in which people, units, and organizations are structured, interact, work, and behave, the systems and processes that are used and the assumptions, values, beliefs and attitudes on which those structures and that behaviour is based (Mazikana, 2014). This study adopted Denison's organizational culture model based on four cultural traits; involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance.

Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels. Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. The organization continually invests in the development of employee's skills in order to stay competitive and meet organizational needs.In a study conducted by Oyaro (2016) on the influence of employee involvement in decision making on organizational citizenship behavior in government, the findings of this study were that majority of the middle managers and supervisors believed that organizational citizenship behavior was being affected by the three specific objectives: power factors; information factors; and reward satisfaction factors. The findings indicated that these three specific objectives were the main factors impacting employees to involve in decision making. In a study by Makinde and Opeke (2018) on organizational culture and job effectiveness of Librarians in South-West Nigerian universities, the study adopted Denison's organizational culture model as well as the measuring instrument. The study found that there was a positive relationship between cultural dimensions in terms of involvement, mission, consistency and adaptability and effectiveness of Librarians in South-West Nigeria, this supports Denison's propositions.

Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse

points of view. This type of consistency is a powerful source of stability and internal integration that results from a common belief and a high degree of conformity. Salihu, Salihu and Musa (2016) conducted an empirical examination on the impact of organizational culture on employee performance in Nigeria, the findings from the study revealed that consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness. Organizations' mission was also found to have a significant impact on job efficiency in Nigeria. The study further revealed that there is a direct and significant relationship between employee involvement and employee job productivity. Thus, organizational culture asserts much influence on the overall output of employees' performance and attitude towards work. In a study by Shahzad, Luqman, Khan, and Shabbir (2012) on impact of organizational culture on organizational performance, the study found that organizational culture has deep impact on the variety of organizations process, employees and its performance. The study also describes the different dimensions of the culture. The result shows that if employees are committed and having the same norms and value as organizations have, it can increase the performance toward achieving the overall organization goals.

Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change. They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers. The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities. In a study by Amah and Baridan (2012) on adaptability and organizational effectiveness in the banking industry, the findings indicate that adaptability positively influences organizational profitability and market share. The findings show that there is no significant relationship between adaptability and organizational productivity. The results imply that increase in the level of adaptability in organizations will enhance profitability, and market share. This means that adaptability is associated with organizational effectiveness. Environmental uncertainty represents an important contingency for organization structure and internal behaviours. Organizations need to have the right balance between internal structure and the external environment. Magsi, Ong, Ho, and Hassan (2018) examined the influence organizational culture on environmental performance, the study found that adaptability, mission and consistency positively affect environmental performance. However, involvement did not have an effect on environmental performance.

Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look like in the future. When an organization's underlying mission changes, there are also changes in other aspects of the organization's culture. This is because the mission of an organizational to a large extent contributes to the organizations' effectiveness. In a study by Olughor (2014) on the influence of organizational culture on firms' effectiveness, the study used items drawn from the Denison organizational culture survey to measure culture and effectiveness, the findings from the study showed that mission has the strongest contribution to firm's effectiveness.

The culture of an organization is greatly influenced by its mission, that is to say that the culture of an organization is a reflection of its mission; this is so, because a firm's culture shapes and directs employee's behavior towards the attainment of its goals and objectives. The mission of an organization reflects its vital long term objective which is followed by carrying out an integrated operational and behavioral activity. The vision of the Nigerian civil service is to provide a world class service, implementing government policies and programmes for rapid and sustainable development while the mission of the civil service is to attain an integrity and merit-based civil service that is performance driven, accountable and committed to continuous improvement in the conduct of government business (civil service handbook). A firm's performance improves if it has a clear sense of purpose and commitment towards the attainment of her mission (Orla & Richard, 2008). Academics and practitioners proposed that the degree of efficiency in performance of an organization is strongly dependent on the extent to which the values are widely shared (Kotter & Heskett, 1992).

In a study by Said, Alam, and Khalid, (2016) on the relationship between good governance and integrity system on the public sector of Malaysia, the findings revealed that among the factors of good governance, practices of strategic planning, audit and fraud control have statistically significant positive relationship with the practices of integrity in the public sector of Malaysia. Moreover, the practices of strategic alliance and fraud control significantly contribute to determine the integrity practices in the public sector of Malaysia. This employs the creation of an organizational culture which fosters the attainment of common value. This also means that the viewpoints of employees are taken into consideration while making management decision and policy formulation, thus creating a strong culture in the organization. Imbibing the core values of the civil service which are; stewardship, trust, engagement and professionalism will help in enthronement of good and purposeful governance in Abia State as it will help in the elimination of corruption and other vices of bad governance. Ensuring accountability and transparency in the civil service of Abia State will help instil discipline among civil servants in Abia State. It will also help in the monitoring and supervision of how funds allotted for developmental programs aimed at making the life of the people better are utilized.

Method

The study adopted survey research design. The population consisted of 3,027 senior civil servants working in 22 ministries in Abia State, Nigeria. Using Nwana's 1981 formula, a sample size of 605 civil servants was determined. Stratified proportionate sampling was used to select the respondents from the various ministries. The respondents were divided into two strata of senior staff (levels 7-12) and management staff (levels 13-16). A validated questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the variables ranged from 0.78 to 0.83 and a response rate of 97.7% was achieved. Data were analysed using descriptive and inferential statistics.

Results

The results showed that respondents from 22 ministries in Abia State took part in this study. The ministries represented in the study were: Agriculture (9.3%), Commerce (6.8%), Culture (0.5%), Education (9.3%), Environment (4.7%), Finance (3.4%), Health (15.4%), Housing (3.0%), Information (7.4%), Justice (1.9%), Lands (4.1%), Local Government (2.5%), Petroleum (2.0%), Public Utilities (3.4%), Rural Development (4.4%), Science (3.4%), Sports (1.7%), Transport (3.9%), Urban Renewal (2.7%), Women Affairs (4.1%), Works (3.9%), and Youths (2.9%). The demographic further showed that the department of administration (86.6%) represents a larger share of participants in the study. This suggests that the majority of the respondents belong to administrative department of the ministries under study.

Gender differential among the respondents showed that majority of the respondents (56.2%) were females, that is, more female respondents were found in the study. Another significant result was the age distribution of the respondents. It showed that more than fifty percent (52.8%) of them were between the ages of 31-40 years, followed by those within 20-30 years (22.2%), 41-50 years (18.4%), 51-60 years (5.2%) and 61-70 years (1.4%). This means that majority of the respondents are still much active and may still contribute to the development and growth of Abia state. Also, the spread of respondents across the various educational partitioning was equally investigated, as seen in the table. The study revealed that a larger percentage of the respondents held bachelors in science and art degrees (47.9%), 22.2% were NCE/OND holders, 25.2% of them have HND and Master's degree holders were represented by 4.7%. This implies that the participants were people with diverse academic background with a good number of them having bachelor and higher national diploma degrees. About thirty-four percent (33.5%) of the respondents have had work experience of 11-15 years, 32.1% of them possessed 6-10 years' work experience, 24.7% of them had 1-5 years' work experience, and 9.6% of the respondents have more than 15 years on the job experience. This indicates that the respondents should have a good understanding of operations in the ministries, should handle the work effectively, mentor others and provide reliable information that would help achieve the objectives of this study.

From these analyses, one could deduce a unique structure in participants' demographic information studied in terms of ministries, department/section/unit, gender, age, qualification, and years of experience. The analyses revealed that quite a larger number of the respondents worked in the ministry of health and the department of administration, and were predominantly females, young in age, possessed high level of education and experience on the job.

The level of governance in Abia State was low as indicted by the mean score (mean=1.93). All the indicators of governance namely regulatory quality (mean=2.24), rule of law (mean=2.23), voice and accountability (mean=2.03), political stability (mean=1.79), government effectiveness (mean=1.75) and control of corruption (mean=1.60) were all rated low in descending order of precedence. This finding implies that the quality of governance in Abia State was low; hence, achieving good governance in Abia state would be a goal far from reality.

In quantitative terms, prevalent organizational culture in Abia state civil service was slightly above average (mean=3.57). Three out of the four indicators (75.0%) measuring prevalent organizational culture was rated slightly above the accepted criteria mean of 3.5. Hence, respondents indicated that they 'agreed' with the measured variables of consistency (mean=3.89), involvement (mean=3.86) and mission (mean=3.69) while the respondents expressed disagreement with the measured variable of adaptability (mean=2.92). By implication the respondents agreed that the culture of consistency, involvement and mission were well practiced in Abia State civil service while the culture of adaptability was not well practiced.

Organizational culture significantly influenced governance in Abia state civil service with reliable goodness of fit (R^2=0.531, t =677.358, df=1,590, p=0.000). This means that, the null hypothesis (organizational culture will not have significant influence on governance in Abia State civil service) was rejected. By implication the alternate hypothesis (organizational culture will have significant influence on governance in Abia State civil service) was accepted. This finding suggests that organizational culture contribute to quality of governance in Abia State, Nigeria.

Table 1: Respondents socio-demographic characteristics

Variables	Classification	Frequency	Percentage
Gender	Male	258	43.7
	Female	333	56.3
	Total	591	100.0
Age	20-30 years	131	22.2
	31-40 years	312	52.8
	41-50 years	109	18.4
	51-60 years	31	5.2
	61-70 years	8	1.4
	Total	591	100.0
Qualification	NCE/OND	131	22.2
	HND	149	25.2
	B.A/B.Sc.	283	47.9
	Master's Degree	28	4.7
	Total	591	100.0
Years of experience	1-5 years	146	24.7
	6-10 years	190	32.1
	11-15 years	198	33.5
	Above 15 years	57	9.6
	Total	591	100.0

Hypothesis one: Organizational culture will not have significant influence on governance in Abia State, Nigeria

Table 2: Influence of organizational culture on voice and accountability, political stability, regulatory quality, rule of law, government effectiveness control of corruption and governance in Abia state civil service (591)

	Voice and Accountability	Political Stability	Regulatory Quality	Rule of Law	Government Effectiveness	Control of Corruption	Governance
Organizational culture	-11.844*** (0.000)	17.542 (0.000)***	-13.020*** (0.000)	20.248*** (0.000)	21.528*** (0.000)	22.781*** (0.243)	26.026*** (0.000)
Constant	30.129*** (0.000)	-9.815*** (0.000)	28.014*** (0.000)	-1.487*** (0.000)	10.840*** (0.000)	26.603*** (0.000)	211.196*** (0.000)
R²	0.192	0.343	0.223	0.410	0.440	0.468	0.531
Adjusted R²	0.191	0.342	0.222	0.409	0.439	0.468	0.534
FStat	140.278***	307.736***	169.522***	409.996***	463.452***	518.984***	677.358***
Df	1, 590	1, 590	1, 590	1, 590	1, 590	1, 590	1, 590
p value of FStat	0.000	0.000	0.000	0.000	0.000	0.000	0.000

***, ** and * signify statistical significance at the 1%, 5% and 10% respectively.
Note: tStat are outside the parentheses and p values of the tStat are in parentheses

Regression analyses of the influence of organizational culture on voice and accountability, political stability, regulatory quality, rule of law, government effectiveness and governance in Abia state civil service is presented in Table 1. Seven regression models were presented in each column of table 1. Findings from the first six models shows that organizational culture significantly explained voice and accountability (t=-11.844, df=590, P=0.000, R^2 =19.2%), political stability (t=17.542, df=590, p=0.000, R^2 =34.3%), regulatory quality (t=-13.020, df=590, P=0.000, R^2 =22.3%), rule of law (t=20.248, df=590, p=0.000, R^2 =41.0%), government effectiveness (t=21.528, df=590, p=0.000, R^2 =44.0%) and control of corruption (t=22.781, df=590, p=0.000, R^2 =46.8%) with acceptable goodness of fits.

Equally, organizational culture significantly influenced governance in Abia state civil service with reliable goodness of fit (R^2=0.531, t =677.358, df=1,590, p=0.000). This means that, the null hypothesis (organizational culture will not have significant influence on governance in Abia State civil service) is rejected. By implication the alternate hypothesis (organizational culture will have significant influence on governance in Abia State civil service) is accepted. This finding suggests that organizational culture contributed to good governance in Abia State civil service.

Table 3: Relative influence of dimensions of organizational culture on voice and accountability, political stability, regulatory quality, rule of law, government effectiveness, control of corruption and governance in Abia state civil service

	Voice and Accountability	Political Stability	Regulatory Quality	Rule of Law	Government Effectiveness	Control of Corruption	Governance
Adaptability	-1.170 (0.243)	-0.572 (0.568)	-3.707*** (0.000)	1.888 (0.060)	1.640 (0.102)	-1.170 (0.243)	-4.386*** (0.000)
Involvement	1.990 (0.047)*	3.148*** (0.002)	1.219 (0.223)	1.962* (0.050)	2.236*** (0.026)	1.990 (0.047)*	5.373 (0.000)***
Consistency	26.023 (0.000)***	16.335 (0.000)***	-23.650 (0.000)***	24.109 (0.000)***	25.282 (0.000)***	26.023 (0.000)***	9.156 (0.000)***
Mission	-5.924 (0.000)***	-6.747 (0.000)***	10.586 (0.000)***	-7.056 (0.000)***	-6.295 (0.000)***	-5.924 (0.000)***	2.455 (0.014)*
Constant	49.426*** (0.000)	-4.991*** (0.000)	39.312*** (0.000)	4.299*** (0.000)	23.840*** (0.000)	49.426*** (0.000)	223.223*** (0.000)
R²	0.809	0.643	0.712	0.786	0.809	0.809	0.626
Adjusted R²	0.807	0.641	0.710	0.785	0.808	0.807	0.626
FStat	619.398***	264.123***	361.523***	538.027***	620.480***	248.335***	248.335***
Df	4, 587	4, 587	4, 587	4, 587	4, 587	4, 587	4, 587
p value of FStat	0.000	0.000	0.000	0.000	0.000	0.000	0.000

***, ** and * signify statistical significance at the 1%, 5% and 10% respectively.
Note: tStat are outside the parentheses and p values of the tStat are in parentheses

Table 3analyses the relative influence of adaptability, involvement, consistency and mission on voice and accountability, political stability, regulatory quality, rule of law, government effectiveness and governance in Abia state. Seven regression models were presented in each column. In every model, four predictors (adaptability, involvement, consistency and mission) were regressed against each dimension of governance. Findings from Model 1 indicate that with exception to adaptability (t=-1.170, df=587, p=0.000), other factors of organizational culture namely involvement (t=1.990, df = 587, p=0.047), consistency (t=26.023, df=587, P=0.000) and mission (t = -5.924, df=587, P=0.001] had significant influence on voice and accountability in Abia state civil service. Overall, the four variables explained 80.9% of voice and accountability in Abia state civil service, leaving about 19.1% variables not captured in the model. The model's (f=619.398, df=4, 587, p=0.000) depicts appropriately the relationship among the variables.

The second model revealed that majority of explanatory power on political stability in Abia state civil service was attributed to consistency (t =16.335, df=587, p=0.000), followed by mission (t=-6.747, df=587, p=0.000) and involvement (t = -3.148, df = 587, p=0.00] with no significant contribution from adaptability (t = -0.572, df=587, p=0.568). Generally, 64.3% of variability in political stability in Abia state civil service is explained by these four factors while 35.7% of factors outside the model gave no contribution to political stability. The goodness of fit value indicated acceptance and reliability of Model 2 (f =264.123, df=4, 587, p=0.000].

The third model showed that adaptability (t=-3.707, df=587, p=0.000), consistency (t=-23.650, df=587, p=0.000) and mission (t = 10.586, df=587, p=0.000) had significant influence on regulatory quality in Abia state civil service. Aggregately, 71.2% of the variability in regulatory quality is accounted for by these dimensions of organizational culture, leaving about 29.8% to other variables not measured in the model. The goodness of fit value indicated dependability of Model 3 (f =361.523, df=4, 587, p=0.000).

The fourth model shows the relative contributions of sub-variables of organizational culture on rule of law. In line with assumption, involvement (t=1.962, df=587, p=0.000), consistency (t=26.109, df=587, p=0.000) and mission (t = -7.056, df=587, p=0.000) had significant influence on rule of law in Abia state civil service with no influence from adaptability (t=1.888, df=587, p=0.060). Aggregately, 78.6% of the variability in rule of law in Abia state is determined by these four factors of organizational culture, leaving about 21.4% to other factors excluded in model 4 with appropriated goodness of fit (f =538.027, df=4,587, p=0.000).

The fifth model revealed that involvement (t =2.236, df=587, p=0.026), consistency (t=25.282, df=587, p=0.000) and mission (t = -6.295, df=587, p=0.00) significantly influence government effectiveness by an effect size of 80.9%, leaving 19.1% to other factors left out of the model, with acceptable goodness of fit statistic (f =620.480, df=4, 587, p=0.00). Adaptability had no influence on government effectiveness (t =1.640, df=587, p=0.102).

Model 6 was estimated to explain the roles of dimensions of organization culture on control of corruption. Three of the four independent variables namely involvement (t =1.990, p=0.047), consistency (t =26.023, df=587, p=0.000) and mission (t=-5.924, df=587, p=0.000) offered meaningful contribution to control of corruption leaving out adaptability (t=-1.170, df=587, p=0.243). In overall, the model explains 80.9% of variability in control of corruption, leaving about 19.1% to other factors excluded in the model. A suitable goodness of fit statistic (f=248.335, df=4, 587, p=0.000) was found.

The last model showed the individual influence of adaptability, involvement, consistency and mission on governance in Abia state. In line with assumption, the independent variables adaptability (t=-4.386, df=587, p=0.000), involvement (t = 5.373, df=587, p=0.000), consistency (t=9.156, df=587, p=0.000) and mission (t =2.455, df=587, p=0.014) significantly influenced governance in Abia state. Aggregately, 62.6% of the variability in governance in Abia state is determined by the four independent variables, leaving about 37.4% to other factors not captured in the model with acceptable goodness of fit (f =248.335, df=4,587, p=0.000).

In summary, the four traits of organizational culture namely; adaptability, involvement, consistency and mission contribute to voice and accountability, political stability, regulatory quality, rule of law, government effectiveness, control of corruption and governance in Abia state. By implication, enhancing these aspects of organizational culture is likely to increase the quality of governance in Abia state.

Discussion

The concept of governance is seen as an implementation of management development that is solid and accountable in line with the principles of democracy which includes the avoidance of misallocation of investment funds, the prevention of corruption, exercise of budget control and the creation of legal and political framework for the growth of business activity, citizen participation in public policy formulation, implementation of public administration bureaucracy that run transparently, effectively and efficiently to improve the welfare of the people and political stability. However, survey conducted by several agencies (World Bank, Ibrahim Index of African Governance, Transparency International) indicated a lack of good governance in Nigeria. This study examined the influence of organizational culture on governance in Abia State, Nigeria. The study was set out to examine the level of governance in Abia State, the prevalent organizational cultural in Abia state civil service. The findings of the study revealed that the overall level of governance in Abia State, Nigeria was low. This finding implies that Abia State ranked low in all the indicators of governance, the citizens do not participate well in governance; there was lack of accountability in government processes, political instability was high, corruption exist in the State, respect for the rule of law was not well practiced in the state and government ineffectiveness and inefficiency in service delivery was evident.

The study further indicated that cultural traits of involvement, consistency and mission were well practiced while cultural dimension of adaptability was not well practiced. The implication of this is that civil servants in Abia State do not adapt easily to the changes in their environment and this definitely will have adverse effect on the quality of governance. The study also showed a relative influence of organizational culture on governance. What this implies is that organizational culture contributed positively to good governance in Abia State, Nigeria. Therefore, based on these findings, it can be concluded that the integration of culture of consistency, involvement, mission and adaptability by the management of Abia State civil service, will go a long way in enhancing the quality of governance in Abia State, Nigeria. The following recommendation is made to improve the quality of governance in Abia State, Nigeria.

1. There is need for government administrators to encourage the culture of involvement; consistency and mission as this have been found to contribute to good governance. Also culture of adaptability should be imbibed. This will make the ministries to be sensitive to the changes in the environment and easily adapt with the changing environment. This is because globalization and innovation have made change inevitable.

2. The findings of this study have revealed the dearth of current empirical research investigating the influence of organizational culture on governance in Abia State, Nigeria. Thus this study has created a platform for further research on the important issue of governance

Good governance can be enthroned if favourable conditions that can increase the quality of governance are provided. If citizens participate in political activities, and there is conducive atmosphere for freedom of press and labour activities do not affect the business environment, then the quality of governance will be enhanced.

Organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well integrated. In a situation where an organizational is not able to alter behaviour, structures and systems in order to survive in the wake of the environmental change, and to scan the external environment and respond to the ever-changing needs of the citizens, it will affect organizational performance of the ministries. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret and translate signals from its environment into internal behaviour changes which increase its chances for survival and growth. When an organization's underlying mission changes, changes should also occur in other aspects of the organization's culture.

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