Assessment of organizational culture and its influence on employees' performance: Evidence from IBB University, Lapai

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ABSTRACT

*Human beings are very crucial to the achievement of the goals and objectives of every Institution. People in Institution are guided by the beliefs, ideas and meaning that are inherit in the Institution. The study sought to assess organizational culture and it's influence on employee performance. The specific objectives include to explore the influence of clay culture on employee's performance in IBBU, Lapai, to analyse the influence of hierarchy culture on employee's performance in IBBU, Lapai, to find out the influence of adhocracy culture on employee's performance in IBBU, Lapai. The population of the study comprises of employees of Ibrahim Badamasi Babangida University, Lapai. This represents 313 academic staff and 825 non-teaching staff. Stratified sampling technique was used to select sample of 296. The data were collected through primary source. The instrument of data analysis is multiple regression. The findings of the study revealed that clay and adhocracy culture have significant influence on employee performance and that hierarchy culture have no significant influence on employee performance. T*he study concluded that there is no significant relationship between hierarchy culture and employee performance in IBBU, Lapai. It was *recommended that institutional managers should establish an effective organizational culture to enhance employee performance. This involves creating a sound work environment through the establishment of a transparent work culture and performance management system.*

Keywords: *clay culture, hierarchy culture, adhocracy culture and employee performance.*

Introduction

Human beings are very crucial to the achievement of the goals and objectives of every Institution. People in Institution are guided by the by beliefs, ideas and meaning that are inherit in the Institution. Thus, it is essential to maintain a healthy institutional culture to foster a vision of excellence. Organizational culture is the binder that combines people together and makes them part of the organization experience. Organizational culture is the way that organizational members interact with each other and other stakeholders Yasas, Lakmini and Ruwan (2020). Yirdaw (2016) indicated organizational culture as the glue which combines the non-human resources to the human resources in an organization to build teamwork and good performance. Organizational culture may be derived from various sources, such as the beliefs and assumptions of the founders, and the learning experience of members of the organization. Kotter (2019) indicated that the founders of the organization are the primary source of establishing a new culture for their organization. Founders have significant influence on institutional cultural development because of their role in introducing strategy and direction at an early stage of the organization. This is usually derived from their personal experience and cultural history Yasas, Lakmini and Ruwan (2020). Organizational culture is a strength to every institution but can also be a weakness Muya & Wesonga (2019). As a strength, it facilitates communication, decision making and control, and create cooperation and commitment. As a weakness, culture may obstruct the smooth implementation of strategy by creating resistance to change. An institution's culture could be characterized as weak when many subcultures exist, few values and behavioral norms are shared, and traditions are rare. In such institutions

employees do not have a sense of commitment, loyalty, and a sense of identity. Rather than being members (wage-earner) of an institution. Organizational culture is an important element to unify various units and divisions in the corporate group structure (Kotter, 2019). It must align with the institution business strategy. Organizational culture guides the sense making process. It aids employees understand what happens and why things happen in the institution. Culture of institution also makes it simple for them to understand what will be expected of them and to join with colleagues who are well versed with the culture and believe in the institution. People are constantly surrounded by culture. It forms the strong background of working area, coloring everything in an organization. Organizational culture also gives a powerful tool for regulating behavior by affecting how we attach benefit to our world and how we perceive events Gunaraja (2014). Employee performance is a record of the results obtained from the specific job functions for a certain period of employee (Bernardin and Russel: 2020) and according to Mary (2022) employee performance is something that has been done and not done by employee. Organizational culture is an important determinant of employee's performance. Guranaja (2014) found out positive relationships between organizational culture and employee job performance. Organizational culture can be considered as an essential ingredient of employee performance and a source of sustainable competitive advantage. Employee performance is something for which all education institutions strive for, regardless of their size. Small institutions want to get big, big institutions want to get bigger. Indeed, institutions have to grow at least a bit every year in order to accommodate the increased education needs that emerge over time. Employee performance has the potential to provide higher education institutions with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits (for profit making institutions), and increased prestige for institutional members Muya & Wesonga (2019). High employee performance is seen as sign of success and progress in any Institution. Best graduate can only be delivered through coursework Institutional education offer. Thus, there is need for accuracy. Good institutional culture creates good society as well as good citizens. A well-built institutional culture serves as a powerful tool to execute adhocracy ideas, influences employee's behaviors, and increases performance.

Problem Statement

Employees are the greatest resources and play an important role in institution; their involvement and commitment in the institution improve performance. Girma (2018), contend that satisfied employees are those who have positive attitude achieve positive results for their institution as well as in relation to their jobs. Satisfied employees would generate new ideas and could participate more in the decisions that need to be made. Organizational culture is one of determinate of high employee performance. When prevailing institutional culture motivate or support employee, performance tend to increase. It is essential for institutional manager to understand values plays in their institution because it has strong influence on its employee's performance. Decision made without critical consideration of operative cultural forces may have unanticipated and undesirable consequences Yeti (2022). Schein (2010) cautioned that researchers have underestimated the extent to which culture contributes to the performance of an institution, as either an asset or a liability and as the explanatory construct underlying numerous institutional phenomena. Studies have been conducted on organizational culture and performance in the literature, several studies were interested in analyzing the association between organizational culture and employee performance (Muya & Wesonga (2012); Anne Reino, K€art and Merily (2019); Priyadarshini (2020); Beni & Sapit (2022). Most of the previous empirical studies have found an existing relationship between performance and culture Chalmers, R. & Brannan G. D, (2022); Ade and Setyo and Endri (2021); Jacob, Vilas, Raj Paul and Robert (2021)) and that culture has a direct influence on performance, because it

affects the conduct of the people. For instance, Anne, K€art and Merily (2019) found that organizational culture is positively associated with performance. Yasas (2019) found that culture predicts performance in the Kelaniya context, while Yeti (2022) found a positive relationship between organizational culture and corporate performance in Indonesia. This suggests enough evidence to relate culture to performance Owino and Francis (2019) and that it is a significant predictor of employee performance Wayan, Viktor, Ismi, Ni Wayan, Wayan, Ni Putu (2020). From the above literature review, the issue of the interrelation between the organization culture and employee performance is not brought out clearly as far as the variables under investigation are concerned. Several researchers have described organizational culture and employee performance from other wider dimensions in other countries such as Kenya, Indonesia and USA. There is however a lot that has not been done to establish the specific culture related variables (such as clay culture, hierarchy culture and adhocracy culture) that influence employee performance. Organizational Culture research has not been effectively done in developing countries and in particular Nigeria hence a major gap in relevant literature on Nigeria or the developing countries at large. The research intends to bridge this available gap by identifying the actual influence of culture in an organisation to the employees' performance.

Objectives of the study

The general objective of the study is to examine organizational culture and its influence on employees' performance: Evidence from IBB University, Lapai. The specific objectives are:

a. To investigate the effect of clay culture on organizational performance of IBB University Lapai, Niger State.
b. To investigate the effect of hierarchy culture on organizational performance of IBB University Lapai, Niger State.
c. To investigate the effect of Adhocracy culture on organizational performance of IBB University Lapai, Niger State.

Concept of organizational culture

Organizational culture is a set of norms, values, beliefs, and attitudes that guide the actions of all organization members and have a significant impact on employee behavior (Schein, 1992). Supporting Schein's definition, Denison, Mishra, Science & Apr (2012) define Organizational culture as the underlying values, protocols, beliefs, and assumptions that organizational members hold, and it is strongly supported by the organizational structure and fundamental principles. in addition, Denison and Mishra (1995) classified Organizational culture as having the following four characteristics: involvement, consistency, adaptability, and mission. Most Organizational culture definitions commonly specify 'Organizational culture' as a shared characteristic among individuals within the organization (Denison et al., 2015; Yilmaz & Ergun, 2008). Some examples of these shared characteristics are beliefs, values, behavior norms, customs, rituals, and ways of making sense (Abdalla, Suresh & Renukappa, 2020). therefore, Organizational culture is a lens that may be used to see and analyze an organization (Parmelli, Flodgren, Beyer, Baillie, Schaafsma & Eccles, 2011). Organizational culture includes sociocultural activities (chatman & O'Reilly, 2016; Nzuva, 2022), recurring perceptual patterns (Scott & Allen, 2022), work procedures (Wilderom, Berg, Van Den & wiersma, 2012), sets of myths and symbols (Tulcanaza-Prieto, Aguilar-Rodríguez & Artieda, 2021), and, common attitudes and behaviors (Belias & Koustelios, 2014). Organizational culture encompasses deeper values and serves as a foundation for developing shared norms (Paais & Pattiruhu, 2020).

Organizational culture assessment instrument (OCAI)

The organizational culture assessment instrument (OCAI) framework specified four main types of culture, such as clan, market, adhocracy, and hierarchy typologies. the fundamentals of the OCAI were derived from the 'competing values Framework' which was created by Cameron

and Quinn (2006). the framework evaluates culture based on external-internal dimensions and a focus on greater or lesser flexibility. the external-internal dimension categorizes an organization's culture based on how it reacts to its external business or professional environment and how it addresses its internal organizational structure, respectively. More-or-less flexibility refers to a measurement of an organization's capacity to respond to changes in its environment (Cameron & Quinn, 2006).

i. Clan: as stated by Cameron and Quinn (2006), Organizational environments that foster cooperation and friendliness provide the position for clan cultures which elaborate, every organization has structures that enforce the unity of its workforce, management, employees, and, ultimately, its clients. the competing value framework's internal and integration paradigms serve as the foundation for clan culture. the expressions of clan culture also include teamwork, full employee involvement in the business, and employee capability development. Cameron and Quinn (2006) argued that the clan culture is a method for gaining the loyalty, interest, and trust of staff members, which has a positive impact on an organization's ability to perform activities. the clan culture adheres to the philosophy of Elton Mayo and is based on management theories. the study by Olum (2011) revealed that the encouragement of informal groups, a positive work environment, employee engagement, and teamwork all contribute to higher productivity. according to Albayrak and Albayrak (2014), communication is crucial in clan culture. in the clan culture, employers are viewed as the parents and employees as the children. ineffective clan communication fosters a chaotic environment. effective communication benefits both employers and employees because it enables employers to communicate their vision to employees, resolve internal conflicts, and address various challenges. the concepts of clan and market cultures are essentially the same, but the audience is different because the market culture is geared toward customers, while the clan relationship is oriented toward employees.

ii. Hierarchy: when an organization is thought of as having a hierarchy, the notion of rigid structures is brought to the forefront. Owners, top management, middle management, and mere workers are different categories of employees in an organization. this classification establishes the line of authority within an organization to ensure what, when, and how actions are taken to aid the objective's achievement. Cameron and Quinn (2006) argued that structures improve stability, accuracy, reliability, and consistency. this improves the organization's internal standardization and the quality of its goods and services.

iii. Adhocracy: Cameron and Quinn (2006) stated that the keyword in this culture is 'ad hoc', which can be understood to mean a temporary way of running an organization. the impact of the business environment necessitates flexibility and informality within organizations. according to Worrall (2012), adhocracy serves as the foundation for cultural change in organizations because of its capacity for environmental adaptation. this is not intended to imply that an organization will compromise on anything besides those issues that will give it a competitive edge or advantage over rivals. Cameron and Quinn (2006) indicated that adhocracy's achievement can be seen in how organizations are adopting new ideas.

iv. Market: The term 'market' in the context of Organizational culture is highly figurative and does not necessarily refer to a physical market where buying and selling take place. Optimizing production costs and maximizing profit is a fundamental tenet of organizational management. the cutting edge of organizations in today's competitive business environment is their capacity to compete in the market. according to Albayrak and Albayrak (2014), if an organization is focused on its competitive bid, customers should be the central focus. without customers, organizations cannot succeed and will lose their competitiveness.

Concept of Employee Performance

Performance can be understood as a quantitative and qualitative expression of a person or group to carry out and complete work to achieve goals, using the knowledge, skills and abilities possessed, (Altındağ & Kösedağı, 2015). Therefore, employee performance can be said to be a source of strategic advantage and is the key to success for the organization, (Diamantidis & Chatzoglou, 2019; Rusu, Avasilcăi & Huţu, 2016). Sustainable employee performance development is a solution to maintain the existence of the organization in a constantly changing environment (Diamantidis & Chatzoglou, 2019).
Organizational culture plays a crucial role in shaping employee performance, with different culture types-clan, hierarchy, and adhocracy-having varied impacts. According to Cameron and Quinn (2011), the Competing Values Framework (CVF) categorizes organizational culture into four types, three of which-clan, hierarchy, and adhocracy-are particularly relevant in understanding employee performance.

Clan culture is characterized by a family-like atmosphere, where collaboration, participation, and a sense of belonging are emphasized (Cameron & Quinn, 2011). Research by Hartnell, Ou, and Kinicki (2011) found that clan culture fosters high job satisfaction and commitment, leading to enhanced performance. Similarly, Zheng, Yang, and McLean (2010) argue that organizations with a strong clan culture tend to encourage knowledge-sharing behaviors, which positively impact employee innovation and efficiency. Additionally, Alharbi and Drew (2014) suggest that clan cultures reduce turnover rates, as employees feel more engaged and valued.

Adhocracy culture focuses on innovation, risk-taking, and adaptability (Cameron & Quinn, 2011). Chang and Lin (2015) assert that adhocracy cultures promote knowledge management and continuous learning, leading to higher levels of creativity and performance among employees. However, while the flexibility of adhocracy cultures can drive innovation, it may also result in role ambiguity and stress, potentially leading to counterproductive work behaviors (Zheng et al., 2010). Despite these challenges, organizations with strong adhocracy cultures tend to perform well in dynamic and competitive environments (Hartnell et al., 2011).

Hierarchy culture is defined by a structured and controlled environment where formal rules and procedures dominate (Cameron & Quinn, 2011). While this structure provides stability and efficiency, it may also limit employee autonomy and creativity. Research by Zheng et al. (2010) found that hierarchical organizations tend to excel in task performance due to clear role expectations, but they may struggle with adaptability and knowledge-sharing. Hartnell et al. (2011) also note that while hierarchy cultures can enhance organizational effectiveness in stable environments, they may hinder responsiveness to change.

Overall, the impact of organizational culture on employee performance varies based on the type of culture present. Clan and adhocracy cultures generally enhance performance by fostering supportive and innovative environments, respectively. In contrast, hierarchy cultures improve task efficiency but may restrict creativity and adaptability. Thus, organizations should align their cultural strategies with their performance objectives to maximize effectiveness.

Underpinning theory
Competing Values Framework (CVF) Theory (1983)

The Competing Values Framework (CVF) was developed by Cameron and Quinn in 1983 as a model for assessing and understanding organizational culture. The theory suggests that organizations operate within competing value dimensions that shape leadership styles, decision-making processes, and overall effectiveness. It classifies organizational cultures into four types: Clan, Adhocracy, Hierarchy, and Market cultures. These cultures are positioned along two dimensions: flexibility versus stability and internal versus external focus. The theory

argues that no single culture type is inherently superior, but the effectiveness of a culture depends on the organization's strategic goals and operational environment.

The CVF outlines four major cultural types, but this study focuses on three: Clan, Adhocracy, and Hierarchy cultures. Clan culture is characterized by a collaborative and family-like atmosphere, where teamwork, shared values, and employee development are prioritized. Leaders in clan cultures act as mentors, fostering strong interpersonal relationships and employee satisfaction. Adhocracy culture emphasizes innovation, flexibility, and entrepreneurial thinking. Organizations with an adhocracy culture encourage creativity and risk-taking, allowing employees to experiment with new ideas to drive performance. Hierarchy culture, on the other hand, focuses on control, structure, and formalized procedures. It values efficiency, stability, and consistency, ensuring that employees follow well-established rules to maintain organizational order.

The CVF provides a framework for understanding the relationship between organizational culture and employee performance. Clan culture aligns with higher employee engagement and motivation, as it creates an inclusive and supportive environment. Employees in a clan culture tend to be more committed and willing to go beyond their formal job roles, leading to improved overall performance. Adhocracy culture is linked to higher levels of innovation and knowledge-sharing. Employees in an adhocracy-driven organization have the autonomy to explore creative solutions, leading to increased adaptability and problem-solving capabilities. Hierarchy culture, while ensuring stability and efficiency, may restrict employee autonomy and innovation. The structured nature of hierarchy culture can lead to high task performance but may reduce flexibility and responsiveness to change, potentially limiting overall productivity.

Despite its usefulness, the CVF theory has been criticized for oversimplifying the complexity of organizational culture. Critics argue that real-world organizations rarely exhibit a single culture type; instead, they operate with a mix of multiple cultures that evolve over time (Hartnell, Ou, & Kinicki, 2011). The theory also assumes that cultural types are relatively stable, whereas organizations often undergo cultural shifts due to market demands, technological advancements, or leadership changes (Zheng, Yang, & McLean, 2010). Another limitation is that CVF does not fully account for power dynamics, employee diversity, and cross-cultural variations, which can significantly impact how culture influences employee performance. While the theory provides a valuable tool for diagnosing organizational culture, it may not capture the full spectrum of factors affecting employee performance in complex business environments.

Research methodology

This section outlines the method and Procedures employed in conducting the study. It details the research design, population, sampling technique, data collection instrument, analytical techniques and model specification.

Research Design

This study adopted a quantitative research design to assess the influence of organizational culture on employee performance at Ibrahim Badamasi Babangida University, Lapai. The quantitative approach enabled the researcher to establish statistical relationships between variables, ensuring objectivity and reliability in the findings.

Population and Sampling Technique

The population of the study comprised 1,138 employees of Ibrahim Badamasi Babangida University, Lapai, consisting of 313 academic staff and 825 non-teaching staff. Using Yamane’s formula (1976) for sample size determination, a total of 296 respondents were selected. A

stratified sampling technique was employed to ensure proportional representation, allocating 81 respondents from academic staff and 215 from non-academic staff.

Data Collection Instrument

Primary data was collected using a structured questionnaire designed to capture responses on organizational culture dimensions (clay culture, hierarchy culture, and adhocracy culture) and their effects on employee performance. The questionnaire utilized a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data Analysis Techniques

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) Version 23. The statistical tools used for analysis included Descriptive Statistics (Mean and standard deviation) were calculated to assess the level of agreement with statements related to organizational culture and employee performance. For inferential statistics, Pearson's correlation was utilized to determine the direction of the relationship between the study variables while Multiple Regression coefficient used to test hypotheses at 5% confidence level.

Model Specification

The following regression model was developed to test the cause-and-effect relationship between clay culture, hierarchy culture, adhocracy culture and Employee performance.

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

Where:

Y = Employee performance (DV)
$\beta 0$ = Constant Term
X_1 = clay culture (IV-1)
X_2 = hierarchy culture (IV-2)
X_3 = adhocracy culture (IV-3)
ε = Constant error

Data Presentation and Analysis

296 questionnaires were administered out of which 236 were validly filled and returned. This represents 80%, which according to Mugenda and Mugenda (2003), is sufficient to meet the objectives of the study.

Descriptive Statistics (Mean, grand mean)

The study analysis the mean and standard deviation of each variable. Consequently, any score (mean and/or grand mean) between 1.00 to 1.99 was considered as an indication of very low; 2.00 to 2.99 was an indication of low; 3.00 to 3.49 was an indication of moderate; 3.50 3.99 was an indication of high and 4.00 to 5.00 was considered to be very high.

Table 1 Descriptive Statistics

	N	Mean
Organizational culture effectively influences employee performance	236	2.0297
Organizational culture contributes to employee performance	236	2.9831
Organizational culture enhance synergy between employee and institution	236	3.1483
Organizational culture improves employee performance	236	3.4492
Organizational culture has significant influence on employee performance	236	3.6568
EP grand mean	236	3.0534
Valid N (listwise)	236	

Researcher's Field Survey, 2023.

The study considers it necessary to assess employee performance in IBBUl. The data analysis revealed that majority of the means of employee performance falls between 3.00 - 3.49 which is an indication of moderate performance.

Table 2 Descriptive Statistics		
	N	Mean
clay culture facilitates employee goal attainment	236	3.4110
clay culture empower employee to enhance their performance	236	3.4492
clay culture provides open communication to improve employee performance	236	3.4703
clay culture allows employee to take part in decision making to have better output	236	3.6864
clay culture builds sense of ownership and obligation in employee to increase their outputs	236	3.5932
SC grand mean	236	3.5220
Valid N (listwise)	236	

Researcher's Field Survey, 2023.

The study assess employee performance as determined by clay culture. In general the data analysis revealed that employee performance has shown by clay culture is high. This is an indication that values of human affiliation, collaboration, attachment, trust and loyal have significant influence on employee performance.

Table 3 Descriptive Statistics		
	N	Mean
hierarchy culture enhances employee performance	236	2.7924
hierarchy culture emphasis on compliance and efficiency to achieve objectives	236	2.6144
hierarchy culture eliminates waste and redundancy to improve employee performance	236	2.8983
hierarchy culture provides clear roles to make goal attainment much easier	236	2.6695
hierarchy culture formulates policies and procedures to improve employee performance	236	2.8305
BC grand mean	236	2.7610
Valid N (listwise)	236	

Researcher's Field Survey, 2023.

This study deems it necessary to determine employee performance in terms hierarchy culture. Data analysis revealed a mean score of between 2.00 to 2.99 for all 5 determinants of employee productivity (see table 3). This indicates that employee performance, in terms of hierarchy culture is low. This means stating the roles and responsibilities alone does not improve employee performance.

Table 4 Descriptive Statistics	N	Mean
adhocracy culture facilitates quick reaction to operational change and in turn increase employee performance	236	3.8390
adhocracy culture allows initiative ideas to enhance their performance	236	3.8093
adhocracy culture encourage flexibility to increase employee performance	236	3.8517
adhocracy culture helps to identify risk that influence employee performance	236	3.5424
adhocracy culture facilitates change process and in turn increase employee performance	236	3.1102
IC grand mean	236	3.6305
Valid N (listwise)	236	

Researcher's Field Survey, 2023.

The study investigated the influence of adhocracy culture on employee performance. On five points scale mean, the mean score of all the factors of adhocracy culture lies between 3.50-3.99 except adhocracy culture facilitate change process which has mean score of 3.1102. This means that employee's performance in terms of these factors namely, flexibility, quick reaction to

operation, initiative ideas and risk identification is high as arranged in descending order. In general, employee performance is high as determined my adhocracy culture (grand mean = 3.6305)

5 Correlations					
		Employee performance	clay culture	hierarchy culture	adhocracy culture
Pearson Correlation	Employee performance	1.000	.930	.193	.921
	clay culture	.930	1.000	.202	.889
	hierarchy culture	.193	.202	1.000	.173
	adhocracy culture	.921	.889	.173	1.000
Sig. (1-tailed)	Employee performance	.	.000	.001	.000
	clay culture	.000	.	.001	.000
	hierarchy culture	.001	.001	.	.004
	adhocracy culture	.000	.000	.004	.
N	Employee performance	236	236	236	236
	clay culture	236	236	236	236
	hierarchy culture	236	236	236	236
	adhocracy culture	236	236	236	236

Researcher's Field Survey, 2023.

The table above show the data analysis on relationship between organizational culture and employee performance in Pearson (1- tailed) correlation. The correlation table above shows a strong positive relationship between clay culture and employee performance (r: .930, p: 000), furthermore, the relationship between adhocracy culture and employee performance also revealed strong positive correlation (r: .921, p: 001) and finally, the process data shows weak relationship between hierarchy culture and employee performance (r: .193, p: 004).

6 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952[a]	.907	.906	.53745
a. Predictors: (Constant), adhocracy culture, hierarchy culture, clay culture				

Researcher's Field Survey, 2023.

The R^2 for model is very impressive at 0.907 which implies that the model explains about 90.7% of the systematic variations in the dependent variable leaving only 9.3% to other variables not included in this study. Furthermore, the adjusted R^2 is 90.6%.

7 ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	654.762	3	218.254	755.594	.000[b]
	Residual	67.013	232	.289		
	Total	721.775	235			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), adhocracy culture, hierarchy culture, clay culture						

Researcher's Field Survey, 2023.

From the table above F-stat is 755.594 (p-value = 0.00) is significant at 5% and suggest that the hypothesis of a significant linear relationship between the dependent and independent variables cannot be rejected.

8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.271	.091		-2.977	.003
	clay culture	.558	.046	.530	12.057	.000
	hierarchy culture	.008	.021	.008	.393	.694
	adhocracy culture	.493	.048	.449	10.273	.000
a. Dependent Variable: Employee performance						

Researcher's Field Survey, 2023.

Beta Coefficient of the study Variables, the regression equation was: $Y = - 0.271 + 0\ .558\beta_1 + 0.008\beta_2 + 0.493\ \beta_3$**.** From the equation, holding Caly culture, Hierarchy culture and Adhocracy culture Constant Employee performance will be negatively influenced by - 0.271 in IBBU Lapai, Niger State.

Test of Hypotheses

Decision Rule: We accept the null hypothesis if the probability value for the coefficient beta is> 0.05 at 5% significance level, otherwise we reject the null and accept the alternative.

H_{o1}: clay culture does not have significant influence on employee performance in IBBU, Lapai.

Focusing on the performance of the coefficients, we observe that the coefficient for clay culture is positive (0.558) and statistically significant at 5% level (p=0.000) and this implies that an increase in clay culture will improve employee performance and hence we reject the null hypothesis that clay culture does not have significant influence on employee performance in IBBU, Lapai.

H_{o2}: hierarchy culture does not have significant influence on employee performance in IBBU, Lapai.

Hierarchy culture is positive (.008) but not statistically significant at 5% level (p=0.694) which implies that hierarchy culture have no significant influence on employee performance. Hence we accept the null hypothesis that hierarchy culture have significant influence on employee performance.

H_{o3}: adhocracy culture does not have significant influence on employee performance in IBBU, Lapai.

The influence of adhocracy culture is positive (0.921) and significant at 5% level (p=0.000) which suggest that the independence of the adhocracy culture has a positive influence on employee performance and as such the more independent adhocracy culture the likely the employee performance will increase. Hence, we reject the null hypothesis that adhocracy culture does not have significant influence on employee performance in IBBU, Lapai.

Discussion of findings

The study assesses organizational culture and its influence on employee performance in IBBU, Lapai. Specifically, the study aimed to investigate the effect of Caly culture, Hierarchy culture and Adhocracy culture on Employee performance.

Findings revealed that clay culture has a significant positive impact on employee performance. This suggests that values such as collaboration, trust, and a sense of belonging enhance employees' productivity and engagement. This aligns with Beni and Sapit (2022), who found that a strong institutional culture fosters employee motivation and commitment. Similarly, Ghazi Ben Saad and Muzaffar Abbas (2018) emphasized that a supportive work environment improves organizational ethics and performance.

Results also indicated that hierarchy culture has no significant influence on employee performance. This suggests that rigid structures, top-down decision-making, and bureaucratic controls do not significantly enhance employee output. This finding is consistent with Yasas (2020), who reported a negative relationship between hierarchical structures and employee

motivation. Similarly, Muhammad et al. (2020) argued that excessive formalization and control limit creativity, weaken employee engagement, and hinder performance.

Lastly, the findings showed that adhocracy culture has a significant positive impact on employee performance. This indicates that flexibility, innovation, and risk-taking contribute to higher productivity and adaptability among employees. These results align with Tran (2020), who found that a culture of innovation and continuous learning enhances institutional effectiveness. Additionally, Yasas et al. (2020) emphasized that adhocracy culture fosters creativity and resilience in dynamic environments.

Practical and Theoretical Implications of the study

This study highlights the importance of organizational culture in shaping employee performance. Institutions should prioritize collaborative and innovative cultures to enhance engagement and productivity. Rigid hierarchical structures should be minimized, and management should adopt more flexible and participatory leadership styles to improve employee motivation.

The findings also provide empirical support for the Competing Values Framework (CVF) Theory, reinforcing the view that clan and adhocracy cultures drive performance, while hierarchy culture may hinder adaptability. This study also contributes to organizational behavior literature in Nigeria, addressing gaps in research on the specific cultural factors affecting employee performance in academic institutions.

Conclusion

Employees play a crucial role in institutional success, and their performance is significantly influenced by organizational culture. However, existing studies have not clearly established the impact of specific cultural dimensions - clay, hierarchy, and adhocracy cultures - on employee performance in Nigerian universities. To address this gap, this study examined the effect of these cultural dimensions on employee performance at IBB University, Lapai. Findings revealed that clay and adhocracy cultures have significant positive impacts on employee performance, while hierarchy culture does not have a significant effect. This suggests that a collaborative and innovative work environment enhances employee engagement and productivity, whereas rigid hierarchical structures may hinder performance. Therefore, institutional leaders should foster a supportive and adaptable organizational culture to maximize employee performance and overall institutional effectiveness.

Recommendations

Institutional leaders should Strengthen Clay Culture for Employee Engagement by promoting collaboration, trust, and a sense of belonging among employees by encouraging open communication, teamwork, and participatory decision-making. This will enhance employee motivation and productivity, aligning with the positive impact of clay culture on performance.

Reduce Bureaucratic Barriers in Hierarchy Culture Since it does not significantly enhance performance, management should minimize rigid structures, excessive formalization, and top-down decision-making. Instead, a more flexible and inclusive leadership style should be adopted to improve employee motivation and innovation.

Enhance Adhocracy Culture for Innovation given its significant impact on employee performance, institutions should promote creativity, adaptability, and risk-taking. This can be achieved by investing in continuous learning, research, and development initiatives, ensuring employees are empowered to contribute innovative ideas.

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