Influence Of Organizational Culture On Employees Productivity And Innovation In College Of Education Mosogar, Delta State

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ABSTRACT
The study examined the influence of organizational culture on employee's productivity and innovation in College of education Mosogar, Delta State. The specific objectives of the study were to find out: if organizational culture influences employee's productivity in College of Education, Mosogar; and if organizational norms and motivations influences employees Innovation in College of Education, Mosogar. Two research questions were raised and two null hypotheses formulated for the study. A descriptive survey design was adopted for the study. Population for the study was made of 138 teaching staff and 243 non-teaching staff; 230 males and 151 females; and 258 senior staff and 123 junior staff as obtained from the Establishment unit of the College. The sample for the study consisted of 191 respondents, made up of 169 teaching staff and 122 non-teaching staff; 115 males and 76 females; and 129 senior staff and 62 junior staff, which is 50% of the population for the study, employing the systematic random sampling technique. An Organizational Culture Influences on Employees Behaviour Questionnaire (OCIEBQ) was used as the instrument for this study, which was face validated by three experts. The Cronbach Alpha Reliability Coefficient of 0.85 was obtained for the study. Out of the 191 copies of questionnaire administered by the Researcher, 180 were retrieved and used for the study. The mean and standard deviation were employed in answering the two research questions, while t-test was employed in analyzing the two null hypotheses formulated at 0.05 level of significance. The findings obtained includes: organizational culture influences the productivity of employees in College of Education, Mosogar and that organizational norms and motivations influences the innovation of employees in College of Education, Mosogar. Amongst others, it was recommended here should be periodic in-service training organized by tertiary educational Institutions to keep all staff of salient organizational cultures, stating why they should be kept and penalties for those whom do not keep them.
Keywords: Organizational Culture, Employees Productivity and Innovation

INTRODUCTION
A number of studies (Smelser, 2005) have already established that organizational culture affects employee's productivity, performance, commitment, self-confidence, and ethical behaviour. While there has been a lot of research on the impact of organizational culture on performance, there has been little research on the influence of organizational culture on employee's behaviour. Every organization is a collective creation, which consists of a variety of people, their behavior, attitudes and relations between one another. In order to accomplish a task, an organization demands collective efforts of many of its members.

The variables of organizational culture the researcher focuses on are: organizational culture norms and values; attitudes; artifacts; organizational support and motivations, while for employees behavioural patterns are: employee's innovation; personal initiative and creativity; employee's workplace attitudes; employee's productivity; and employees training and development. Norms and values develop through the influences of cultural and social contexts. Norms espoused within an organizational environment are defined as evaluative standards relating to work, or the work environment, by which individuals discern what is considered "right" or "wrong". Artifacts are the most explicit and observable characteristics of an organizational culture and provide a context for employees to understand what is expected within the organization. Organizational support and motivation is conceived of, as whatever it takes to encourage employees to perform efficiently by fulfilling or appealing to their needs. Innovation is the basis of all competitive advantage, the means by which organizations anticipate and fill customer needs, and the method by which organizations utilize technology. Innovation is a key means by which an organization can achieve sustainable growth. Personal initiative and creativity entails resourceful thinking and imagination that calls for a display of fresh ideas in the process of discharging work duties in an organization. Employee's workplace attitude embodies dispositions towards work, which could be favourable attitude (e.g. diligence and quick response to duties) or unfavourable attitude (e.g. laziness and truancy). Productivity is the output and input ratio within a given time frame and with special attention to quality and the efficient use of resources. Employees training and development is used to directly increase the job skills of an individual or a group of individuals by teaching them how to perform their tasks more effectively.

The variables of organizational culture the researcher focuses on are: organizational culture norms and values; attitudes; artifacts; organizational support and motivations, while for employees behavioural patterns are: employee's innovation; personal initiative and creativity; employee's workplace attitudes; employee's productivity; and employees training and development. Norms and values develop through the influences of cultural and social contexts. Norms espoused within an organizational environment are defined as evaluative standards relating to work, or the work environment, by which individuals discern what is considered "right" or "wrong". Artifacts are the most explicit and observable characteristics of an organizational culture and provide a context for employees to understand what is expected within the organization. Organizational support and motivation is conceived of, as whatever it takes to encourage employees to perform efficiently by fulfilling or appealing to their needs. Innovation is the basis of all competitive advantage, the means by which organizations anticipate and fill customer needs, and the method by which organizations utilize technology. Innovation is a key means by which an organization can achieve sustainable growth. Personal initiative and creativity entails resourceful thinking and imagination that calls for a display of fresh ideas in the process of discharging work duties in an organization. Employee's workplace attitude embodies dispositions towards work, which could be favourable attitude (e.g. diligence and quick response to duties) or unfavourable attitude (e.g. laziness and truancy). Productivity is the output and input ratio within a given time frame and with special attention to quality and the efficient use of resources. Hence, the Researchers examined the influence of organizational culture on employee's productivity and innovation in College of education Mosogar, Delta State.

Statement of the Problem

Organizational culture is now a prevalent topic among academics, managers, consultants and the world over, as a means of distinguishing the members of one group from others. Culture gives identities to organizations, groups and individuals. Today's organization is predominantly dynamic as it poses large opportunities and challenges to the corporate practitioners and policy makers. Organizational culture has been recognized as an influential factor in analyzing organizations in various contexts. The analysis of cultural factors contributes to a better understanding of individual and group behaviour within an organization. The notion that culture has a momentous impact on the effectiveness and behaviour of employees within organizations is widely underscored in the literature. Hence, the Researchers examined the influence of organizational culture on employee's productivity and innovation in College of education Mosogar, Delta State.

Purpose of the Study
The purpose of the study is to determine the degree of influence of organizational culture on employee's productivity and innovation in College of education Mosogar, Delta State. In order to achieve this purpose, the study is set to specifically find out:
1. if organizational culture influences employee's productivity in College of Education, Mosogar
2. if organizational norms and motivations influences employees Innovation in College of Education, Mosogar

Research Questions
The following research questions are raised for the study:
1. Does organizational culture influences employee's productivity in College of Education, Mosogar?
2. Do organizational norms and motivations influences employees Innovation in College of Education, Mosogar?

Hypotheses
The following null hypotheses are formulated for the study, which will be tested at 0.05 level of significance:
Ho_1: there is no significant difference in the mean responses of Senior and Junior staff on influence of organizational culture on employee's productivity in College of Education, Mosogar
Ho_2: there is no significant difference in the mean responses of Male and Female staff on influences of organizational norms and motivations on employees Innovation in College of Education, Mosogar

Literature Review
Hai Li, Baiyin Yang, Mian Zhang (2011) investigated on the two functions of organizational culture link to organizational productivity, centering on human resource capability as a mediator and environmental uncertainty as a moderator. The study tested the hypotheses with data collected from representatives of 362 firms the average number of employees was 5,430 (SD=16,999) in China. The findings showed that the two functions of organizational culture, that is, internal integration and external adaptation, play a joint effect on employee's productivity or performance. The relationship between external adaptation and performance is mediated by human resource capability. In addition, environmental uncertainty plays a moderating role involving the association between internal integration and performance.

McKenzie (2010) examined the relationship between HRM, organizational culture and firm performance. It has primarily explored the relationship and different views between HRM and culture. While a number of challenging views exist in regards to the HRM culture link, it is commonly found that HRM practices influence organizational culture, by providing information to employee's that impacts their assumptions, values and attitudes. In addition, certain HRM practices are said to shape work force attitudes by framing employee's perceptions about the organization; in turn leading to higher levels of job satisfaction, retention and motivation; all of which influence a firm's performance.

Liao and Rupp (2005) studied the impact of justice climate and justice orientation on work outcomes (citizenship, satisfaction, and commitment) on a sample of 231 employees from 44 work groups representing nine organizations spanning seven different industries. They tested and demonstrated, in line with prior researches that justice context (the within work unit average of justice perceptions assigned to each unit member) predicted individual-level job satisfaction beyond the effects of individual-level procedural justice perceptions.

Fulmer, Gerhard and Scott (2003) has done a study on the relationship between being a "Great Place to Work" and firm performance. They reported in their study, "prior analysis, mostly in the popular press suggest that inclusion on 100 Best lists is associated with good relative financial and market performance" and most of these studies suffer severe limitations and were theoretical. To test the hypothesis they used data from surveys to verify if organizational climate have an impact on firm performance and if some of the factors in which the organizational climate can be articulated can have a different impact. Furthermore, Boselie, Dietz and Boon (2005), by analyzing the literature over the last years on the HRM-performance relationship, reported wide disparities in the treatment of the components

emphasizing the "black box" stage between HRM and performance. They indicated that the theoretical frameworks which dominated the field were the "contingent framework" (i.e., HRM influences performance in relation to contingent factors such as business strategies), the resource-based view (i.e., HRM influences performance according to the human and social capital held by the organization).

Delaney and Huselid (1996) found that some of the more progressive human resource management strategies, five including careful selection at appointment, training and incentive compensation, have a positive effect on the organizational performance and or employee's productivity. Huselid proved by empirical study that a system with an optimal human resource management strategy (high-performance systems) can increase the organizational performance no matter what organizational strategic objectives of an enterprise.

Innovation is the key to organizational survival and therefore the study of processes that support innovation should be of interest to researchers and practitioners alike. Norms develop through the influences of cultural and social contexts. Norms espoused within an organizational environment are defined as evaluative standards relating to work, or the work environment, by which individuals discern what is considered "right" or "wrong". Norms serve an important function guiding the expectations of individual's behavior, within organizations. Homburg and Pflesser (2000) investigated the different layers of a market-oriented organizational culture across a range of industries in Germany. They found strong support for the role of specific values, norms, and artifacts in shaping employee behaviors that support a strong market-orientation (i.e., staying informed of market trends, reacting to customers' shifting preferences).

Norms motivate innovative behaviours. Norm's influences employee's innovation-oriented culture through the following dimensions: success, openness and flexibility, internal communication, competence and professionalism, inter-functional cooperation, responsibility of employees, appreciation of employees, and risk-taking. Norms are social expectations based on underlying organizational values and represent behavioral rules that guide actions within groups, and often specify precise sanctions for violations of these expectations. Social norms are among the least visible and most powerful forms of social control over human action" An organization's culture grows via norms, and the approval or disapproval attached to these expectations. Norms provide order and meaning to ambiguous or uncertain situations, therefore providing standards against which individuals can evaluate the appropriateness of behavior. As governance mechanisms, norms have been shown to safeguard against opportunistic behavior and encourage innovative behaviors.

Previous research suggests norms associated with enhancing creativity (e.g., expectations and encouragement of risk-taking), and norms associated with promoting the implementation of projects (e.g., expectations and encouragement of teamwork, such as coordination and information exchange) are significantly related to innovation (Caldwell & O'Reilly, 2003).When these norms are present individuals are more likely to propose new and creative solutions to problems and are more likely to have an easier time putting creative ideas into action than if these norms did not exist (Caldwell & O'Reilly, 2003; Dewett, 2004). Other research confirms early studies and provides support for the relationship between norms for collaborative problem solving (innovation) and related behaviors (Taggar & Ellis, 2007). Based on this discussion, organizational norms for innovation often occur in antecedent paths of innovative behaviors

RESEARCH METHODOLOGY
A survey design was adopted for this study. The population for the study consisted of 381 staff in College of education, Mosogar. The sample for the study consisted of 191 respondents. The systematic random sampling technique was employed to arrive at the sample size for the study. An Organizational Culture Influences on Employees Behaviour Questionnaire (OCIEBQ) was used as the instrument for this study. It was developed by the researcher and it is a 22-item questionnaire containing three (3) sections (A-C). It was structured on a five-point rating scale as follows: "Strongly Agree" (5); "Agree" (4); "Undecided" (3); "Disagree" (2); and "Strongly Disagree" (1). The mean and standard deviation were employed in

answering the two research questions, while t-test was employed in analyzing the two null hypotheses formulated at 0.05 level of significance.

RESULTS

Research Question One: *Does organizational culture influences employee's productivity in College of Education, Mosogar?*

Table 1: **Mean Responses of Respondents on the Influence of Organizational Culture on Employee's Productivity in College of Education, Mosogar**

S/N	Items	$\bar{X}$	SD	Decision
21	The organizational culture in my institution leads higher levels of job satisfaction among employees	3.11	1.01	Undecided
22	Organizational culture as a dominant force influences the attainment of goals and objectives of my College	4.10	1.47	Agree
23	A satisfactory organizational culture creates a motivation for high standards of performance in my Institution	4.78	1.33	Strongly Agree
24	A well-defined organizational culture makes employees to contribute their best in College of Education, Mosogar	4.67	1.35	Strongly Agree
25	The organizational culture in my College brings out the hidden capabilities among employees	3.95	1.15	Agree
26	The organizational culture in my Institution influences employees towards productivity with minimum supervision	3.20	1.03	Undecided
27	The power culture in my institution influences a higher performance among employees	3.89	1.26	Agree
28	The role culture in my College impacts employees giving above average performances	4.21	1.34	Agree
29	The power culture in my institution engenders higher productivity, among employees	4.00	1.08	Agree
30	The organizational culture in my College, reduces the productivity of employees	2.44	1.35	Disagree
	Cluster Mean	**3.84**	**1.10**	**Agree**

The data in Table 1 revealed that items 21 and 26 had mean scores of 3.11 to 3.20 respectively which are the boundary limits for undecided. While, items 23 and 24 had mean scores of 4.78 to 4.67 respectively which are the boundary limits for strongly agree. More so, item 30 had a mean score of 2.44 which is within the boundary limit of disagree. However, items 22, 25, 27, 28 and 29 had mean scores ranging from 3.89 to 4.21 which were within the boundary limit for agree. The standard deviation values which ranged from 1.01 to 1.47 showed that the opinions of the respondents were not too far from the mean. Since the cluster mean was 3.84, therefore, the respondents agreed to majority of the items as agree indicating that organizational culture influences the productivity of employees in College of Education, Mosogar.

Research Question Two: *Do organizational norms and motivations influences employees Innovation in College of Education, Mosogar?*

Table 2: Mean Responses of Respondents on the Influence of Organizational Norms and Motivations on Employee's Innovation in College of Education, Mosogar

S/N	Items	$\bar{X}$	SD	Decision
31	Organizational norm's in my College influences employee's innovation-oriented culture	4.11	1.08	Agree
32	Organizational norm's in my College influences more professionalism among employees	4.33	1.30	Undecided
33	Organizational norms provide order and meaning to ambiguous or uncertain situations that empowers employee's innovation	4.13	1.29	Agree
34	Norms in my College leads to collaborative problem solving among employees	3.62	1.39	Agree
35	Introducing organizational rewards system in my Institution influences employee's creativity	4,18	1.44	Agree
36	organizational motivations impact positively on employee's innovation in my Institution	4.04	1.13	Agree
37	Incentive compensation of employees on their productivity impacts on their innovative tendencies	4.08	1.38	Agree
38	Intrinsic motivations in my College impacts employee's personal initiative	4.24	1.33	Agree
39	Extrinsic motivations in my Institution influences employee's innovation	3.92	1.30	Agree
40	Organizational norms of my College influence employees towards creative work output.	3.51	1.32	Agree
	Cluster Mean	**4.02**	**1.18**	**Agree**

The data in Table 2 showed that all the items had mean scores ranging from 3.51 to 4.33 which were the boundary limits for agree. The standard deviation values which ranged from 1.08 to 1.44 showed that the opinions of the respondents were not too far from the mean. Since the cluster mean was 4.02, it indicated that organizational norms and motivations influence the innovation of employees in College of Education, Mosogar.

Hypotheses

Ho$_1$: There is no significant difference in the mean responses of Senior and Junior staff on influence of organizational culture on employee's productivity in College of Education, Mosogar

Table 3: Two-tailed t-test Result of the Mean Responses of Senior and Junior Staff on Influence of Organizational Culture on Employee's Productivity in College of Education, Mosogar

s/n	Senior $\bar{X}$	n=120 SD	Junior $\bar{X}$	n=60 SD	Df	t-cal	t-crit	Decision
1	3.94	1.03	3.93	1.05	178	0.13	<1.96	NS
2	3.58	1.19	3.78	1.05		-2.81	<1.96	NS
3	3.60	1.18	3.65	1.10		-0.70	<1.96	NS
4	4.27	0.84	3.98	1.03		4.89	>1.96	S
5	2.88	1.44	3.04	1.52		-1.67	<1.96	NS
6	3.87	1.14	3.68	1.34		2.50	>1.96	S
7	3.22	1.40	3.15	1.50		0.71	<1.96	NS
8	2.99	1.49	3.11	1.45		-1.23	<1.96	NS
9	2.75	1.49	2.75	1.52		0.46	<1.96	NS
10	2.82	1.37	2.75	1.46		0.03	<1.96	NS
GM	3.39	1.26	3.38	1.30		0.04	<1.96	NS

The data in Table 3 showed that there is a significant difference in the mean responses of Senior and Junior staff in respect to only items 4 and 6. The grand mean of the calculated t-value of 0.04 at 178 degree of freedom which is less than the t-table value of 1.96 at 0.05 level of significance, shows that the null hypothesis of no significant difference between the mean responses of Senior and Junior staff on the influence of organizational culture on employee's productivity in College of Education, Mosogar is therefore accepted. This means that Senior and Junior staff responses on the on the influence of organizational culture on employee's productivity in College of Education, Mosogar are similar.

Ho₂: There is no significant difference in the mean responses of Male and Female staff on influences of organizational norms and motivations on employee's innovation in College of Education, Mosogar

Table 4: Two-tailed t-test Result of the Mean Responses of Male and Female staff on Influences of Organizational Norms and Motivations on Employee's Innovation in College of Education, Mosogar

S/N	Male $\bar{X}$	n=110 SD	Female $\bar{X}$	n=70 SD	Df	t-cal	t-crit	Decision
1	4.03	0.94	3.91	1.09	178	1.99	>1.96	S
2	2.84	1.38	2.99	1.36		-1.70	<1.96	NS
3	2.87	1.39	2.73	1.43		1.53	<1.96	NS
4	4.06	0.91	4.17	0.86		-1.90	<1.96	NS
5	4.22	0.83	4.21	0.85		0.20	<1.96	NS
6	2.83	1.43	2.77	1.41		0.65	<1.96	NS
7	2.84	1.41	2.84	1.42		0.00	<1.96	NS
8	2.66	1.32	2.77	1.27		-1.39	<1.96	NS
9	4.03	0.96	4.17	0.85		-2.31	<1.96	NS
10	2.35	0.93	2.53	0.85		-3.16	<1.96	NS
GM	**3.27**	**1.15**	**3.31**	**1.14**		**-0.11**	**<1.96**	**NS**

The data in Table 4 showed the analysis of the t-test used in testing the significant difference between the mean responses of Male and Female staff on influences of organizational norms and motivations on employee's innovation in College of Education, Mosogar. The statistical result shows that, only item 1 was significant. The grand mean of the calculated t-value of -0.11 at 178 degree of freedom is less than the t-table value of 1.96 at 0.05 level of significance. The null hypothesis of no significant difference between the mean responses of Male and Female staff on influences of organizational norms and motivations on employee's innovation in College of Education, Mosogar is therefore accepted. This means that male and female staff did not responded to the influences of organizational norms and motivations on employee's innovation in College of Education, Mosogar, differently.

DISCUSSION OF FINDINGS
From research question one, it was found out that organizational culture influences the productivity of employees in College of Education, Mosogar. In consonance with the findings of this study, a number of studies (Smelser, 2005; Chukwu, Aguwamba and Kanu (2017)) have already established that organizational culture affects employee's productivity, performance, commitment, self-confidence, and ethical behaviour. While there has been a lot of research on the impact of organizational culture on performance, there has been little research on the influence of organizational culture on employee's behaviour. Every organization is a collective creation, which consists of a variety of people, their

behavior, attitudes and relations between one another. In order to accomplish a task, an organization demands collective efforts of many of its members.

From hypothesis one, it was found out that there is no significant difference in the mean responses of Senior and Junior staff on the influence of organizational culture on employee's productivity in College of Education, Mosogar. This means that Senior and Junior staff responses on the on the influence of organizational culture on employee's productivity in College of Education, Mosogar are similar. Empirically, Hai Li, Baiyin Yang, Mian Zhang (2011) investigated on the two functions of organizational culture link to organizational productivity, centering on human resource capability as a mediator and environmental uncertainty as a moderator. The study tested the hypotheses with data collected from representatives of 362 firms the average number of employees was 5,430 (SD=16,999) in China. The findings showed that the two functions of organizational culture, that is, internal integration and external adaptation, play a joint effect on employee's productivity or performance. The relationship between external adaptation and performance is mediated by human resource capability. In addition, environmental uncertainty plays a moderating role involving the association between internal integration and performance.

From research question two, it was found out that organizational norms and motivations influences the innovation of employees in College of Education, Mosogar. Kozlowski and Klein, (2000) stated that a satisfactory organizational culture (norms) creates a motivation for high standards of performance and employees are always willing to contribute their best in the organization. A positive behaviour of employees is noticed and their performance reflects the same. And so does the business outcome. For example, in this saturated global market, it is very essential for an organization to be innovative and creative to hold back its strategic position. If the organizational culture has a strong influence towards innovation, definitely it will try to maintain its business environment where there will be a positive impact on innovation and creativity. It will on behalf influence the creativity and innovation of employees which would inspire their individual performance as well as organizational performance as a whole (Caldwell & O'Reilly, 2003). When these norms are present individuals are more likely to propose new and creative solutions to problems and are more likely to have an easier time putting creative ideas into action than if these norms did not exist (Caldwell & O'Reilly, 2003; Dewett, 2004). Other research confirms early studies and provides support for the relationship between norms for collaborative problem solving (innovation) and related behaviors (Taggar & Ellis, 2007). Based on this discussion, organizational norms for innovation often occur in antecedent paths of innovative behaviors.

The cultural norms have a profound impact on the innovation of an organization. Possession of positive cultural characteristics provides the organization with the necessary ingredients to innovate. Culture has several elements that may serve to enhance or inhibit the tendency to innovate. Also, according to another recent research, there exists a strong positive relationship between participative management practices and innovative culture in small companies (Gudmundson, 2003).

From hypothesis two, it was found out that there is no significant difference in the mean responses of Male and Female staff on influences of organizational norms and motivations on employee's innovation in College of Education, Mosogar. This means that male and female staff did not responded to the influences of organizational norms and motivations on employee's innovation in College of Education, Mosogar, differently. Innovation is the key to organizational survival and therefore the study of processes that support innovation should be of interest to researchers and practitioners alike. Norms develop through the influences of cultural and social contexts. Norms espoused within an organizational environment are defined as evaluative standards relating to work, or the work environment, by which individuals discern what is considered "right" or "wrong". Norms serve an important function guiding the expectations of individual's behavior, within organizations. Homburg and Pflesser (2000) investigated the different layers of a market-oriented organizational culture across a range of industries in Germany. They found strong support for the role of specific values, norms, and artifacts in shaping employee behaviors that support a strong market-orientation (i.e., staying informed of market trends, reacting to customers' shifting preferences).

Marinova (2005) argued that norms motivate innovative behaviours. Norm's influences employee's innovation-oriented culture through the following dimensions: success, openness and flexibility, internal communication, competence and professionalism, inter-functional cooperation, responsibility of employees, appreciation of employees, and risk-taking. Norms are social expectations based on underlying organizational values and represent behavioral rules that guide actions within groups, and often specify precise sanctions for violations of these expectations. Social norms are among the least visible and most powerful forms of social control over human action" An organization's culture grows via norms, and the approval or disapproval attached to these expectations. Norms provide order and meaning to ambiguous or uncertain situations, therefore providing standards against which individuals can evaluate the appropriateness of behavior. As governance mechanisms, norms have been shown to safeguard against opportunistic behavior and encourage innovative behaviors.

CONCLUSION
Organizational culture influences the productivity of employees in College of Education, Mosogar; while male and female staff did not differ significantly in their mean responses on the influence of organizational culture on employee's productivity in College of Education, Mosogar

RECOMMENDATIONS
The following recommendations are made in this study:
1. Organizational Policy Makers and Ministries of education should be aware of organizational cultures and employee's behavioural pattern that are prevalent such as; power culture, task culture, role culture, person culture, atomistic culture, absenteeism, lateness to work, laziness, eye-service and diligence. The awareness of Organizational Policy Makers and Ministries of education of these organizational cultures and employees behavioural pattern will enable them to formulate organizational cultures that will lead to higher productivity among employees.
2. There should be periodic in-service training organized by tertiary educational Institutions to keep all staff of salient organizational cultures, stating why they should be kept and penalties for those whom do not keep them.

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