



ORGANIZATIONAL CULTURE AS A CORRELATE OF EMPLOYEE PERFORMANCE IN UNIVERSITIES IN RIVERS STATE

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Abstract

This study assessed the association between organizational culture and employee performance in universities located in Rivers State, Nigeria. The study covered 200 respondents comprising principal officers from Rivers State Universities and Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt. Because the target population was considered manageable, all 200 respondents were included through a census sampling approach. From the questionnaires administered, 170 copies, reported as 71%, were properly completed, retrieved, and considered suitable for the data analysis. The research question was addressed through mean and standard deviation, whereas regression analysis was employed to evaluate the hypothesis at the 0.05 significance level. The results demonstrated that organizational culture is related to the performance of employees in universities in Rivers State. The study further established that organizational values represent a significant component of institutional culture and that employees' acceptance and practice of such values can contribute to improved work performance. Consequently, the study recommended that administrators and leaders of educational institutions should deliberately preserve their established organizational values, communicate them effectively, and ensure that all members of staff understand and consistently uphold them.

Original Research Article

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Introduction

Culture is the fulcrum of any organization including universities. The understanding of culture in any university dictates the quantity of organizational overall performance of its group of workers. A state of affairs in which staff do not recognize, interpret and implement lifestyle of the college it will become hard to obtain objectives. (Schalwyk, 2008). The worker performance might be considered as backbone corporation as it leads to its performance at both body of workers and management stages. The loyalty of workers relies upon understanding and attention of tradition that improves behaviour of organization (Brooks, 2006)

Organizational culture in the university may additionally consist of the assignment and norm of the

modus operandi. Each shape of organizational tradition dreams of attainment of organizational intention. The central goal of universities is to produce employable graduates. The graduates regular with Nweke (2026) represents the modify ego of the university, the image extension of the university. There have been numerous studies on organizational lifestyle, however none has studied organizational culture and staff ordinary performance in universities in Rivers country. Nweke, (2024) carried out a studies on college way of life of secondary schools in Rivers USA. Ade, (2026) carried a study on organizational life-style of soap production organizations in Osun. The present study is geared towards closing the gap on the university culture and staff performance in universities in Rivers State.

Conceptual Clarification

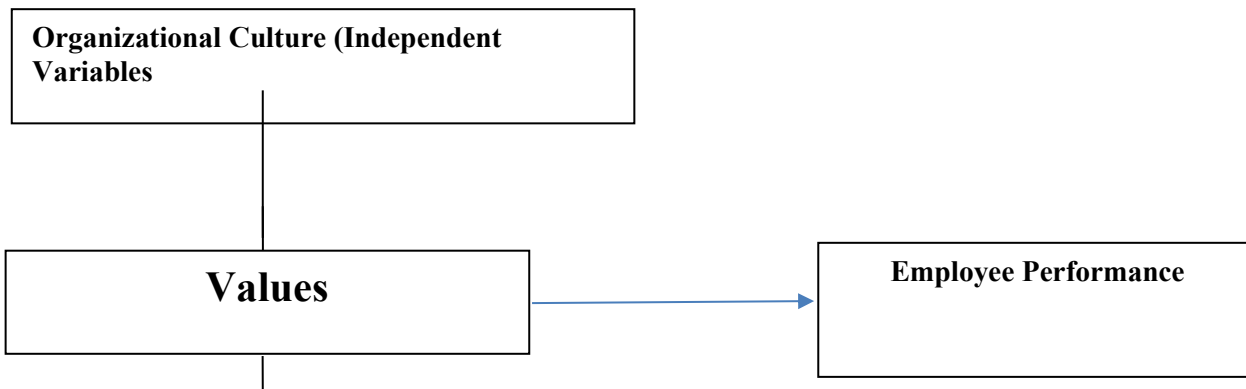


Fig. 1: Researchers guide, 2026

Statement of the Problem

Few organizations, like some universities in Rivers State seems to have a low employee performance as organizational culture has not been entrenched sufficiently or developed in the form of an official documented policy that could serve as a guideline for consistent implementation and compliance. Clarification, articulation, and translation of the organizational culture promise to result in better performance outcomes at educational institutions. Many organizations may have limited employee performance simply because they lack the articulation of their organizational culture; institutional values and expected standards of behaviour remain unclear, unrepeated by management or those tasked with interpreting and enforcing organizational policies. In the light of this, the present study examines the role organizational culture plays in improving employee performance among universities in Rivers State as a function of a well-defined and implemented organizational culture.

Aim and Objective of the Study

This study is designed to examine the organisational culture and employee performance at educational institutions in Rivers State with the following specific objectives:

- To investigate the effect of organisational values on employee performance in educational institutions in Rivers State.

Research Questions

- What is the relationship between organizational values and employee performance in educational institutions in Rivers State?

Research Hypotheses

- There is no significant relationship between organizational values and employee performance.

Literature Review

The Concept of Organizational Culture

Culture represents the shared rules that include norms, values, beliefs and practices which guide not only how employees behave and act but also serve as a roadmap for helping an organization achieve institutional goals and objectives (Nweke, 2024). Schein (2012) defines culture as a legacy of beliefs shaped by common values and norms which are able to yield desired organizational outcomes. At its core, organizational culture is based on common learning processes and agreed approaches to the systematic appropriation and use of assets (Titiev, 2011). In an organizational context, the cognitive systems that guide employees in their thinking, judgement and decision-making procedures are determined by the existing organizational culture (Pettigrew, 2012). Collectively, beliefs, assumptions and values form a complex structure both for how organizations cultivate unique cultural traits and successfully conduct their business activities. Hence, Organizational culture serves as a normative mechanism that unites people and helps managers be more effective by providing basic expectations about behavior (Tichy, 2013). Positive organizational culture can also help with better decision making and institutional performance. When an organization transcends national boundaries and operates in different cultural environments, those differences between national and international cultural orientations impact its sustainability within that organizational context (Schein, 2008). Organizational culture is also influenced by employee mindset, formal and informal norms, and the shared values that are a communication relationship binding mechanism within the organization. Culture has more and more become linked to organizational control and the managing of employee behaviour (Kotter & Heskett, 2008) in contemporary organizations. Structural stability and the incorporation of developed cultural practices into organizational operations are two important conditions supporting effective management of organizational culture (Schein, 2011). In this regard, organizational characteristics manifested in the form of common shared norms, values and

beliefs may facilitate relationship building, cooperation and alignment among members (Hodgetts & Luthans, 2003).

The Concept of Employee Performance

Employee performance is essentially how well an individual performs the responsibilities allotted to him or her and how they aid in meeting the goals of the organization (Nweke, 2024). Job effectiveness can be expressed as the extent to which predefined goals, activities, or organizational missions are achieved (Cascio, 2006). A number of researchers have focused on employee behaviour differently, stressing how employees' perceptions, attitudes and beliefs affect the enactment and assessment of performance. These dimensions represent the supportive context to gauge the efficiency of inputs and outputs pertaining to employees work activities which may compliment in architecting a productive transactional relationship within an organization (Stannack, 2012).

Organizational Values

Organizational values are the guiding principles of your organization that shape the decisions, actions and behaviour. We can explore these values on many axes of the prosocial, marketplace, financial, fulfilment and creative orientations that make up the fabric of the organization corporate culture. Meaningful evidence of organizational values usually lie in practice rather than on paper⁰⁹; thus, in the lens of organizational values:

Organizational values can be identified by observing how employees spend their time, what activities they prioritize⁰⁹ and what issues upon which they frequently deliberate¹⁰. Organizational values refer to the high-level ideals that influence how people think, make decisions and behave in an organization. They form the basis of how an organization is built and give employees guidance in what they should expect from themselves with regards to their behavior and responsibilities in the organization (Koplan, 2012).

Methodology

2.2 Population of the study the population of this study is a group that is made up of 200 respondents which comprises principal officers from Rivers State Universities and Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt. Census should be employed in those cases that the whole population is manageable, hence in this case entire sample size was taken which contains 200 respondents. Out of the two hundred questionnaires that were administered, one hundred and seventy (85%) completed and returned questionnaires were used as data for analysis. Mean and S. D were used to answer the research questions. The hypotheses are tested using ANOVA as an inferential statistic.

Results

Research Question 3: What is the relationship between organizational values and employee performance in educational institutions in Rivers State?

Table 3: Answer to Research Question 3

s/n item	N	Mean	Std. Deviation	Remark
1. Institution sets goals that are easy for staff to understand and carry out	170	2.6800	1.33730	Agree
2. Values are hardly known whether long, short or long term	170	2.8500	1.12254	Agree
3. University celebrates staff who constantly achieve tasks in line with values	170	2.0170	1.17632	Disagree
Total	170			

Table 3 Item 1 scored a mean score of 2.68 while the standard deviation was 1.38 this indicates respondents agree that options establishing goal at an institution are clear enough and understandable for staff to execute accordingly. Similarly, for Item 2 the mean score of 2.86 and standard deviation of 1.12 suggests that educational advocates whether they were short term or long term objectives on the part of the institution are not sufficiently known to respondents so they agreed Item

3 measured a mean of 2.01 (SD = 1.18), also stating that respondents disagreed that the university recognises or celebrates staff completing assigned work assignments according to the values and standards set out by their university for positive behaviours in organisational contexts.

Testing of Hypotheses 1: There is no significant relationship between organizational values and employee performance in universities in Rivers State.

Table 2: Testing of Hypothesis 3**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.485	.88784

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	75.099	2	37.550	47.636	.000 ^b
Residual	76.461	97	.788		
Total	151.560	99			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	1. Institution sets goals that are easy for staff to understand and carry out	.276	.233		1.183	.000
	2. Values are hardly known whether long, short or long term	.579	.080	.525	7.275	.000
	3. University celebrates staff who constantly achieve tasks in line with values	.514	.076	.489	6.773	.000

Table 2 above indicates r-value of .704a, R-square of .496, adjusted R square value of .485, std error estimate of .88284 and sig. level of .000<.05 indicating that there is strong link between organisational values and employee performance. Therefore, we reject the null hypothesis.

Discussion of Findings

Table 2 shows the result of Hypothesis One, which reveals that there is a substantial association between organisational values and employee performance. With this finding the null hypothesis was rejected and it was confirmed that organisational values have considerable impact on employee performance. This finding is in line with Koplan (2012) who emphasised that organisational values are one of the important foundations for evaluating and designing employee performance in an organization.

Summary of Findings

The findings of the study are hereunder itemized:

- Hypothesis three indicates that there is a considerable association between organizational values and employee performance.

Conclusion

The values and ethics at an institution set the conduct and behavioural standards in organizational culture. It will thus be important for universities to actively define and maintain organisational values to promote behaviours that improve

employee performance. Organisational culture creates expectations concerning the behaviours of staff members towards one another, how they carry out their roles and work together to achieve institutional priorities within the university context. Thus, with a clear and well-applied culture, teams work better together, employees are more efficient in the activities they perform and an organization reaches its goals much more easily as a whole.

Recommendations

Based on the findings, the following recommendations have been reached:

University administrators should guarantee that their organisational principles are preserved and related to all workers to encourage employee performance.

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