



Research Paper

The role of Work Condition On The Relationship Between Culture And Job Performance Of Non-Academic Staffs Of Tertiary Institutions: A Study Of Some Selected Staffs In Umaru Ali Shinkafi Polytechnic, Sokoto

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The study intends to determine the moderating effects of work condition on culture and performance relationship in Nigeria Tertiary Institution Non-academic staff. The study used quantitative survey method, the data collected from some selected non-academic staffs in Umaru Ali Shinkafi Polytechnic, Sokoto Nigeria. Total of 102 questionnaires were distributed, 81 usable questionnaires were returned. The data were analyzed using Partial Least Squares-structural equation modeling (PLS-SEM) 2.0 version. The result shows that, work condition is statistically significant with the Job performance. It was also found that work condition moderates the relationship between organizational culture and performance. The study made suggestion for future research.

Keywords: Culture; Work condition; Tertiary institutions; performance; PLS SEM

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I. INTRODUCTION

In the competitive world, public organisation from different set up surrounded with several factors and challenges. For example, under performance of its employees makes public sector organizations more crucial than it is in the private sectors. Considering, the lapses from the sector, (i.e, in ability of public sector organization employees to perform and compete with the global world, give opportunity for researchers to intensify investigation on why public sectors employees are performing below expectation compared to other non-governmental sectors, more especially, educational sector higher institutions (Osborne, Radnor, and Nasi 2013). Even though, educational sector can serve as the mechanism used for formulating and implementing educational system policies and programme, still it's facing challenges of non-performance.

However in Nigeria, performance of higher educational institutions is not satisfactory, in which the sector performance became very unfortunate compared its counterpart (countries from the same region) for instance, countries like Algeria, Egypt, S/Africa, Tunisia moved a head of Nigeria based on the statistics and ranking by United Nation Development report (e.g., Algeria ranked 93, Egypt 112, S/Africa 121, Tunisia 94, with 64%, 66%, 67%, 49% out of 186 respectively while Nigeria remained in the bottom line holding 153 position with 47% in the global ranking. This shows these African countries are all a head of Nigeria in terms of performance and satisfaction with the quality of education in their respective nation (WorldBank, 2010). Despite the fact that Nigeria serve as the most populous country in the continent and the third country in terms economic growth after S/Africa and Egypt respectively (WorldBank., 2010), While this sector remained the back born of any country economy as well as development (Aluede, Idogho, & Imonikhe, 2012; WorldBank., 2013; WorldBank, 2010), but in Nigeria, performance of academic staffs in tertiary institutions is very unfortunate, hence, there is need for more investigation. One of the contributing factors is lack of culture utilization among lecturers in the Nigerian higher educational institutions (HEIs).

Similarly, Trust (2015) reported that the honorable minister of education in the republic of Nigeria pointed out challenges facing educational sector especially in the higher institutions in Nigeria are compounded with unethical values among the employees and the system in general which need to be addressed and attain performance for both employees and organizations. Therefore, neglecting of ethical values that suit organization

leads to low performance and productivity whereby, ethical values are important component to sustaining effective performance, and competitive advantage, particularly in the Nigerian higher education institutions (Madu, 2011). Following this, Yassin, Ali, Ali, and Adan (2013) argued that organizations where employees are surrounded with stressful working conditions it may likely to affect the performance of lecturer in the higher institutions..

Similarly, literature established that SE is a strong factor that influence performance of employees (Akgunduz, 2015; Karatepe & Demir, 2014). However, studies are neglected and the few studies conducted in the Nigerian HEIs were mainly between self-esteem and academic performance not individual performance which is the focus of this study (Abdullahi, 2000; Akinleke, 2012) Although, it has been reported that favorable esteem give employees confidence and challenging task for decision making in organization which will lead to producing desired performance particularly in the high educational institutions (Mruk, 2006; Jerylene Priyadharshini, 2014). This interested the researcher to introduce some variables such culture as an independent variable and working condition (WC) as a proposed moderating variable to find out if applied will respond to the positive staffs performance in high educational institutions especially in the Northwest region polytechnics in Nigeria.

However, these studies help us to understand the factors influencing performance in organization, literatures indicate that more attention should be paid to culture, self-esteem and employee performance more especially in public sector organization (HEIs). Although, there are inconsistencies and mixed findings, some studies showed positive relationship, (Agwu, 2014; Bonsu & Kusi 2014; Brockner et al. 2013 and Nazir & Zamir, 2015), found significant relationship between culture and employee performance. While other studies (Ying & Zaman, 2009) found insignificant relationship between OC and EP. Also (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between culture and EP. Since the results from these two studies are conflicting, hence inconclusive, therefore further in depth research should be done to verify the findings in the case of Nigeria settings.

Similarly, studies (Akgunduz, 2015; Chen, Yan Huang, Chiu, & Pai, 2012; Hemmati, Taghipour, & Asgari, 2014; Kuhnen & Tymula, 2012; Lin, Baruch, & Shih, 2012; Ogiamen & Izuagbe, 2016; Shropshire & Kadlec, 2012) conducted between SE and EP found significant relationship. On the other hand, a study by Brown and Morrison (2015) found negative relationship between SE and EP. Hence, studies are needed to confirm the relationship between the variables.

In line with the above empirical analysis, literature shown that there is inconclusive and conflicting findings between the culture, SE, and EP. According to Baron and Kenny (1986), when there is an inconsistency (mixed results) in the literature a moderating variable is suggested. To fill this gap, this study proposed working condition (WC) as a moderator to encourage the relationship between culture, SE, and EP. Therefore, a moderating variable is a variable that affects the connection between the independent and dependent variable (Bennett, 2000). Similarly, Sekaran and Bougie (2010) noted that a moderating variable is a construct that has strong contingent effect on the relationship between the dependent and independent variables. In this regards, (WC) proposed as moderator refer to working environment and all existing circumstance affecting labor in the work place (Yassin *et al.*, 2013). Thus, the objective of this paper is to examine the moderating role of WC on the relationship between culture, SE and EP Nigerian HEIs. The paper is divided into six parts. The first part is introduction, the second part is a literature review, part three is research framework, part four is theoretical underpinning, while, part five is the proposed methodology which comprises, the study population; sample; and techniques for data analysis and the final part is conclusion.

II. LITERATURE REVIEW

It has been often debated in several academic discourses that not much emphasis was shown in clarifying the concept of performance; in essence, attention has always been on what qualifies performance. For instance, employee performance, organizational performance and etc. as far as this study is concerned, the researcher will try and give an elaborate explanation of the concept of performance. Several authors such Tutar, Altinoz, and Cakiroglu (2011) sees performance as the level of attaining desired end for both the individual and organization. Also Justine and Florence (2015) explained performance as the ability on individual departments and sections execute given duties allocated to him/her. It serves as a basis for organizations to measure an individual employee input and out puts to obtain his/her amount of contribution to the success of organizational goals.

In the words of Aguinis and Kurt Kraiger (2009) performance does not include the results of an employee's behavior, but only the behaviors themselves. It was argued further that perceived employee performance signifies employee belief that their behaviors contribute to the success of the organizations. Earlier argued by McCloy, Campbell, and Cudeck (1994) that employee performance could be explained from the stand points of three factors which enable them to perform better compared to others these factors are "declarative knowledge", "procedural knowledge" and "motivation". Put differently, (Carlson1, Upton1, & Seaman, 2006)

projected human resource management practices about five of them that may affect performance such as compensation, training and development, performance appraisal, package of recruitment, and preserving morale. In a related scenario, (Tessema & Soeters, 2006) used eight HR practices i.e. recruitment and selection, placement, training, compensation, performance evaluation, promotion, grievance handling and pension or social security in relation with employee performance. Similarly, Tabiu, Pangil, and Othman (2016) agreed on some factors such as recruitment, training, involvement, maintenance and separation that enhance employee performance. Whereas, job security, working conditions, employee empowerment relationship with colleagues and relationship with supervisors are also strong contributing determinants of employee performance in organizations, (Shahzad, 2014). Subsequently, a significant relationship was found between Human Resource Practices of working conditions, job description, internal career growth and result oriented appraisal with performance of employee, (Nadeem, Ahmad, Ahmad, Abdullah, & Nadeem, Muhammad; Ahmad, Rashid; Ahmad, Naveed; Abdullah, 2015) However, in the study conducted by Kuzu and Özilhan, (2014) on the effect of employee relationship and knowledge sharing on employee performance in five star hotels in Antalya, Turkey with a sample of 80 respondents and used statistical package SPSS. The study showed knowledge sharing relate to employee relationship significantly

2.1.1 Culture and Job performance

It has been supported by scholars in the field of human resource management that if organizations desire commitment of their employees, those organizations will have to ensure that employees strictly identify with the values, norms and beliefs of the organization. That is done by explaining the culture of the organization to the employees who will imbibe the culture to be able to get familiar with the organizational system. The process of imbibing the culture entails learning and deciding whether or not individual can cope with the job requirements. Arguably, organization being a learning environment, it depicts the proper understanding and organizational culture. Scholars such as (Uha & Ismail, 2013) opined that with the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals. Jones and George, (2006) believe that the culture of the organization should be developed and improved upon to support continuous improvement of employee performance, improve employees' style of performing their job and thus develop quality awareness. For employees to perform successfully in organizations, it is important to be able to identify cultural differences and be adjustable (Deter, Schroeder, & Mauriel, 2000). Hakim, (2015) denotes that organizational culture has a positive and significant impact on organizational commitment and employee performance. And organizational commitment has a significant role as a mediating variable between organizational cultures with employee performance. Therefore his findings give meaning that, to improve employee performance it is necessary to increase organizational culture and organizational commitment. Wambugu, (2014) exclaimed that organizations should focus on organizational factors that have significant effect if at all they want to enhance their goals such factors include organizational values, organizational climate leadership styles and work process have more significant effect to employee job performance. Therefore, organizational culture has an active and direct role on employee performance (Ahmed, 2012).

Previous studies on organizational culture and employee performance found positive significant results, for instance, the study conducted by (Dahie, Takow, Nur, & Osman, 2016). In African context on effect of C and EP using sample of 80 respondents from three Telecommunication Firms in Mogadishu, Somalia however, using correlation coefficient, the study found that academic achievement (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of regression analysis found that three constructs had statistically significant, positive, and straight effects on EP. While, some studies shown that there are indirect and insignificant relationship between OC and EP (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between OC and EP. The present study hypothesizes that

H1: culture positively relates to employee performance.

2.2 Work condition as a potential moderator between Culture and Job Performance

Satisfaction either of an individual employee or of an organization in general cannot be complete without some sort of convenience and pleasant experience that an employee has relating to his job. In the words of Bakotić and Tomislav (2013), WC are integral parts of job satisfaction because as they argued, employees fancy working conditions which are safe and pleasant and prefer working conditions which are comparable to the circumstances that they have in their households. Moreover, researches have exposed a connection between working conditions and performance (Isa et al., 2015; Shuaib *et al.*, 2015)

In another perspective, WC denotes the working environment and all existing circumstance affecting employment in the work place (Yassin et al., 2013b). The working conditions are very important to the organization. If the employees have negative perception of their working conditions,

they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. However, many factors influence employee performance; and workplace environment factors stands out as the key determinants of performance. It is the key multi character factor intended to attain outcomes and has a major connection with planned objectives of the organization (Sabir et al. 2012).

Favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance (Taiwo, 2010). In addition, in a research conducted by Chen, Ployhart, Thomas, Anderson, and Bliese (2011) has been established that working conditions have moderated the relationship between conscientiousness extraversion and employee performance, motivation to learn and perceived training (Kim-Soon, Ahmad, & Ahmad, 2014). Based on the above stated justification the researcher intended to employ culture, SE as independent variables. While on the WC as the moderating variable. The present study hypothesizes that;

H3: Work condition relates to employee performance

In general, from the above empirical evidences we got to understood that WC has been used as moderating variable and yield significant positive result. Based on this, the present study will employ WC to moderate the relationship between the culture, SE, and EP specifically in HEIs in Nigeria to see how the moderating effect will enhance or retard the relationship as the case may be. So the moderating hypothesis will be develop as:

H4: Work condition will moderates the relationship between culture and performanceso that the better the working condition, the stronger will be the relationship between culture and performance

2.3 Proposed Conceptual Framework

The research framework will examine the moderating role of working condition on the relationships between OC, SE and P more specifically on lecturer’s performance in Nigerian HEIs.

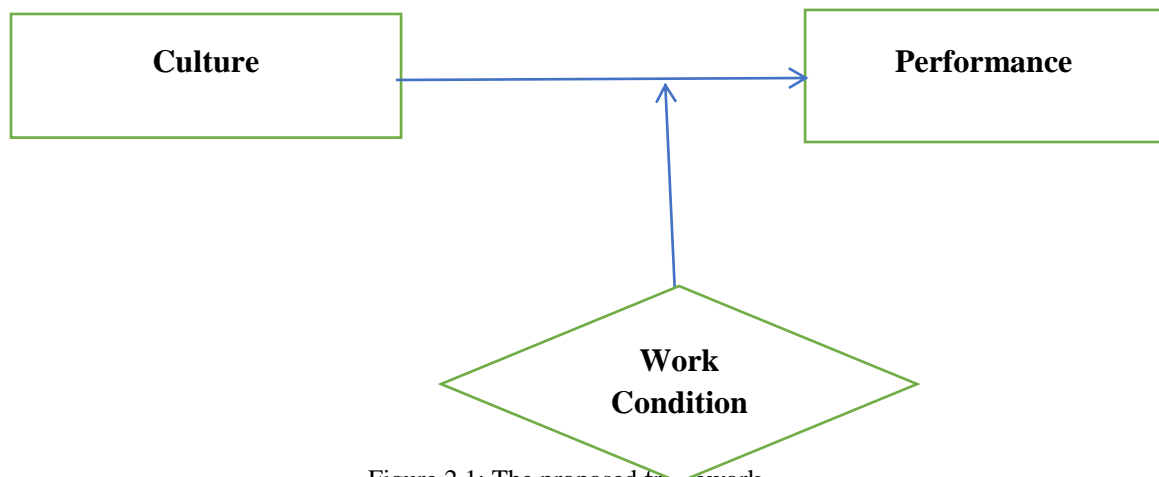


Figure 2.1: The proposed framework

2.4 Underpinning Theory

Two theories are chosen to guide the research framework. These are self-efficacy (SET)

Bandura, (1977) and person-organization fit (PO-fit) (Kristof, 1996). Self-efficacy theory is a scientific contribution which was originated from social cognitive theory by Bandura (1977). The theory has the belief that one has the power that effect by completing a given task related to that competency because it relates to person’s perception of their ability to reach goals. It is one capable of performing a certain manner to attain goals and expectation that one can master a situation and produce a positive outcome (Bandura, 1977).

Several studies (Schmidt & DeShon, 2010 and Tims, Bakker, & Derks, 2014; Yeo & Neal, 2006) agreed that self-efficacy relates to performance because it improves both the activities that people pursue and how much effort they allocate to these activities. In addition, people who have a strong sense of self-efficacy will persist longer on the job to control the challenge of the job (Gist & Mitchell, 1992).

On the other hand, P-O fit is one of the most popular areas of research in the general management and organizational behavior fields (Bright, 2007). Person-organization fit is defined as being “the compatibility between people and organizations which occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (Kristof, 1996)

2.5 Methodology

The present research intends to use quantitative method, a primary data will be collected using questionnaire, and the focus of the study is non-teaching staff's performance in HEIs in Nigeria using Umaru Ali Shinkafi Polytechnics Sokoto in Northwestern region, Nigeria. Non-Academic Staffs are chosen as unit of analysis. The sample to be use is 81 from the total population of 102, based on Krejcie and Morgan (1970) and Sekaran and Bougie (2013) determining sample size table. PLS SEM will be used in the data analysis, it is a second-generation analysis technique which came to overcome the shortcomings of the first-generation statistical techniques like of regression analysis, hierarchical regression, Manova, Factor analysis, Analysis of variance. It also considered important in testing measured, latent variables and complex model (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014).

Figure 1:
Research Framework

III. ANALYSES OF FINDINGS

This part discussed how the data collected in the course of the study analyzed using SmartPLS2.0 (Hair, Hult, Ringle, & Sarstedt, 2016). Measurement model assessment was started where the composite reliability, Average variance extracted (AVE) and item loadings of the study constructs were evaluated as well as discriminant validity were also examined for all the constructs (culture, Performance, Working condition). The structural model assessment was undertaken by testing the hypotheses among the variables under study were decisions on the supported or not supported of the hypotheses was also specified, assessment of R^2 square, effect size f^2 and predictive relevance of the whole model.

3.1 Measurement Model Evaluation

As discussed earlier in the methodology, the study used SmartPLS2.0 (Hair *et al.*, 2016) as the instrument for analysis. This instrument analyses data for measurement models which is filtering the model for all the constructs (OC, WC and P). The measurement model basically determines the reliability of the measurement scales used in the study and it also treats the goodness of fit of the model to be able to determine the universal applicability (Ramayah, Lee, & In, 2011).

Table 1
Factor loading, Composite reliability and Convergent validity analysis

Items	Factor Loading	Composite Reliability	AVE
OC1	0.619		
OC6	0.828	0.812	0.504
OC7	0.839		
WC1	0.605		
WC10	0.789		
WC11	0.821	0.832	0.512
PER11	0.667		
PER12	0.671		
PER13	0.794	0.819	0.538
PER14	0.800		
PER17	0.674		

Table 2: Discriminant validity

Variables	OC	WC	PRF
OC	0.776		
WC	0.148	0.717	
PRF	0.138	0.439	0.733

Figure 2: Measurement model

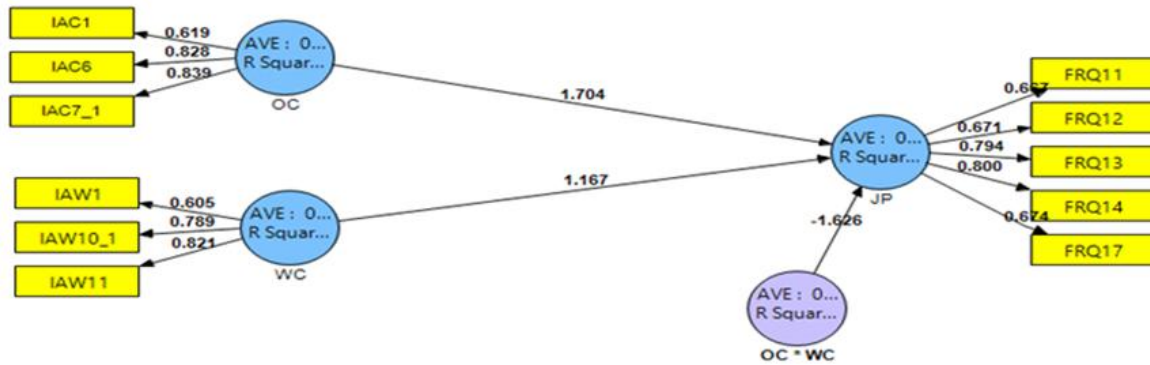


Figure 3: Structural model

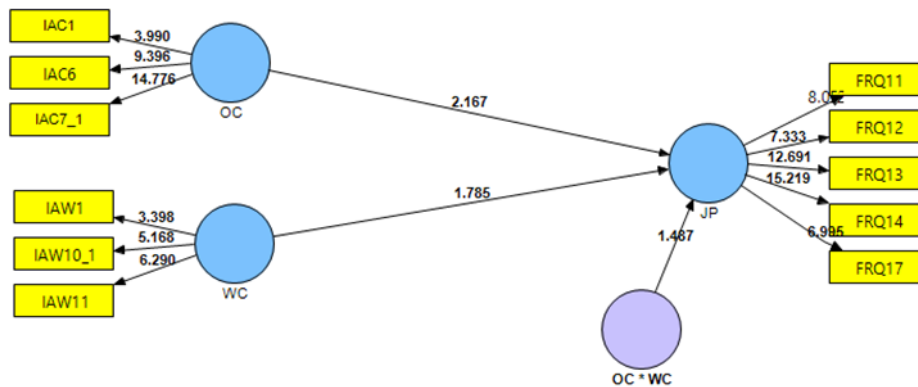


Table 3 Hypothesis Testing Results

Hypothesis	Beta	Standard Error	T Statistics	P-Value
OC -> PRF	0.451	0.071	2.321	0.00

***P<0.001, **P<0.01, *P<0.05

Testing the Moderating effects of Working Condition

In testing the moderating effects of WC on the relationship between OC and performance, this study used PLS in estimating the effects among the variables at 0.05 level of significance. (see Table 4).

Table 4 Moderation Hypotheses

Hypothesis	Beta	Standard Error	T Statistics	P-value	Decision
OC ->*WC->PER	0.120	0.004	2.584	0.00	Supported

IV. DISCUSSION OF FINDINGS

This study investigates the moderating effect of WC on the relationship between OC and PER. Statistically, result revealed that all the study hypotheses were found significantly supported. The relationship between working condition and performance is found significant in this study. The finding is consistent with some previous studies. Favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance (Taiwo, 2010).

Relatively, organizations need to strategies their plans appropriately in utilizing the available internal resources in particular. For that reason, it is indicating that if Nigerian Tertiary Institution comprehensively focus on timely and prompt promotion to employees when due, in return, will massively contribute to effective performance. Working condition are integral parts of job satisfaction because as they argued, employees fancy working conditions which are safe and pleasant and prefer working conditions which are comparable to the circumstances that they have in their households. Moreover, researches have exposed a connection between working conditions and performance (Isa et al., 2015; Shuaib et al., 2015)

Similarly, the moderation hypothesis working condition on the relationship between culture and performance. The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. However, many factors influence employee performance; and workplace environment factors stands out as the key determinants of performance. It is the key multi character factor intended to attain outcomes and has a major connection with planned objectives of the organization (Sabir et al. 2012). In support of that, P-O fit is one of the most popular areas of research in the general management and organizational behavior fields (Bright, 2007). Person-organization fit is defined as being “the compatibility between people and organizations which occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (Kristof, 1996)

V. CONCLUSION

This paper investigates the moderating role of working condition on the relationship between organizational culture and performance. The findings demonstrated that working condition is capable of moderating the relationship between culture and performance. The study contributes to the existing knowledge by examining the relationship between culture and performance in Non-Academic of Nigerian Tertiary Institution empirically. In related manner, a lot of studies established that there is a connection between culture and performance without proving what made the relationships exist; this study contributes to knowledge by establishing empirical evidence that culture can influence performance a moderating factor (WC) which yet to be explored in the academic literature. Moreover, this study is among the limited studies that investigates the moderating effect of WC on the relationship between culture and performance. Overall, management of the Nigerian HEIs could minimize the likelihood of lecturers’ unproductive performance through effective training and development programs such as conferences, workshop, seminars, sponsorship of acquisition of higher degree so that they keep themselves updated and relevant in the present HEIs system. Also, performance could be accomplished through provision of good working environment that can promote unique organizational culture and to accomplish the organizational goals and objectives.

Fundamentally, the results of this study will help the policy makers/stakeholders, administrators, managers and policy implementation committee in Nigerian Tertiary educational sector ministries, boards, agencies as well as the parastatals to be encourage and ensure adequate provision in good working place to employees that can creates good working culture among the personnel and the system in general to enhance superior performance. In conclusion, the study recommends the use of large sample, other country Tertiary educational sector can also conduct a similar study using other factors to replicate the result of this study. Future research can use smart PLS SEM 3.2.8 latest version or any other advanced analysis technique to re-validate the study model.

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