

PERCEIVED EFFECT OF ORGANIZATIONAL CULTURE ON WORKERS EFFECTIVENESS IN NATIONAL CENTRE FOR GENETIC RESOURCES AND BIOTECHNOLOGY IBADAN, NIGERIA

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Abstract

This study examined the perceived effect of organizational culture on employees' effectiveness in the National Centre for Genetic Resources and Biotechnology, Ibadan, Oyo State, Nigeria. A simple random sampling technique was used to select 70 employees in the organization. Data were obtained through a structured questionnaire, and analyzed using descriptive and inferential statistics. The results showed that the majority (61.4%) of the employees were male and belong to the age range of 31-40 years, with a mean age of 39.2 years. Furthermore the majority (84.3%) of the respondents' were married, while 86.4% of them obtained tertiary education with about twenty years working experience. Findings revealed that the most perceived factors affecting organization culture was organization learning with high pooled mean score of 4.20, while their perception on coordination and integration ($\bar{x}=3.88$) was adjudged low. Organizational culture in NACGRAB is premise on the elements of organizational values as indicated by the employees with high mean score of ($\bar{x}=4.29$), while a grand mean score of ($\bar{x}=2.25$) indicated a weak evidence of a significant relationship between work process system and workers effectiveness. Pearson product moment correlation analysis shows that age of the respondents ($r=-0.290$, $p<0.05$) had a significant relationship on workers effectiveness. The result further shows a stronger correlation between organization culture variables such as (organization value, and organization climate) whereas weak correlation exists between culture elements like (leadership style and work process system) and workers effectiveness. The study asserted that organization culture is an open system approach which has an interdependent and interactive association with workers effectiveness. It is recommended that managers should create an enabling environment and maintain good working relationship with their subordinates in order to increase their performance and effectiveness.

Key-words: Effect, Organization, Culture, Genetic, Resources, Biotechnology

Introduction:

Organizational culture has an important place in the study of organizational behaviour and workers effectiveness. Organizational culture can be described as the pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration (Schein 2004). These assumptions are said to be maintained in the continuous process of human interaction (attitudes and behaviour) as the right way in which things are done. (Zhang 2010) also describes Organizational culture as a mode, composed by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to the external environment and solving the internal interconnected

system. Organizational culture has been characterized by many authors as something to do with people and the unique quality and style of the organization and the way things are done in the organization (Arnold 2005).

According to the Merriam-Webster's dictionary (2001), culture is the ideas, customs, skills, and arts of a given people in a given period. Astute managers have realized that every organization also has its own corporate culture. This indicates the important role of organizational culture. Many researchers have found a positive relationship between the organizational culture and workers effectiveness. Stewart (2010) mentioned that profitability is the major goal of any organisational and this is possible only with effective workers. One of the best places to start improvement

is with an examination of the work culture. He stated that the strongest component of the work culture is the beliefs and attitudes of the employees.

Organizational culture comprises the unwritten customs, behaviour and beliefs that determine the "rules of the game" for decision-making, structure and power. It is based on the shared history and traditions combined with current leadership values. In effect, culture dictates the way we do business and the survival tactics that facilitate assimilation and personal success (Dave H. and Jeanne Ulrich, 2011).

Organizational culture is a driving force of the engine that moves people to action, and act. It is a powerful lever that drives, control, and promote specific patterns of behavior. (Soltani *et al.*, 2011). Every organization has a culture which comprises of the character, assumptions, beliefs, values, norms and tangible signs.

Organizational culture comprises the unwritten customs, behaviours and beliefs that demine the rules of the game for decision making, structure and power. It's based on the shared history and traditions of the institute combined with current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success (Dave & Jeanne, 2011). With a strong culture, employees do things because they believe it's the right thing to do and feel they will be rewarded for their actions. However, if the leadership team lacks integrity or squelches diversity, powerful cultures can morph into cults, cliques, castes and insider clubs. In understanding organizational culture it is very important to know all its elements. (Armstrong, 2009), identified four important elements of organization. These are organization value, organization climate, Leadership style, and work processes system. The culture of an organization refers to the behavior patterns and standards that bind it together Schein (2004). An organization culture tells the employees what is right and wrong, what to believe and not to believe, how to react and to feel. Generally behavior patterns are mostly influenced by the leaders of the organization.

According to (Lok and Crawford, 2004) organizational culture has remarkable effect on employee's commitment and workers effectiveness. If the employees of the organization have more understanding of the organizational culture they will have more job satisfaction and thus be more effective.

Effectiveness of workers is measured by the congruence between the goals of the organization and the observed outcome. Thus, this will help the organization to assess itself how nearer it has approached perfection. Peter Drucker (1990) defined the effective worker as 'doing the right thing. In another definition of workers effectiveness, (Marthins, 2003) suggested that workers effectiveness will occur when the interplay of seven basic forces; direction, efficiency, proficiency, innovation, concentration, cooperation/culture and competition/politics is managed effectively. The participants who are in relationship with the organization such as employees, customers or shareholders play the main role for the organizational effectiveness. Therefore, it will not be wrong to assume the workers effectiveness as related to supplying the customers and employers satisfaction, increase productivity, and profit for the organization.

Organizational culture has the potential to enhance workers effectiveness, job satisfaction and the sense of certainty about problem solving (Kotter, 2012). If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders the organization's effectiveness can decline (Ernst, 2001). Organizational culture and workers effectiveness are clearly related (Kopelman *et al.*, 1990), although the evidence regarding the exact nature of this relationship is mixed. Studies show that the relationship between many cultural attributes and high workers effectiveness has not been consistent over time (Denison, 1990 and Sorenson, 2002).

Problem Statement

With the prevalence and varying performance level of employees in public organizations, the effect of their culture in achieving organizational goals and objectives is an important factor in measuring workers effectiveness. For any organization employee is its basic constituent units, and culture is the common value and code of conduct shared by the employees. It can provide employees with a relaxed working environment and harmonious interpersonal relationships to give full play to their ability. An organizational culture allows employees to have a sense of mission and feel responsible, to work towards achieving the overall goal of the company. The competitiveness of enterprises is not only reflected in the technology, but also in their organizational culture. A weak organizational culture

can be detrimental to the healthy development of an enterprise, and thus actively reduce the effectiveness of the employees and their enthusiasm towards work. Despite the plethora of studies on organizational culture in the last few decades, the empirical evidences emerging from various studies about the effects of organizational culture on workers effectiveness have so far yielded mixed results that are inconclusive and contradictory. Also there is however, there is the need to establish the specific culture related factors that affect employees' effectiveness. Hence this study is set to examine the actual effects of organizational culture on workers effectiveness in an agricultural institutions such as National Centre for Genetic Resources and Biotechnology (NACGRAB).

Objectives of the Study

Specifically the objectives of the study are to:

Describe the personal characteristics of the respondents in NACGRAB.

Ascertain the specific culture elements in the study area.

Identify factors affecting organizational culture among employees in the study area

Ascertain the effects of organization culture on workers effectiveness in NACGRAB.

Hypotheses of the Study:

Based on the objectives of study the following hypotheses were tested in the null form:

Ho₁: There is no significant relationship between the personal characteristics of the respondents and their effectiveness towards work

Ho₂: There is no significant relationship between organizational culture elements and workers effectiveness.

Methodology:

The research was carried out at the National Centre for Genetic Resources and Biotechnology, Ibadan. The National Centre for Genetic Resources and Biotechnology, Ibadan (NACGRAB).was established in 1967.The institute is located directly opposite Moor Plantation, along Apata Road, in Ibadan, Oyo State, Nigeria. It was established and funded by the Federal Government of Nigeria with a view to ensure improvement in production level of food and cash crops and ensure that Nigeria benefit from the potential of the biotechnology research. The institute

has fairly equipped laboratory, good aseptic transfer area, adequate growth room, moderate screen houses, and acclimatization chamber.

The population of the study comprised of all staff or workforce of National Centre for Genetic Resources and Biotechnology, Ibadan, Oyo State. A simple random sampling technique was used to select 70 of the respondents out of 184 of NACGRAB. The data for the study was sourced through primary data collected with the use of a structured questionnaire. Workers perceptions were measured by employing Likert scale with responses categories ranging from SA to SD. The respondents indicated which of the statements best describe their perception with respect to organization culture and workers effectiveness. Twenty (20) statements were presented to the respondents and they were asked to respond to each statement on the basis of SA(5),A(4),U(3),D(2),or SD(1) for description of responses to each item. The perception scores range from 20-100.The data collected were subjected to descriptive and inferential statistical analysis. Descriptive statistics such as percentages, frequency counts, standard deviation, and means were used to describe the stated objectives while inferential statistical analysis such as Chi square tests and Pearson Product Moment Correlation (PPMC) were used to analyze the hypotheses of the study.

Results and Discussion:

Personal characteristics of the respondents:

Table 1 show that 61.4% of the respondents were males while 38.6% of them were females.

It indicates that most of the staff in the study area belongs to the male genders. A majority (55.7%) of the respondents were between 31-40 years of age while a few 2.9% of them were 51 years and above. A few (15.7%) of the respondents were single while 84.3% were married. This indicates that a majority of the staff were married hence they are expected to be responsible and conversant with the culture of their organization. Most of the respondents (70.0%) were Christian, while a few (30.0%) were Muslim. On qualification, the result shows that a majority (97.1%) of the respondents had tertiary certificate, 75.7% had between 10- 20 years working experiences and they were mostly senior member of staff 88.5%. Also a majority (52.9%) of the respondents earned a monthly

salary of about N100, 000. The implication of this finding is that a majority of the employees in the institute had tertiary education and were also seasoned civil servants who have acquired skills and knowledge on the job as a result of their long period of service in

the organization. This corroborate the observation of (Bolarinwa, et al, 2014) who posited that a majority of the employees in an agricultural organization had tertiary education.

Table 1: Socioeconomic Characteristics of the Respondents

Variables	Frequency n=70	Percentages	Mean	Standard Deviation
Age (years)				
≤30years	2	2.9	39.16 years	4.91
31-40years	39	55.7		
41-50years	27	38.6		
51years above	2	2.9		
Sex				
Male	43	61.4		
Female	27	38.6		
Marital Status				
Single	11	15.7		
Married	59	84.3		
Education Qualification				
SSCE	2	2.9		
OND	11	15.7		
HND	25	35.7		
BSC	14	20.0		
MSC	13	18.6		
PHD	5	7.1		
Religion				
Christianity	49	70.0		
Islam	21	30.0		
Working Experience				
Less than 10 years	15	21.4	7.51years	4.59
10-20 years	52	75.7		
20 years above	3	2.9		
Rank/Cadre				
Senior Staff	62	88.5		
Mid-level staff	8	11.4		
Income/ Month				
Less than N100,000	33	47.1	102204.62	35533.06
Greater than N100,000	37	52.9		

Source: Field Survey 2016

Elements of organization culture

The results in Table 2 indicated the specific culture related elements that existed in NACGRAB. The result shows that there was a high positive perception by the respondents on organizational culture on workers effectiveness at the institute with a mean of 4.39. This is supported by the finding of Lydiah 2014, who posited that respondents' perception on organizational culture had marked effect on workers effectiveness. Organizational culture in NACGRAB is premise on the elements of organizational values as

indicated by the employees with high mean score of ($\bar{x}$ =4.29). The results further indicated varying means scores of organization climate ($\bar{x}$ =4.20), leadership style ($\bar{x}$ =4.13), and work process system ($\bar{x}$ =4.10) as existing organization culture elements at NACGRAB respectively as indicated by the respondents. The implication of the high means scores of all the variables was an indication of a strong relationship between organization culture and workers effectiveness in the institute.

Table 2: Elements of Organisation Culture (n=70)

Statements	Mean	Std. Dev
Organization Value	4.29	0.59
Organization Climate	4.20	0.63
Leadership Style	4.13	0.76
Work Process System	4.10	0.84
Work Effectiveness	4.39	0.52

Source: Field Survey, 2016

Perception of employees on factors affecting organizational cultures

The result in Table 3 indicated the perception of employees on factors affecting organizational cultures. As shown in Table 3 employees perception to organisational learning pooled mean score was (4.20) and team orientation (4.33) were awarded high perception scores by the employees in the institute while core values (4.08) and agreement (4.07) were

awarded medium perception scores, however coordination and integration (3.88) and empowerment of the employees (3.71) attracted lower perception scores. The implication of this finding is that employees in the institute had high perception scores toward teamwork and cooperation across different units of the organization, so innovation and risk taken because they were highly encouraged and rewarded since their pooled mean for the section was greater than the other variables. However their perception on the culture of empowerment, coordination and integration with a low pooled mean scores in the section was adjudged the least factors affecting organization culture.

Table 3. Distribution of Respondents by Factors Affecting Organizational Cultures

S/N	Perception statements	Mean	Pooled Mean	SD
A	Empowerment			
	Most employees are highly involved in their work.	4.32		0.88
	Decisions are usually made at the level where the best information is available.	3.84	3.71	1.09
	Business planning is ongoing and involves everyone in the process to some degree.	2.99		1.00
B	Team Orientation			
	People work like they are part of a team.	4.54		0.73
	Teamwork is used to get work done, rather than hierarchy	4.47	4.33	0.83
	Cooperation across different parts of the organization is actively encouraged	3.99		0.84
C	Capability Development			
	The "bench strength" (capability of people) is constantly improving.	3.62		1.13
	Authority is delegated so that people can act on their own.	3.41	3.47	1.44
	There is continuous investment in the skills of employees.	3.37		1.08
D	Core Values			
	There is an ethical code that guides our behavior and tells us right from wrong	4.47		0.74
	There is a clear and consistent set of values that governs the way we do business.	4.40	4.08	0.90
	The leaders and managers "practice what they preach."	3.38		1.27
E	Agreement			
	There is a "strong" culture	4.28		0.83
	We seldom have trouble reaching agreement on key issues.	3.97	4.07	0.97

	When disagreements occur, we work hard to achieve "win-win" solutions	3.96		0.92
F	Coordination and Integration			
	Our approach to doing business is very consistent and predictable.	3.96		0.94
	People from different parts of the organisational share a common perspective.	3.91	3.88	0.82
	It is easy to coordinate projects across different parts of the organization	3.78		1.04
G	Organizational Learning			
	Learning is an important objective in our day-to-day work.	4.55		0.68
	We view failure as an opportunity for learning and improvement	4.19	4.20	0.90
	Innovation and risk taking are encouraged and rewarded	3.93		0.90

Source: Field Survey 2016

Perceived effects of organizational culture on workers effectiveness

Table 4 shows the effects of organization culture on workers effectiveness in the National Centre for Genetic Resources and Biotechnology (NACGRAB). Workers perceptions were measured by employing Likert scale with responses categories ranging from SA to SD. The respondents indicated which of the statements best describe their perception with respect to organization culture and workers effectiveness. Twenty (20) statements were presented to the respondents and they were asked to respond to each statement on – the basis of SA(5), A(4), U(3), D(2), or SD(1) for description of responses to each item. Their reaction is presented in Table 4 showing the perception scores range from 20-100. Table 4 indicates that all the five (5) statements on organization value with varying mean scores of ($\bar{x}$ =5.30, ($\bar{x}$ =4.35, ($\bar{x}$ =4.32, ($\bar{x}$ =4.26, ($\bar{x}$ =4.25) were above the weighted average score of ($\bar{x}$ =2.50). The result further shows a grand mean score of ($\bar{x}$ =4.50) indicating a strong evidence of the existence of a significant relationship between organizational value and workers effectiveness in NACGRAB. Still on organization climate, all the five (5) questions with varying mean scores of ($\bar{x}$ =4.20, ($\bar{x}$ =4.15, ($\bar{x}$ =4.13, ($\bar{x}$ =4.01, ($\bar{x}$ =3.94) were above the weighted average score of ($\bar{x}$ =2.50). The result also shows a grand mean score of ($\bar{x}$ =4.09) indicating a strong evidence of a

significant relationship between organization climate and workers effectiveness. Furthermore on leadership style all the five (5) statements with different mean scores of ($\bar{x}$ =3.91, ($\bar{x}$ =3.84, ($\bar{x}$ =3.72, ($\bar{x}$ =3.59, ($\bar{x}$ =3.41) were above the weighted average score of ($\bar{x}$ =2.50). The result also indicates a grand mean score of ($\bar{x}$ =3.69) indicating a strong evidence of a significant relationship between leadership style and workers effectiveness. However work process system with varying mean scores of ($\bar{x}$ =3.12, ($\bar{x}$ =2.30, ($\bar{x}$ =2.06, ($\bar{x}$ =2.04, ($\bar{x}$ =1.75) were below the weighted average score of ($\bar{x}$ =2.50). The result further indicates a grand mean score of ($\bar{x}$ =2.25) indicating a weak evidence of a significant relationship between work process system and workers effectiveness. The implication of the findings is that the organization culture variables of organization value, climate, and leadership style and work process system have significant effects on employees' performance. That is, the leadership styles of management has a significant work effectiveness on employees of NACGRAB, improving the leadership skills to enhance better leadership styles would not only enhance employees effectiveness but also the culture of the organization. The finding was buttressed by Mba, (2014) observation of positive relationship between organizational culture and employees' performance in NAFDAC.

Table 4. Perceived effect of organizational culture on workers effectiveness

Effectiveness statements	SA	A	U	D	SD	X	SD
Culture of organizational value increase employees effectiveness	27(38.6)	33(47.1)	2(2.9)	3(4.3)	3(4.3)	5.30	6.80
Culture of organizational value create a positive employee job attitudes in the Institute	27(34.3)	40(60.0)	3(4.3)	-	-	4.35	0.56
Culture of organizational value provides employees with greater intrinsic rewards	31(44.3)	35(50.0)	1(1.4)	1(1.4)	2(2.9)	4.32	0.83
Culture of organizational value create a sense of ownership among employees	27(38.6)	39(55.7)	1(1.4)	1(1.4)	2(2.9)	4.26	0.81
Culture of organizational value bring about production efficiency in the Institute	24(34.3)	42(60.0)	1(1.4)	3(4.3)	-	4.25	0.69
Grand mean						4.50	
Culture of organizational climate increase employees effectiveness	23(32.9)	39(55.7)	7(10.0)	1(1.4)	-	4.20	0.67
Culture of organizational climate create a positive employee job attitudes in the Institute	21(30.0)	39(55.8)	9(12.9)	1(1.4)	-	4.15	0.69
Culture of organizational climate provides employees with greater intrinsic rewards	19(27.1)	44(62.9)	5(7.1)	1(1.4)	1(1.4)	4.13	0.73
Culture of organizational climate create a sense of ownership among employees	26(37.1)	29(41.4)	8(11.4)	4(5.7)	3(4.3)	4.01	1.06
Culture of organizational climate bring about production efficiency in the Institute	17(24.3)	41(58.5)	7(10.0)	1(1.4)	4(5.7)	3.94	0.96
Grand mean						4.09	
Culture of leadership style increase employees effectiveness	8(11.4)	50(71.4)	10(14.3)	2(2.9)	-	3.91	0.61
Culture of leadership style create a positive employee job attitudes in the Institute	19(27.1)	32(45.7)	12(17.1)	3(4.3)	4(5.7)	3.84	1.06
Culture of leadership style provides employees with greater intrinsic rewards	12(17.1)	36(51.4)	14(20.0)	7(10.0)	1(1.4)	3.72	0.92
Culture of leadership style create a sense of ownership among employees	10(14.3)	37(52.9)	13(18.6)	5(7.1)	5(7.1)	3.59	1.06
Culture of leadership style bring about production efficiency in the Institute	15(21.4)	31(44.3)	3(4.3)	11(15.7)	10(14.3)	3.41	1.38
Grand mean						3.69	
Culture of work process increase employees effectiveness	10(14.3)	18(25.7)	21(30.0)	12(17.1)	9(12.9)	3.12	1.24
Culture of work process create a positive employee job attitudes in the Institute	7(10.0)	8(11.4)	10(14.3)	18(25.7)	27(38.5)	2.30	1.35
Culture of work process provides employees with greater intrinsic rewards	2(2.9)	9(12.9)	10(14.3)	17(24.3)	32(45.8)	2.06	1.18
Culture of work process create a sense of ownership among employees	3(4.3)	13(18.6)	2(2.9)	17(24.3)	35(50.0)	2.04	1.30
Culture of work process bring about production efficiency in the Institute	3(4.3)	5(7.1)	1(1.4)	23(32.9)	38(54.3)	1.75	1.09
Grand mean						2.25	

Source: Field Survey 2016

Test of hypotheses:

The first hypothesis stated that there is no significant relationship between the personal characteristics of the respondents and workers effectiveness and this was tested using chi-square and Pearson Product Moment Correlation (PPMC) (Table 5A&B). The result of the chi-square analysis in table 5A&B It

shows that there is no significant relationship between respondents sex ($\chi^2=1.293$, $p>0.05$), marital status ($\chi^2=0.391$, $p>0.05$), educational status ($\chi^2=3.286$, $p>0.05$), religion ($\chi^2=0.353$, $p>0.05$), rank ($\chi^2=0.290$, $p>0.05$), working experience ($r=-0.290$, $p>0.05$), income level ($r=0.008$, $P>0.05$) and workers effectiveness. However, age of the respondents ($r=-$

0.290, $p < 0.05$) had significant relationship with workers effectiveness. The implication of this finding is that as employees advance in age and working experience the more skill and knowledge they acquire in the organization which make them effective on their job.

Table 5A: Relationship between socio-economic characteristic and workers effectiveness

Variables	Chi-Square	Contingency Coefficient	DF	P-value	Decision
Sex	1.293	0.135	1	0.256	NS
Marital status	0.391	0.075	1	0.532	NS
Educational status	3.286	0.212	5	0.656	NS
Religion	0.353	0.072	1	0.553	NS
Rank	0.290	0.067	1	0.590	NS

Source: Field Survey, 2016

Table 5B: Correlation analysis between respondents' socio-economic characteristics and workers effectiveness

Variable	R-value	P-value	Decision
Age	-0.290	0.015	S
Working experience	-0.154	0.214	NS
Income level	0.008	0.950	NS

Source: Field Survey, 2016

The result in Table 6 shows that there is significant relationship between organizational culture elements such as organization value ($r=0.607$, $p < \text{value}=0.05$), organization climate ($r=0.402$, $p < \text{value}=0.05$), leadership style ($r=0.395$, $p < \text{value}=0.01$), work process system ($r=0.607$, $p < \text{value}=0.01$), and workers effectiveness respectively. The implication of this finding is that organizational culture has an effect on employees' effectiveness. This findings is in contrast to the finding of Lydiah 2014) who posited that there is a positive weak significant relationship between organizational values and employees performance in a power plant organization.

Table 6: Relationship between organization culture elements and work effectiveness

Variables	R-values	P-values	Decision
organizational value	0.607*	0.001	S
organization climate	0.402*	0.002	S
leadership style	0.395**	0.066	S
work process system	0.297**	0.000	S

Source: Field Survey, 2016 ** implies significant @ 1%, *implies @ 5%

Conclusion and Recommendations:

The study asserted that organization culture is an open system approach which has interdependent and interactive association with workers effectiveness. It also showed that a majority of the respondents in NACGRAB were male, within the age range of 31-40 years. Most of the respondents were married, while a high proportion had tertiary education. The research work concluded that the four variables of organization culture elements, value, climate, leadership style and work process system had effects on workers effectiveness. The research findings significantly demonstrate both strong and weak mannerism of culture attributes which had significant consequences on employee's effectiveness, also there is a significant relationship between the age of the respondents and workers effectiveness and there is a significant relationship between organization culture and workers effectiveness. Based on the findings of the study the following recommendations were suggested.

That management should constantly measure and evaluate their employees' effectiveness so as to reinforce ideal organisation culture.

There should be training for employers and employees on principle that are important for workers effectiveness

Management should create an enabling environment and maintain good working relationship with their subordinates in order to increase their performance and effectiveness

Management of NACGRAB should reflect on current ways of communicating and devise strategies to enhance effective communication across all levels of the organization, specifically the construction of messages aligning workers effectiveness and organisation culture.

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