



Organizational Culture And Employee Performance In Selected Higher Institutions In Edo State, Nigeria

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ABSTRACT

This work examined the effect of organizational cultural on employee performance in selected higher institutions in Edo State, Nigeria. The study specifically aimed to determine the effect of Power distance, uncertainty avoidance and individualism on employee performance. Relevant conceptual theoretical and empirical literatures were examined. This study is anchored on Durkheim's Theory of culture which explain how organizations can use different cultural aspects to influence their competitiveness in the industry. The population of the study consisted of 11934 employees of the six selected higher institution in Edo State. The statistical formula devised by Taro Yamane's was employed to determine the sample size of 387. The hypotheses formulated were tested using multiple regression analysis. The study reviles that Power distance has a significant positive effect on employees' performance in high institution Edo State. Uncertainty avoidance does not significant positive effect on employee's performance in higher institutions Edo State, Nigeria. Individualism has a significant positive influence on employees' performance in higher institutions Edo State Nigeria. The study concludes that organizational cultural has a positive effect with employee performance in higher institutions in Edo State, Nigeria. The study recommends that organizations must help to generate a culture supportive of Power distance with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Management should pay attention to uncertainty avoidance. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Management of higher institution should pay attention individualism since individualism has a positive strong relationship with employee's performance in high institution. Every organization should give attention to masculinity has no significant influence employee performance in higher institutions Edo State Nigeria.

Keywords: Power Distance, Uncertainty Avoidance, Individualism and Employee Performance

INTRODUCTION

Organizational culture has been distinct as the exact gathering of values and norms that are shared by employees and groups in organization and that regulate the way they interact with each other and with stakeholders outside the organization (Eddah, and Ng'eno 2017). Organizational culture is therefore, beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals (Eddah, and Ng'eno 2017). Culture develops organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another (Black and Richard, 2003). Improvement of an organization culture has improved sustainability on basis of efficiency. The improvement in productivity leads to employee commitment through norms, values and objectives which help in improving culture of an organization (Eddah, and Ng'eno 2017). The system of an organization is based upon effective establishment of culture that keeps learning environment strong. The performance of employees improves by establishing a strong culture in an organization (Awadh and Saad, 2013). Raduan (2008) observes that, a high degree of employee performance is related a culture with well integrated and effective set of

values, beliefs and behaviors. However, many investigators posit that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated (Awadh et al, 2013).

Employee performance would be considered as backbone of the organization when it leads to its development effectively. The loyalty of an employee relies upon knowledge and awareness of culture that improves behaviour of organization (Brooks, 2006). Organization culture was first identified by Administrative Science quarterly (Pettigrew, 1979 in Eddah, and Ng'eno 2017). The awareness of quality culture helps in improving organizational and employee development. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the system of organization. Management must try to always keep learning environment in the organization. Proper understanding of organizational culture should lead towards improvement of employee's performance. So organizations need to get the loyalty of their employees towards organization (Shahzad et al, 2012). There has been significant research in the literature to explore the impact of organizational culture on employee performance. Magee, (2002) claim that organizational culture could be used for measuring economic performance of an organization. However, organizational superiorities could be varied since cultural traits differ from organization to organization and certain cultural traits could be source of competitive advantages through causal ambiguity (Barney, 1991, Peters & Waterman, 2002). The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. This study therefore took into consideration how organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations. Therefore, a supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument promoting employees to perform smoothly and ensure better productivity. Therefore, this study sought to examine the effect of organizational culture and employees' job performance in higher institutions in In Edo State, Nigeria

Statement of the Problem

Today's world is represented by a large interaction among companies localized in all parts of the planet and by an intense movement of people, merchandise and services. In these activities, problems of a cultural nature emerge influencing, many times, the development of the negotiations. It is important that people who represent organizations become aware of the cultural differences and of the possible influences of these differences in the success of their jobs (Meyer, Bernardo and Jon, 2006). Niki (2010) notes that cultural factors are one of the most frequent and difficult barriers to be overcome by anyone doing business. The problems facing higher institutions in Nigeria is to adopt successful of diverse cultures and their impact on employee job performance. Those problems are Power distance, Individualism, uncertainty avoidance and Masculinity. Such adaptation requires an understanding of culture, cultural diversity, views, stereotypes and values (Matijevic, Raguz and Filipovic, 2012).

Empirically Menezes (2014) studied the impact of culture in higher institutions and organizations in Nigeria. The study found that among the factors of culture as proposed by Hofstede, uncertainty avoidance is the most important behavior pattern that is reflected among employees job performance. Banutu-Gomez (2014) examined the role of culture, language and ethics in global business. The study found that understanding other countries culture, ethics and language are invaluable to creating a successful business internationally. Cheong-A, Ho-Yeol, Jong, Joo and Young (2002) study concludes that cultural difference between two higher institutions plays an important role in the higher institutions. Ivete and Roberto (2013) examined the cultural challenges of managing global project teams using Brazilian multinationals and found that there is still little concrete concern with the issue of multiculturalism. This conflicting findings show that the relationship between culture and employees performance is still ongoing. Most of the studies were foreign, hence this study tries to ascertain whether what applies to other countries is the same or otherwise in Nigeria. Therefore this study is set to fill this gap.

Objective of the Study

The major objective of the study is to examine organizational cultural and employees job performance. The specific objectives include to:

1. Determine the effect of power distance on employee performance in higher institution in Edo State.
2. Examine the influence uncertainty avoidance on employee performance in higher institution in Edo State.
3. Determine the effect of individualism on employee performance in higher institution in Edo State.

Research Questions

The following research questions were formulated to guide this study.

1. To what extent does power distance affect employee performance in higher institution in Edo State?
2. To what extent does the level of uncertainty avoidance affects employee performance in higher institution in Edo State?
3. To what degree does the level of individualism employee performance in higher institution in Edo State

Hypotheses

The hypotheses used in this study are in null form and are presented below:

1. Power distance has no significant effect on employee performance in higher institution in Edo State
2. Uncertainty avoidance has no significant effect on employee performance in higher institution in Edo State
3. Level of individualism has no significant effect on employee performance in higher institution in Edo State

REVIEW OF RELATED LITERATURE

Conceptual Framework

Culture

Different authors from different scientific fields are trying to define culture by starting off from different levels and forms. Culture is the shared values and beliefs that enable its members understand their roles and norms of the organization (Hodgetts, Luthans and Doh, 2006). Anthropologists see culture in many ways. For example, Kluckhohn (1951) cited in Matijevic, Raguz and Filipovic (2012), one of the most widely used definition of culture is: Culture consists of explicit and implicit patterns, and behaviours acquired and transmitted symbols, which form the characteristic achievement group of people, including embodiments in artifacts; essential core of culture consists of traditional ideas and especially their values added; system of culture on the one hand can see as a product of action, on the other hand, as conditional elements of future action. Bahtijarevic-Siber and Sikavica (2001) note that culture can be defined as a general pattern of behaviour, based on the values and beliefs that develop over time in a given society. These are common knowledge, beliefs, values, norms of behaviour and ways of opinions of members of a society. One of the most commonly used definition of culture is the one given by Geert Hofstede, according to which culture is the collective programming of thought that the members of one group or category of people distinguished from others (Hofstede, 1980). Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other, as conditioning elements of future action (Abimbola, Adekeye, Ajayi & Idowu, 2011). Shinnar, Giacomini, and Janssen (2012) defines culture as “a collective programming of the mind which distinguishes the members of one group or category of people, they assert that cultures exhibit an unequal distribution of power, strong hierarchies, control mechanisms and an emphasis to and obeying those in position of power. Banutu-Gomez (2014) sees culture as “the collective programming of the mind which distinguishes the members of one group or category of people from another.” Another definition is that Culture is defined as the specific learned norms of a group’s attitudes, values, and beliefs (Daniels, Radebaugh, and

Sullivan, 2011). Whiteley and England (2004) defined culture as “the knowledge, beliefs, art, law, morals, customs and other capabilities of one group distinguishing it from other groups”.

Culture is an integrated pattern of human knowledge, belief, and behavior that is both a result of an integral to the human capacity for learning and transmitting knowledge to succeeding generations. Culture thus consists of language, ideas, beliefs, customs, taboos, codes, institutions, tools, techniques, and works of art, rituals, ceremonies, and symbols. An individual's attitudes, values, ideals, and beliefs are greatly influenced by the culture (or cultures) in which he or she lives. Culture can provide a strong support or it might be a powerful obstacle for organizational success. Culture change takes place as a result of ecological, socioeconomic, political, religious, or other fundamental factors affecting a society. In international business, culture has been linked to subject areas such as consumer behavior. Cultural factors have the broadest influence, because they constitute a stable set of values, perceptions, preferences, and behaviors that have been learned by the consumer throughout life (Oluwole, 2010).

Culture is made up of many different components, such as language, religion, values and standards (Hill, 2002). (Oluwole, 2010) posit that culture is ‘that complex whole which includes knowledge, beliefs, arts, morals and law, customs and any other capabilities and habits acquired by man as a member of that society’. Hill (2002) concluded that the culture of human beings influences their decisions and behavior. These parameters influence the way in which individuals perceive different things, resulting in one of the main functions of a culture, namely the structure in which people perceive and evaluate different things (Hall, 2009).

Employee Performance

Employee performance is a central variable in employment relation. Employee performance mirrors the extent of goal achievement among employees of the organization. The attainment of these goals and objectives depends on the organization's capacity to develop strategies aimed at fostering organizational performance (Ricardo and Wade, 2001). Cascio (2006), on the other hand, defined performance as the extent of achievement of the mission of the organization that develops an employee job. To this degree, individual performance is a core concept within work and organizational psychology. Reviewing the relationship between organizational culture and employee performance, Sorensen (2002), John and Saks (2005), and Dasanayake and Mahakalanda (2008) note that the relationship between cultural elements and employee performance have been inconsistent over time. The concept of employees' job performance has been based upon the idea that an organization is a voluntary association of productive assets, including human, physical, technological and capital resources, in order to achieve a common purpose (Barney 2002). According to Richard et al. (2008), performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added). The successful performance of manufacturing firms does not only depend on good economic performance, but rather on the way the entrepreneurs and employees work together and fulfill their activities and objectives in a joint and coordinated basis.

The term organizational performance is used in three time- senses - the past, present, and the future. In other words, performance can refer to something completed, or something happening now, or activities that prepares for new needs. Profitability, for example, is often regarded as the ultimate performance indicator, but it is not the actual performance. Firms' performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Performance also refers to the metrics relating to how a particular request is handled, or the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. Performance measurement systems provide the foundation to develop strategic plans, assess an organizations' completion of objectives and goals (Alderfer, 2003). Good performance influences the continuation of the firm and can be divided to financial or business performance (Gibcus and Kemp, 2003).

Theoretical Framework

This study is anchored on Durkheim's Theory of Culture: This theory was developed by Durkheim (1890). It defines culture as an emergent web of representations, holistically encompassing the deep set value, belief, and symbolic systems of a natural collectivity, such as the tribal societies to which he gave such close attention. The theory argues that an abundance of work in organizational sociology concerns the substance of what the culture concept seems to comprise, even if it takes pains to skirt the label. It is through the culture that an organization influences the tasks and achievement of organizational objectives. According to Wuthnow and Witten (1998), while subcultures may reinforce integration with the overall organization, they may also provide centers of dissent. Cultural cleavages are likely to occur on occupational, status, or divisional lines. Evidence for the existence of subcultures is found in different discursive practices in organizations: in the divergent accounts workers on different organizational levels give of organizational events in specialized language that professionals in some organizations share more fully with colleagues outside the organization than those within it; and in different expressive symbols around which subgroups converge in the production of their collective sense of mission (Zheng and McLean, 2010). These cultures in return affect how employees carry themselves around while undertaking their tasks, hence, their influence on organizational performance.

Empirical Review

Cultural research has received a great deal of attention in business management especially as it relates to employee performance. For instance, Omoregbe, and Umemezia, (2017) examined the relationship between organizational culture and employee performance in the Nigerian banking sector. The research made use of leadership styles, employee training, work process, and employee commitment as the dimensions of organizational culture. The study analyzed primary data from field survey using the questionnaire instrument. The sample size for the study consisted of 392 employees drawn through convenience and systematic sampling techniques among employees of First Bank, Access Bank, Zenith Bank, Fidelity Bank, First City Monument Bank, United Bank for Africa, Diamond Bank and Guaranty Trust Bank, Nigeria. The model parameters used in the framework were estimated using Ordinary Least Squares (OLS). Collected data were analyzed using SPSS 22.0 by running both descriptive and inferential statistics. Findings from the study revealed that there is a high level of organizational culture practices in the Nigerian banking sector. Organizational culture dimensions all had positive effects on employee's performance. Thus, the study recommended that firms should adopt organizational culture that best enhances employee performance.

Shahzad, Iqbal and Gulzar (2013) analyzed the overall impact of organizational culture directly or indirectly on employee's job performance. To find the influence of organizational culture on employee performance within software houses working in Pakistan. This is a survey based research study. Primary and secondary data were used in this study. Primary data was gathered via questionnaire and formal & informal interview. Customer service, employee participation, reward system, innovation & risk-taking and communication system, are considered variables for this study. Sample size is (110) therefore, descriptive statics, correlation and regression analysis have been used. The overall results support that culture of organizations has the significant positive impact on employees' job performance at selected software houses in Pakistan. Employees' participation is a most important factor for achieving organizational goals. This study fulfils an acknowledged necessitate learning the impact of culture on the employee's job performance of the software industry in Pakistan.

Njugi and Nickson (2014) conducted a research on "Effect of organization culture on employee performance in non- governmental organizations in Kenya". The specific objectives of the study were to establish the link between competitive culture and performance in non-governmental organizations, to explore the effect of entrepreneurial culture on performance in non-governmental organizations, to assess the level of bureaucratic culture and its influence on overall performance in non-governmental organizations, to examine the influence of consensual culture on performance in non-governmental organizations, and finally to identify the preferred cultural integrations in Non-Governmental Organizations in Kenya. The research design adopted for this study was a descriptive survey in which the

research seeks to collect data from a target population of employees working in World Vision Kenya, using questionnaires to determine the correlation between organization culture and employee performance. The target population comprised of 960 employees in World Vision Kenya, a sample size of 484 was taken from the overall target population. Data was analyzed qualitatively and quantitatively and through use of statistical package for social scientists (SPSS). The study concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. At World Vision Kenya there is an integration of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees prefer integration to consensual and entrepreneurial or competitive and entrepreneurial cultures. This owes to the fact that employees seek a work environment that maximizes their ability to be innovative, creative, and independent of micro-management, cohesion with fellow colleagues among others.

Oduol (2015) examined the effects of organizational culture on performance of subsidiaries of selected regional commercial banks headquartered in Kenya. The research problem was studied through a descriptive cross-sectional survey because it cuts across several commercial banks with subsidiaries within East African Community market. The population of this study comprised ten of subsidiaries of selected regional commercial banks headquartered in Kenya. The study used primary data that was collected using semi structured questionnaires. The questionnaires were the only primary data collection instruments used in the study. The collected questionnaires were inspected for completeness and coded in Statistical Package for Social Sciences (Version 20) for analysis. The study established that firms engaged in various organizational cultures so as to boost performance. The cultures were particularly oriented towards the relationships between the employees and fellow employees and their seniors and lastly with the banks they worked for. The research findings revealed that the provision of rules that provided clear instructions, processes and procedures for employees was the most prevalent culture. This would therefore be translated to imply that employees will subsequently diligently attend to their duties thus eliminate errors and hence better performance both on their part and also on the bank. This study concludes that for performance of firms to improve, present organization culture should be supportive and compatible with intended strategies and day to day running of activities of employees. For banks to remain competitive, they should advocate for a corporate culture that motivates employees and also gives them a sense of belonging to the firm. This will consequently lead to more effort by the labor force since they will feel a sense of ownership in the firm. The study recommends that companies including banks should emphasize on the adoption of good organizational culture. The rationale behind this adoption is that organizational culture positively influences policies and strategies implementation and hence creating a sustainable competitive advantage against the competitors. Additionally, organizations should ensure that they align their organization culture and their strategies if they are to benefit from good organizational customs.

Wambugu (2014) analyzed the influence of organization culture on employees' performance with a focus on Wärtisilä Limited, a private organization in Kenya. The study employed a survey research design with the target population comprising of a stratified census sample of 63 members of staff from the organization at different levels. The data has been collected using questionnaires and analyzed using descriptive statistics, to determine whether organization culture really affects the employees' performance. The researcher has provided an introduction letter from the university as assurance that the information would be treated with maximum confidentiality, as reluctance to provide some personal information was an anticipated limitation of the study. Collected data was analyzed using SPSS software and data represented in graphs, charts and tables for better understanding and interpretation. Since employee's job performance is one of the important factors for a business to compete in this global market, the purpose of this study is to explain and empirically test the effect of the four elements of Organization culture namely; organization values, organization climate, leadership styles and work processes to the employee's performance. The results of this study suggest that managers should focus on the factors that have a significant effect on employee performance, if they want to enhance their businesses. Based on the results, this study was able to revealed that organizational values have a more

significant effect to employee's job performance at Wärtsilä, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employee's performance. The sophisticated and extensive nature of the paper would add value to organization studies discipline by providing an important qualitative perception towards organizational culture and employee performance and would initiate further discussions to create an effective framework between organizational culture and its impact on performance.

Narayana (2017) examine the effect of organizational culture on employee performance and its evaluation has been identified by certain researcher's research. The main aim of research article is to identify and determine strong relationship between organizational culture and employee performance. Literature review is adopted as methodology to review the culture of an organization upon employee performance. The owners and top management of an organization generally tends to have a large impact on establishing a culture. The Organization's culture results from the interaction between the top management's assumptions and shared visions of cultural values and human behavior and what the employees of the organization learn from their own experiences. Managers relate organizational culture and employee performance to each other as they help in providing competitive advantage to the organizations. Hence Organizational culture plays a vital role in enhancing employee performance. Organizational culture must be binding on all members and employees of the organization as this will encourage uniformity among members of the organization and this enhance commitment, group efficiency and overall performance of employees.

Dimitrios and Athanasios (2014) examined the relation between organizational culture and the levels of job satisfaction experienced by employees. Organizational culture refers to a series of attitudes and behaviors adopted by employees of a certain organization, which affect its function and total well-being. Job satisfaction refers to the employees' perceptions of their working environment, relations among colleagues, earnings and promotion opportunities. The review shows that contemporary job-related phenomena like job satisfaction are related to their perceptions of their working environment, relations with colleagues, institution aims and strategies and success criteria. In addition, the employees' preference of organizational culture is likely to be affected by demographic characteristics, especially gender. It can be supported, therefore, that measuring and analyzing an institution's organizational culture in combination with its employees' demographic and individual characteristics may lead to valuable conclusions, so that job satisfaction is promoted.

Gunaraja (2014) empirically examined the effectiveness of organizational corporate culture on employee performance as well as employee's productivity using Indian banking industry. The study analyzed the effect organizational corporate culture on employees work performance, and to formulate suggestions regarding corporate sector culture and employee's performance. Survey research design was adopted. The population of the study consists of the whole workers of the banks at Chennai banking sector in Tamilnadu, two banks were selected from each stratum. Bank Employees in selected banks were sub divided into 3 strata: office assistant, senior employees, and junior employees a simple random sampling was to select total of 110 employees that include our sample size (88). It should be highlighted that minimum monetary resources at the researchers' disposal could not allow or permit for a greater sample size. Primary Data collected from the questionnaire were examined, summarized, and interpreted accordingly with the help of descriptive statistical techniques such as total, cumulative percentage and simple percentage. Chi square used to measure the discrepancy between observed and anticipated frequency and to prove the level of significant in testing mentioned hypotheses. There is no positive relationship between corporate sectors organizational culture and organizational productivity in Indian banking industry through survey method. Samples were selected using stratified random sampling and simple random sampling methods; while our sampling respondents were selected using simple random sampling method. The findings are that a large number of respondents almost more than half of the respondent strongly agree that organizational corporate culture has influence on employee work

performance, and that nearly half of the employees also agree that culture of corporate sector determines the level of productivity of the organization.

METHODOLOGY

The research adopted the survey research design. This study covers the effect of organizational culture on employee performance in Edo State Nigeria, using selected higher institutions located in the above town Benin City, Usan, Ekpoma, Igueben, Auchi and Afuzein In Edo State, Nigeria to study the effect of organizational culture on employee performance. The population of the study comprise 11934 of all the employees of the six selected higher institutions in In Edo State, Nigeria. The sample size consists of 387 employees of the selected higher institutions In Edo State, Nigeria using Taro Yamane’s formular was used to obtain the sample size. The instrument used for data collection is questionnaire constructed by the researcher. The researcher used face and content validity in this research. This was done by test retest method. The tools used in analyzing the data collected include simple percentages, descriptive statistics and correlation analysis. The study also employed Multiple Regression Analysis (MRA) method to determine the imperativeness of culture in employees’ performance.

Data Presentation and Analysis

The data generated from the employees of the sampled higher institutions were presented, analyzed and interpreted in this chapter. A total of three hundred and eighty-seven copies of the questionnaire were distributed to the respondents, out of which three hundred and eleven was properly filled and found relevant to the study. The 50 copies of the questionnaire were not properly filled and 27 copies got missing. Therefore, the analysis in this chapter was based on three hundred and eleven relevant copies.

RESULTS

Multiple Regression Analysis

Multiple regression result was employed to test the imperativeness of culture on employees’ performance. The result of the multiple regression analysis is presented in the tables below.

Table 1 Summary of the Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.286 ^a	.682	.570	3.212	1.767

- a. Predictors: (Constant), Uncertainty Avoidance, Degree of Individuality, Power Distance
- b. Dependent Variable: Employees performance

Source: SPSS Version 21.0

Table 1 shows that R² which measures the strength of the effect of independent variable on the dependent variable has the value of 0.682. This implies that 68% of the variation in employees’ performance is explained by variations in degree of masculinity, uncertainty avoidance, degree of individuality, power distance. This is supported by adjusted R² of 0.570.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.767 in table 4.4 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

Table 2: ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.805	4	70.451	6.830	.000 ^b
	Residual	3156.413	306	10.315		
	Total	3438.219	310			

- a. Dependent Variable: Employees performance
 - b. Predictors: (Constant), Uncertainty Avoidance, Degree of Individuality, Power Distance
- Source: SPSS Version 21.0

The F-statistics value of 6.830 in table 4.5 with F-statistics probability of 0.000 shows that the independent variables has significant relationship with the dependent variable. This shows that degree of masculinity, uncertainty avoidance, degree of individuality, power distance can collectively explain the variations in employees' performance in the selected high institution.

Test of Hypotheses

The four hypotheses formulated in chapter one were tested using t-statistics and significant value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 3 T-Statistics and Probability Value from the Regression Result

Independent Variables	t	Sig.
(Constant)	9.994	.000
1 Power Distance	2.660	.008
Uncertainty Avoidance	1.591	.113
Degree of Individuality	2.980	.041

a. Dependent Variable: Employees performance

Source: Authors Compilation from the Regression Result

Test of Hypothesis One

Ho: Power distance has no significant effect on employees' performance in higher institutions In Edo State.

Hi: Power distance has a significant effect on employee's performance in higher institutions In Edo State. In testing this hypothesis, the t-statistics and probability value in table 4.7 is used. Power distance has a t-statistics of 2.660 and a probability value of 0.008 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that power distance has a significant effect on employee's performance in higher institutions In Edo State.

Test of Hypothesis Two

Ho: Uncertainty avoidance has no significant effect on employees' job performance in higher institutions In Edo State.

Hi: Uncertainty avoidance has a significant effect on employees' job performance in higher institutions In Edo State.

Level of uncertainty avoidance has a t-statistics of 1.591 and a probability value of 0.113 which is statistically insignificant. Therefore, we accept the null hypothesis and reject the alternative hypotheses which state that uncertainty avoidance does not have significant effect on employees' job performance in higher institutions In Edo State.

Test of Hypothesis Three

Ho: Individualism has no significant influence on employees' job performance in higher institutions in Edo State.

Hi: Individualism has a significant influence on employees' job performance in higher institutions in Edo State.

Individualism has a t-statistics of 2.980 and a probability value of 0.041 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that the degree of individualism has a significant influence on employees' performance in higher institutions In Edo State.

DISCUSSION OF FINDINGS

This work examined organizational cultural and employees performance using higher institutions in Nigeria. A total of six high institutions in Edo State, Nigeria were studied. The hypotheses formulated were tested using multiple regression analysis. At the end of the analysis, the following were discovered. Power distance has a significant effect on employees' performance in higher institutions in Edo State. These finding tallies with Lim, Leung, Sia, & Lee, 2004 that posit that, in dimension, inequality and power is perceived to have significant effect on employees' performance. A higher degree or the lower level of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. The finding disagree with Hofstede, 2001 which state that individuals with high power distance accept the inequality of power, perceive differences between superiors and subordinates as natural, and believe superiors are entitled to special privileges.

The study also finds out that uncertainty avoidance does not have significant effect on employees' performance in higher institutions in Edo State. This finding agree with Bhagat, Steverson, & Segovis, 2007 in their contrast, individuals with low uncertainty avoidance are less concerned with security, rely less on written rules and procedures, and are more tolerant of uncertainty. This finding disagree with Hofstede, 2001 who finding indicate that the degree to which employees deal with a organizations tolerance for uncertainty and ambiguity, leading them to support beliefs promising certainty and to maintain institutions protecting conformity.

The findings show that degree of individualism has a significant influence on employees' performance in higher institutions in Edo State. This finding disagree with Hofstede, 2001 who posit explores the index that degree to which employees in an organizations are integrated into groups and individualistic societies have loose ties that often only relate an individual to his/her immediate family. The finding agrees with Ang, Van Dyne, & Begley, 2003 that emphasizing employees welfare, collectivists value reciprocation of favors, a sense of belonging, and respect for tradition of organizational performance.

Summary of Findings

This work examined organizational cultural and employee's performance using higher institutions in Nigeria. A total of six high institutions in In Edo State, Nigeria were studied. The hypotheses formulated were tested using multiple regression analysis. At the end of the analysis, the following were discovered.

1. Power distance has a significant effect on employees' performance in higher institutions in Edo State.
2. Uncertainty avoidance does not significant effect on employee's performance in higher institutions in Edo State, Nigeria.
3. Individualism has a significant positive influence on employees' performance in higher institutions In Edo State Nigeria.

CONCLUSION

This study examined organizational cultural and employees performance using higher institutions in Nigeria. A total of six high institutions in In Edo State using that power distance, uncertainty avoidance, and individualism on employee performance in higher institutions in Edo State, Nigeria. Therefore, the study concludes that organizational cultural has a significant positive effect with employee performance in higher institutions in In Edo State, Nigeria

RECOMMENDATIONS

1. Organizations must help to generate a culture supportive of Power distance with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Since power distance was found to have positive relationship with employee performance
2. Management should pay attention to uncertainty avoidance. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Since uncertainty avoidance has weak positive relationship with employee performance.
3. Management of higher institution should pay attention individualism since individualism has a positive strong relationship with employee's performance in high institution.

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