

**ORGANIZATIONAL CULTURE AS FACTOR AFFECTING EMPLOYEE
PERFORMANCE AND INCREASED PRODUCTIVITY IN TOURISM
ORGANIZATIONS
(AGODI GARDENS AND UNIVERSITY OF IBADAN'S ZOOLOGICAL GARDEN)**

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ABSTRACT

Culture in an organization can be regarded as the specific mode of carrying out activities that affects the day to day existence of the organization. Organizational culture has immense effect on the continual existence or the abrupt closure of the organization. Organizational culture has relationship with certain variables that define the organization. This research examined organizational culture as factor affecting employee performance and increased productivity in tourism organizations. Agodi Gardens and University of Ibadan's Zoological Garden were chosen as case studies. All the members of staff of each tourism destination were selected using the descriptive survey design. The study revealed that there is significant correlation between organizational culture and increased productivity in the case studies; likewise, there is significant correlation between organizational culture and employee performance in the case studies. Necessary recommendations were drawn from the conclusion of the study.

Keywords: Organizational culture, employee performance and increased productivity.

Introduction

Background to the Study

Employees can be regarded as organizational members that are involved in the day to day activities of the organization in order to ensure continual existence and steady income of the organization. They are essentially the most important component that makes up the organization. Wambugu (2014) opined that an employee is a key element of an organisation and the success or failure of the organisation depends on individual employee performance which affects positively

or negatively the organisation performance at large. It cannot be overemphasized that employees are the crux of any organization because they control every other resources that keep the organization going. Therefore, the competence and active involvement of an employee is what basically upholds any organization in respect to existence. It can be said that the more competent the employees of an organization are, the more chances of the organization vis-a-vis perpetuity. Birdthistle & Fleming (2005) asserted that organizations require competent people to learn and interpret new information and technology changes from the external environment. Employees must be diligent, efficient and hardworking to ensure they stay ahead of their competitors. Ovidiu-Iluta (2013) noted that therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. Every organization is in business to make money, so the ability of such organization to make more money and stay ahead of competitors is determined by individual and concerted efforts of the employees of such organization.

There must have been an impetus for an employee to perform either low or high. This factor that impels an employee within an organization can be referred to as organizational culture. Therefore, organizational culture can be viewed as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace. Fakhar, Zahid and Muhammad (2013) asserted that the organizational culture proposed employees the way things should be done. It can also be the guiding tenets with which employees of an organization are expected to abide with, without unnecessary objection. Traditions, behavioural patterns and belief systems are the major components of organizational culture. These components determine the modus operandi of the organization and the chances of the organization remaining in business or eventually staying out of business.

Culture is deeply associated with values and beliefs shared by personnel in an organization. These norms attributable to culture are invisible but have a great impact on the performance of employees and profitability. It is what is important and unimportant in the organization. Organizational culture definitely have impact on the performance of the employee, this impact may be negative or positive. If the organizational culture has positive effect on the employee,

then the optimum performance of the employee is certain but if the impact of the culture on the employee is negative then, the negative side of the coin is expected. Zain, Ishak and Ghani (2009) examined the effect of four dimensions of organization culture namely teamwork, communication, reward and recognition, and training and development on employee performance and found that all the four dimensions of organization culture were important determinants of performance. There are more indices that could also have impact on employee performance but the aforementioned dimensions are just the basic ones. Ovidiu-Iliuta (2013) noted that generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on. Muhammad, Rumana and Saad (2013) from their own point of view noted that as a result evaluation of employee performance basically depends on the factors like performance appraisals, compensation, employee recognition, employee motivation, training and development, job security, flexible time system, organizational structure, employee satisfaction and so on. Ovidiu-Iliuta (2013) further asserted that financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees (Ovidiu-Iliuta, 2013). Hence, the indices that determine employees' performance are many but they all depend on each researcher's or individual's perception and point of view.

It is notable that there have been various researches on organizational culture and various indices such as service delivery, organizational performance and so on, but there hasn't been much notable research works on organizational culture, employee performance and increased productivity, especially using tourism destination as case study. Thus, this study analyzed the relationship between organizational culture and employee performance in tourism destinations.

Therefore, this study sought out to provide answers to the following research questions;

- i. What is the employee's job performance in the last one year?
- ii. What is the general importance of organizational culture to the employees?
- iii. What are the indicators for employee's performance?

Aim and Objectives of the study

The main objective of the study was to determine the influence of organizational culture on employee performance. The specific objectives for this research were:

- i. To examine the employees job performance in the last one year
- ii. To examine general importance of organizational factors to the employees
- iii. To highlight indicators for employee performance.

Research Hypothesis

Ho- Organizational culture has no effect on employee performance in Agodi gardens

H₁ – Organizational culture has effect on employee performance in Agodi gardens

Significance of the Study

Certain stakeholders of the organization can benefit immensely from this study. These stakeholders are the major stakeholders of any organization and they are the employers and the employees. Therefore, this study thus, will help enlighten employers in organizations, private sectors, government and other concerned individuals vis-a-vis ensuring that a steadily good culture that can improve employee performance and productivity is maintained within the organization. Likewise, the employees can gain an insight into establishing unity, tranquillity and motivation within themselves, so as to collectively move the organization forward.

Scope of study

The study laid emphasis on employee performance based on organizational culture in tourism organizations. This study encompasses investigation into organizational culture, indicators shaping organizational culture, and effect of organizational culture on employee performance. The specific case studies chosen for this research was Agodi Gardens and University of Ibadan's Zoological Garden. It involved a sum of purposively selected forty respondents from the case studies (20 employees from each case study). These targeted respondents are basically workers of the gardens because they are the sets of people that stand the best of chance in providing correct answers to the research questions.

Conceptual Framework

Employee job performance refers to the level of productivity of an individual employee, relative to his or her peers, on several job related behaviours and outcomes (Sarwar, Ketavan, and Butt, 2015). Employee job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. Sarwar, Ketavan, and Butt, (2015) also assert that job performance is productivity that is the comparison of the amount of effectiveness that results from a certain level of costs associated with effectiveness.

The concept of employee performance can never be overemphasized because it is important for an organization in order to achieve its set objectives and goals. Employees are therefore, important assets to an organization that may either affect such organization positively or negatively. Bello (2012) noted that employees are the most important assets in organizations, which without, the goals and objectives may not be attained.

Before an employee performance can be evaluated, the extent of the engagement of such employee at work must be well considered. This is because some employees are found of eye service. The original responsibilities of such redundant employees are usually shared with or transferred to some other members of staff. This is not too good because it can reduce the lifespan of the organization in the short run. So, it is pertinent to assess and monitor the performance of each member of staff from time to time.

Tourism has been defined in different ways by several scholars with diverse academic inclinations. Ibimilua (2009) noted that tourism involves the movement and stay of foreigners inside and outside a city or a region provided the journey and stay of the stranger is not connected with remunerative activities. The concept of tourism is presently a global phenomenon; because, it is used from time to time by the people that have its indepth understanding and those that does not. Tourism is therefore, the displacement of person(s), that doesn't/don't have income generation mindset while on the trip, from one location to the other on leisure/recreation basis. Tourism organizations include the organizations that have the tourists attractions and the organization that packaged the trip and tour for the tourist(s). Both of these

organizations are important and they have their own staff that must be well taken care of, in order to keep the organization running on a continuous basis. Information technology has made it quite easy to access both the recipient tourism organization and the tourism organization that packaged the trip and tour. Olawuyi and Adedara (2015) noted that internet and social media have brought crucial changes to our perception of tourism in Nigeria and have enlightened Nigerians about tourism and its importance. Therefore with the internet, it is now easier to make online hotel reservations, payment to the tourism organization, schedule itinerary and other tourism related transactions. Internet and ICT paraphernalia also makes it quite easier to have a comprehensive and quick appraisal of the employees' perception vis-a-vis the organizational culture.

Theoretical Framework

Symbolic school of Culture

The concept of culture as products of mind, as shared meaning systems proposed by symbolic school, elegantly broken down in Clifford Geertz work is a richly great construct informed by, and communing with influential currents in sociological and philosophical disciplines (Yvan, and Mihaela, 1984). Although, culture is a product of the mind but the outcome of culture being a product of the mind is a function of the organization culture. It is the culture of the organization that exerts pressure on the culture of the mind of the employee. The organizational culture can sharpen or remould whatever culture that is on the mind of the employee for bad or good.

2.3.5 Self Determination Theory (SDT)

Self Determination Theory (SDT) identifies two forms of motivation, which is intrinsic motivation and extrinsic motivation. Meyer and Gagne' (2008) asserted that intrinsic motivation refers to doing an activity for its own sake out of enjoyment and interest while extrinsic motivation refers to doing an activity for instrumental reasons. The influence of organizational culture on employee performance and productivity is extrinsic motivation. This is because impressive employee performance and increased productivity in a tourism organization is for the sustainable growth and development of such tourism organization.

Therefore, this theory helps to quantify employee performance, employee engagement, employee disposition to work and other pertinent indicators based on motivation. Meyer and Gagne' (2008), noted that self determination theory helps to explain not only engagement but also the psychological state and behavioral reactions that can result in the absence of engagement. This theory would certainly help an employer in reaching a conclusive decision in either laying off, retaining or further motivating an employee.

2.4 Empirical Review

A study by Dauda and Akingbade (2011) examined how employee relation could be employed for technological change management. The study sought to determine effective method of using technological innovation for improved performance in the Nigerian manufacturing industry. The findings of the research revealed that employee relations do not have significant relationship with technological change. Kute and Upadhyay (2014) examined the relationship between technological changes and its impact on employee performance in commercial printing industry. The study revealed that technological changes affect employee's performance in various ways such as redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the commercial printing industry.

Ram and Prabhakar (2011) did a study on the role of employee engagement in work-related outcomes. This study confirmed the relationship between employee engagement and perceived organizational support, perceived supervisor support, total rewards, and perception of distributive justice. Kangure, Wario and Odhiambo (2014) researched on the relationship between job characteristics and employee engagement. Their research revealed results that job clarity, job autonomy, job significance and job performance, all have positive significant relationship with employee engagement. Men (2015), research was centered on how employees engagement is associated with other outcome variable of employee - organization relationships and how it is particularly driven by the organizational contextual factors of original leadership and lucid communication. It was revealed from the study that engagement is positively influenced by quality employee–organizations relationships (using these indicators: employee

trust, control, mutuality, commitment and satisfaction). It also revealed that the effects of transparent communication and authentic leadership on engagement were mediated by employee – organization relationships and internal reputation.

2.5 Summary of Empirical Review

Organizational structure definitely has relevant and predictable impacts on a wide range of organizational performance. The world is presently a global village where information technology drives almost anything at any time. So, good and efficiently driven technology in an organization greatly escalates the productivity of employees along with time saving. Other scholars opined that technological changes affect employee's performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the commercial printing industry. On the contrary, another researcher revealed that employee relations do not have significant relationship with technological change. This may probably be because of the low level of technological knowhow of the employees. In respect to the impact of organization's values, norms and tradition on employee performance, certain works have been done. Hence, a study revealed that organizational values had a more significant effect to employee's job performance. According to another finding, the results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan.

There are various assertions that organizational culture has effect on employee commitment and innovativeness of employee and other variables, but the specific gap in literature is that there are no research work focusing on the relationship between organizational culture, employee performance and productivity in tourism destinations.

Methodology

Secondary and primary data were used for this research. The secondary data were obtained from online publications; Primary data were obtained from the field with the aid of well structured questionnaire. Each of the case studies has staff strength of twenty employees, which was why twenty respondents were selected from each of them. Likert rating scale of 5 points (SA, A, DA,

D and SD) was used to measure the questionnaire. Agodi Garden and Ibadan Zoological Garden are situated in Ibadan North local government area of Oyo state.

Results and Discussions

The respondents were the 20 staff of Agodi Gardens and 20 staff of Ibadan Zoological Garden. The data obtained from the field via questionnaire were analysed based on the research questions and hypothesis for this research work.

Table 4.1: Demographic Distribution of the Respondents

Valid	Frequency	Percentage
Gender		
Male	30	75
Female	10	25
Age		
20-35	29	72.5
36-50	10	25.0
50 and above	1	2.5
Academic qualification		
O'level	20	50.0
OND	11	27.5
HND/Bsc	2	5.0
Masters	7	17.5
Total	40	100

Source: Author's Field Survey (2017)

The demographic information of the respondents revealed that 75% of the respondents are male and 25% are female. The respondents are matured in respect to age because they are all older than 20 years of age. Likewise, their responses showed that they have certain level of educational attainment. Both their educational attainment and academic qualifications, to a large extent

depicts that their responses are reliable because of their expected matured and correct judgemental abilities.

Research question 1: Examine employee’s performance in the last one year.

Table 4.2: Is your performance on the job in the last one year optimal?

Item	Frequency	Percentage
Yes	12	30
No	28	70
If no, why?		
Low remuneration	28	70
Missing system	12	30
Total	40	100

Source: Author’s Field Survey (2017)

The table above shows that seventy percent of the respondents noted that their performance on the job in the last one year has not been optimum. Their opinion further revealed that their job performance hadn’t been optimum basically because of low remuneration package from the organization with which they work with.

Research question 2: What is the general importance of organizational culture to the employees?

Table 4.3: General importance of organizational culture to the employees

Item	Disagree	Agree	Strongly Agree	N	Mean	St. dev	Remark
Our organizational culture is standard enough	-	10	30	40	1.750	0.439	4 th
Our organizational culture fosters unity amidst employees	1	11	28	40	1.775	0.577	3 rd
Our organizational culture improves job efficiency	-	29	11	40	2.33	0.888	1 st
Our organizational culture fosters good concern for the personal problems of the employees	-	14	26	40	1.800	0.564	2 nd
Summary	1	64	95	160	7.655	2.468	

Source: Author's Field Survey (2017)

The indices for organizational culture (7.665 ± 2.468) in the selected case studies were rated critically based on their mean values. Though, statistically significant differences were not observed among the indices. It is notable that all these indices (organizational culture being standard enough (1.750 ± 0.439), organizational culture fostering unity (1.775 ± 0.577), organizational culture improving job efficiency (2.33 ± 0.888) and the culture fostering good concern for the personal problems of employees (1.800 ± 0.564)) are critical for the maintenance and effectiveness of organizational culture in the case studies.

Research question 3: What are the indicators for employee's performance?

Table 4.3: Indicators for Employee performance.

Item	Disagree	Agree	Strongly Agree	N	Mean	Stdev	Remark
My performance on the job is high when i am motivated by customers	12	19	-	40	1.900	0.744	2 nd
I give my job utmost priority	-	8	32	40	1.200	0.405	4 th
I put in all my best because i love my job	-	2	38	40	1.100	0.496	3 rd
I have all the tools and resources to perform very well at work	8	20	12	40	2.100	1.057	1 st
Summary	20	49	82	160	6.300	2.702	

Source: Author's Field Survey (2017)

The indices for employee performance (6.300 ± 2.702) in the selected case studies were rated critically based on their mean values. Though, statistically significant differences were not observed among the indices. It is notable that all these indices (performance high when motivated by customers (0.744 ± 1.900), giving job utmost priority (1.200 ± 0.405), putting in all the best because of the love for the job (1.100 ± 0.496) and tools and resources to perform well on the job (2.100 ± 1.057) are critical for having very good job performance in the studies.

Table 4.4: Indicators for increased productivity.

Item	Disagree	Agree	Strongly Agree	N	Mean	Stdev	Remark
My involvement in work related activities contributes to productivity	-	8	31	40	1.275	0.598	2 nd
The culture of our organization motivates me to contribute to productivity	-	10	30	40	1.750	0.438	1 st
I am aware that absenteeism and lateness negatively affects productivity, so i abstain from both	-	-	40	40	1.000	0.000	3 rd
Summary	-	18	101	120	4.025	1.036	

Source: Author's Field Survey (2017)

Likewise, the indices for increased productivity (4.025 ± 1.036) in the selected case studies were rated critically based on their mean values. Though, statistically significant differences were also not observed among the indices. It is notable that all these indices (involvement in work related activities contributing to productivity (1.275 ± 0.598), culture motivating to contribution to productivity (1.750 ± 0.438), and being aware that absenteeism and lateness negatively affects productivity (1.000 ± 0.000) are critical for having work productivity in the case study.

H₀- Organizational culture has no significant effect on employee performance in Agodi gardens and the University of Ibadan Zoological gardens.

Table 4.5: Correlation Matrix

S/N	Variables	N	Mean	Standard deviation	1	2	3
1	Organizational culture	40	6.950	2.864	1		
2	Increased productivity	40	4.375	1.275	0.609** 0.000	1	
3	Employee performance	40	6.800	2.594	0.616** 0.000	0.861** 0.000	1

Source: Author's Field Survey (2017)

**Correlation is significant at 0.05 level (2-tailed)

**Correlation is significant at 0.01 level (2-tailed)

In respect to examining the effect of organizational culture on employee performance and increased productivity in Agodi gardens and Ibadan Zoological garden, the correlation matrix table above reveals;

- That there is significant positive relationship between organizational culture (6.950 ± 2.864) and increased productivity (4.375 ± 1.275), $r = 0.370^*$; $p < 0.05$.
- That there is significant positive relationship between organizational culture (6.950 ± 2.864) and employee performance (6.800 ± 2.594) $r = 0.370^*$; $p < 0.05$.

From the correlation matrix we are advised to accept H_1 and reject H_0 because, there is significant effect of organizational culture on employee performance.

The analysis revealed that some of the respondents had not performed optimally at work as a result of low or inconsistent remuneration. It is therefore understandable that consistent and good remuneration fosters sufficient motivation for employees of an organization to perform optimally. Table 4.3 reveals that the indicator of the variable that shows that organizational culture improves job efficiency got the first position amongst others. Likewise, the indicator that organizational culture fosters good concern for the personal problems of the employees got the second position. These two positions reveal that the organizational culture of the case studies (Agodi Gardens and Ibadan Zoological Gardens) is laudable and good enough.

Amongst the indicators for employee's performance, having all the tools and resources to perform very well at work got the first rank while, performance on the job is high when motivated by customers got the second position. It may be the disposition of the tourists to learn more about the touristic attractions in the garden that motivates the employees of the Garden to show a better and high performance. The impact of organizational culture on the increased productivity of tourism organizations is sacrosanct. This is revealed in table 4.4 where that the culture of the two tourism destinations that were used as case study for this research motivates the employee to contribute to productivity got the first rank amongst other indicators for increased productivity at the case studies.

The first outcome of the correlation matrix that reveals that there is significant correlation between organizational culture and increased productivity corroborates Mba (2014) assertion, that there is a significant relationship between organizational culture and increased employees' productivity in NAFDAC. This simply means a good and favourable organizational culture fosters increased productivity in the organization. Likewise, the revelation that there is significant relationship between organizational culture and employees' performance is consistent with Peters and Waterman (1982); Deal and Kennedy (2001); Lydiah (2014) whose researches identified the significant relationship between culture and employee performance.

Conclusion and Recommendations

This research work conclusively revealed that;

- There is significant correlation between organizational culture and increased productivity in Agodi Gardens and Ibadan Zoological Garden
- And that there is significant correlation between organizational culture and employee performance in Agodi Gardens and Ibadan Zoological Garden

The following recommendations were made;

- ✓ The culture of these organizations (Agodi Gardens and Ibadan's Zoological Garden) should be improved upon, most especially, its aspects that is connected to the welfare and performance of the employees,
- ✓ The organizations should establish a standard to measure the effectiveness of their organizational culture from time to time,
- ✓ Lastly, the remuneration of the respondents should be improved upon in regard to its digits and consistency because it has a ripple impact on employee performance.

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