

Culture Issues and Concerns in Organizational Development, With a Case Study of Federal College of Agriculture, Ibadan, Nigeria Employees

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Abstract

Culture is characterized as the language, convictions, values, standards, practices, and even material items went starting with one age then onto the next. There is material culture which involves adornments, craftsmanship, building, machines, apparel, haircuts and so forth while nonmaterial culture is a gathering's perspective (convictions, qualities and suppositions) and regular examples of conduct (language, signals, and different types of communication). The study focus on culture issues and concerns in organizational development, with a case study of Federal College of Agriculture, Ibadan, Nigeria employees. The three staff unions were examined using questionnaire approach with has two major parts. Part I deals with the attributes of the respondents. While Part II was embraced from the "Organizational Culture Assessment Instrument (OCAI)" created by Cameron and Quinn in 1999. The OCAI depends on a hypothetical model titled the "Contending Values Framework". The study revealed that the management has to deal with cultural differences when managing staff and students. These study has clearly shows that, it is unavoidable to make mistake in dealing with culture and feel muddled and confuses. The real issue is how quickly we are prepared to learn from mistakes".

Keywords: Adhocracy, ANOVA, Culture, Clan, Control, OD

1. Concept of Culture of Various Backgrounds

Since humans acquire culture through the learning process of cultururation and socialization, people living in different places or different circumstances develop different cultures. Anthropologists have also pointed out that through culture, people can adapt to their environment in non-genetic ways, so people living in different environments will often have different cultures. Much of anthropological theory has originated in an appreciation of and interest in the tension between the local (particular cultures) and the global (a universal human nature, or the web of connections between people in distinct places/circumstances) [1].

have explained cultural anthropology has a branch of anthropology focused on the study of cultural variation among humans. It is in contrast to social anthropology, which perceives cultural variation as a subset of the anthropological constant [2].

Cultural anthropology has a rich methodology, including participant observation (often called fieldwork because it requires the anthropologist spending an extended period of time at the research location), interviews, and surveys. The anthropological concept of "culture" reflects in part a reaction against earlier Western discourses based on an opposition between "culture" and "nature", according to which some human beings lived in a "state of nature"[3]. Anthropologists have argued that culture is "human nature", and that all people have a capacity to

classify experiences, encode classifications symbolically (i.e. in language), and teach such abstractions to others [4].

have observed the rise of cultural anthropology, which took place within the context of the late 19th century, when questions regarding which cultures were "primitive" and which were "civilized" occupied the minds of not only Marx and Freud, but many others. Colonialism and its processes increasingly brought European thinkers into direct or indirect contact with "primitive others."The relative status of various humans, some of whom had modern advanced technologies that included engines and telegraphs, while others lacked anything but face-to-face communication techniques and still lived a Paleolithic lifestyle, was of interest to the first generation of cultural anthropologists. [5,6].

Rest of the paper is organized as follows, Section 1 contains the introduction of culture issues and concerns, Section 2 contain the related work of different authors that have worked on culture, cultural anthropology, socialization, sociology curriculum, and organizational culture. Section 3 explained the research methodology with the questionnaire adopted for the study. Section 6 describes results and discussion with the sample characteristics, organizational culture dimension (clan, adhocracy, market and Hierarchy), impact on business, bases for cultural differences, ANOVA for cultural differences, and corporate culture creation. Section 7 contain the recommendation

on the wayforward in the institution of study and Section 8 concludes research work with future directions.

1.1 Culture and Its Concept

defined culture as the language, beliefs, values, norms, behaviors, and even material objects passed from one generation to the next. There is material culture which entails jewelry, art, building, machines, clothing, hairstyles, etc while non-material culture is a group's way of thinking (beliefs, values and assumptions) and common patterns of behavior (language, gestures, and other forms of interaction). Describing the essential role of culture in the human society, holds that Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, assumptions, artifacts, and behaviors. Culture is broad — encompassing, all aspects of its internal and external relationships—and culture is deep in that it guides individual actions, even to the extent that members are not even aware they are influenced by it [2,7]

2. Sociology and Anthropology

research has revealed that Sociology and anthropology involve the systematic study of social life and culture in order to understand the causes and consequences of human action. Sociologists and anthropologists study the structure and processes of traditional cultures and modern, industrial societies in both Western and non-Western cultures [8]. They examine how culture, social structures (groups, organizations and communities) and social institutions (family, education, religion, etc.) affect human attitudes, actions and life-chances. Anderson examines Benedict's contribution to Boasian anthropology and how her work on race and culture can be understood in the context of the problem of the color line, which refers to the social and political divisions created by racial discrimination and prejudice. The author argues that Benedict's work on race and culture was important in shaping the Boasian approach to anthropology and in highlighting the ways in which cultural differences can be used to justify racial discrimination. The research concludes that Benedict's work was a significant contribution to the development of Boasian anthropology and its emphasis on cultural relativism and the importance of understanding culture in its own right.

Sociology and anthropology combine scientific and humanistic perspectives in the study of society. Drawing upon various theoretical perspectives, sociologists and anthropologists study areas such as culture, socialization, deviance, inequality, health and illness, family patterns, social change and race and ethnic relations [6]. Combining theoretical perspectives with empirical research allows students an opportunity to develop new insights and a different perspective on their own lives. This combination also helps students to understand everyday social life as a blend of both stable patterns of interaction and ubiquitous sources of social change [4].

2.1 Related Work

Opined that organizational culture encompasses the values and behaviors that contribute to the unique social and psychological environment of a business [9]. The organizational culture influences the way people interact, the context within which

knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge [7,10]. Organizational culture represents the collective values, beliefs and principles of organizational members [11]. It may also be influenced by factors such as history, type of product, market, technology, strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits [12].

characterizean organizational culture as a set of shared assumptions that guide behaviors. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even thinking and feeling [13,1]. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization [14].

An organization's cultural framework is the collection of beliefs, values, norms, and practices that guide behavior and decision-making [15]. By determining the predominant cultural elements that have an impact on the organization's operations, communication, and interactions with stakeholders, the cultural framework can be used to conduct an analysis of an organizational system [16]. Examining the organization's values and mission, leadership style, communication habits, and decision-making procedures are all examples of this [3]. An organization's strengths and weaknesses can be gleaned from its cultural framework, as can strategies for achieving goals and improving performance [17]. The utilization of cultural perspectives and concepts to comprehend and analyze the organization's behavior, dynamics, and functioning is referred to as the cultural framework in the analysis of organizational systems [16]. This method recognizes that an organization's values, beliefs, and norms can have a significant impact on its structure, processes, and outcomes. It also places an emphasis on the role that culture plays in shaping organizational life [5].

The term "cultural artifacts," which refers to an organization's tangible and intangible components that reflect and shape its culture, is one important concept in the cultural framework. Language, symbols, rituals, stories, and more concrete elements like physical layout and design, technology, and policies are all examples of cultural artifacts [11].

The process by which individuals and groups within an organization interpret and make sense of their experiences as well as the events that take place within the organization is referred to as "sensemaking," which is another important concept [3]. An organization's cultural artifacts and shared meanings influence sensemaking, which can shape individuals' and groups' behavior [17].

Additionally, the cultural framework emphasizes the significance of politics and power in determining organizational culture and decision-making [15]. It acknowledges that the dominant culture

is frequently shaped by those in power and that various groups within an organization may have competing values and interests [18].

By taking into account how culture affects all aspects of an organization's life, the cultural framework in organizational system analysis offers a comprehensive perspective on how organizations function [2]. It can be utilized to comprehend and analyze organizational behavior, dynamics, and outcomes, as well as to guide change and improvement strategies [9].

The study focuses on culture issues and concerns in organizational development, with a case study of Federal College of Agriculture, Ibadan, Nigeria employees.

2.2 Theory

In the field of organizational development, a number of theories address cultural concerns. The cultural web theory, developed by Gerry Johnson and Kevan Scholes, is one such theory [19]. It describes the stories, symbols, power structures, and control systems that make up an organization's culture. The cultural change theory is another one. It says that through deliberate communication and intervention, businesses can change their culture. P. Christopher Earley and Soon Ang's theory of cultural intelligence emphasizes the significance of comprehending and adapting to cultural differences in global organizations [14]. Last but not least, Geert Hofstede's cultural dimensions theory explains how different cultures value different things, like individualism versus collectivism, and how these values can affect how organizations behave. The impact that a company's culture, values, and beliefs can have on its ability to achieve its goals and objectives are referred to as culture issues and concerns in organizational development [10]. The shared values, beliefs, and practices that influence the behavior of individuals and groups within an organization are referred to as organizational culture. It may have a significant effect on the productivity, motivation, and overall performance of the organization [4].

A major concern in organizational development is the possibility of low morale, high turnover, and poor performance from a toxic or negative culture. A culture that is too competitive or too focused on short-term gains at the expense of long-term success, for instance, can make the workplace stressful and unproductive [8,19].

A further cause for concern is the possibility that employees may become confused and misinformed as a result of a lack of cultural alignment. This can have a negative effect on the company's capacity to accomplish its objectives. For instance, employees may experience feelings of demotivation and disengagement if the culture of an organization places an emphasis on innovation but does not provide them with the resources or opportunities to be creative [9].

In order to address these concerns, businesses may need to come up with and put into action plans to create a culture that is supportive, encouraging, and in line with the goals and values of the business. This may entail providing training and development

opportunities to support employee growth and development, fostering open communication and collaboration, and creating opportunities for employee involvement and empowerment [7].

As they can have a significant impact on the organization's overall performance, it is essential to comprehend and address culture issues and concerns in organizational development [11].

3. Research Methodology

During this investigation, the Competing Values Framework (CVF) was chosen to survey organizational culture. The CVF depends on two significant measurements. The principal measurement accentuates the organizational focus (internal versus external), whereas the second one distinguishes between the stability and control and the flexibility and discretion.

4. Four Types of Organizational Culture

These two measurements make four quadrants, each speaking to a significant sort of organizational culture. The cultural qualities spoke to in the four quadrants have existed in the writing (see Cameron and Quinn, 1999 for point by point data).

4.1 "Collaborate (Clan)" Culture

Fekete and Keith (2001) has described clan culture as an open and cordial work environment where individuals share a great deal of themselves. It resembles a more distant family. Pioneers are viewed as coaches or even parental figures. Gathering dedication and feeling of convention are solid. There is an accentuation on the long haul advantages of HR advancement and incredible significance is given to gather attachment. There is a solid worry for individuals. The association puts a premium on cooperation, support, and accord.

4.2 "Create (Adhocracy)" Culture

Campbell et al (1974) research has observed that Adhocracy culture is a dynamic, enterprising, and innovative work environment. Advancement and hazard taking are grasped by workers and pioneers. A guarantee to experimentation and thinking contrastingly are what bring together the association. They endeavor to be on the main edge. The long haul accentuation is on development and gaining new assets. Achievement implies increasing exceptional and new items or administrations. Being an industry head is significant. Singular activity and opportunity are empowered.

4.3 "Control (Hierarchy)" Culture

A highly structured and formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together. Stability, performance, and efficient operations are the long-term goals. Success means dependable delivery, smooth scheduling, and low cost. Management wants security and predictability.

4.4 Market

It is a competitive organization, increasing market share and productivity.

The survey included two sections. Part I contained inquiries with respect to individual attributes everything being equal. Part II was embraced from the "Organizational Culture Assessment Instrument (OCAI)" created by Cameron and Quinn (1999). The OCAI depends on a hypothetical model titled the "Contending Values Framework". The "Contending Values structure depends on six authoritative culture measurements (prevailing qualities, authoritative administration, the executives of representatives, authoritative paste, vital accentuations, and criteria of progress) and four prevailing culture types (faction, adhocracy, market, and chain of command). The OCAI was picked in light of the fact that it has been verified to be generally substantial and solid in estimating organizational culture. Reactions were scored on a 5-point Likert scale. In this scoring framework, for each of the five reaction classes (totally evident, for the most part obvious, incompletely evident, somewhat obvious, never evident) a score of 1-5 was allotted, with the most noteworthy score of 5 being doled out to 'totally evident'.

Reliability coefficients (Cronbach alpha) were determined for each of the extraordinary culture types being evaluated by the instrument. Coefficients were 0.89 for the group and adhocracy societies, and 0.86 for the market and hierarchy culture.

During this investigation, Quinn's OCAI (Organizational Culture Assessment Instrument) was used to analyze organizational culture of Academic and Non-Academic Staff of tertiary institution in Ibadan, Nigeria.

5. Results and Discussion

Table 1 below revealed that the largest percentage of the respondents were non-academic staff by 71.2%, while modal age sampled was between 40-49 years and male were predominantly respondents in the study.

A cultural profile score for every association was gotten by averaging the respondent's evaluating for each social sort over the six measurements. This gave a sign of the cultural or social direction of educational institution dependent on the four cultural sorts.

Main characteristics of the target audience has to do with the general attitude of the staff in the tertiary institution (Federal College of Agriculture, Ibadan, Nigeria), which shows the predominant characteristics of the workers to be clan and adhocracy with 3.08 and 3.06 respectively.

Collaborative effort was discovered in terms of management employees in the institution also, which is one of the major characteristics of the clan culture. This has brought about also collaborative effort in terms of organizational leadership, organizational glue, strategic emphasis and criteria of success.

The average scores for all the partaking respondents appeared in Table 2 and figure 1 respectively. As is seen from the table, the predominant culture of the educational institution in the study area is Clan culture. Respondents distinguished Adhocracy type as the following generally predominant in their associations.

These transcendent two cultures were trailed by Hierarchy and Market, respectively.

6. Impact of Culture on Business

Ideally, studies of the effects of organizational culture on performance would develop theories and evidence that links specific aspects of culture to specific aspects of performance through specified intervening variables. Unfortunately, only a very modest beginning has been made on this agenda. To identify all of the consequences for performance of any culture, we need to consider, as comprehensively as possible, the pathways by which cultures shape people's thoughts, feelings, and behaviors.

Culture affects performance because it affects how people think, feel, and act and helps to determine the situations in which they act. In more scientific terms, cultures influence people's cognitions, affective states, and behaviors, many of which have implications for work performance. Cultures also shape the contexts in which people work and the environments in which organizations operate and, in these ways, constrain individual behavior.

Organizational culture has the capacity to expand work fulfillment, and mindfulness about critical thinking and association execution [21]. On the off chance that the authoritative culture gets inconsistent with the dynamic desires for interior as well as other partners, the association's prosperity will diminish as it has occurred with certain associations [7]. Association execution and association culture are unmistakably partnered, however the affirmation concerning the ideal nature of this relationship is various. Research shows that the connection between numerous social characteristics what's more, the elite are not industrious after some time. We can say that the effect of authoritative culture on worker conduct and execution is in view of 4 significant thoughts. Initially, knowing about the association culture grants representatives to comprehend the history and working of the association. This information gives data about anticipated future practices. Besides, hierarchical culture raises dedication to the association's way of thinking and qualities. This dedication makes shared sentiments of accomplishing shared objectives. It implies associations can accomplish a more noteworthy achievement just when workers share esteems. Thirdly, hierarchical culture, with its standards, bargain as a control instrument to coordinate practices toward anticipated practices and away from horrible practices. This can likewise be accomplished by enlisting, choosing, and holding representatives whose qualities coordinate with the estimations of the association. This sort of organizational culture might be connected legitimately to more noteworthy effectiveness and performance than others [5].

7. Bases of Cultural Differences

Cultural diversity is the nature of various or various societies, instead of monoculture, the worldwide monoculture, or a homogenization of societies, likened to social rot. The expression, cultural diversity or social assorted variety can likewise allude to with various societies regard each other's disparities. The expression "social decent variety" is likewise

some of the time used to mean the assortment of human social orders or societies in a particular area, or on the planet all in all. Globalization is frequently said to negatively affect the world's social decent variety [11].

Diversity consists of all the different factors that make up an individual, including age, gender, culture, religion, personality, social status and sexual orientation.

Cultural diversity (also known as multiculturalism) is a group of diverse individuals from different cultures or societies. Usually, cultural diversity takes into account language, religion, race, sexual orientation, gender, age and ethnicity. Companies started to embrace corporate diversity in the early 2000s. This was due to many trends in demographics and a changing workforce.

8. Anova

Analysis of variance (ANOVA) test was performed to analyze organizational culture difference by job classification, staff union and age of the respondents.

A post hoc Scheffé test was utilized to distinguish huge contrasts among subgroups. Three of the ANOVA results for the job classification were significant at 95% confidence interval. Scheffé test, at a noteworthiness of $p < 0.05$ level, uncovered that the mean scores for NASU (Non-Academic Staff Union) with the highest population for clan and adhocracy culture were essentially lower than those of SSATHURAI (Senior Staff of Teaching Hospitals, Research and Agricultural Institute) and ASUP (Academic Staff Union of Polytechnic) group. This discovery negated as quoted by, who related the internal procedure model to big organizational size, and were conflicting with numerous researchers who detailed that big associations are described by various hierarchy levels, institutionalized techniques, expanded specialization, restricted adaptability and bureaucratic control [2,13,19]. Analysis of Variance was likewise critical for adhocracy or open frameworks model. The difference was between ASUP and NASU.

Age of the respondents was also found as a significant group. Scheffé tests, at a significance of 95% confidence level ($p < 0.05$), demonstrated that associations in activity somewhere in the range of 40 and 49 years scored fundamentally higher on clan, adhocracy, and hierarchy culture more than older ones. This discovering was conflicting with organizational life cycle speculations in which it is recommended that increasingly various levelled and bureaucratic structures advance as associations develop and age [7].

9. How Organizational or Corporate Cultures Can be Created or Framed

An organizational culture will in general rise after some time, formed by the organizational administration and by activities and qualities saw to have added to an earlier success. An organization's culture can be overseen through the social consciousness of authoritative pioneers and HR experts. Dealing with a culture takes center endeavors to continue components of the way of life that help hierarchical adequacy.

An organization structure, traditions, customs, ceremonies, conduct standards, images and general method for doing things are the noticeable appearance of its way of life; they are what one sees when walking into the organization. The current organizational culture is for the most important part because of elements that have functioned admirably for the association before.

Authors normally significantly affect an association's initial culture. After some time, social standards build up that are predictable with the association's qualities. For instance, in certain associations, goals of contentions is worked through transparently and uproariously to make broad accord, while in different spots questions are settled progressively and unobtrusively away from plain view.

In spite of the fact that culture rises normally in many associations, solid societies regularly start with a procedure called "values blueprinting," which include a real to life discussion with pioneers from over the association. When the way of life is encircled, an association may build up a qualities council that has an immediate connect to initiative. This gathering ensures the ideal culture is fit as a fiddle. For values blueprinting to work, associations should initially employ individuals who live the qualities and have the competency expected to play out the activity.

9.1 Cultural Insights Facing Multi-Cultural Settings

has observed that an obvious fact that the present working environment is quickly getting tremendous, as the business condition grows to incorporate different geographic areas and range various societies. What can be troublesome, nonetheless, is seeing how to discuss adequately with people who communicate in another dialect, or who depend on various intends to arrive at a shared objective [15].

Given diverse social settings, this brings new correspondence difficulties to the working environment. In any event, when representatives situated in various areas or workplaces communicate in a similar language, there are some social contracts that ought to be considered with an end goal to upgrade correspondences between the two gatherings.

In such cases, a successful correspondence methodology starts with the understanding that the sender of the message and the beneficiary of the message are from various societies and foundations. Obviously, this presents a specific measure of vulnerability, making interchanges considerably increasingly mind boggling. Without getting into societies and sub-societies, it is maybe generally significant for individuals to understand that an essential comprehension of social decent variety is the way to viable multifaceted interchanges. Without fundamentally concentrating individual societies and dialects in detail, we should all figure out how to more readily speak with people and gatherings whose first language, or language of the decision, doesn't coordinate our own [14].

9.2 Interactive Activities

The focus of this section is to interview 10 different individuals from across hierarchical level in a work setting, and the responses were reported respectively.

All the interviewees were in senior management positions with at least six years of experience in the educational institution. The interviewees had been working for the institution between six (6) to Twenty-one (21) years. This simply implies that the interviewees will have a full cultural practice in the industry. The institution is a Federal Government funded institution. Therefore, the personal emolument, infrastructure, welfare packages, training subvention, comes directly from the Federal Government of Nigeria.

The workers interviewed belong to different association or labour union in the system. Some of them are members of ASUP (Academic Staff Union of Polytechnic), SSATHURAI (Senior Staff Association of Teaching Hospital, Universities, Research and Agricultural Institute) and NASU (Non-Academic Staff Union).

9.3 Team Spirit

The staff of the institution usually works together as these assessment were made during accreditation and re-accreditation of their departments from the National Board for Technical Education (NBTE). The top management in the institution was working even with the last person on the cadre with great enthusiasm and passion. One of the interviewees said together everyone achieve more as been the slogan of their team spirit.

9.4 Middle Level Management

The interviewees revealed that the Federal Government Tertiary institution workmen, supervisor and even head of units, programs and departments need close monitoring of the central management in order to keep track of the activities of each department. This will increase the productivity of the staff working under them. Some of the respondents said they did not even remember the last time they have a departmental meeting with the head of the department.

9.5 Innovation and Creativity

The study revealed that the majority of the staff of the institution was not creative because the management will not support their initiative with moral and financial support. Most of the staff that is doing overtime is not paid for the job done. So this lowers the moral of the staff involved.

9.6 Staff-Management Communication

Communication is the ability to interact effectively with others at all levels within and outside the organization [7]. Effective communication enables projects to be completed faster.

Some of the respondents claimed that the management needs to do more in terms of communication with the staff members. One of the cultural problems faced by some of the Non-Academic Staff Union (NASU) is that they are not proficient in English.

The interviewees recommended regular meeting or briefing by the management with members of staff.

9.7 Culture of Distrust

The research revealed that the some of the staff does not believe in the system of administration in the institution. This usually caused a rift, rancour and unrest among students, staff and management periodically. This has lead to disruption of academic activities severally. This revealed that some certain staff of the college have the believe that things are not working in a way they believe it should work. In terms of welfare and other severance packages that staff are entitled to. Also in terms of promotion and use of their higher degree level certificates brought by the staff for upgrade of their levels.

9.8 Dispute Settlement

Since majority of the members of staff do not believe the management. Dispute settlement has been a major issue among members of staff. Members of staff usually feel cheated and this usually leads to industrial strike action.

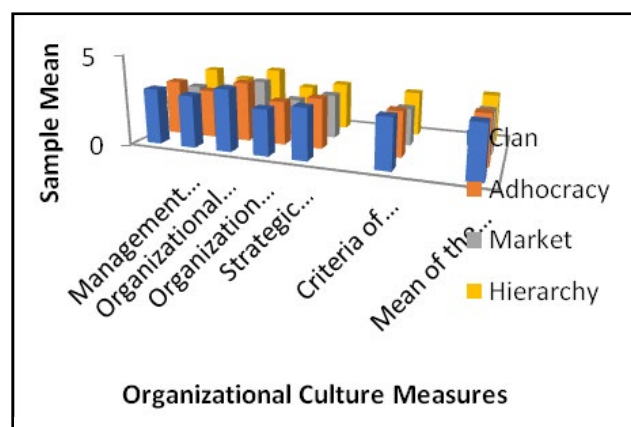


Figure 1: Organizational Culture Measures

Tables should be numbered sequentially editible using Arabic numerals (e.g., Table 1, Table 2), and each table should have a descriptive title. The table number and title should be typed in

normal type, single-spaced, and centered across the top of the table, in 8-point Times New Roman, as shown below.

Sample	Frequency	Percentage
Number of Respondents		
Academic Staff	21	28.8
Non-Academic Staff	52	71.2
Total	73	100.0
Gender		
Male	47	64.4
Female	26	36.6
Total	73	100.0
Age of Respondents		
20-29 Years	4	5.4
30-39 Years	24	32.9
40-49 Years	31	42.5
50-59 Years	11	15.1
60 Years and Above	3	4.1
Total	73	100.0

Table 1. Sample Characteristics

Dimension	Clan	Adhocracy	Market	Hierarchy
Main characteristics	3.08	3.06	2.31	2.98
Management of Employees	2.89	2.68	2.41	2.54
Organizational Leadership	3.43	3.31	2.94	3.22
Organization Glue	2.54	2.43	2.02	2.31
Strategic Emphasis	2.83	2.79	2.47	2.66
Criteria of Success	2.77	2.51	2.09	2.49
Mean of the sample	2.923	2.797	2.373	2.7

Table 2. Organizational Culture Dimension (Mean)

	Size (n)	Clan	Adhocracy	Market	Hierarchy
Job Classification					
Teaching Staff	21	3.12	3.03	2.82	3.10
Non-Teaching Staff	52	3.63	3.44	3.11	3.30
t-value		-0.133	0.521	2.467**	1.521
Union					
ASUP	21	4.21	4.11	3.41	3.81
NASU	39	4.45	4.25	3.63	3.95
SSATHURAI	13	3.67	3.51	3.13	3.48
F-value		8.103***	6.003**	0.543	3.172*
Age (Years)					
<40	28	4.79	4.61	4.05	4.72
40-49	31	4.91	4.82	4.09	4.61
>50	14	3.22	3.11	3.01	3.56
F-Value		7.023**	8.543***	4.241	6.142*

Table 3. Analysis of Variance for Cultural Difference

S/N	Designation	Years in Service	Department	Job Responsibility
1.	Lecturer I	10	Agric. and Bio-Envn Engrg.	Teaching and Research
2.	Admin Officer	6	Registry	Program Officer
3.	Principal Lecturer	18	Agric Extension and Mgt	Teaching and Research
4.	Senior Agricultural Superintendent	17	Agriculture (Crop Production Technology)	Field Supervisor
5.	Senior Information Officer	7	ICT	Programmer
6.	Senior Nursing Officer	10	Medical Centre	Attending to both staff and students' medical issues
7.	Deputy Librarian	15	Library	Cataloging (OPAC) and attending to student
8.	Livestock Officer	11	Livestock Unit	Livestock Unit supervisor
9.	Confidential Secretary	21	Provost Office	Secretary to the Provost
10.	Chief Security Officer	10	Security	Security of life and property of staff and student.

Table 4. Profile of the Respondents

S/N	Characteristics	ASUP	SSATHURAI	NASU
1.	Level of technical competency	High	High	High
2.	Level of Cooperation	Medium	Low	Low
3.	Need detailed procedure	Yes	Yes	Yes
4.	Need for Unit Head	Yes	Yes	Yes
5.	Level of initiative	Yes	Yes	No
6.	Willingness of Mid-Management to take additional responsibility	High	Medium	Low
7.	Willingness to work overtime	Low	Medium	Low
8.	Competency in English	High	High	Low
9.	Level of trust for the management	Medium	Medium	Low
10.	Need for close supervision	Medium	High	High
11.	Bureaucratic culture	Medium	Medium	Low
12.	Compliance with written contract	High	Medium	Low
13.	Propensity to make claims	High	High	High
14.	Ease of settling disputes	Easy	Easy	Difficult
15.	Safety awareness	Medium	Low	Low
16.	Quality Performance	Medium	Medium	Low
17.	Prevalence of networking	Medium	Medium	Low

Table 5. Culture of Nigerian Educational Institution and Workmen

10. Conclusion and Future Scope

In conclusion, the study revealed that management in a Nigerian tertiary institution faces significant difficulties as a result of cultural differences. When dealing with culture, management must acknowledge that mistakes may be made; however, the key is to learn from these mistakes and make the necessary adjustments and corrections. Management should make regular staff meetings and briefings a required part of the academic calendar to help maintain a harmonious atmosphere. As a result, the organization will become more efficient and effective as a result of the increased trust and comprehension that it will foster between management and employees. In general, it is essential for all involved parties to be aware of and sensitive to cultural differences, to work toward finding common ground, and to cultivate respect for one another.

In conclusion, the study revealed that management in a Nigerian tertiary institution faces significant difficulties as a result of cultural differences. When dealing with culture, management must acknowledge that mistakes may be made; however, the key is to learn from these mistakes and make the necessary adjustments and corrections. Management should make regular staff meetings and briefings a required part of the academic calendar to help maintain a harmonious atmosphere. As a result, the organization will become more efficient and effective as a result of the increased trust and comprehension that it will foster between management and employees. In general, it is essential for all involved parties to be aware of and sensitive to cultural differences, to work toward finding common ground, and to cultivate respect for one another.

Data Availability (Size 10 Bold)

Data supporting these conclusions can be accessed through the field work done by the researcher.

The study is limited to the target area, which is majorly south-western Nigeria. Since the country has over two-hundred and fifty ethnic groups, it simply means that the country will have diverse cultural practices across the globe.

Conflict of Interest

There is no conflict of interest.

Funding Source

None

Authors' Contributions

This work was produced as original by the author.

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