

IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE IN THE NIGERIAN COMMUNICATIONS COMMISSION

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Abstract - Organizational culture guide employees through a process or a task as they give general recommendations of how to perform a task, or advice on how to proceed in a situation. Organizational culture also explains job duties and qualities and to what quality the employee should complete them. Due to the non-stringent compliance of ways of doing things in public sector organization of which the Nigerian Communications Commission (NCC) is one, this study seeks to examine the impact of organizational culture on employees' performance and engagement in the NCC. The study used a cross-sectional research approach. The target population of this study comprised all staff of Nigerian Communications Commission. The calculated sample size for this study was 300. However, only 283 of the sample size could be reached. The study found that organizational guidelines influenced employees' engagement only through employees high knowledgeable of the commission's organizational guidelines, and the Commission's grooming policy. Organizational standard influenced employees' engagement only using face mask and other safety measures. Organizational culture influenced employees' engagement through all its components as used in this study which were proper understanding and practice of the commission's culture, appropriate staff conduct, support employees get from other team members/staff, and the punctuality among staff of the NCC. In conclusion, the importance and centrality of organizational culture is not only seen in giving an outlook to organizations, but also in the how it can influence employees' engagement through guidelines, standards, procedures, and the core culture of an organization. It thus recommended that employees of organizations should be made to undergone re-induction process every five years to inculcate the positive core organizational culture of the organization.

Keywords: organizational culture, organizational standard, organizational guidelines and employee performance

INTRODUCTION

Organizational culture is a human resource management concept which is used to improve the general culture within a company and organization. "Understanding the culture of an organization may help in training new employees and may help leaders to identify possible sources of problems in the organization (Kumar, 2016)". A notable problem in every organization is employees' job performance. The performance or productivity of an organization is dependent on the sum of all its employees' performance/productivity. "Organizations are powered and run by people and performance management

is a systematic process that has been derived to manage both organizational performance and individual performance (Pradhan & Jena, 2017)".

Appraisal of employees' performance is usually done within the confines of organization culture together with its components. The components of organizational culture could be policies, guidelines, procedures, and standards. Guidelines are rules and regulations, propositions, instructions, recommendations, or frameworks created and endorsed by an organization in order to achieve its long terms goals. They are usually written documents that are easily accessible or publicized as staff guidelines or staff handbook that are considered as the code of conduct, thereby making them more effective. "They should be apt and clearly understood for it to be rapidly processed by employees' therefore establishing balance in the roles of employee and management and not allowing unnecessary ambiguity but must maintain openness and fairness (Arey 2014)".

Over the years, organizational culture is often considered as crucial as policies, guidelines, standards, and procedures that help in protecting an organization. "The performance and engagement of an organization's workforce remains the primary element for success even for those in government (Siddiqui, 2014)". Efficient and effective guidelines must include a wide range of activities, far beyond file sharing, ethical cultures and values and dress code. The top management must display well-grounded understanding of these guidelines and its subsequent implementation from top to bottom and its importance and know the factors that affect productivity is a step in improving engagement.

Though management uses performance appraisals for all employees, guidelines are given to newly recruited employees to aid them in understanding their roles and responsibilities. However, in a government owned organization such as NCC, whether the organizational standards are made for employees' engagement and continue to do so even after several years of service needed to be explored.

The various steps that must be taken or followed in the bid to obtained approval, and make decision is regarded in this study as organizational process. This is also a component of organizational culture, and it may have a bearing on the employees' performance in the workplace. Organization procedures often do not support shortcuts in performing the work activities of organizations, so they may tend to be boring, cumbersome, long winding, and delay the work operations. The NCC as a public organization is noted to adhere strictly with procedures. With this in view, it becomes pertinent to assess if the NCC organizational procedures makes or mar the job performance or engagement of its employees.

Core positive organizational culture could be composed of colleagues offering support to themselves, punctuality of employees among others. But in public sector organizations, of which the NCC is one, it could be a different ball game. "In addition, among employees of public organizations, there is prevailing negative attitudes, there is namelessness and facelessness, low work morale and engagement, the

workforce is older, and there is a strong union influence (Lavigna, 2014)”. “Public employees can be motivated for self-interested reasons and extrinsic (motivated by outcomes) and intrinsic (motivated by work itself) reasons (Esteve & Schuster, 2019)”. Against this background, how core organizational culture could impact on the job performance of employees in the NCC becomes imperative.

This study seeks to examine the impact of organizational culture on employees’ performance and engagement in the Nigerian Communications Commission. Its specific objectives are to:

- i. Determine the level of influence organizational guidelines has on employee engagement in the NCC.
- ii. Explore the level of impact organizational standards has on employee engagement in the NCC.

LITERATURE REVIEW

Employees’ Engagement

Employee engagement may be hard to measure, but it has a direct effect on a company's profits (Matui, 2017)”. An employer fills his staff with productivity in mind and can get a handle on a worker's capabilities during the initial job interview. Yet, there are several factors on the job that help maximize what an employee does on the job, and perhaps none of the resources used for engagement in organizations are so closely scrutinized as the human resources (Matui, 2017). Many of the activities undertaken in an HR System are designed to influence individual or organizational productivity. Pay, appraisal systems, training, selection, job design and compensation are HR activities that are directly concerned with productivity. “Furthermore, (Nollman, 2013) maintains that controlling labour costs and increasing productivity through the establishment of clearer linkages between pay and performance are deemed to be crucial component of human resource management (HRM) to achieve competitive advantage”. In addition, increased concerns over productivity and meeting customer requirements have prompted renewed interest in methods designed to motivate employees to be more focused on meeting (or exceeding) customer requirements and increasing productivity.

Essential to any organization is effective human resource management. “Apart from increasing the efficiency of the workforce, by concentrating on employee engagement, organizations can further increase their competitiveness (Suwati, et al., 2016)”. Innovation is a significant driver of the growth, success, and profitability of organizations and nations. Innovation is not the only growth driver in business development. “Managements should commit to the recruitment, retention, and strategic support of employees (Agrawal, 2012)”. The awareness of Organizational culture has become the foundation that sets the tone within the organization. “The way organizational managements treat the employees and the respect shown to employees may set the atmosphere for an entire shift (Dike 2019)”. “Managers with

poor attitudes may reduce the employees' performance, and retention could become a problem for organizations when employees feel disconnected and leave (Besley & Ghatak, 2018)".

The Concept of Organizational Guidelines and its Effects on Employees' Work Outcomes

For (Snook, 2021) organizational guidelines are a set of general policy that outlines the organization's plan for tackling an issue". Guidelines communicate the connection between the organization's vision and values and its day-to-day operations. Using guidelines or policies together gives employees a well-rounded view of their workplace. They know the type of culture that the organization is striving for, what behavior is expected of them and how to achieve both. "According to the New South Wales Government Industrial Relations (n.d.) an organizational guideline is a statement which underpins how human resource management issues will be dealt with in an organization". It communicates an organization's values and the organization's expectations of employee behaviours and performance. Organizational guidelines often reinforce and clarify standard operating procedure in a workplace. "Well written guidelines help employers manage staff more effectively by clearly defining acceptable and unacceptable behaviour in the workplace and set out the implications of not complying with those guidelines (Snook, 2021)".

The importance of guidelines and policies cannot be overemphasized. Regardless of the organization's size, developing formal policies and procedures can make it run much more smoothly and efficiently. "(Snook, 2021) noted that organizational guidelines communicate the values and vision of the organization, ensuring employees understand exactly what is expected of them in certain situations". Because both individual and team responsibilities are clearly documented, there is no need for trial-and-error or micromanaging. Upon reading the workplace guidelines, employees should clearly understand how to approach their jobs.

Formal guidelines save time and stress when handling Human Resources (HR) issues. "The absence of written guidelines results in unnecessary time and effort spent trying to agree on a course of action; with strict guidelines already in place, employees simply have to follow the procedures and managers just have to enforce the policies (Snook, 2021)". Implementing these documents also improves the way an organization looks from the outside. Formal guidelines help to ensure your company complies with relevant regulations. They also demonstrate that organizations are efficient, professional, and stable. This can lead to stronger business relationships and a better public reputation.

Moreover, organization policy should provide a support system on how employee will fully contribute to organizational policy towards their employee quality of work life, this will help employee to do their work with easy which postulate employee engagement.

Organizational Standards in Relation to Employees' Engagement

Management can use organizational standards to assess team members (Indeed Editorial Team, 2021)". Performance appraisal allows all employees to be treated equally and it must be specific, measurable, and easy to understand.

"Within the confines of performance management, (Indeed Editorial Team, 2021) identify three common levels of organizational standards". They are:

Strategy: refers to objectives on the organizational, level. Strategic standards should be in line with the organization's vision, mission, and values.

Operational: places emphasis on how departmental actions aims to achieve the organization's goals. Management may ensure performance standards which applies to the company's departments.

Individual: emphasizes on the individual employee by ensuring that all employees carry out their tasks with excellence. Individual standards appraise employees' work and seek to enhance the quality of their performances.

Although there may be some key performance standards that could apply to many organizations, various industries have different aspirations for their employees. For instance, a lawyer performance from that of and auditor.

Organizational Culture

According to (Kumar, 2016) there are many possible elements of organizational culture, His definition of organizational culture presented earlier in this section include following the elements of organizational culture."

a) *Organizational Values:* Values indicate that what we feel is crucial. Organizations may have core values that communicate what is important within the organization (Kumar, 2016)". These values serve as guiding principles of behaviour for all members of staff in the organization. The core values may be stated on the organization's website.

b) *Ethics:* It is the code of moral principles and values that distinguishes the right behavior from wrong. "Ethical values are different from rule of law which is dictated by the legal system of the country and have to be followed anyway (Kumar, 2016)". However, the laws themselves are based on some moral principles and thus there is some natural overlap between ethics and the laws.

Commitment: Whether the organization views its employees as resources required for business activities or it intends to invest in long term relationship with its employees; reflects the organization's commitment to its employees. Commitment can be in various forms, maternity leave, life-work balance, unpaid leaves, it's strategies for downsizing or globalization; are some examples.

Career: The ethical values are also echoed in organization's interest and investment in the career development of its employees. Whether it values specialization and narrow career paths that runs the risk of being outdated along with technology or it values broad skill development and offers training in new technologies at its own cost.

c) Organizational Beliefs: Beliefs that are part of an organization's culture may include beliefs about the best ways to achieve certain goals such as increasing productivity and job motivation. For example, an organization may convey the belief that the expression of humor in the workplace is an effective way to increase productivity and job motivation.

d) Empowerment: The social culture and the structure of the organization influences the underlying values related to the amount of employee empowerment.

e) Control/Decision: Management by nature is about control, the difference is how it enforces it. Well defined guidance, job description and authority of taking decisions are formal methods of control, while team or collective decision making is a social or cultural method of control. The functional or divisional structure encourages formal control while process or network structures promote a culture of employee empowerment.

f) Organizational Norms: Norms reflect the typical and accepted behaviours in an organization. They may reflect the values and beliefs of the organization. They may reflect how certain tasks are generally expected to be accomplished, the attributes of the work environment, the typical ways that people communicate in the organization and the typical leadership styles in the organization.

Theoretical Anchor

According to Weber (1947), the ideal bureaucracy possesses the following characteristics.

Division of Labor and Specialization: Divide all tasks into highly specialized jobs. Give each jobholder the authority necessary to perform these duties.

Rules and Regulations: Perform each task according to a consistent system of abstract rules. This practice helps ensure that task performance is uniform.

Hierarchy of Authority: Arrange all positions according to the principle of hierarchy. Each lower office is under the control of a higher one, and there is a clear chain of command from the top of the organization to the bottom.

Impersonality in Interpersonal Relations: Maintain an impersonal attitude toward subordinates. This social distance between administrators and staff members helps ensure that rational considerations are the basis for decision making, rather than favoritism or prejudices.

Career Orientation: Base employment on qualifications and give promotions based on job-related performance. As a corollary, protect employees from arbitrary dismissal, which should result in a high level of loyalty.

The Weberian bureaucratic model only captures the web of interplay in the formulation and the enabling factors for the implementation of the organizational guidelines, standards, process, and culture. But it does not capture how organizational guidelines, standards, process, and culture and conduce to employees' productivity. This is where the Herzberg's Two Factor-Theory comes in. This latter theory offers what employees desire with their work productivity. Hence, the theory states that they are working conditions which are good or satisfying and other conditions which are bad or dissatisfying and can make or mar employees' productivity respectively. Accordingly, organizational guidelines, standards, process, and culture of the NCC could either, depending on circumstances, constitute satisfying factors or dissatisfying factor. In other words, organizational guidelines, standards, process, and culture of the NCC could motivate it employees to high productivity or may decimate the drive for high productivity.

METHODOLOGY

The study will use a cross-sectional research approach. It is often referred to as one-shot or survey design. This design was utilized to determine the effect of organizational culture on employees' performance in Nigeria Communications Commission.

The target population of this study comprised all male and female staff of Nigerian Communications Commission both from the head office and the five other zonal offices, who had been staff of the company for at least one year. Also, for the purpose of this study, the contract staff, otherwise known as the "daily rated staff" in NCC, was not part of the population of staff in NCC. Therefore, the population of study was made up of all the permanent of the NCC. From the official records of NCC, there was an estimated 1200 employees in the organization. Thus, the population of the study was one thousand, two hundred employees. Due to organizational policy, the population of the employees according to departments in the NCC could not be obtained.

The calculated sample size for this study was placed at 300. However, ten percent of calculated sample size was added to it to ensure a very high return rate following the administration and retrieval of the research instrument. Ten percent of 300 are 30. Hence, the operational sample size for this study was 330. Accordingly, 330 copies of questionnaire were administered to 330 sampled employees of the Nigerian

Communication Commission. However, after the actual administration of the questionnaire, only 282 questionnaires were returned and found useful for analysis.

The study adopted the multi-stage sampling technique to collect quantitative data. In the first stage, the study adopted a stratified sampling technique. The study stratified the population in such a way that the population within a stratum is homogenous with respect to the characteristics on the basis of job functions, tasks, and department, it was being stratified.

The data for this study was gotten through the quantitative approach of questionnaire administration. The quantitative method of data gathering involves the collection of data that were numeric in nature with the use of questionnaire. In gathering quantitative data for this study with the use of the semi-structured questionnaire, the required number of questionnaires (330) was designed in Google for format. It the designed questionnaire was then given to the Human Resources Department of the NCC for approval and administration electronically.

The statistical technique used to analyze the data collected for this study was multiple regression. The responses from the questionnaire were coded and a coding frame was designed to assign the data appropriately. Quantitative data that was collected through the semi-structured questionnaire was processed using the Statistical Package of the Social Sciences (SPSS) version 24. The analysis of the different categories of the quantitative data was done with frequencies, percentages, tables.

Model Specification

Employee' Engagement (EE): This is the process or the efficiency of production goods or services. It also refers to the ratio of output as compared to input. For purpose of this study, employees' engagement is likened to employees' productivity and employees' job performance.

Organizational Guidelines (OG): Organizational guidelines are measure, in this study, with employees' knowledge of the commission's organizational guidelines, compliance to NCC organizational guidelines and effect on your productivity, grooming policy and job productivity, and health and safety policy and impact on job productivity

Organizational Standards (OS): In this study, organizational standards are measured with inability to physically fight or insult a colleague and impact on productivity, corporate dressing and productivity, the use of face mask/other safety measures and impact on productivity, and disposition of colleagues and effect on productivity

Organizational Culture (OC): in measuring the core organizational culture of the NCC in this study, the following parameters were used: understanding of the commission's culture, staff conduct of themselves and productivity, Support from team members/staff and productivity, and the punctuality among staff and productivity

$$EE = f(OG_1, OS_2, OC_3) \text{-----} (1)$$

Therefore, the model to be estimated is specified as

$$Y = b_0 + b_1(OG_1) + b_2(OS_2) + b_3 (OC_3) + U_t \text{-----} (2)$$

Where:

EE = Employee Engagement

OG = Organizational Guideline

OS = Organizational Standard

OC = Organizational Culture

b₀ = Model intercept

b₁ = Coefficient of Organizational Guideline

b₂ = Coefficient of Organizational Standard

b₃ = Coefficient of Organizational Culture

U_t = Error term

A priori we expect b₁, b₂, b₃ and b₄ to have a positive relationship with the dependent variable.

Algebraically,

$$b_1, b_2, \text{ and } b_3 > 0 \text{-----} (3)$$

DATA ANALYSIS

The Influence Organizational Culture has on Employee Productivity

Table 1 Understanding of the Commission's culture

Variable	Frequency	Percentage
The Commission's culture is well understood and practiced by employees		
Strongly agree	30	10.6
Agree	138	48.9
Neutral (Undecided)	72	25.5
Disagree	42	14.9
Strongly disagree	0	0
Total	282	100.0

Source: Researcher's survey, 2022.

Organization culture is part of what new recruited employees learnt and imbibed during their induction and as they undergo the onboarding process. Every organization has an organizational culture which could manifest and latent. The NCC has an organizational culture that is bound to affect its employees' productivity when it is well understood and practiced, and this was assessed. Table 1 shows that a majority of the respondents representing 59.5 percent affirmed that they had proper understanding of the

commission’s culture and they practiced it as well. This was not the case of 14.9 percent of the respondents who disagreed to the notion, and 25.5 percent of the respondents who were indecisive.

Table 2 Staff conduct of themselves and engagement

Variable	Frequency	Percentage
The way staff conduct themselves influence your productivity		
Strongly agree	66	23.4
Agree	162	57.4
Neutral (Undecided)	42	14.9
Disagree	12	4.3
Strongly disagree	0	0
Total	282	100.0

Source: Researcher’s survey, 2022

Members of staff in an organization could either make or mar the productive process of the organization. Hence, the way staff conduct themselves could either be a reflection or an aberration of the organizational culture. The respondents of this study were asked to give their perception of the influence that staff conduct could have on their engagement. Accordingly, Table 2 shows that a majority of the respondents, which is a total of 80.8 percent were of the opinion that the way staff conduct themselves had influenced their job performance. Contrary to this majority opinion was the opinion of 4.3 percent of the respondents who did not claim that the way staff conduct themselves had influenced their job performance. This finding goes to support the fact that an organization that has a teamwork culture, and a culture of collective achievement among its employees would have it employees churning out high job performance.

Table 3 Support from team members/staff and engagement

Variable	Frequency	Percentage
The support you get from other team members/staff influence your productivity		
Strongly agree	126	44.7
Agree	120	42.6
Neutral (Undecided)	24	8.5
Disagree	6	2.1
Strongly disagree	6	2.1
Total	282	100.0

Source: Researcher’s survey, 2022.

Teamwork involves collective sense of purpose and joint effort to achieve set target and goals. It has been previously established that teamwork seemed in exist in the NCC. However, what happens within the team in the form of mutual support needed to be evaluated. Thus Table 3 contains data on whether the

support that the respondents got from other team members had influenced their performance. In view of that, it was majority submission by 87.3 percent of the respondents that the support they had been getting from other team members/staff had influenced their engagement and performance. On the other hand, there was counter opinion from 4.2 percent of the respondents that they had not been receiving the kind of support from other team members/staff that would influence their productivity and performance. In addition, 8.5 percent of the respondents were indifferent to the matter on ground. An implication of this finding is that when mutual support in a team goes round, it conduces to higher job performance of the team and by extension the individual members of the team.

Table 4 The punctuality among staff and engagement

Variable	Frequency	Percentage
The punctuality among staff of the NCC influence your work productivity		
Strongly agree	72	25.5
Agree	138	48.9
Neutral (Undecided)	36	12.8
Disagree	36	12.8
Strongly disagree	0	0
Total	282	100.0

Source: Researcher’s survey, 2022.

The availability of staff of organizations when they are needed matters enormously. Staff availability by way of punctuality or unavailability by way of lateness/ absenteeism could be regarded as a reflection of the organizational culture of an organization. In itself punctuality of staff could make or mar the job performance of employees. It was along this line of thought that data was collected on punctuality among staff of the NCC and its influence on their performance. Table 4 therefore, shows that the punctuality among staff of the NCC had influenced the work performance of the respondents with most of them (74.4%) confirming this with their opinion. While 12.8 percent of the respondents were indifferent on this notion, another 12.8 percent gave a counter opinion which signifies that the punctuality among staff of the NCC had not influenced their work performance. An implication of this finding is that punctuality ensures the availability of staff and this in turn guarantees that members of staff are always on ground to provide their bit by way of performing their duties, and so the job of other members of staff can be performance efficiently without delays.

Test of Hypotheses

Four hypotheses were formulated for this study which focuses on the impact organizational culture on employees' performance in the Nigerian Communications Commission. These hypotheses are tested in this section.

HO1: Guidelines do not have a significant effect on employees' performance in the Nigerian Communications Commission.

HO2: Organizational standards do not have a significant impact on employees' performance in the Nigerian Communications Commission.

HO3: Organizational process has no significant effect on employees' performance in the Nigerian Communications Commission.

HO4: Organizational culture has no significant influence on employees' performance in the Nigerian Communications Commission.

To test the formulated hypotheses, the multiple regression inferential statistical technique was used. Multiple regression is very similar to simple regression, except that in multiple regression there are more than one predictor variable in the equation. In this study, the multiple predictor variables are organizational guidelines with its components, organizational standards with components, organizational process with its components, and organizational culture with its components. The variable being predicted in this study was employees' performance which was operationalized as rating the frequency at which employees' work meets target on a scale of 1-5 with 5 as the highest.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.469	.437	.437

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.703	16	2.794	14.652	.000 ^b

Residual	50.531	265	.191		
Total	95.234	281			

a. Dependent Variable: Rate the frequency at which your work meets target on a scale of 1-5 with 5 as the highest

Model	Coefficients ^a					95.0% Confidence Interval for B	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Lower Bound	Upper Bound
	B	Std. Error	Beta				
1 (Constant)	4.672	.136		34.347	.000	4.404	4.940
Your observance or compliance to NCC organizational guidelines has a positive impact on your engagement	-.082	.044	-.113	-1.885	.061	-.169	.004
Employees are very knowledgeable about the commission's organizational guidelines	.202	.046	.279	4.429	.000	.112	.292
The Commission's grooming policy has an impact on your job productivity	-.138	.036	-.224	-3.815	.000	-.209	-.067
The Commission's health and safety policy has an impact on your job productivity	-.031	.038	-.051	-.797	.426	-.106	.045
Your inability to physically fight or insult a colleague has an impact on your engagement	.015	.023	.032	.623	.534	-.031	.060
Corporate dressing has an impact on your engagement	.071	.041	.119	1.704	.090	-.011	.152
The use of face mask and other safety measures has an impact on your engagement	.100	.035	.171	2.833	.005	.031	.170

Equality and general respect that a staff is bound to receive from colleagues has an impact on your engagement	-.025	.046	-.032	-.549	.583	-.116	.065
Employees are knowledgeable about the Commission's processes	-.172	.043	-.253	-3.956	.000	-.257	-.086
Finance approval procedure has an impact on your productivity	-.118	.061	-.128	-1.946	.053	-.238	.001
ICT procedures has an impact on your engagement	.471	.059	.553	7.958	.000	.355	.588
Security Procedures has an impact on your engagement	.029	.048	.039	.600	.549	-.066	.123
The Commission's culture is well understood and practiced by employees	.164	.048	.246	3.429	.001	.070	.258
The way staff conduct themselves influence your engagement	-.252	.047	-.323	-5.340	.000	-.346	-.159
The support you get from other team members/staff influence your engagement	-.311	.042	-.461	-7.320	.000	-.394	-.227
The punctuality among staff of the NCC influence your work productivity	-.198	.038	-.318	-5.203	.000	-.272	-.123

a. Dependent Variable: Rate the frequency at which your work meets target on a scale of 1-5 with 5 as the highest

The results indicate that the overall model is statistically significant ($F(16, 95) = 14.652, p = 0.000$) as seen in the Model Summary Table and ANOVA Table. Furthermore, as contained in the Coefficients Table, and specifically in the Sig column, all four predictor variables added statistically significantly to the prediction, $p < .05$, but at different strength.

Organizational guidelines influenced employees' productivity only through Employees high knowledgeable of the commission's organizational guidelines, and the Commission's grooming policy. It did not influence employees' productivity through observance or compliance to NCC organizational guidelines, and the Commission's health and safety policy.

Organizational standard influenced employees' engagement only through the use of face mask and other safety measures, but through the inability to physically fight or insult a colleague, corporate dressing, and equality and general respect that a staff is bound to receive from colleagues.

Organizational process influenced employees' productivity only through employees high knowledgeable about the Commission's processes, and ICT procedures. But it did not influence employees through finance approval procedure, and security procedures.

Organizational culture influenced employees' engagement through all its components as used in this study which were proper understanding and practice of the commission's culture, appropriate staff conduct, support employees get from other team members/staff, and the punctuality among staff of the NCC. Therefore, all the formulated hypotheses were accepted.

CONCLUSION

The importance and centrality of organizational culture is not only seen in giving an outlook to organizations, but also in how it can influence employees' performance through guidelines, standards, procedures, and the core culture of organization. The legibility of organizational guidelines makes it implementable by members of staff, and when organizational guidelines are well understood and they are complied with, there is the possibility of the guidelines to engender high productivity among the affected employees. When appropriate grooming policy is formulated, adopted, and enforced by an organization, it would make for high job productivity for staff. Also, the availability of health and safety policy in a work technical workplace such as that of the NCC would give the staff the confidence to work and perform their duties without fear of hazard, injury or death. This will certainly shoot up the engagement of the staff.

The existence of a no fighting, and no insulting policy in a work environment, makes for peace, which in turn conduces to high job productivity on the part of employees as a policy that prevents them from physical and emotional harm and abuse is in place and enforced. Corporate dressing is chosen and adopted by the organizations to whip up psychosocial in their staff that would enable feeling comfortable working and giving high productivity. The use of precautionary measures in the workplace gives a feeling safety which puts employees in the right frame of mind to work very well, and in the process churning out high job productivity. Cordiality is imperative for peaceful coexistence of staff and their attendant high engagement.

When finance approval procedure is not cumbersome, it will be efficient, and thus funds are released or disbursed on time for employees to oil their job activities. Furthermore, when mutual support in a team goes round, it conduces to higher job performance of the team and by extension the individual members of the team. Punctuality ensures the availability of staff and this in turn guarantees that members of staff

are always on ground to provide their bit by way of performing their duties, and so the job of other members of staff can be performance efficiently without delays.

RECOMMENDATION

From the conclusion of this study, the following recommendations are made:

1. Organizational guidelines should be made clear and easy to implement. This is hinged on the fact that employees of organizations and organizations themselves can only reap of the benefits organizational guidelines, especially as it relates to engagement and performance, when the well-developed and result-oriented guidelines are known and have been imbibed by the employees.
2. Organizational standards should be so designed that it is motivating and easy to comply with. In this wise, organizations should always infuse a human-face to standards that regulate and determine quality of performance and engagement, so that they are amenable to human capacities.
3. Organizations should make deliberate efforts to institute organizational procedures, that are not cumbersome, long winding, and time consuming. When organizational procedures are cumbersome and characterized with excessive protocols, they become fearsome and loathsome to the employees who deliberately make effort to avoid tasks that would make them observe kind of procedures, thereby decimating their engagement, and rendering a productive-intentioned procedure counter-productive. Hence, procedural steps should be shortened, and hassle-free.

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