

Organizational Culture and Employees' Performance; an Exploratory Study of Local Government Council Employees in Delta State

DUNKWU, Christopher Onwemadu; PETER-IWEH, Rita Nyerhovwo; OKOKPELE, Elvis Odile and OSEMEKE, Philippa Dumbili

(Authors are all from the Department of Business Administration, Delta State University Abraka, Nigeria)

Abstract: *One of the influential determinants of effectiveness or inefficiency in organizations can be credited to the culture of such organization. The purpose of this study was to examine the influence of organizational culture on the performance of Local Government Council Employees in Delta State. Four research objectives and hypotheses were formulated and results were computed with the aid of STATA Version 13.0. A descriptive survey research design was adopted in the study, in which data was collected from 373 randomly selected employees using a questionnaire. Data was personally administered by the researcher and the retrieved data from the respondents were analyzed using the descriptive and inferential statistics. Mean, standard deviation, frequencies and simple percentage while the simple linear regression was used to test the study's hypotheses at 0.05 level of significance and descriptive statistical analysis of all variables was computed using SPSS (v.23). Multiple sampling techniques (Krejcie and Morgan's table and the proportionate sampling technique) was used to obtain data size from each of the sampled Local Government Areas in Delta State. The Cronbach Alpha method of reliability was used to determine the consistency in the respondents' opinions. The result obtained from regression analysis indicated that the dimensions of organizational culture (leadership style culture, hierarchical structure, culture of job autonomy and workplace social support culture) significantly influenced employees' performance at the Local Government Councils in Delta State. The research concluded that the dimensions of organizational culture (leadership style culture, the culture of hierarchical structure, job autonomy culture, and workplace social support culture) treated in this study have statistically significant influence on the performance of Local Government Council employees as fostering a good culture regarding these dimension would make significant difference to the employees work outcomes. It was recommended that Chairmen, Head of Personnel Management, Treasurers, Directors, Head of Departments /Supervisors at the Local Government Areas in Delta State be trained in having knowledge of organizational culture as this will enhance the performance of employees at the level of Government.*

Keywords: Organizational Culture, Employee Performance, Workplace Culture, hierarchical structure, Job Autonomy, Leadership Style Structure

1. INTRODUCTION

1.1 Background to the Study

One influential determinant of effectiveness or inefficiency in an organization can be credited to the culture of such organization. Culture is a pervasive tool which is deliberately cultivated among employees and is passed on to incoming ones. It is a string that binds the entire organization together. The Webster's Dictionary defined culture as the norms, traditions, skillfulness, arts and values that are stipulated to guide and guard the attitude and behaviour of a given people. This definition implies that every workplace needs a culture that will yield the expected result and suitable for all otherwise the business will crumble.

Organizational culture is the collective effect of the common beliefs, behaviours, and values of the people within an organization (Groysberg, Lee, Price & Cheng, 2018; Odita 2021). According to Omeluzor (2018), it is made up of the organization's potentials, practices, beliefs, and values that binds it together. It combines principles and mannerisms that add to the unique social and psychological environment of an institution. Hence, those norms within any organization regulate how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall mission (Groysberg, Lee, Price & Cheng, 2018).

culture in any organization is defined by shared beliefs and values among all members of that organization. These shared beliefs, values, morals, symbols and behavior guide employees in decision making at unconscious levels. In addition, culture acts as a tested-and-trusted measure that can be used to assess an organization's supposed stability for employees' satisfaction with their jobs. Hence, this point to the fact the place of organizational culture, irrespective of the organization's type or size, cannot be disputed.

In spite of the much importance tied to organizational culture, organizations have realized that in order to breed and sustain employees who are proficient in their jobs, a conducive and career-oriented work environment must be maintained (Stephen & Stephen, 2016). Work environment is a dominant and very crucial aspect of any organization. Every organization exhibit distinctive characteristics (culture, traditions and private methods) which forms inevitably, an exclusive environment where the employees dwell. Work environment includes the physical setting, job profile, culture and market conditions in which employees carry out their job operations. Each aspect is interlinked and impacts on employees overall performance and productivity (Waktola, 2019).

Another variable that cannot be separated from culture in an organization is the style of leadership exhibited in such organization. Leadership plays a crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo& Al-Anazi, 2016).Its importance in an organization and its impact on employee output is not unknown. The leadership style displayed by management will go a long way in determining how employees will performance in their tasks. In fact, Ajibade, Ajayi and Shobowale (2017) tagged it as the “backbone” of any organization as a poor leadership has the capability to crumble such organization. They opined that if those at the helm of affairs do not exhibit good leadership traits, it would serve as a contributing factor to the overall poor performance of the subordinates.

Besides leadership style being an element of the cultural practices of an organization, the hierarchical structure that makes up the management of the organization is another aspect of concern with regards to organizational culture. Most organizations have recognized that the design and structure of the management body of an organization plays a crucial role in the type of culture exhibited in that workplace. According to Shabbir (2017), the choosing of organizational members into tactical positions of responsibility with authority makes up the organizational structure, and this in turn reflects the pattern of operations imbibed by the superiors. As Shabbir puts it, the organizational processes and practices are determined by these persons and their laid-down values and norms predicts the work outcomes of their subordinates.

As such, the structure put in place in an organization determines the way in which work flow in that organization indicating that different structure can either make or mar the organization’s strategic objectives as well as aid or frustrate employees in their job roles (Shabbir, 2017). It therefore means that organizational structure can dictate the means by which strategies are formed making up part of the cultural practices in the organization. In addition, Okoro, Nebo and Nwosu (2017) noted that the kind of connection between organizational structure and employee performance can be anchored on the different classifications that have been made concerning the structure. They opined that the type of structure adapted to fit an organization would automatically determine the kind of culture fostered with regards to strategic and operational strategies, which in turn predict the employees’ job outcomes.

1.2 Statement of the Problem

In the organizational setting, it has been debated over time the concepts that impacts profoundly on the output of employees in the workplace. One of such concepts is the culture of the organization reflected in the norms, held-up beliefs, traditions and behaviours of people within such organization. Organizational culture, as a concept, has awakened the attention placed on the employees’ organizational life. While some scholars hold the belief that people work for money, some have argued that people also work for much more than money. Most employees want to be proud of their organizations, to have good relationships with superiors and colleagues and subordinates and to believe that they have worthwhile jobs.

Most authors have tried to establish what exactly stimulates employees’ efforts to bring out the best in them. Although, most of these researches have been centered on the use of motivational tactics especially incentives, only very few have specifically focused on assessing the connection that exists between the performance of these employees and the culture exhibited within their organizations. Less attention has also been placed on the dimensions of organizational culture (such as leadership style, hierarchical structure, job autonomy, and workplace social support) and how these variables impact on employees’ performance at the workplace. There could be other research works conducted in this area using the afore-stated variables with regards to organizational culture, but in the Public Sector specifically Local Government Council in Delta State, not much research has been conducted. Hence, this study investigated organizational culture and employees’ performance with specific emphasis on the Local Government Council employees in Delta State.

1.3 Objectives of the Study

The general objective of this study was to examine organizational culture and employees’ performance among Local Government Council employees in Delta State. The specific objectives were to:

- (i) Ascertain the extent to which leadership style influences the employees’ performance;
- (ii) disclose the effect which hierarchical structure has on employees’ performance;
- (iii) determine whether the job autonomy influences the employees’ performance.
- (iv) find out if workplace social support culture influences the employees’ performance.

1.4 Research Hypotheses

To permit empirical investigation of the subject matter of this study, the following null hypotheses were raised:

- Ho₁: Leadership style culture does not significantly influence the performance of Local Government Council employees in Delta State.
- Ho₂: The culture of hierarchical structure has no statistically significant effect on the performance of Local Government Council employees in Delta State.
- Ho₃: The culture of job autonomy does not significantly influence the performance of Local Government Council employees in Delta State.
- Ho₄: Workplace social support culture does not significantly influence the performance of Local Government Council employees in Delta State.
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2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Conceptual Framework

The conceptual framework of a study is concerned with discussing various concepts in line with the study's variables and dimensions. Some of the concepts highlighted in this section include the dimensions of organizational culture (leadership style culture, hierarchical culture, job autonomy culture, and workplace social support culture). Also, the concept of employee performance and its measures was conceptually reviewed as well as highlighting the works that have addressed possible relationship between the study's independent and dependent variables. This section ended with a conceptual model showing the level of interaction between the independent and the dependent variables of the study.

2.1.1 Organizational Culture: An Overview

There is no single universally accepted definition for organizational culture. Although several authors have attempted to define this concept, the two most notable disciplinary basics of organizational culture are sociological (organizations have cultures) and anthropological (organizations are cultures) (Cameron & Quinn, 2011). As explained by Cameron and Quinn, the concept of culture have been described by various authors to mean the "taken-for-granted values, underlying assumptions, expectations, and definitions that characterize an organization and its members". And as simply put by Schein (2010), it is "a publicly fabricated characteristic of an organization which functions as the social glue holding an organization together.

Similarly, Robbins and Judge (2012) viewed organizational culture as the values, principles, traditions and ways of working that are shared by members of the organization and influences the way they act. This definition implies that culture is a perception and not something that can be touched or seen physically but the employees receive and understand it through what they experience in the organization. An organization's customs, traditions, and general way of doing things are largely influenced by the common perception held by the organization's members (Omoniyi, Salau & Fadugha, 2014). Thus, Brown, Melian, Solow, Cheng & Parker (2015) asserted that organizational culture could be referred to as the 'filter' through which an organizational target is met.

2.1.2 Dimensions of Organizational Culture

- i. The Hierarchy (Control) Culture
- ii. The Market (Compete) Culture
- iii. The Clan (Collaborate) Culture
- iv. The Adhocracy (Create) Culture
- v. Leadership Style Culture
- vi. Job Autonomy Culture
- vii. Workplace Social Support Culture

2.1.3 Measures of Employee Performance

There is no doubt in it that employees are the building blocks of an organization. As put forward by Hameed and Waheed (2011), the most value-adding possessions (assets) available to any firm, business, or organization are its workforce. The performance of the workforce is the driving force behind the survival of any organization. Furthermore, Hameed and Waheed (2011) are of the view that well performing employees contribute to the efficiency and success of the organization. Hence, performance is crucial for the organizations and making strategies to improve performance and measuring it from time to time are a basic step that is to be taken. Without desired performance results, it is of no use continuing to invest in processes and projects. If we define employee performance then we may say that "the set of employee behavior, results, and outcomes that come after completing the job tasks using certain competencies and that are measured through different metrics constitute employee performance" (Imran & Tanveer, 2015).

Other studies in the field of human resource management have seen the introduction of other constructs for measuring employee's performance at the workplace. Some of these constructs include: behaviour towards customers, teamwork, work role empowerment (Kennedy, Lassk & Burns, 2001); organizational support, initiatives (Borman, Buck, Hanson, Motowidlo, Stark & Drasgow, 2001); opportunity for reward, observed effort, satisfaction (McCook, 2002); contextual and job performance; proactive work behaviour, problem-solving, idea implementation (Parker, Williams & Turner, 2006) disciplined effort, work outcomes (Schepers, 2011); level of creativity, training efforts, handling work-related stress (Audrey & Patrice, 2012); and task, contextual and counterproductive work behaviour (Koopmans, Bernaards, Hildebrandt, Buuren, Van der Beek & De Vet, 2014).

2.1.4 Leadership Style Culture and Employees' Performance

Leadership has been subjected to a variety of definitions in behavioural science. It is a social influencing process for the attainment of goals. A leader, therefore, may be by whom he or she is (the personal) and by the responsibilities, obligations, and tasks he or she is charged with (the position) (Epley, 2015). In the past, scholars have proposed many different styles of leadership as there is no particular style that can be considered universal (Ajibade, Ajayi & Shobowale, 2017).

2.1.5 The Culture of Hierarchical Structure and Employees' Performance

A hierarchical structure refers to an organization’s chain of command, typically from senior management and executives to general employees (Indeed Editorial Team, 2021). In other words, this structure applies to organizations with a sole leader and a flow of subordinates underneath them. The placement of organizational members into strategic positions of responsibility with authority with a view of achieving organizational objectives is structuring. Hence, hierarchical structure is one dimension of organizational structure (Shabbir, 2017). In most organizations, the hierarchical structure put in place has several layers, which is sometimes maintained or changed frequently.

2.1.6 Job Autonomy Culture and Employees’ Performance

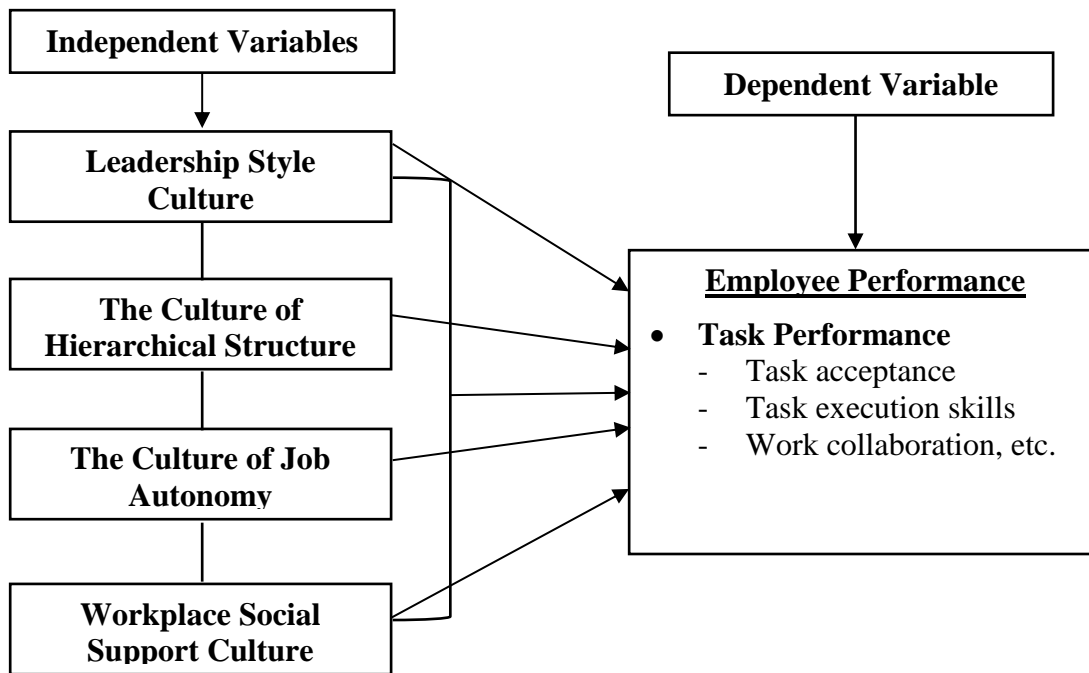
There is an overall agreement among researchers on definition of job autonomy. In the business context, job autonomy is defined by Heckman & Oldham (as cited in Khoshnaw & Alavi, 2020) as a substantial freedom, independence, and discretion. Scholars (Saragih, 2011; Ho & Nesbit, 2014; Ozkoc, 2016; Burcharth, Præst-Knudsen & Søndergaard, 2017; Lu, Brockner, Vardi & Weitz, 2017; Lok, 2018) defined job autonomy as granting employees a liberty in job scheduling and job method to deal with their tasks. Job autonomy is one of the factors contributing to build trust and raise enthusiasm among employees that they are part of efforts in achieving results (Terason, 2018).

2.1.7 Workplace Social Support Culture and Employees’ Performance

Social support is conceived to be information leading an individual to believe that he/she is cared for, loved, esteemed and valued, and that he/she belongs to a network of communication and mutual obligation (Cobb, as cited in Chou, 2015). As such, workplace social support can be defined as the availability or actual receipt of assistance provided to a worker by one or more individuals at the workplace (Psychology, 2021). Social support is generally examined as a means of coping with occupational stress. The sources of social support could include individuals within the organization – supervisors, subordinates, coworkers, or even customers – or by individuals outside the organization, such as family or friends.

2.1.8 Conceptual Model of the Study

The conceptual model of this study explained the relationship between the dependent (employee performance) and independent variables (organizational culture and its dimensions) of the study. It is diagrammatically represented that organizational culture and its dimensions have an impact on the performance of local government council employees in Delta State.



Source: Researcher’s Conceptualization of Organizational Culture and Employee Performance among Local Government Council Employees in Delta State

2.2 Empirical Review

This review is done generally on the impact of organizational culture on employees' performance in several sectors without particular recourse to the individual dimensions of organizational culture specifically. Both works of local and international researchers are reviewed empirically and chronologically.

Wambugu (2014) analyzed the influence of organizational culture on employees' performance with a focus on Wartsila Limited, Kenya. The variables of the study are organizational values, organizational climate, leadership styles, work processes and work performance. The study adopted the survey research design whereby 63 staff from different levels were sampled using the stratified census technique. Data were collected using questionnaires and analyzed using descriptive statistics to determine whether the highlighted elements of organizational culture truly affect employees' performance. Based on the results, the study revealed that organizational values has a more significant effect to employees' job performance than the organizational climate as it is mostly assumed as a vice versa relationship. Overly a positive relationship between organizational culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wartsila having more effect to employees performance.

Several writers like Flamholtz & Randle, (2015); Wiewiora, Murphy, Trigunaryah & Brown, (2018) argue that a strong corporate culture is good for business because it serves three important functions discussed below. First, corporate culture is a deeply embedded form of social control that influences employee decisions and behaviour. Second, corporate culture is the social glue that bonds people together and makes them feel part of the organisational experience. This social glue is increasingly important as a way to attract new staff and retain top performers. Finally, corporate culture assists the sense-making process. In other words, it helps employees understand organisational events and employees can communicate more efficiently and effectively thereby, reaching higher levels of cooperation with each other because they share common goals.

Klimas (2016) states that though, cultures, both weak and strong, have powerful influence on organisational behaviour, however in strong cultures "everyone knows the goals of the corporation, and they are working for them. Thus, in a strong culture employees' goals are aligned with management's goals; in a weak culture members' goals are counter to management's direction or perhaps simply scattered and divergent. It could be drawn from all the explanations above that firms with sustained superior financial performance typically are characterized by a strong set of core managerial values that define the ways they conduct business. It is these core values (about how to treat employees, customers, suppliers, and others) that foster innovativeness and flexibility in firms; when they are linked with management control, they are thought to lead to sustained superior financial performance, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors.

In the Nigerian banking sector, Omoniyi, Salau and Fadugba (2014) examined the perceived influence of organizational culture and management style on employees' performance. Specifically, the study examined the fears and style of management in integrating employees to the values, norms and beliefs of organization and how these influence their performance. The survey descriptive research design was adopted and empirical data for the study were collected through a well-structured questionnaire, which was prepared and distributed among 97 staff and management of selected banks in Abeokuta Metropolis, Ogun State, Nigeria. The inferential statistics was adopted through SSPS. The findings revealed that strong relationship exists between organizational culture and employee performance, suggesting organization material such as equipment handling; social behavior and symbolic elements have positive and large influence on the employees' performance. It was also evident that there was a significant relationship between employees' attitudinal behaviors and management style; while relative relationship exists between learning new culture and cooperation among employees.

From the perspective of academic institutions, Stephen and Stephen (2016) determined organizational culture and its impact on employee performance and job satisfaction in the Niger Delta University, Amassoma, Bayelsa State, Nigeria. The objective of the study was to ascertain the relationship among the types of organizational culture practiced among staff in the university and its influence on their performance and job satisfaction. To do this, a questionnaire was used to elicit information from 120 staff of the university, out of which only 100 were retrieved. The retrieved data were analyzed using the simple percentage, tables and Chi-Square was used in testing the hypotheses. The study's findings showed that the types of culture practiced with regards to different processes and operations in the organization does have an impact on the level of employee performance and the extent they are satisfied with their jobs.

From Singapore, Anozie and Nizam (2016) researched on the effects of organizational culture on employees' performance in Singapore Telecommunication. The aim of the study was to measure and identify how the cultural practices of the firm affect the performance of its employees. The variables used to measure organizational culture were values, symbols, heroes and ritual while the dependent variable was employee performance. A descriptive research design was employed whereby a survey questionnaire containing 25 items were distributed among 150 employees conveniently. The descriptive statistics was used to analyze the data collected. It was found out that organizational culture such as ritual, value and heroes have a huge and significant impact on employees' performance, while symbols has little or no impact on employee performance. The findings also cleared the fact that adopting better cultural practices in its operations, a firm would motivate its employees to get better work results.

In Kenya, Omukaga (2016) explored the effects of organizational culture on employee performance at AON Limited, Nairobi. The study aimed to find out the extent to which the firm uphold its corporate cultural values and they affect the employees'

performance. The variables of the corporate culture values are integrity, ethics, accountability, diligence, teamwork and equal opportunity. A case study research design was employed for the study and interview guide was used as a means of data collection. The data collected were processed, analyzed, interpreted, and presented using the content analysis. It was discovered that there was no relationship between shared corporate core values and employee performance but corporate cultures that are supportive of innovation and new ideas have a significant impact on employees' performance.

Karthik and Vasumathi (2018) conducted an empirical study of organizational culture dimensions impacting employees' performance in IT industry, Tamilnadu, India. The descriptive survey research design was adopted whereby 300 workers in the India IT industry situated in and around Chennai, Tamilnadu formed the study's population and since the research was empirical in nature, the questionnaire developed by the researcher was used as the instrument to collect data from them. The data collected were entered in SPSS and different statistical tools were used to analyze the data. Pearson's Chi-Square test was used to find out the level of association between experience of the respondents and their responses towards often getting reminder and warning to complete their tasks while ANOVA was used to find the significant variance between one independent variable (age of the respondents) with the dependent variable of human resource development practices. The findings revealed that a healthy culture practice would help an organization gain a positive reputation among potential workers and also breed a certain extent of motivation among the stale employees especially for improved performance.

Nwakoby, Okoye and Anugwu (2019) surveyed the effect of organizational culture on employee performance in selected Deposit Money Banks in Enugu State. Specifically, the study ascertained the extent bureaucratic culture has significant influence on employees' performance of deposit money banks and determined whether innovative culture has significant influence on employees' performance of deposit money banks. Survey research design was employed for this study. The data were collected through the questionnaires administered to the respondents. The formulated hypotheses were tested with regression analysis. The result showed that bureaucratic culture does not significantly affect employees' performance in deposit money banks. It was revealed that innovative culture has significant effect on employees' performance in deposit money banks.

Kuswati (2020) was moved by the insignificant performance of employees at Municipal Waterworks in Majalengka Regency Office in Indonesia where he examined the cultural practices of the organization. The independent variables are Robin's dimensions of organizational culture (innovation culture, clear attention, outcome orientation, people, orientation, team orientation, aggressiveness and stability) while the dependent variables are Moherionon's measure of employee performance (effectiveness, efficiency, quality, timeliness, productivity, and safety). The survey method was employed in the study whereby 115 employees in the office were randomly selected. The descriptive statistics was used to analyze the data while the hypotheses was tested using both the Pearson Product-Moment Correlation and multiple regression. The results indicated that the organizational culture in Majalengka Regency Office was categorized well and the employees' performance reached a good category. It was also discovered through the tested hypotheses that organizational cultural practices positively influence the service quality, and that organizational culture has a positive and significant influence on employee performance.

Mahamadou, Fall and Giraud (2020) investigated the impact of organizational culture on work performance: the mediating role of intrinsic motivation. The objective of the study was to identify the dimensions of organizational culture (Involvement, Consistency, Adaptability, Mission), which affect task and contextual performance through intrinsic motivation at work. The results drawn from regression analyzes on a sample of 300 employees showed that some dimensions of organizational culture are positively correlated with intrinsic motivation and job performance. Also based on Hayes' method for the investigation of indirect effects (2013), the study's data analysis showed that the mediating effect of intrinsic motivation between the sub-dimensions of organizational culture and job performance depends on the type of performance: task or contextual performance.

2.3 Theoretical Framework

Different theories and models have been postulated to describe the concept of organizational culture and its dimensions in organizations. Some of these theories include the Schein's theory of organizational culture; Theory X and Theory Y by McGregor; The Competing Values Framework (developed by Cameron & Quinn, 2011); Deal and Kennedy's (1982) Model for Organizational Culture; among others. This study has its roots on the same theories.

2.3.1 Schein's Theory of Organizational Culture

Edgar Schein created the Schein's Theory of Organizational Culture in 1992, and it makes the assumption that there is a hierarchy among the cultural manifestations in an organization. These components consist of artifacts, professed values, and fundamental underlying presumptions (Schein, 2004). The artefacts are the visible, palpable manifestations of organizational culture on the surface, such as goods, the workplace, values that have been made public, etc. While basic underlying assumptions are the base level of corporate culture and are the deeply ingrained, unconscious, taken for granted assumptions that are shared with others, professed beliefs and values are the next level, consisting of tactics, goals, shared perceptions, etc (Wambugu, 2014).

2.3.2 McGregor's Theory X and Theory Y

These 1960 theories describe how individuals interpret human behavior in the workplace and in organizational settings. By constructing a philosophy based on divergent administrative practices, McGregor (1960) provided a stark contrast between two distinct sets of managerial assumptions about people and labeled them as theory X and theory Y, which stand for the two opposite extremes of a continuum of views. According to the theories of human behavior known as Theory X, people only behave to satisfy

their basic needs and do not actively support organizational goals (Bloisi, Cook & Hunsaker, 2003). According to McGregor, people are lazy, self-centered, resistive to change, lack motivation, detest responsibility, and are naive (McCaffer & Harris, 2005). Therefore, managers must influence and change employee behavior to suit organizational needs by persuading, rewarding, punishing, and managing individuals who do not innately seek out opportunities for growth. According to the Theory X premise, management's job is to force and control workers into performing because people naturally despise work and will seek out every opportunity to avoid it.

3. RESEARCH METHODS

3.1 Research Design

The design used for this study was the descriptive survey research design. This method was preferred because it enabled the researcher to systematically collect data on the impact of organizational culture on employees' performance among local government council employees in Delta State.

3.2 Population of the Study

The population of this study is 10,934 Local Government Council Employees. This comprised of all the senior and junior employees in the Twenty-Five (25) Local Government Areas of Delta State, Nigeria as retrieved from the Delta State Local Government Service Commission, Asaba, Delta State. The breakdown contained in table 1.

Table 1: Population of Local Government Council Employees in Delta State

S/N	LOCAL GOVERNMENT	POPULATION OF LOCAL GOVERNMENT COUNCIL EMPLOYEES		GRAND TOTAL
		SENIOR STAFF	JUNIOR STAFF	
1.	Aniocha North	303	92	395
2.	Aniocha South	369	78	447
3.	Bomadi	324	141	465
4.	Burutu	247	45	292
5.	Ethiope East	383	94	477
6.	Ethiope West	368	142	510
7.	Ika North East	325	82	407
8.	Ika South	325	48	373
9.	Isoko North	396	65	461
10.	Isoko South	325	65	390
11.	Ndokwa East	292	90	382
12.	Ndokwa West	440	79	519
13.	Okpe	476	86	562
14.	Oshimili North	332	86	418
15.	Oshimili South	435	44	479
16.	Patani	250	133	383
17.	Sapele	276	42	318
18.	Udu	426	110	536
19.	Ughelli North	450	106	556
20.	Ughelli South	336	24	360
21.	Ukwuani	335	49	384
22.	Uvwie	502	43	545
23.	Warri North	468	65	533
24.	Warri South	324	31	355
25.	Warri South West	346	41	387
	TOTAL	9053	1881	10934

Source: Local Government Commission, Asaba at 31st December, 2020

3.3 Sample and Sampling Technique

Multiple sampling techniques were used for this study. The first sampling technique that was used is Krejcie and Morgan's table to determine the sample size. According to Krejcie and Morgan (1970), a sample size of 373 can be taken in a population of 10,000 (see Appendix IV, page 110). Hence, the researcher took a sample size of 373 from the population of 10,934, as recommended by Krejcie and Morgan. The second was to use the proportionate sampling technique to determine sample size for each local government.

Table 2: Sample of the Study

S/N	LOCAL GOVERNMENT	POPULATION OF LOCAL GOVERNMENT COUNCIL EMPLOYEES	WORKING			SAMPLE (C ÷ 10,934)	SAMPL E USED
			N	SAMPL E SIZE			
			(A)	(B)	C = (A X B)		
1	Aniocha North	395	395	373	147335	13.47494	13
2	Aniocha South	447	447	373	166731	15.24886	15
3	Bomadi	465	465	373	173445	15.86290	16
4	Burutu	292	292	373	108916	9.96122	10
5	Ethiope East	477	477	373	177921	16.27227	16
6	Ethiope West	510	510	373	190230	17.39802	17
7	Ika North East	407	407	373	151811	13.88431	14
8	Ika South	373	373	373	139129	12.72444	13
9	Isoko North	461	461	373	171953	15.72645	16
10	Isoko South	390	390	373	145470	13.30437	13
11	Ndokwa East	382	382	373	142486	13.03146	13
12	Ndokwa West	519	519	373	193587	17.70505	18
13	Okpe	562	562	373	209626	19.17194	19
14	Oshimili North	418	418	373	155914	14.25956	14
15	Oshimili South	479	479	373	178667	16.34050	16
16	Patani	383	383	373	142859	13.06558	13
17	Sapele	318	318	373	118614	10.84818	11
18	Udu	536	536	373	199928	18.28498	18
19	Ughelli North	556	556	373	207388	18.96726	19
20	Ughelli South	360	360	373	134280	12.28096	12
21	Ukwuani	384	384	373	143232	13.09969	13
22	Uvwie	545	545	373	203285	18.59201	19
23	Warri North	533	533	373	198809	18.18264	18
24	Warri South	355	355	373	132415	12.11039	12
25	Warri South West	387	387	373	144351	13.20203	13
	TOTAL	10934				373	373

Source; Researcher's Compilation as at 31st December, 2020

3.4 Research Instrument

The instrument used for the collection of data in this study is the questionnaire titled "Organizational Culture and Local Government Council Employees' Performance Questionnaire (OCLGCEPQ)".

The response scales to the items in the questionnaire were structured on a 5-point Likert scale of Strongly Agree – 5point, Agree - 4point, Neutral – 3point, Disagree – 2point, and Strongly Disagree - 1point. Meanwhile, to evaluate the employees' performance, the Task Performance Scale (TPS) was used. It is an 18-item scale developed in The Netherlands to measure staff's job performance. All items had a recall period of three months and a 5-point rating scale (1 = 'Never' to 5 = 'Always').

3.5 Validity and Reliability of the Research Instrument

Content validity of research instrument was highly ensured. The reliability of the instrument was determined using the Cronbach Alpha. This ensured consistency in the respondents' opinions. The Cronbach alpha values obtained from the reliability test are contained in the table below.

Table 3: Reliability Indexes of the Variables

S/N	Dimensions of Organizational Culture	Reliability Index
1	LeadershipStyle Culture Scale (LSCS)	0.96

2	Culture of Hierarchical Structure Scale (CHSS)	0.95
3	Job Autonomy Culture Scale (JACS)	0.97
4	Workplace Social Support Scale (WSSS)	0.94
5	Individual Work Performance Scale	0.98

3.7 Model Specification and Data Analysis Technique

The simple linear regression models to be estimated are as follows:

(i) $Empperf = f(LSC)$
 $Empperf_i = \beta_0 + \beta_1 LSC_i + E_1 \dots (i)$

Where: $Empperf$ = Employee Performance, LSC = Leadership Style Culture
 i = Individual Respondents, B_0 = Constant Term, B_1 = Regression Coefficient, E_1 = Error Term

(ii) $Empperf = f(HC)$
 $Empperf_i = \beta_0 + \beta_1 HC_i + E_2 \dots (ii)$

Where:
 $Empperf$ = Employee Performance
 HC = Hierarchical Culture

(iii) $Empperf = f(JAC)$
 $Empperf_i = \beta_0 + \beta_1 JAC_i + E_3 \dots (iii)$

Where:
 $Empperf$ = Employee Performance
 JAC = Job Autonomy Culture

(iv) $Empperf = f(WSSC)$
 $Empperf_i = \beta_0 + \beta_1 WSSC_i + E_4 \dots (iv)$

Where:
 $Empperf$ = Employee Performance
 $WSSC$ = Workplace Social Support Culture

The data collected from the respondents were analyzed using Simple Linear Regression using SPSS (Statistical package for social sciences). Formulated hypotheses were tested at a 0.05 level of significance.

4. RESULTS AND DISCUSSION

4.1 Response Rate

Table 4: Description of Distributed, Returned and Usable Questionnaires

Condition	Distributed		Returned		Usable		Un-usable	
	Questionnaires		Questionnaires		Questionnaires		Questionnaires	
<i>Number of Employees</i>	No.	%	No.	%	No.	%	No.	%
	373	100	315	84	283	76	32	9

Source: Field Work (2021).

From Table 4, it can be deduced that out of the 373 copies of the questionnaire administered to the sampled respondents, 315 were retrieved, while only 283 were useful for the data presentation and analysis as 32 copies were found un-usable. Thus, the analysis of the data was based on the responses from the questionnaires returned indicating a high response rate of 84% which was considered adequate for the analysis of data.

4.3 Analysis of Questionnaire Data

The data received from the respondents concerning the subject matter are presented in Tables 6, 7, 8, 9 and 10.

4.3.1 Leadership Style Culture in Local Government Council

To measure the practice of leadership style culture in the sampled organization, the mean scores of all the items are summed and averaged to ascertain the aggregate mean which is matched against the criterion mean of 3.00. If the aggregate mean score is greater than the criterion mean (≥ 3.00), it indicates that a good leadership style culture is practiced while if it is less than the criterion mean (≤ 3.00), it depicts that a poor leadership style culture is practiced.

Table 6: Mean and Standard Deviation on Leadership Style Culture

S/N	Items on Leadership Style Culture	N	Mean	S.D.	Remarks
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1	The overall head in my local council are appointed or elected for a specified tenure in office	283	4.53	0.915	Strongly Agree
2	The superiors in my organization do have a particular Leadership style which is mostly determined by the tone at the top.	283	4.67	0.833	Strongly Agree
3	Superiors are not appointed on a random basis	283	4.68	0.828	Strongly Agree
4	It is a common norm in my organization for the superiors to always lead by example.	283	4.47	0.826	Strongly Agree
5	In my organization, leaders understand their responsibility in making decisions and influencing the subordinates.	283	4.46	0.887	Strongly Agree
6	There is a habit in my office for superiors to create and reinforce organizational values.	283	3.57	0.871	Agree
7	The practice of open-dialogue between superiors and subordinates is upheld in my organization.	283	3.13	0.828	Agree

Aggregate Mean = 4.56

Criterion Mean = 3.00

Source: Field Data (2021)

Table 6 shows that with an aggregate mean of 4.56 which is greater than the criterion mean of 3.00, it can be decided that the sampled local government council has a good leadership style culture. However, the head of the local council are appointed or selected for a specified tenure in office ($\bar{X} = 4.53$) and superiors are not randomly appointed ($\bar{X} = 4.68$), which may be good reasons for the practice of a well-established leadership style culture. The mean score of item 4 revealed that the superiors in the organization lead by example ($\bar{X} = 4.47$).

4.3.2 Culture of Hierarchical Structure in Local Government Council

To measure the culture of hierarchical structure, the mean scores of all the items are summed and averaged to ascertain the aggregate mean which is matched against the criterion mean of 3.00. If the aggregate mean score is greater than the criterion mean (≥ 3.00), it indicates that a good culture regarding hierarchical structure is practiced while if it is less than the criterion mean (≤ 3.00), it depicts otherwise.

Table 7: Mean and Standard Deviation on Culture of Hierarchical Structure

S/N	Items on Culture of Hierarchical Structure	N	Mean	S.D.	Remarks
1	The hierarchy in my organization is arranged according to level of importance.	283	4.61	0.93	Strongly Agree
2	A hierarchical system of power and management is a norm in my organization	283	4.68	0.82	Strongly Agree
3	The hierarchical structure in my organization develops and maintains rules and processes.	283	4.69	0.76	Strongly Agree
4	It is a custom to strictly obey clear lines of decision-making authority in my organization.	283	4.53	0.86	Strongly Agree
5	A formalized and structured accountability mechanism is a tradition in my office.	283	4.67	0.85	Strongly Agree

6	Promotion in my organization follows a specific series of procedures.	283	4.62	0.89	Strongly Agree
7	Rule enforcement is a norm in my organization	283	4.58	0.85	Strongly Agree
Aggregate Mean =			4.63		
Criterion Mean =			3.00		

Source: Field Data (2021)

Table 7 reveals that with an aggregate mean of 4.63 which is greater than the criterion mean of 3.00, it can be decided that a good culture is fostered regarding the hierarchical structure of the local government council. However, the mean score of item 5 depicts that a formalized and structured accountability mechanism is a tradition in the council ($\bar{X} = 4.67$).

4.3.3 Job Autonomy Culture in Local Government Council

To measure the practice of job autonomy culture, the mean scores of all the items are summed and averaged to ascertain the aggregate mean which is matched against the criterion mean of 3.00. If the aggregate mean score is greater than the criterion mean (≥ 3.00), it indicates that a good job autonomy culture is practiced while if it is less than the criterion mean (≤ 3.00), it depicts otherwise.

Table 8: Mean and Standard Deviation on Job Autonomy Culture

S/N	Items on Job Autonomy Culture	N	Mean	S.D.	Remarks
1	My boss always gives me freedom to execute tasks.	283	4.63	0.83	Strongly Agree
2	Subordinates in my organization have the liberty to make certain work decisions.	283	4.39	0.74	Strongly Agree
3	It is common practice for superiors to adopt subordinates' perspective in my workplace.	283	4.41	0.75	Strongly Agree
4	My organizational superiors always demonstrate patience and provide room for self-learning.	283	4.51	0.85	Strongly Agree
5	There is a shared belief in my organization with regards to collaborative work practices	283	4.47	0.91	Strongly Agree
Aggregate Mean =			4.48		
Criterion Mean =			3.00		

Source: Field Data (2021)

Table 8 shows that with an aggregate mean of 4.48 which is greater than the criterion mean of 3.00, it can be decided that a good job autonomy culture is practiced in the local government council. However, it is a common practice for superiors to adopt subordinates' perspective at the workplace ($\bar{X} = 4.41$) and the superiors always demonstrate patience and provide room for self-learning ($\bar{X} = 4.51$).

4.3.4 Workplace Social Support Culture in Local Government Council

To measure the workplace social support culture, the mean scores of all the items are summed and averaged to ascertain the aggregate mean which is matched against the criterion mean of 3.00. If the aggregate mean score is greater than the criterion mean (≥ 3.00), it indicates that a good social support culture is practiced at the workplace while if it is less than the criterion mean (≤ 3.00), it depicts otherwise.

Table 9: Mean and Standard Deviation on Workplace Social Support Culture

S/N	Items on Workplace Social Support Culture	N	Mean	S.D.	Remarks
1	My office has laid down procedures for assisting staff who are facing personal crises.	283	4.51	0.8	Strongly Agree
2	There is a norm of rendering financial assistance to colleagues in my office.	283	4.49	0.85	Strongly Agree
3	My organizational superiors always give help and ethical support to subordinates.	283	4.62	0.81	Strongly Agree

4	Leaves are always granted to staff to help them deal with their personal lives.	283	4.47	0.85	Strongly Agree
5	Every staff gets off for medical checkups because of the stress from their jobs.	283	4.46	0.87	Strongly Agree
6	My organization has a platform where workers relay their work problems to their superiors.	283	4.47	0.83	Strongly Agree
7	My colleagues have a tradition of covering up for themselves during work hours.	283	4.49	0.89	Strongly Agree
Aggregate Mean =			4.50		
Criterion Mean =			3.00		

Source: Field Data (2021)

Table 9 reveals that with an aggregate mean of 4.50 which is greater than the criterion mean of 3.00, it can be decided that a good workplace social support culture is practiced at the local government council. However, the local government council employees do get off for medical checkups ($\bar{X} = 4.46$) and they do have a platform where they relay their work problems to their superiors ($\bar{X} = 4.47$).

4.3.5 Employee Performance Rating in Local Government Council

To measure the local government council employees' performance, the mean scores of all the items are summed and averaged to ascertain the aggregate mean which is matched against the criterion mean of 3.00. If the aggregate mean score is greater than the criterion mean (≥ 3.00), it indicates that a high performance rating while if it is less than the criterion mean (≤ 3.00), it indicates otherwise.

Table 10: Mean and Standard Deviation on Employee Performance

S/N	Task Performance	N	Mean	S.D.	Remarks
1	I managed to plan my work so that it was done on time	283	4.59	0.86	Strongly Agree
2	My planning was optimal.	283	4.61	0.79	Strongly Agree
3	I kept in mind the results that I had to achieve in my work	283	4.58	0.85	Strongly Agree
4	I was able to separate main issues from side issues at work	283	4.52	0.84	Strongly Agree
5	I knew how to set the right priorities	283	4.5	0.87	Strongly Agree
6	I was able to perform my work well with minimal time and effort	283	4.54	0.87	Strongly Agree
7	Collaboration with others was very productive	283	4.54	0.81	Strongly Agree
8	I started new tasks myself, when my old ones were finished	283	4.51	0.82	Strongly Agree
9	I took on challenging work tasks, when available	283	4.55	0.91	Strongly Agree
10	I worked at keeping my job knowledge & skills up-to-date	283	4.58	0.81	Strongly Agree
11	I came up with creative solutions to new problems	283	4.57	0.84	Strongly Agree

12	I did more than was expected of me	283	4.59	0.84	Strongly Agree
13	I actively looked for ways to improve my work performance	283	4.56	0.85	Strongly Agree
14	I knew how to solve difficult situations and setbacks quickly	283	4.56	0.86	Strongly Agree
15	I perfected the new work tasks assigned to me	283	4.6	0.88	Strongly Agree
16	I learnt to use the new technology introduced at work	283	4.64	0.76	Strongly Agree
17	I adjusted to the new office I was transferred to.	283	4.61	0.84	Strongly Agree
18	I developed resistance to complaints on new job assignments	283	4.61	0.86	Strongly Agree
Aggregate Mean =			4.57		
Criterion Mean =			3.00		

Source: Field Data (2021)

The performance ratings of the local government council employees are presented in Table 10. It is obvious that the employees' aggregate rating for a three-month period is high which is greater than the criterion mean of 3.00.

4.5 Hypotheses Testing

4.5.1 Hypothesis One

H₀₁: Leadership style culture does not significantly affect the performance of Local Government Council employees in Delta State.

Table 13: Results of Model I and Test of Hypothesis I (LSC andEMPPERF)

Dependent Variable: Employee Performance (EMPPERF) No. of Obs. = 283					
Variables	Symbol	Coefficient	Std.Err	t-Statistics	Sign.
Constant	_CONS	0.4080172	0.1019849	4.00	0.000
Leadership Style Culture	LSC	0.9117338	0.0220392	41.37	0.000
F(1, 281)				1711.37	
(p-value)				(0.0000)	
R-Squared				0.8590	
R-Squared Adj.				0.8585	
Root MSE				0.28563	

Source: Researcher's Computation via STATA 13.0

The results for the test of hypothesis one of this current study is presented in Table 13. The Table above clearly shows that leadership style culture (LSC) obtained a positive coefficient of 0.9117338 and a standard error of 0.0220392. Stating that leadership style culture (LSC) has a positive relationship with local government council employees' performance (EMPPERF). Also, LC obtained a t-stat. of 41.37 ($P > |t| = 0.000$), which further suggests that on individual basis; leadership style culture (LSC) has positive significant relationship on local government council employee performance in Delta State.

Furthermore, we observed that the p-value obtained is 0.0000. The R-squared obtained is 0.8590 and the Adj R-squared obtained is 0.8585. This indicates that leadership style culture account for about 85.9% changes in employee performance of local government council in Delta state.

From the results presented in the table, judging by the result of the OLS, the p-value obtained which is (0.0000) less than 0.05 and significant at 5% level of significance implies that the null hypothesis which states there is no significant relationship between leadership style culture and performance of Local Government Council employees in Delta State is rejected. Impliedly, there is a significant relationship between leadership style culture and performance of Local Government Council employees in Delta State.

4.5.2 Hypothesis Two

H₀₂: The culture of hierarchical structure has no statistically significant effect on the performance of Local Government Council employees in Delta State.

Table 14: Results of Model II and Test of Hypothesis II (HS and EMPPERF)

Dependent Variable: Employee Performance (EMPPERF)		No. of Obs. = 283			
Variables	Symbol	Coefficient	Std.Err	t-Statistics	Sign.
Constant	_CONS	0.3291854	0.1034551	3.18	0.002
Hierarchical Structure	HS	0.9159389	0.0220533	41.53	0.000
F(1, 281)				1724.99	
(p-value)				(0.0000)	
R-Squared				0.8599	
R-Squared Adj.				0.8594	
Root MSE				0.28465	

Source: Researcher's Computation via STATA 13.0

The results for the test of hypothesis two of this current study is presented in Table 14. The Table above clearly shows that hierarchical structure (HS) obtained a positive coefficient of 0.9159389 and a standard error of 0.0220533. Stating that hierarchical structure (HS) has a positive relationship with local government council employees' performance (EMPPERF). Also, hierarchical structure (HS) obtained a t-stat. of 41.53 ($P > |t| = 0.000$), which further suggests that on individual basis; Hierarchical structure (HS) has positive significant relationship on local government council employee performance in Delta State.

Furthermore, we observed that the p-value obtained is 0.0000. The R-squared obtained is 0.8599 and the Adj R-squared obtained is 0.8594. This indicates that hierarchical structure account for about 85.9% changes in employee performance of local government council in Delta state.

From the results presented in the table, judging by the result of the OLS, the p-value obtained which is (0.0000) less than 0.05 and significant at 5% level of significance implies that the null hypothesis which states that the culture of hierarchical structure has no statistically significant effect on the performance of Local Government Council employees in Delta State is rejected. Impliedly, there is a significant relationship between hierarchical structure and performance of Local Government Council employees in Delta State.

4.5.3 Hypothesis Three

H₀₃: The culture of job autonomy does not significantly affect the performance of Local Government Council employees in Delta State.

Table 15: Results of Model III and Test of Hypothesis III (JAC and EMPPERF)

Dependent Variable: Employee Performance (EMPPERF)		No. of Obs. = 283			
Variables	Symbol	Coefficient	Std.Err	t-Statistics	Sign.
Constant	_CONS	0.0053917	0.1253856	0.04	0.966
Job Autonomy Culture	JAC	1.018177	0.0276657	36.80	0.000
F(1, 281)				1354.46	
(p-value)				(0.0000)	
R-Squared				0.8282	
R-Squared Adj.				0.8276	
Root MSE				0.31526	

Source: Researcher's Computation via STATA 13.0

The results for the test of hypothesis three of this current study is presented in Table 15. The Table above clearly shows that job autonomy culture (JAC) obtained a positive coefficient of 1.018177 and a standard error of 0.0276657. Stating that job autonomy culture (JAC) has a positive relationship with local government council employees' performance (EMPPERF). Also, job autonomy culture (JAC) obtained a t-stat. of 36.80 ($P > |t| = 0.000$), which further suggests that on individual basis; job autonomy culture (JAC) has positive significant relationship on local government council employee performance in Delta State.

Furthermore, we observed that the p-value obtained is 0.0000. The R-squared obtained is 0.8282 and the Adj R-squared obtained is 0.8276. This indicates that job autonomy culture account for about 82.82% - 82.76% changes in employee performance of local government council in Delta state.

From the results presented in the table, judging by the result of the OLS, the p-value obtained which is (0.0000) less than 0.05 and significant at 5% level of significance implies that the null hypothesis which states that the culture of job autonomy does

not significantly affect the performance of Local Government Council employees in Delta State is rejected. Impliedly, there is a significant relationship between job autonomy culture and performance of Local Government Council employees in Delta State.

4.5.4 Hypothesis Four

Ho₄: Workplace social support culture does not significantly affect the performance of Local Government Council employees in Delta State.

Table 16: Results of Model IV and Test of Hypothesis IV (WSSC and EMPPERF)

Dependent Variable: Employee Performance (EMPPERF)		No. of Obs. = 283			
Variables	Symbol	Coefficient	Std.Err	t-Statistics	Sign.
Constant	_CONS	0.1811583	0.1137052	1.59	0.112
Workplace Social Support Culture	WSSC	0.9744976	0.0249455	39.07	0.000
F(1, 281)				1526.08	
(p-value)				(0.0000)	
R-Squared				0.8445	
R-Squared Adj.				0.8439	
Root MSE				0.29991	

Source: Researcher's Computation via STATA 13.0

The results for the test of hypothesis four of this current study is presented in Table 16. The Table above clearly shows that workplace social support culture (WSSC) obtained a positive coefficient of 0.9744976 and a standard error of 0.0249455. Stating that workplace social support culture (WSSC) has a positive relationship with local government council employees' performance (EMPPERF). Also, workplace social support culture (WSSC) obtained a t-stat. of 39.07 ($P > |t| = 0.000$), which further suggests that on individual basis; workplace social support culture (WSSC) has positive significant relationship on local government council employee performance in Delta State.

Furthermore, we observed that the p-value obtained is 0.0000. The R-squared obtained is 0.8445 and the Adj R-squared obtained is 0.8439. This indicates that workplace social support culture account for about 84.45% - 84.39% changes in employee performance of local government council in Delta state.

From the results presented in the table, judging by the result of the OLS, the p-value obtained which is (0.0000) less than 0.05 and significant at 5% level of significance implies that the null hypothesis which states that workplace social support culture does not significantly affect the performance of Local Government Council employees in Delta State is rejected. Impliedly, there is a significant relationship between workplace social support culture and performance of Local Government Council employees in Delta State.

4.6 Discussion of the Findings

This study focuses on the influence of organizational culture dimensions (leadership style, hierarchical structure, job autonomy, and workplace social support) on the performance of local government council employees in Delta State. Concerning the practice of leadership style culture, the findings revealed that a good leadership style culture is practiced in the local government council. This supports the findings of Omukaga (2016) who explored the effects of organizational culture on employee performance at AON Limited, Nairobi and discovered that the extent to which a good leadership culture is fostered at the workplace is to a high extent because of the numerous benefits that come with such practice, which includes a high level of coordination, enhanced innovative spirit among employees, among others. Also, the finding is in line with that of Wambugu (2014) who analyzed the influence of organizational culture on employees' performance with a focus on Wartsila Limited, Kenya using variables such organizational values, organizational climate, leadership styles, work processes and work performance and found that building and maintaining a solid leadership structure would lead a heightened level of effectiveness at the workplace as the right organizational climate is always pictured by organizational members.

Concerning the culture of hierarchical structure, the findings of this study showed that the local government councils foster a good practice, implying that they believe in the role that the design and structure of the management body of an organization play in achieving better results at the workplace. This finding corroborates Shabbir's (2017) assertion that the tactical positions of responsibility and lines of authority makes up an organizational structure, and this in turn reflects the pattern of operations imbibed by the superiors, their laid-down values and norms which predicts the work outcomes of their subordinates. Okoro, Nebo and Nwosu (2017) asserted likewise.

The analysis outcome of the data concerning the practice of the culture of job autonomy at the local government councils proved that a good practice is upheld. This implies that the employees are given some room of freedom to act regarding their work

tasks and decisions. This finding contradicts the criticism of Langfred and Rockmann (2016) on practicing the culture of job autonomy because it raises certain questions and concerns for managers in terms of personal preferences and traits of employees and degree of equality towards number of employees working in organizations. It however agrees with Maymon and Reizer's (2017) findings that supervisor's support to practice autonomy has attracted high level of attention when it comes to autonomy's role in performance as it provides employees with continuous learning, development and preferences.

Regarding workplace social support culture, findings revealed that a good practice exist regarding this at the local government council. This implies that the councils recognize the essence of fostering this culture among its employees because of its major influence on creating an excellent work climate. This finding agrees with the views of Riggle, Edmondson and Hansen (2009); Arshadi(2011) that the culture of social support at the workplace is a common practice among modern organizations because such support has demonstrated that they could result in favorable outcomes for the whole organization reflected in increased commitment and performance as well as enhanced job satisfaction.

Concerning the hypotheses formulated to guide the study, the result of the first hypothesis showed that leadership style culture significantly affect the performance of local government council employees in Delta State. This implies that the culture of leadership style practiced by superiors in the organization contribute towards bettering or worsening the employees' work outcomes. This finding contradicts that of Nwakoby, Okoye and Anugwu (2019) who determined the extent to which bureaucratic leadership style culture influences employees' performance and found that this culture does not significantly affect employees' performance. While it is in line with the findings of Ajibade, Ajayi and Shobowale (2017) who displayed that the leadership style displayed by management will go a long way in determining how employees will performance in their workplace tasks.

The result of the second hypothesis showed that the culture of hierarchical structure has statistically significant effect on the performance of local government council employees in Delta State. This infers that where proper norm or tradition is laid down on the lines of authority and reporting structure at the workplace, it would result in an increase or decrease on the employees' performance. This finding is in line with the observation made by Shabbir (2017) that the structure put in place in an organization determines the way in which work flow in that organization indicating that different structure can either aid or frustrate employees in their job roles. It also agrees with Okoro, Nebo and Nwosu's(2017) assertion that the kind of connection between organizational structure and employee performance can be anchored on the different classifications that have been made concerning the structure that the type of structure adapted to fit an organization would automatically determine the kind of culture fostered with regards to strategic and operational strategies, which in turn predict the employees' job outcomes.

Similarly, the result of the third hypothesis revealed that the culture of job autonomy significantly influence the performance of local government council employees in Delta State. This denotes that giving certain level of freedom to the employees in making workplace decisions concerning their job roles would make a difference to their work performance. This finding is in line with those of Teherani, O'Sullivan, Lovett and Hauer (2009); Tentama, Dewi and Meilani (2020) when they found that employees who are deprived of autonomy often lack responsibility and self-introspection, which impact on their performance. These researchers noted that some organizations exhibit such autonomous practice in their operations while some others do not, ascribing their rationale to the fear that autonomy might result in low work outcomes. This finding also agrees with that of Twumasi-Ankrah (2012) who noted that employee autonomy had the greatest and positive impact on employees' creativity at the workplace.

In addition, the output of the tested hypothesis four disclosed that workplace social support culture significantly influence the performance of local government council employees in Delta State. This indicates that where a solid social support culture is fostered at the workplace, it would stimulate a difference in the employees' work outcomes. This finding agrees with the perception of Psychology (2021) that a worker who perceives that the organization whom he or she works for have a good practice of supporting its employees would see the need to exert more efforts into the actualization of set targets since the organization sees they are cared for when they are facing tough situations. It also agrees with the findings of Giao, Vuong and Tushar (2020) who found out that social support could create a positive working environment for workers, in that, when they perceive that they work in a supportive working atmosphere, they are likely to have less job stress; and this lower level of job stress could lead to a result in creativity and remove boredom and mundanity, and even lead to higher job satisfaction and performance.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The following are the findings of the study:

1. Leadership style culture has significant effect on the performance of Local Government Council employees in Delta State.
2. Hierarchical structure has significant effect on the performance of Local Government Council employees in Delta State.
3. Job autonomy culture significantly affects the performance of Local Government Council employees in Delta State.
4. Workplace social support culture has significant effect on the performance of Local Government Council employees in Delta State.

5.2 Conclusion

Based on the findings of the study, it can be concluded that a good organizational culture is practiced at the local government councils in all the LGAs of Delta State with regards to leadership, hierarchical structure, job autonomy, and workplace social support.

From the employees' performance ratings, it is safe to also conclude that the employees' record on their task achievement is very impressive. Regarding the tested hypotheses and the extracted findings, the researcher therefore concludes that the dimensions of organizational culture (leadership style culture, the culture of hierarchical structure, job autonomy culture, and workplace social support culture) treated in this study have statistically significant effect on the performance of the local government council employees as fostering a good culture regarding these dimensions would make significant difference to the employees' work outcomes.

5.3 Recommendations

Based on the findings of this research, the following recommendations are thereby made:

- (1) Fostering a good leadership style culture at all the local government councils in Delta State had proven a good track record for the superiors at the councils; thus, this practice should be maintained as it influences the performance of the staffs.
- (2) Even though a good culture is practiced regarding the hierarchical structure of the local government councils, a formalized and structured accountability mechanism was not a tradition in the councils. The councils' management should set up an in-house committee to address the issue of accountability which is a major issue facing government establishments at all levels.
- (3) Given that there is a well-established job autonomy culture at the local government councils, the superiors should be encouraged to continuously consider subordinates' perspectives on issues and also provide room for self-learning at the workplace. Additionally, it is further suggested that the superiors should pay more attention to the employees' ideas on concepts at the workplace as this may foster innovativeness and creativity in their job roles.
- (4) As part of the workplace social support enjoyed by the employees, their superiors should introduce offs for them to conduct checkups on their health on a regular basis. Also, an appropriate platform where the employees can relay their work problems to their superiors should be set up in all the councils.

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