



Organizational Culture and Staff Welfare as Correlates of Job Involvement Among University Employees in Ogun State

Ngozi Caroline Uwannah

Department of Education, Babcock University

Kehinde Elizabeth Familusi

Department of Education, Babcock University

ABSTRACT

Human beings are important asset whose services are germane if an organization is to achieve high level of productivity hence this study investigated the relationship between organizational culture, staff welfare and job involvement among university employees in Ogun State. A survey research design was adopted and simple random sampling technique was employed to select 345 employees that participated in the study. A self-structured questionnaire with Cronbach alpha of $r = 0.820$ tagged “organizational culture, staff welfare and job involvement scale” was administered to elicit information from the participants. Pearson Product Moment Correlation analysis was used to test the stated hypotheses at 0.05 level of significance. Findings from the study revealed significant negative relationship between organizational culture and job involvement ($r = -.122, p < .05$), no significant relationship between staff welfare and job involvement ($r = -.102, p > .05$), and significant relationship between organizational culture and staff welfare ($r = .804, p < .05$). Based on the findings, the researchers, concluded that the major factors that could improve the employee job involvement in every organization are organizational culture and staff welfare, hence, it was recommended that university management should review their policies on organizational culture to make it employee accommodating while effort should be made to ensure that policies on staff welfare should be reviewed consistently to meet the personal needs of the workers.

Keywords: Organizational Culture, Staff Welfare, Job involvement, University Employees

INTRODUCTION

Human beings are one of the most important resources in every organization. Without humans, it is quite impossible to achieve the goals or objectives of any organization. It is very important to consider the ways of getting them to do their work willingly and enthusiastically, and be satisfied with their jobs. Before any employee can get satisfied with his or her job, his/her problems, needs and aspirations have to be identified by the management so that possible solutions could be given. Man's problems arise due to the fact that he has lots of responsibilities not only to himself but as well to his fellows and the society as he interacts with his environment and others in the society. These needs, responsibilities and interaction with his environment urge him to act or respond in a particular manner towards the satisfaction of these needs and maintenance of the social system.

Lawler and Hall (2010) defined job involvement as the extent to which an individual sees his entire work situation to be a crucial part of his life and to be central to him and his identity mainly because of the opportunity it provides him to satisfy his/her important needs. Job involvement is seen as the extent to which an individual identifies psychologically with his or her work and the importance of the work in the individual's total self-image. Thus, according to Pathak (2013) there have been spirited efforts in the past years throughout the world by top management consultants to redesign jobs so as to increase job involvement. This is apparently based on the belief that job involvement is conducive to both productivity and job satisfaction. According to Ortiz and Arnborg (2011), today's organizations need to know how to accomplish the utmost degrees of job involvement, despite all organizations likely aspire to encourage a high degree of job involvement, this attempt is very complex, mainly because of the intrinsic differences in the degrees of job involvement among employees. These differences may be as a result of the differences in personality, a key individual difference variable. On the other hand, Blau and Boal (2011) stated that, organizations with low job involvement level pay a high cost in terms of lower employees' productivity and higher absenteeism and turnover rates. Such cost is one reason why a lot of efforts have gone into understanding the causes or antecedents of job involvement. Brown (2016) argues that both personality variables and concept of work ethics are antecedents of job involvement.

Organizational culture is regarded as a collection of various value system which can assist an organization to operate itself and carry out a successful business, (Schneider, Ehrhart, & Macey, 2013). The culture of an organization helps an employee understand better the functioning of the organization by sharing its norms, values and rules and regulation of organization, (Kaufman, 2018). According to Lok and Crawford (2015), organizational culture has an outstanding impact on employee's job involvement and overall performance. If an employee has more understanding of the organizational culture, there is a higher chance of more job fulfillment and satisfaction, (Raduan, Kumar, Haslinda & Ling, 2016)). A happy employee is an individual who stay with the organization in tough condition and try to fulfill the organizational goals, (Meyer & Allen, 2017).

It is of utmost importance for every organization to establish an organizational culture in order to maintain its position in the market, (Apostolou, 2000). The organizational culture has to be developed in such a way that it will provide support to an organization and bring constant improvement, (Huczynski & Buchanan, 2014). The culture of an organization is very germane for the progress of an organization as it impacts on employee job involvement and performance as well. If an organizational culture is flexible, it will provide a working environment in which employees may work easily and independently without feeling any burden. Every organization wants the commitment of its employee simply because it is very important for the effectiveness of an organization, (Meyer & Allen, 2017). If the employees of an organization understand the culture of the organization properly, there is likelihood for the improvement in their performance since the employee's performance is the base of an organization.

One of the best approaches of enhancing the performance of an organization is through the provision of motivational benefits for employees in order to enhance their performance towards achieving organization goals and objectives, (Sofijanova, & Zabijakin-Chatleska, 2013). Staff welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed,

(Cowling & Mailer, 2010). According to Heery Edmund and Noon Mike (2011), the involvement of employee helps an organization keep its employees in the organization and find solution to avoid losing your valuable staff.

Coventry and Barker (2014) opined that, staff welfare entails to provide social club and sports facilities as apt, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal support and giving advice on personal issues; making long service grants; providing support to staff transferred to another location and providing fringe benefits (like payment during sickness, luncheon vouchers and other indirect advantages).

Today, there is the growing challenges linked with carrying out businesses in our ever-changing business environment; as a result, organizations are faced with numerous pressures and challenges, (Alemika, 2016). In addition, organizations are been faced with a growing turbulence and uncertainties which deny them the room for making reliable predictions of the future (Robbins & Sanghi, 2013). Therefore, there is the need for organization managers to effectively manage and cope with these various challenges in order to ensure the survival of the organization and to achieve other goals and objectives (Cole, 2012). To achieve these, employees with proficient, technical, professional and or conceptual skills are been effectively involved in order to drive organizations' vision, goals and objectives. Therefore, effective organizations put high value on employees' involvement in achieving their goals, (Kumari & Kumari, 2014)

According to Sheridan (2014), it has been confirmed that organizational culture and employee welfare have a strong impact on employees' job involvement and performance. Similarly, Silverthorne (2014) argued that, organizational culture and staff welfare has strong relationship with employee job involvement, because an organization with strong culture will enhance the performance of the employee and the overall performance of the organization. The continuous involvement of employees in managerial decision-making process will ensure that such employee will not quit the organization and will not response to dissatisfaction and make sure that they remain with the organization, (Appealbaoum, Bartolomucii, Beaumier, Boulanger, Corrigan, Dore, Girard, & Serroni, 2015).

Organizations today are implementing policies that will permit their employees to be involved in certain processes so as to drive their performance, and to build up competitive gain in market arena (Khattak, Igbal, & Khattak, 2013). Therefore, employee job involvement has turned out to be a very important approach for an improved organizational performance and other organizational positive outcomes, (Agyeman, 2012). As a result of the increased level of changes and pressures with growing challenge and uncertainty, there is need for a fast and reliable strategy which will help organizations to cope with challenges at hand, and as well position them to accomplish pre-determined and emergent goals and objectives, (Kok, Lebusa, & Joubert, 2014).

It is in line with the above backdrop, that this study aims to investigate organizational culture and staff welfare as correlates of job involvement among employees of Babcock University in Ogun State.

Hypotheses

The following research hypotheses were formulated in their null form.

- **H0₁:** There is no significant relationship between organizational culture and job involvement of employees.
- **H0₂:** There is no significant relationship between staff welfare and job involvement of employees.
- **H0₃:** There are no significant bivariate relationships among organizational culture, staff welfare and employee job involvement.

METHODOLOGY

Research Design

A survey research design was employed for this study.

Population

The population of the study comprised the entire employees of Babcock University. Based on the information gathered by the researcher from the department of Human Resources, Babcock University, there are 1,057 employees (these are regular or permanent employees) in Babcock University (488 non-academics and 569 academic staff). Hence, the total population for this study is 1,057 employees of Babcock University.

Sample and Sampling Technique

The study adopted Taro-Yamane sample determination formula to determine the most appropriate sample size for the given population of 1,057. Based on the result of the Yamane formula, the sample size comprised 345 employees of Babcock University. The study adopted a simple random sampling technique to pick the 345 employees.

Research Instruments

For the purpose of this study, the research instruments used for data collection was a self-structured questionnaire titled “organizational culture, staff welfare and job involvement scale”. The questionnaire was used for collecting responses from the subject selected for the study which consisted of four sections. Section A consisted of questions for the demographics. Section B included the job involvement scale. The section C focused on organizational culture scale and section D focused on staff welfare. The likert-scale was used to measure opinions, Strongly Agree = 4, Agree = 3, Strongly Disagree = 2, Disagree = 1. The result of the pilot study indicated a cronbach’s alpha of $r = 0.820$ indicating that the instrument is reliable.

Method of Data Analysis

The data was analyzed using descriptive and inferential statistics. The descriptive statistics was used to analyze the demographic section while Pearson Product Moment Correlation were used to test the three (3) hypotheses postulated.

RESULTS

Table 1: Frequency Distribution of Participant's Demographic Data

S/No.	Variable	Category N=309	Frequency	Percentage
1	Gender	Male	116	37.5
		Female	193	62.5
2	Age range (years)	22- 25	117	37.9
		26 -30	77	24.9
		31-35	77	24.9
		36 - 40	38	12.3
3	Position	Junior Level	116	37.5
		Middle Level	193	62.5
4.	Years of experience in the Institution	0-5	77	24.9
		6-10	155	50.2
		11 and above	77	24.9
5.	Educational Qualification	ND/NCE	39	12.6
		HND/BSC	231	74.8
		MSC	39	12.6

Table 1 revealed that most of the respondents 195(62.5%) are females, while 116(37.5%) are males. Hence, it could be deduced that we had more females than the males who participated in the survey. 117(37.9%) of the respondents are within the ages of 22-25years, 77(24.9%) are within the ages of 26-30years, also 77(24.9%) are within the ages of 31-35, while 38(12.3%) are within the ages 36-40years. Hence, majority of the respondents are within the ages of 22-25years. The shows that 116(37.5%) of the respondents are junior employees, while 193(62.5%) are middle level employees. It could be deduced that majority of the respondents are middle level employees. The work experience distribution shows that 77(24.9%) of the respondents have within 0-5years work experience, 155(50.7%) have 6-10years work experience, while 77(24.9%) have 11years and above work experience. This, by implication, shows that majority of the participants years of work experience is within 6-10years. Finally, the educational qualification distribution shows that 39(12.9%) of the respondents are ND/NCE holders, 231(74.8%) are HND/BSc holders, while 39(12.6%) are M. Sc holder. Hence, majority of the participants are HND/B. Sc holders.

Table 2: Correlation Matrix for the relationship between organizational culture and job involvement of employees

	Organizational Culture	Job Involvement
Organizational Culture	1.000	-.122*
Job Involvement		1.000

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

Results from Table 2 shows significant results ($r = -.122$, $p < .05$). Hence, the null hypothesis which stated that there is no significant relationship between organizational culture and job involvement of employees is rejected in favour of the alternative hypothesis. This, therefore, implies that there is a significant negative relationship between organizational culture and job involvement of employees. Thus, an unfavourable organizational culture will bring about a corresponding dissuasion from job involvement amongst the employee.

Table 3: Correlation Matrix for the relationship between staff welfare and job involvement of employees

	Employee Welfare	Job Involvement
Employee Welfare	1.000	-.102
Job Involvement		1.000

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

Results from Table 3 were non-significant ($r = -.102$, $p > .05$). Hence, the null hypothesis, which stated that there is no significant relationship between staff welfare and job involvement of employees, is accepted. This implies that there is no significant relationship between staff welfare and job involvement of employees. Thus, though there is a negative relationship between staff welfare and organizational culture but this relationship has no significant trace on the two variables.

Table 4: Correlation Matrix for the bivariate relationships among organizational culture, staff welfare, and job involvement

	Organizational Culture	Staff Welfare	Job Involvement
Organizational Culture	1.000	.804*	-.122*
Staff Welfare		1.000	-.102
Job Involvement			1.000

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

Table 4.2.3 showed both significant and non-significant relationships. Specifically, there was a significant positive relationship between organizational culture and staff welfare ($r = .804$, $p < .05$) and a significant negative relationship between organizational culture and job involvement ($r = -.122$, $p < .05$). However, there was a non-significant negative relationship between staff welfare and job involvement ($r = -.102$, $p > .05$).

DISCUSSION OF FINDINGS

The study was done to investigate organizational culture and staff welfare as correlates of job involvement among university employees in Ogun State. A total of 345 questionnaires were distributed to the respondents out of which 309 were collected and subsequently analyzed. From the demography it was revealed that majority of the respondents were females, most of the respondents are within the ages of 22-25 years are mostly in middle level staff of the organization. Majority of the respondents work experience is within 6-10 years and most of the respondents' qualification is HND/B.Sc.

There are three research questions this study aimed at answering and these research questions form three hypotheses. Research question one was answered using the hypothesis one test. The findings revealed that there is a significant negative relationship between organizational culture and job involvement of employees. This finding is in line with the findings of Ghazi and Muzaffar (2018) and Maswani and Rahmat (2019) who examined the impact of each sub-element of organizational culture on employees' involvement, there is an indirect relationship between organization culture and employees' job involvement. However, it negates the findings of Lorraine, Dorai, and Zubair, (2011) who investigated the influence of organizational culture on employee performance in insurance industry, finds that there was significant and positive correlation between organizational cultures and job involvement. It also in disagreement with

the study Sokro (2012), that organizational culture has a direct impact on employee motivation and indirectly on organizational performance as well.

Research question two was answered using hypothesis two. The findings of this study revealed that there is no significant relationship between staff welfare and job involvement of employees. This study corroborates the findings of Otodo and Abang (2018), on the impact of staff welfare on the performance of the officers and men of Nigeria Police Academy Wudil. That staff welfare has a negative relationship with the staff involvement. This study, however, is in disagreement with the findings of Tiwari (2014) study in India that there is a positive and significant relationship between staff welfare and job involvement.

Research question three examined if there is any significant combined relationship between organizational cultures, staff welfare and job involvement of employees. This was tested in hypothesis three using a correlation analysis. From the findings it was revealed that organizational culture has a significant relationship with job involvement while the staff welfare has no significant relationship with job involvement. This study is in agreement with the findings of Stephen and Stephen (2016) study on organizational culture and its impact on employee performance and job satisfaction, Shahzad (2014) study on organizational culture and staff wellbeing on employee involvement, Agusioma, Nyakwara and Mwit (2019) on the influence of staff welfare on employee performance at Public Service Commission in Kenya, that organization culture and staff welfare have significant influence on staff involvement at place of work.

CONCLUSION AND RECOMMENDATION

Findings from this study has been revealed that the major factors that could improve the employee job involvement in every organization are organizational culture and staff welfare. The critical factor of production in every organization is the human capital and this human resource have every tendency to improve the productivity of organization. Thus, organization productivity can only be ascertained when the employees are whole heartedly involved in the job. Hence, to increase, maintain and sustain employee job involvement there is need for organization to look at these two major factors, organizational culture and staff welfare, and critically work on them. It was therefore recommended that university management should review their policies on organizational culture to make it employee accommodating. A positive culture supports adaptation and strengthens employees' performance by inspiring them and molding their characters towards achieving organizational goals and corporate objectives and consistently review their policies on staff welfare. This will go a long way to alleviate the employees' spirit of commitment and this will boost their level of job involvement.

References

- Agusioma, N.L., Nyakwara, S., and Mwit, E. (2019). The influence of staff welfare on employee performance at Public Service Commission in Kenya. *Asian Journal of Business and Management*, 7(5), 77- 82
- Agyeman, R. D. (2012). An investigation into the effect of employee involvement practice on decision making process: A case study of Kumasi Anglican Senior High School. MBA Thesis submitted to the School of Graduate Studies, Kwame Nkrumah University of Science and Technology

- Alemika, E. (2016). Challenges and Imperative. Paper presented at the Workforce Commission Retreat on Understanding the Mandate and Operations of the Workforce Commission, Nigeria, Human Resources Management in the Nigeria Workforce: August 18-20, 2016
- Apostolou, A. (2000). Employee involvement: Dissemination of innovation and knowledge management techniques. Technical University of Crete. Retrieved from: www.urenio.or/tools/employeeinvolvement.pdf.
- Appealbaoum, S., Bartolomucii, No, Beaumier, E., Boulanger, J., Corrigan, r., Dore, I., Girard, C., & Serroni, C. (2015). Organizational Citizenship behaviour a case study of culture, leadership and trust. *Management Decision*, 42 (1), 13 -40
- Blau, G.J., & Boal, K. (2011). Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. *Academic Management Review*, 288-300
- Brown, S.P. (2016). A Meta-Analysis and review of organizational research on job involvement. *Psychological Bulletin* 120: 235-255
- Cole, G.A. (2012). *Personnel and Human Resource Management*, 5th (ed). United Kingdom: Thomas Rennie.
- Coventry, W.F. and Barker, J.K. (2014). *Management*. International Edition: Heinemann Professional Publishing.
- Cowling, A, & Mailer, C. (2010). *Managing Human Resources*. 2nd Edition. London: Edward Arnold.
- Ghazi, B. S. & Muzaffar, A. (2018). The impact of organizational culture on job performance: a study of Saudi Arabian public sector work culture. *Problems and Perspectives in Management*, 16(3), 207-218. [http://doi:10.21511/ppm.16\(3\).2018.17](http://doi:10.21511/ppm.16(3).2018.17).
- Heery, E. & Noon, M (2011). *A Dictionary of human resource management*. Oxford University Press, P.309
- Huczynski, A., & Buchanan, D. (2014). *Organisational behaviour*, An Introductory Text, 6th Ed. London: Prentice Hall.
- Kaufman, B. (2018). Examining the organizational culture and organizational performance link. *Leadership & Organization Development Journal*, 16(5) pp 124-144.
- Khattak, M.A., Igbal, N., & Khattak, S.R. (2013). Relationship between employee involvement and organizational performance in Milieu of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3(1), 219-230.
- Kok, L., Lebusa, M.H. & Joubert, P. (2014). Employee involvement in decision-making: A case at one university of technology in South Africa. *Mediterranean Journal of Social Sciences*, 5(27), 423-431
- Kumari, M.K. & Kumari, V.L.P (2014). Influence of employee involvement and organizational culture on productivity: A theoretical concept. *MIJBRMITS International Journal of Business Research*, 5(27), 423-431
- Lawler, E., & Hall, A. (2010). *Pay and organizational effectiveness*. New York: McGraw-Hill Pub.
- Lok, P. & Crawford, J. (2015). The effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment: A Cross National Comparison. *Journal of Management Development*, 23 (4), 321-338.
- Lorraine, A., Dorai, P., & Zubair, H. (2011). The influences of organizational culture on performance management. *Internationa Journal of Acc, Bus Manage* 2011;1(1):118-137.
- Maswani, S.T. and Rahmat, A.R. (2019). The relationship between organizational culture and job satisfaction towards organizational commitment and employee performance. *RJOAS*, 4(88), 144-152.

Meyer J. P., & Allen, N. J. (2017) *Commitment in the workplace: Theory, Research and Application*. Thousand Oaks: Sage Publication

Ortiz, J.P. & Arnborg, L. (2011). Reflections on involvement, culture, and power in organizations. *Performance Improvement*, 44 (6), 31-37.

Otodo, S.M & Abang, S.E. (2018). Staff Welfare and Organisational Performance: An Impact Analysis of the Nigeria Police Academy Wudil. *Nigerian Journal of Management Sciences*, 6(2), 77-86

Pathak, R.D. (2013) Job involvement and need satisfaction of bank officers in India. *Indian Journal of Applied Psychology* 8: 298-301

Raduan, C. R., Kumar, N., Haslinda, A. & Ling, G. Y. (2016). Organizational Culture as a Root of Performance Improvement: Research and Recommendations. *Contemporary Management Research*, 4, (1), 43-56.

Robbins, S. P. & Sanghi, S. (2013). *Organizational behavior*, Pearson Education, New Delhi.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361-388.

Shahzad, F. (2014). Impact of organizational culture on employees' job performance. *International Journal of Commerce*, 24 (3), 219 – 227. DOI: 10.1108/IJCoMA-07-2012-0046

Sheridan J E (2014), Organizational culture and employee retention. *Academy of Management Journal*, (35)1036-1056

Silverthorne, C. (2014). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592–599.

Sofijanovska, E. & Zabijakin-Chatleska, V. (2013). Employee motivation and organizational performance: Evidence from the manufacturing sector in Republic of Macedonia. *Traka Journal of Science*, 11(1), 31-36.

Sokro, E. (2012). Analysis of the relationship that exists between organizational culture, motivation and performance. *Problems of Management in the 21st Century*, 3(3):106-199.

Stephen, E. N., & Stephen, E. A. (2016). Organizational culture and its impact on employee performance and job satisfaction: A Case Study of Niger Delta University, Amassoma. *Higher Education of Social Science*, 11 (5), 36-45. DOI: <http://dx.doi.org/10.3968/8876>

Tiwari U. (2014). A study on employee welfare facilities and its impact on employees' efficiency at Vindhya Telelinks Ltd. Rewa (M.P.) India. *Abhinav Publication*, 3 (11).