

INNOVATIVE CULTURE AND PERFORMANCE OF ACADEMIC INSTITUTIONS IN YOBE STATE

MARYTHECLA N. IGONO^{1*} AND BOSE IBRAIM²

*Corresponding Author ¹Department of Business Education
School of Vocational Education

Umar Suleiman College of Education Gashua, Yobe state, Nigeria
igonomarythecla@yahoo.com; 08066446024

² Department of English, Umar Suleiman College of Education, Gashua,

Abstract

This is a correlational research designed to ascertain the relationship between an aspect of organizational culture and performance of academic institutions in Yobe State. The study enables us to re-evaluate academic institutions as unique managerial entities requiring specialized management skills for better performance. The study seeks to know the type of relationship (positive or negative) that exists between innovative culture and internal fund generations of seven selected tertiary institutions in Yobe State. The outcome of the study indicates a positive relationship between 60% of aspects of innovative culture and internal fund generations. It is therefore recommended that attention needs to be paid to key aspects of innovative culture to foster efficiency and effectiveness in tertiary institutions.

Keywords: Innovation, culture, performance, academic institutions, fund generations.

Introduction and Background

Organizational culture serves as a fundamental resource with which institution social life is knitted together. It is defined by Davier and Buisine (2018) as “a set of standard habits, behaviors and representations shared by (its) members”. To this end, adequate knowledge of an organizational culture enables individual members to act consistent with organizational beliefs and values. When organizational culture is well comprehended and taken-in, it serves as a boost and strength to the organization. Wallach (1983) identifies three types of organizational culture namely: bureaucratic, supportive and innovative culture. While the bureaucratic culture has more to do with organizational structure and power relations and supportive culture has to do with welfare, public relations and safety, innovative culture deals more with creative and satisfactory attainment of organizational goals as well as effective risk-management.

In the light of this, Alexe (2007) sees innovation as “an active process of doing something different and better than at present”. With regards to the Culture of innovation, it is a unique arrangement that enables the ease of creative thinking and engages the employees to be involved in innovative activities. Innovative culture determine the timeliness, efficiency and beneficiary of the work that is done within an organization. There is no doubt that the dynamism of the modern world is constantly pushing organizations to be inventive in order to address what some scholars

particularly Angel (2006) and Georgievski (2016) call “important issues related to organizational survival”. Lin and Liu (2012) believe that “innovation in items, work procedures, and administrations are not just crucial to hierarchical efficiency and achievement but also the foundation stage for erecting practical novelty and all the culture that support it.

In Yobe State where a reasonable numbers of post-secondary academic institutions are accommodated, two issues that often provoke agitations and concern are financial adequacy and quality of outputs. The process of revenue generation is so crucial because revenue is the life force of any institutional operations. By revenue generation it is meant the complete amount of funds an institution is able to realize within a specific period. For revenue generation to be effective, Okoye (2006:1) suggested that the manager needs to be entrepreneurial in the sense that the institutional leader should be able to seek out investment opportunities or sources of funds in the environment, establish some and tap from them. The implication of Okoye's (2006) suggestions is that the effectiveness of revenue generations amply depends on the innovativeness of institutional management. It becomes therefore important to ascertain the level of creativeness with regards to managerial strategies in the areas of revenue generations outside the financial votes that are normally given by the Federal Government through Tertiary Education Trust Fund (TETFUND).

Innovative culture is often considered to be one of the meaningful variable that contribute to corporate performance and hence a major determinant of success in many corporate institutions. Knowing therefore the distinctive link between innovative culture of the academic institutions in Yobe State selected for study and the performances of these institutions will provide a sound base for managerial advice and calls for interventions in tertiary institutions. At the moment, there is a dearth of studies in this regards. This research therefore seeks to fill this gap.

The objective of this study is to find out whether a relationship exists between innovative culture and the performance of the selected academic institution in Yobe state. Specifically, one seeks to ascertain the type of relationship (positive or negative) that exists between innovative culture and revenue generations in the selected academic institutions. Based on the objective stated above, the following research question has been formulated: What type of relationship exists between innovative culture and fund generations in the selected academic institutions? To be able to answer the above question, it is hypothesized that there is a positive relationship between innovative culture and fund generations in the selected academic institutions. If this question is satisfactorily answered in this study, one would have an additional basis to explain variations in performance of some corporate institutions in Nigeria. Moreover, the research would attempt to contribute to the existing literature on innovative culture and its attendant effects on institutional performance.

This study is delimited to the relationship between innovative culture and the

performance of selected academic institution in relation to their fund generation strategies. In this case, the study covers precisely one of Wallach's three dimensions of organizational culture. Only seven (7) institutions are selected for the study.

Literature Review

Conceptual Review

The concept of Performance as used in the study of organization has a very fluid meaning. Igono (2017) points to the difficulty of delineating with exactitude the concept. Liu's (2009) laborious definition of organizational performance points to this difficulty. Liu explains the concept of organizational performance thus:

To an economist or financial analyst, organisational performance is synonymous with profit or return on investment. To a production manager, performance often means the quality or quantity of output of goods or services. To a research scientist, performance may be defined in terms of the number of patents, inventions, or new products of an organisation. And for a number of social scientists, performance if (sic) often viewed in terms of the quality of working life.

Igono (2017) therefore suggested why it is crucial to retain the classic definition of performance as offered by Steers (1977 in Igono, 2017). Steers defines organizational performance as “an organization's capacity to acquire and utilize its scarce and valued resources as expeditiously as possible in the pursuit of its operative and operational goals”. One quality that stands out in Steers definition is the importance of the factors of production. But Robertson, Callinan & Bartram (2002) believe that organization's performance is about people seeking to harness their efforts and their activities towards defining and attaining shared goals (cited in Igono, 2017).

To measure performance, it is often good to take into cognizance of both organizational outcomes and the process. With regards to academic institutions as a form of organization, innovation based performance could be measured from the viability of such aspects as growth levels in institution funds (internal and externally generated), level of programme expansion and the quality of output in terms of employability of graduated products. In this study only the growth level of institutional funds will be measured against organizational culture.

Organizational culture as indicated by Amah is obviously “a complex phenomenon and its influence within an organization is ubiquitous” (Amah, 2012). This is a reflection of the loaded and dynamic nature of the term culture and the fact that it is a concept that often defies single acceptable definition. Perhaps, a sense of culture can be gleaned from Kazmi's (2008) attempted definition of organizational culture as:

...the set of important assumptions – often unstated – that members of an organization share in common. There are two major assumptions shared in common: beliefs and values. Beliefs are considered to be assumptions about reality and are

derived and reinforced by experience. Values are considered to be assumptions about ideals that are desirable and worth striving for.

It is noteworthy that the presentation of assumption as a plural term in the above definition reflects the multidimensionality of organizational culture. It is for this reason that any given aspect of culture can learn itself to be study both from the point of view of human resources and then the competence required. At the human resource level, Davies and Buisine's (2018) summary on innovative culture shows a five dimensional classes namely:

- The presence of innovative leaders and managers*
- The presence of innovative teams*
- The presence of innovative individuals*
- An organizational context conducive to innovation*
- Multiple and easy links with outside of the organization.*

In their description of innovation culture in relation to skills however, Alm and Jönson (2014) point out innovative readiness, creativity and learning, leadership and entrepreneurship, market orientation and motivation and relation as constituents of innovative culture. For Bakken and Larson (2004), innovation culture constitutes Leadership characteristics, group behaviours and relationship, communications, and structural attributes of quality of work life. On the part of Wallach (1983) however, innovative culture is believed to have such elements as risk-taking, result-oriented, creativity, stimulating and challenging environment. It is these sub-variables of innovative culture that one seeks to study. This is because this type of dimensional study of innovative culture as an independent variable as it relates to organizational performance have yielded interesting results that have essential practical implications for the improvement of organizational effectiveness and managerial skills.

Theoretical Framework

This study is anchored on the theory of corporate culture. Management theorists believe that a mere cursory assessment of any organization will reveal that there exists a culture which influences either positively or negatively, the actions of members of such corporate body. As a result of this, they describe corporate culture as the basis of shared standards of behavior among employees. Even at managerial level, Deal and Kennedy cited by Liu(2007) tenaciously hold that managers do not act outside a vacuum but hinges their decisions and strategies on existing organizational culture.

The general assumption among corporate culture experts notably Denison and Fey, (2003) is that institutional culture has crucial implications not only for the individual's affective reactions to organisational life, but also for organisational performance. Consequently, Manjegowda (2011) affirms that the distinctiveness of corporate bodies can be mapped one from another through their culture. She asserts further that it is also through corporate culture that one could possibly help to elucidate the reasons behind different strategies adopted in the management of different

institutions. It can also explicate variations in the output level of one corporation as distinguished from the other.

In Liu's (2007) opinion, "a well-conceived and well-managed organisational culture is linked closely to organisational success and could also mean the difference between success and failure in a demanding environment". Put succinctly, Kazmi (2008) indicates that:

"the phenomenon that often distinguishes good organization from bad ones could be sum up as 'corporate culture'. The well-managed organizations apparently have distinctive cultures that are, in some way responsible for the ability to successfully implement strategies".

But then the idea of a unique corporate culture does not exist among scholars. With regards to academic institutional performance, innovative culture can easily be distilled from the other composite aspects of corporate culture. It is that culture of innovation that promotes the level of flexibility, dynamism and responsiveness in organizational outputs. This implies that in organization with structures that are positive and organic, innovative culture is capable of fostering the development of resources to its maximum capacity (see Pettinger in Liu, 2007). In this study, corporate cultural theory especially from the angle that has to do with innovation will be used to explain how the relationship between innovation and performance works.

Methodology

This study is a correlational study designed to investigate the type of relationship that exists between innovative culture and performance of selected academic institutions in Yobe State. A modified version of Wallach organizational culture index (OCI) was used to gather data. A five-item measure was adopted in this research to describe innovative culture. Although Wallach original organizational culture index contained 24 items measured on a four-point scale, the present study used only 5 items that relate to innovative culture. Wallach's organizational culture index (OCI) is easily obtainable on-line and possess such qualities as good level of reliability, users friendly and a degree of relevance to the target population of this study (Manjegowda, 2011). Fund generation is the only variable used to assess the performance of the selected institutions. This item is also measured on a five-point scale.

The research population consists of the following academic institutions:

- Atiku Abubakar College of Legal and Islamic studies, Nguru (AACOLIS)
- Umar Suleiman College of education, Gashua (USCOEGA)
- Mai-IdrisAlooma Polytechnic, Geidam (MIAPOLY)
- Federal College of Education (Technical), Potiskum (FCET)
- Federal Polytechnic, Damaturu (FEDPODAM)

Yobe State University, Damaturu (YSUD)
Federal University, Gashua (FUGA).

A stratified sampling technique was used to select 280 personnel from management employees of the Registry, Academic Planning Unit and the Department of Students Affairs of these selected academic institutions for the study. From this sample, a quantitative survey assessment data on innovative culture and performance was collected. A total of 280 copies of questionnaires to these seven institutions were distributed to each institution. To ensure objective assessment, 40 copies were shared to each of the institutions. The said questionnaire contained three sections, the biographical section, innovative cultural dimensions section and organizational performance section. The area of performance of which information was solicited is the funding strategies. The responses to the questions were scaled, using a five-point Likert-like type rating scale with items ranging from one to five.

Descriptive and inferential statistics was used in analyzing data. The mean scores of innovative culture were taken. The mean score of performance (Increment in institutional fund) was also calculated. Pearson's product moment correlation coefficient was used to calculate the strength and direction of the relationship between innovative culture and the performance of the selected academic institution. In order to conduct the above statistical analysis, the Statistical Package for the Social Science (SPSS) computer software was used.

Findings

The pertinent findings following the mean score and the correlation coefficient analysis between 5 innovative cultural indices and one subjective performance measures (fund generations) indicates that the selected academic institutions have innovative culture that varies between institutions (the mean scores of the five indices of innovative culture are within the ranges of .077 to .000. The mean scores on performance (fund generations) show a high mean score except that AACOLIS and MIAPOLY's score was slightly lower (See details of the findings at the appendix).

To be able to respond to the research question, a total of 6 correlation coefficients were calculated (see table 1). Out of the 5 correlation coefficients, 2 were statistically not significant at 0.01 P-value scale. Overall performance of the analysis (Table 2) also reveals that there is a direct significant relationship between innovative culture and revenue generations in all the institutions under study (Pearson $r = -0.000$ at P-value = 0.01). Some aspects of innovative culture, risk-taking and stimulating as indicated in table 1 however, did not correlate positively with revenue generations. This was rather surprising.

Discussion of Findings

Though most of the respondents (210 of N=280 i.e. 75%) in this study reports that their institutions are among the high performing ones, their level of innovation is not the same. Following the Pearson's product correlation coefficient analysis, a strong

positive relationship between innovative culture and fund generations in all the selected academic institution is established. The answer provided to the research question based upon the findings of this study does seem to indicate a slightly mix result. For instance, while three aspects of innovative culture - creative ((average $r=0.001$), challenging ((average $r=0.018$), and result-oriented (average $r=0.000$) correlate strongly with fund generations. Two aspects that is, risk-taking and stimulating did not. This outcome nevertheless points out that innovative culture is a veritable tool for boosting organizational performance in terms of revenue generations. What this implies is that innovative culture just like organizational structure has a critical bearing on how decisions are made throughout an organization and defines the network of relationship and interactions that contribute to the implementation of the institutional strategy and the overall success of an academic institution.

The finding therefore, affirms the common opinion among scholars that a sound innovative culture leads to better organizational performance. The result of this study as it relates to innovative culture and organizational performance (revenue generations) suggest that Innovative theory as propounded by Wallach is actually viable for institutional effectiveness. The use of Wallach's theoretical framework provide us with slightly different way of viewing the relationship between innovative culture and performance as opposed to Denison & Fey, 2003; Denison, Haaland&Goelzer, 2003 and Coffey, 2003.

Conclusion and Recommendations

This study seeks to determine the type of relationship that exists between innovative culture and performance of selected academic institutions in Yobe State. It was observed that certain aspects of innovative culture have direct positive relationship with fund generations. But since some indices of innovation culture also suggest neutral correlations with performance, it is concluded that adequate attention needs to be paid to aspects of innovative culture that boost performance. Since this study centers on the relationship between certain aspects of innovative culture and fund generations, more studies need to be carried out on the impact of specific aspects of innovative culture such as risk-taking and stimulating as they affect the revenue generations of the Nigerian academic institutions. Researchers should also encourage to study how innovative culture impacts other aspects of academic institution performance such as Programs expansion and academic output. In the study, only the opinion of selected respondents was surveyed. Though it was desirable to survey the opinion of all the staff in the selected institutions, this could not be possible due to logistics regarding staff size and research duration. The researcher however, ensures that selected respondents are more conversant with the administrative operations and performance in their institutions. Consequently, it is recommended that a more expanded study be carried out to have a holistic view of innovative culture as it relates to institutional performance especially in the aspect of fund generations.

References

- Alm, C.J & Jonson, E (2014). *Innovation Culture in five Dimensions: Identifying Cultural Success factors and barriers for Innovation*. Sweden: Published thesis. Department of Technology, Management and Economics. Chalmers University of Technology.
- Alexe, C., (2007). "What is an Innovative Culture and how can we built it?" cited in Georgievski 2006.
- Amah, E., (2012). *Corporate Culture and Organisational Effectiveness: A Study of the Nigerian Banking Industry*. *European Journal of Business and Management*. 4(8), 212-229.
- Angel, R. (2006). "Putting an Innovation Culture into Practice". *Ivey Business Journal*. Online. 1-5.
- Coffey, V. (2003). *The organisational culture and effectiveness of companies involved in public sector housing construction in Hong Kong*. CIB TG International conference.
- Davies, M & Buisine, S (2018). "Innovation Culture in Organisations". Online version. Doi:10.1002/9781119549666.ch6.
- Denison, D.R & Fey, C.F. (2003). *Organisational culture and effectiveness: Can American Theory Be Applied in Russia?* *Organisation Science*, 14(6), 686-706.
- Denison, DR., Haaland, S. & Goelzer, P. (2003). *Corporate Culture and Organisational Effectiveness: Is there a Similar Pattern around the World?* *Advances in Global Leadership*, 3, 205-227.
- Georgievski, D (2016). *An Innovative Organisational Culture: An Analysis of Employees' Perceptions*. Master Thesis. Faculty of Economics, University of Ljubljana.
- Igono, M. (2017) "Organisational Culture and Performance of Selected Banks in Awka Urban, Anambra State". *Card International Journal of Social Sciences and Conflict Management*. Vol. 1, No. 3.
- Kazmi, A. (2008). *Strategic Management and Business Policy* (3rd Ed.). New Delhi: The McGraw-Hill Companies.
- Liu, Y., (2007). *The Relationship between Organisational Culture and Effectiveness in the Western Cape Banking Industry*. Unpublished M. Tech. Thesis. Cape Peninsula University of Technology, South Africa.

Manjgowda, S. B., (2011). *Do Leaders' Characteristics and Organisational Culture Matter While Downsizing? A Study of Publicly Funded Australian Universities*.Ph.D Thesis. Australian Catholic University.

Okoye, E. I (2006). "Strategies and Ways of Revenue Generation Internally in Anambra State by the State Government". *Hallmark Journal of Marketing*. Vol. 4(1). 1-19.

Robertson, I.T., Callinan, M. & Bartram, D. (2002). *Organizational effectiveness: The role ofpsychologists*.Chichester Wiley.

Wallach, E. J. (1983). *Individuals and Organisations: The Cultural Match*. *Training and Development Journal* (February), 29-36.

Table 1
Correlations between culture indices and performance

		orgc1	orgc2	orgc3	orgc4	orgc5	perf1	SMEAN(orgc5)
Risk-taking	Pearson Correlation	1	-.292**	.467**	-.358**	-.001	-.112	.077
	Sig. (2-tailed)		.000	.000	.000	.987	.109	.271
	N	210	210	210	210	210	207	207
Creative	Pearson Correlation	-.292**	1	-.298**	.286**	.114	.235**	-.178*
	Sig. (2-tailed)	.000		.000	.000	.098	.001	.010
	N	210	210	210	210	210	207	207
Stimulating	Pearson Correlation	.467**	-.298**	1	-.405**	.217**	.057	-.125
	Sig. (2-tailed)	.000	.000		.000	.002	.412	.073
	N	210	210	210	210	210	207	207
Challenging	Pearson Correlation	-.358**	.286**	-.405**	1	.029	.165*	-.104
	Sig. (2-tailed)	.000	.000	.000		.680	.018	.135
	N	210	210	210	210	210	207	207
Result oriented	Pearson Correlation	-.001	.114	.217**	.029	1	.601**	-.820**
	Sig. (2-tailed)	.987	.098	.002	.680	.000		.000
	N	210	210	210	210	210	207	207
Revenue generations	Pearson Correlation	-.112	.235**	.057	.165*	.601**	1	-.891**
	Sig. (2-tailed)	.109	.001	.412	.018	.000		.000
	N	207	207	207	207	207	207	207
SMEAN(orgc5)	Pearson Correlation	.077	-.178*	-.125	-.104	-.820**	-.891**	1
	Sig. (2-tailed)	.271	.010	.073	.135	.000	.000	
	N	207	207	207	207	207	207	207

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

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

Table 2
Correlations between culture dimensions and Institutions overall performance

		organisation culture	organisation performance	SMEAN(orgc5)
organisation culture	Pearson Correlation	1	-.069	-.731**
	Sig. (2-tailed)		.325	.000
	N	207	204	207
organisation performance	Pearson Correlation	-.069	1	.084
	Sig. (2-tailed)	.325		.231
	N	204	207	204
SMEAN(orgc5)	Pearson Correlation	-.731**	.084	1
	Sig. (2-tailed)	.000	.231	
	N	207	204	207

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