



The Moderating Role of Work Condition on the Linkages between Culture, Self-Esteem and Performance Academic Staffs of Tertiary Institutions: A Conceptual Approach

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ABSTRACT

This paper proposed theoretical framework to examine the moderating effect of work condition on the relationship between culture, self-esteem and performance in Nigerian Tertiary Institution. Several factors have been considered as the factors influencing individual performance in organization. Some of these factors include, commitment, involvement, leadership style, personality, job satisfaction, emotional intelligence, organizational citizenship behavior among others. While some studies considered higher performance work practices both individual practice and bundles practices. Despite these studies, however, literature is lacking on the moderating effect of work condition on the relationship between culture, self-esteem and individual performance in African countries particularly Nigeria. Therefore, this study intends to investigate the moderating role of work condition on the linkage between culture, self-esteem and performance of employees in Nigeria tertiary institutions.

Keywords: Culture; Self-esteem; Work condition; Tertiary institutions; performance

1.1 INTRODUCTION

In the competitive world, public organisation from different set up surrounded with several factors and challenges. For example, under performance of its employees makes public sector organizations more crucial than it is in the private sectors. Considering, the lapses from the sector, (i.e, in ability of public sector organization employees to perform and compete with the global world, give opportunity for researchers to intensify investigation on why public sectors employees are performing below expectation compared to other non-governmental sectors, more especially, educational sector higher institutions (Osborne, Radnor, and Nasi 2013). Even though, educational sector can serve as the mechanism used for formulating and implementing educational system policies and programme, still it's faces challenges of non-performance.

However in Nigeria, performance of higher educational institutions is not satisfactory, in which

the sector performance became very unfortunate compared its counterpart (countries from the same region) for instance, countries like Algeria, Egypt, S/Africa, Tunisia moved a head of Nigeria based on the statistics and ranking by United Nation Development report (e.g., Algeria ranked 93, Egypt 112, S/Africa 121, Tunisia 94, with 64%, 66%, 67%, 49% out of 186 respectively while Nigeria remained in the bottom line holding 153 position with 47% in the global ranking. This shows these African countries are all a head of Nigeria interms of performance and satisfaction with the quality of education in their respective nation (WorldBank, 2010). Despite the fact that Nigeria serve as the most populous country in the continent and the third country interms economic growth after S/Africa and Egypt respectively (WorldBank., 2010), While this sector remained the back born of any country economy as well as development (Aluede, Idogho, & Imonikhe, 2012; WorldBank., 2013; WorldBank, 2010), but in Nigeria, performance of academic staffs in tertiary institutions is very unfortunate, hence, there is need for more investigation. One of the contributing factors is lack of culture utilization among lecturers in the Nigerian higher educational institutions (HEIs).

Similarly, Trust (2015) reported that the honorable minister of education in the republic of Nigeria pointed out challenges facing educational sector especially in the higher institutions in Nigeria are compounded with unethical values among the employees and the system in general which need to be addressed and attain performance for both employees and organizations. Therefore, neglecting of ethical values that suit organization leads to low performance and productivity whereby, ethical values are important component to sustaining effective performance, and competitive advantage, particularly in the Nigerian higher education institutions (Madu, 2011). Following this, Yassin, Ali, Ali, and Adan (2013) argued that organizations where employees are surrounded with stressful



working conditions it may likely to affect the performance of lecturer in the higher institutions.

Similarly, Isa, Zahari, and Yusoff (2015) stated that, performance of higher education in Nigeria is low due to unfavorable working facilities such as building for academic activities, furniture, toilet facilities and lighting (Babatope, 2010; Musa & Baharum, 2012; Ndirangu & Udoto, 2011). In related development, Shuaib, Enatto, and Hakeem, (2015) emphasized that conducive social and working environment for innovations and transformations is necessary in the educational sector to enhance the performance of the employees.

Some researchers (Abdulkareem, Sheu, & Kayode, 2015; Omisore, 2015) have tried to examine the relationship between organizational cultures with employee performance in the Nigerian high educational institutions but still there is problem of employee performance. Based on the above mention problems it is important to conduct more research on the area.

Similarly, literature established that SE is a strong factor that influence performance of employees (Akgunduz, 2015; Karatepe & Demir, 2014). However, studies are neglected and the few studies conducted in the Nigerian HEIs were mainly between self-esteem and academic performance not individual performance which is the focus of this study (Abdullahi, 2000; Akinleke, 2012) Although, it has been reported that favorable esteem give employees confidence and challenging task for decision making in organization which will lead to producing desired performance particularly in the high educational institutions (Mruk, 2006; Jerylene Priyadharshini, 2014).

This interested the researcher to introduce some variables such as self-esteem (SE) as an independent variable and working condition (WC) as a proposed moderating variable to find out if applied will respond to the positive lecturer's performance in high educational institutions especially in the Northwest region polytechnics in Nigeria.

Several factors have been considered as factors influencing employee performance, some of the factors are ethics, values and attitudes (Fatile, 2013; Omisore, 2015), communication Ehrlich and Cataldo, (2012), human resource development (Adiguzel, Yukse, & Tekin, 2010; Muchhal, 2014; Okoye & Ezejiofor, 2013), emotional intelligent Kumar & Kamalanaban, 2005; Shooshtarian et al., 2013), organizational culture Bodla, Ali, & Ali, 2013; Hofferberth & Urich, 2011; Nazir & Zami,

2015; Okechukwu, 2014; Shaukat, Ashraf, & Ghafoor, 2015; Sultana, Irum, Mahmood, Ahmed, & Nasir, (2012)engagement Anitha, (2014) job stress (Chen, 2009; Yozgat, et al., 2013), leadership and politics (Ogbonna & Harris, 2000; Sabir, Iqbal, & Rehman, 2012), personality (Abdullah et al., 2013; Durrah et al., 2016).

However, these studies help us to understand the factors influencing performance in organization, literatures indicate that more attention should be paid to culture, self-esteem and employee performance especially in public sector organization (HEIs). Although, there are inconsistencies and mixed findings, some studies showed positive relationship, (Agwu, 2014; Bonsu & Kusi 2014; Brockner et al. 2013 and Nazir & Zamir, 2015), found significant relationship between culture and employee performance. While other studies (Ying & Zaman, 2009) found insignificant relationship between OC and EP. Also (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between culture and EP. Since the results from these two studies are conflicting, hence inconclusive, therefore further in depth research should be done to verify the findings in the case of Nigeria settings.

Similarly, studies (Akgunduz, 2015; Chen, Yan Huang, Chiu, & Pai, 2012; Hemmati, Taghipour, & Asgari, 2014; Kuhnen & Tymula, 2012; Lin, Baruch, & Shih, 2012; Ogiamien & Izuagbe, 2016; Shropshire & Kadlec, 2012) conducted between SE and EP found significant relationship. On the other hand, a study by Brown and Morrison (2015) found negative relationship between SE and EP. Hence, studies are needed to confirm the relationship between the variables.

In line with the above empirical analysis, literature shown that there is inconclusive and conflicting findings between the culture, SE, and EP. According to Baron and Kenny (1986), when there is an inconsistency (mixed results) in the literature a moderating variable is suggested. To fill this gap, this study proposed working condition (WC) as a moderator to encourage the relationship between culture, SE, and EP. Therefore, a moderating variable is a variable that affects the connection between the independent and dependent variable (Bennett, 2000). Similarly, Sekaran and Bougie (2010) noted that a moderating variable is a construct that has strong contingent effect on the relationship between the dependent and independent variables. In this regards, (WC) proposed as moderator refer to working



environment and all existing circumstance affecting labor in the work place (Yassin *et al.*, 2013).

Again, as evidenced in many previous studies, WC is considered to be a strong contributing determinant as previous studies (Bajwa, 2016; Jayaweera, 2015; Kahya, 2007; Leblebici, 2012; Yassin, Ali, Ali, & Adan, 2013b), revealed that WC is a strong predictor of EP. This was also supported in another argument that when employees are provided with good WC they have better opportunity to perform optimally towards the development of their organization by exhibiting higher performance (Yassin, Ali, Ali, & Adan, 2013).

Thus, the objective of this paper is to examine the moderating role of WC on the relationship between culture, SE and EP Nigerian HEIs. The paper is divided into six parts. The first part is introduction, the second part is a literature review, part three is research framework, part four is theoretical underpinning, while, part five is the proposed methodology which comprises, the study population; sample; and techniques for data analysis and the final part is conclusion.

2.1 LITERATURE REVIEW

It has been often debated in several academic discourses that not much emphasis was shown in clarifying the concept of performance; in essence, attention has always been on what qualifies performance. For instance, employee performance, organizational performance and etc. as far as this study is concerned, the researcher will try and give an elaborate explanation of the concept of performance. Several authors such Tutar, Altinoz, and Cakiroglu (2011) sees performance as the level of attaining desired end for both the individual and organization. Also Justine and Florence (2015) explained performance as the ability on individual departments and sections execute given duties allocated to him/her. It serves as a basis for organizations to measure an individual employee input and out puts to obtain his/her amount of contribution to the success of organizational goals.

In the words of Aguinis and Kurt Kraiger (2009) performance does not include the results of an employee's behavior, but only the behaviors themselves. It was argued further that perceived employee performance signifies employee belief that their behaviors contribute to the success of the organizations. Earlier argued by McCloy, Campbell, and Cudeck (1994) that employee performance could be explained from the stand points of three factors which enable them to perform better compared to others these factors are

“declarative knowledge”, “procedural knowledge” and “motivation”. Put differently, (Carlson1, Upton1, & Seaman, 2006) projected human resource management practices about five of them that may affect performance such as compensation, training and development, performance appraisal, package of recruitment, and preserving morale. In a related scenario, (Tessema & Soeters, 2006) used eight HR practices i.e. recruitment and selection, placement, training, compensation, performance evaluation, promotion, grievance handling and pension or social security in relation with employee performance. Similarly, Tabiu, Pangil, and Othman (2016) agreed on some factors such as recruitment, training, involvement, maintenance and separation that enhance employee performance. Whereas, job security, working conditions, employee empowerment relationship with colleagues and relationship with supervisors are also strong contributing determinants of employee performance in organizations, (Shahzad, 2014). Subsequently, a significant relationship was found between Human Resource Practices of working conditions, job description, internal career growth and result oriented appraisal with performance of employee, (Nadeem, Ahmad, Ahmad, Abdullah, & Nadeem, Muhammad; Ahmad, Rashid; Ahmad, Naveed; Abdullah, 2015).

Previous empirical studies were conducted to determined performance in an organization. For instance, the study conducted by Edirisooriya (2014) on the impact of rewards on employee performance with 100 sample collected from a population of 1075 employees in the ElectroCo in Srilanka. The study uses two types of rewards i.e. intrinsic and extrinsic rewards. The results revealed significant relationship between intrinsic and extrinsic rewards and employee performance. Similarly, Bonsu and Kusi (2014) conducted their study on the relationship between motivation and performance of District Assembly workers in Ashanti Region where 60 participated as respondents. The study is qualitative but the strategy for analytical framework is both quantitative and qualitative also the study was analyzed using SPSS computer software. The study indicated that lack of motivation brings high absenteeism and high cost, the study was also able to found out that 40% of the employees are deactivated due to poor working condition in the organization which affirms the Herzberg theory of Y. more so, the study of Suliman and Harethi (2013), 514 sample was collected from full time respondents of public security organization in UAE randomly chosen from top, middle and lower level management to measure the perceived work



climate and employee performance and the investigations show that organizational climate and its components significantly predict performance and its factors

However, in the study conducted by Kuzu and Özilhan, (2014) on the effect of employee relationship and knowledge sharing on employee performance in five star hotels in Antalya, Turkey with a sample of 80 respondents and used statistical package SPSS. The study showed knowledge sharing relate to employee relationship significantly

2.1.1 Culture and employee performance

It has been supported by scholars in the field of human resource management that if organizations desire commitment of their employees, those organizations will have to ensure that employees strictly identify with the values, norms and beliefs of the organization. That is done by explaining the culture of the organization to the employees who will imbibe the culture to be able to get familiar with the organizational system. The process of imbibing the culture entails learning and deciding whether or not individual can cope with the job requirements. Arguably, organization being a learning environment, it depicts the proper understanding and organizational culture. Scholars such as (Uha & Ismail, 2013) opined that with the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals. Jones and George, (2006) believe that the culture of the organization should be developed and improved upon to support continuous improvement of employee performance, improve employees' style of performing their job and thus develop quality awareness. For employees to perform successfully in organizations, it is important to be able to identify cultural differences and be adjustable (Deter, Schroeder, & Mauriel, 2000). Hakim, (2015) denotes that organizational culture has a positive and significant impact on organizational commitment and employee performance. And organizational commitment has a significant role as a mediating variable between organizational cultures with employee performance. Therefore his findings give meaning that, to improve employee performance it is necessary to increase organizational culture and organizational commitment. Wambugu, (2014) exclaimed that organizations should focus on organizational factors that have significant effect if at all they want to enhance their goals such factors include organizational values, organizational

climate leadership styles and work process have more significant effect to employee job performance. Therefore organizational culture has an active and direct role on employee performance (Ahmed, 2012).

Previous studies on organizational culture and employee performance found positive significant results, for instance, the study conducted by (Dahie, Takow, Nur, & Osman, 2016). In African context on effect of C and EP using sample of 80 respondents from three Telecommunication Firms in Mogadishu, Somalia however, using correlation coefficient, the study found that academic achievement (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of regression analysis found that three constructs had statistically significant, positive, and straight effects on EP. Again, one study by Nazir and Zami (2015) on Impact of OC and EP in Pakistan, whereby 60 respondents were sampled from different organizations on 5 point scale and mean standard deviation and t-test, Pearson correlation were applied the results shows that that there is positive relationship between OC and EP also indicates that there is no significant difference in responses between gender of employees regarding OC and EP. While, some studies shown that there are indirect and insignificant relationship between OC and EP (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between OC and EP. The present study hypothesizes that

H1: culture positively relates to employee performance.

2.1.2 Self-esteem and employee performance

It has been maintained by scholars that SE determines the extent to which employee behavior reflected certain implications in their performance' in essence it tells about the magnitude of behavior in performances (Ferris, Lian, Brown, Pang, & Keeping, 2010).

Similarly, (Donnellan, Trzesniewski, & Robins, 2011 ; MacDonald & Leary, 2012) posit that SE refers to an individual's subjective evaluation of his or her worth as person and importantly, SE does not necessarily reflect a person's objective talent and abilities or even how a person evaluated by others. Thus, self-esteem involves feeling of self-acceptance and self-respect, in contrast to the self-regard and self-ambition that characterize self-important individuals (Ackerman, Witt, Donnellan, Trzesniewski, Robins, & Kashy,



2011). As argued by Jones and George, (2006) the extent to which individual employees feel good and confident about themselves and their capabilities explains their self-esteem. It could also be recalled in the work of Brockner (1988) that self-esteem is very desirable in employees because it even pushes them to taking up challenging tasks and gives them the needed confidence for decision making.

Many empirical studies were conducted between self-esteem and employee performance and found links and positive significant relationships. The study conducted by Hemmati et al. (2014) in Investigation of Relationship between "Self-Esteem and Assertiveness" and "Employees' Performance" in National Iranian Bank Branches in Tonekabon city where the sample of 50 people were selected by means of simple random sampling method based on Morgan Table and statistical analysis was conducted by using SPSS, the study signifies that Self-esteem and assertiveness are important factors which influence on spiritual health and occupational performance of employees. Similarly another study conducted by Arshad, Zaidi and Mahmood, (2015) in Faisalabad, Pakistan and collected 80 students, 40 female and 40 male using purposive sample the quantitative findings shows a significant relationship between self-esteem and academic performance the study also indicated that female students have high scores on academic performance as compared to male students and male students have high scores on self-esteem as compared to female students and the data was analyzed using SPSS. The present study hypothesizes that;

H2 Self-esteem positively relates to employee performance

2.2 Work condition as a potential moderator between Culture, self-esteem and EP

Satisfaction either of an individual employee or of an organization in general cannot be complete without some sort of convenience and pleasant experience that an employee has relating to his job. In the words of Bakotić and Tomislav(2013), WC are integral parts of job satisfaction because as they argued, employees fancy working conditions which are safe and pleasant and prefer working conditions which are comparable to the circumstances that they have in their households. Moreover, researches have exposed a connection between working conditions and performance(Isa et al., 2015; Shuaib *et al.*, 2015)

In another perspective, WC denotes the working environment and all existing circumstance affecting employment in the

work place (Yassin et al., 2013b). The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. However, many factors influence employee performance; and workplace environment factors stands out as the key determinants of performance. It is the key multi character factor intended to attain outcomes and has a major connection with planned objectives of the organization (Sabir et al. 2012).

Favorable workplace environment guarantees the wellbeing of employees as well as enables them to exert themselves to their roles with all energy that may translate to higher performance (Taiwo, 2010). Also, Kiruja and Kabare (2013) further explained that, it is the obligations of leaders to provide good working equipment's and conducive working environment for an increased employee performance but lack of proper job description and working materials tends to hinder performance in any organization,.

Several studies were conducted to find the moderating role of working condition in the various field of academic literature. It is very recent, the study conducted by Nduku, Mwenda, Wachira (2015) in Kenya commercial banks with a sample of 172 responses. With the aid of Microsoft excel and SPSS analysis result revealed that working condition have a positive relationship on employee performance. Similarly, in the study conducted by Swathi (2013) between working condition and employee performance using a sample of 144 employees, 54 respondents from public sector while 90 respondents from the private sector. The results revealed that there was a significant effect between employee performance with both job grade and environmental conditions, also public sector working environment is more supportive and healthy when compared to its private sector. Another study conducted in England on the impact of work environmental factors on employee performance by Jayaweera (2015) shows a positive relationship between working condition and employee performance using a sample of 254 employees in the organization.

However, previous studies found WC as a predictor of EP(Abdul & Awan, 2015; Bajwa, 2016; Brussig, 2015; Dwomoh, Owusu, & Mensah, 2015; Jayaweera, 2015; Kahya, 2007; Kiruja & Kabare, 2013; Leblebici, 2012; Naharuddin, 2013; Samson, 2015; Suliman & Harethi, 2013; Yassin et al., 2013b).



In addition, in a research conducted by Chen, Ployhart, Thomas, Anderson, and Bliese (2011) has been established that working conditions have moderated the relationship between conscientiousness extraversion and employee performance, motivation to learn and perceived training (Kim-Soon, Ahmad, & Ahmad, 2014).Based on the above stated justification the researcher intended to employ culture, SE as Independent variables. While on the WC as the moderating variable. The present study hypothesizes that;

H3: Work condition relates to employee performance

In general, from the above empirical evidences we got to understood that WChas been used as moderating variable and yield significant positive result. Based on this, the present study will employ WC to moderate the relationship between theculture, SE, and EP specifically in HEIs in

Nigeria to see how the moderating effect will enhance or retard the relationship as the case may be. So the moderating hypothesis will be develop as:

H4: Work condition will moderates the relationship between culture and performanceso that the better the working condition, the stronger will be the relationship between culture and performance

H5: Work condition will moderate the relationships between self-esteem and employee performanceso that the better the working condition, the stronger will be the relationship between self-esteem and employee performance.

2.3 Proposed Conceptual Framework

The research framework will examine the moderating role of working condition on the relationships between OC, SE and P more specifically on lecturer’s performance in Nigerian HEIs.

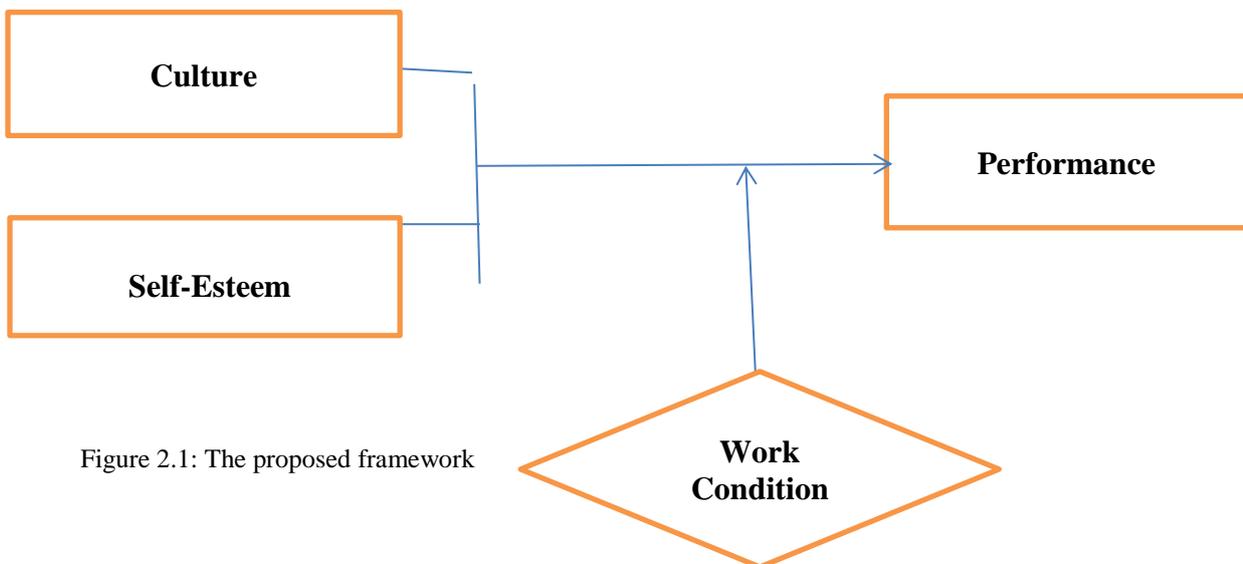


Figure 2.1: The proposed framework

2.4 Underpinning Theory

Two theories are chosen to guide the research framework. These are self-efficacy (SET)

Bandura, (1977) and person-organization fit (PO-fit) (Kristof, 1996). Self-efficacy theory is a scientific contribution which was originated from social cognitive theory by Bandura (1977). The theory has the belief that one has the power that effect by completing a given task related to that competency because it relates to person’s perception of their ability to reach goals. It is one capable of performing a certain manner to attain goals and expectation that one can master a situation and produce a positive outcome (Bandura, 1977).

Several studies (Schmidt & DeShon, 2010 and Tims, Bakker, & Derks, 2014; Yeo & Neal, 2006) agreed that self-efficacy relates to performance because it improves both the activities that people pursue and how much effort they allocate to these activities. In addition, people who have a strong sense of self-efficacy will persist longer on the job to control the challenge of the job (Gist & Mitchell, 1992).

On the other hand, P-O fit is one of the most popular areas of research in the general management and organizational behavior fields (Bright, 2007). Person-organization fit is defined as being “the compatibility between people and organizations which occurs when: (a) at least one entity provides what the other needs, or (b) they





share similar fundamental characteristics, or (c) both” (Kristof, 1996)

Vianen, Pater and Van Dijk (2007) elaborates that people’s fit with the organization (P-O fit) associates a person’s personality, goals and values with those of the organization. Peoples’ values are vital attributes on which to establish their fit. Within the work context, values have been labeled as work values. The PO fit theory, basically argues that people are attracted to and selected by organizations that equal their values and they leave organizations that are not well-suited with their personalities (Robbins, & Judge, 2009)

2.5 Proposed Methodology

The present paper intends to use quantitative method, a primary data will be collected using questionnaire, and the focus of the study is lecturers performance in HEIs in Nigeria using 5 polytechnics in the three (3) states Sokoto, Kebbi and Zamfara in Northwestern region, Nigeria. Lecturers are chosen as unit of analysis. The sample to be use is 346 from the total population of 3500, based on Krejcie and Morgan (1970)

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determining sample size table. PLS SEM will be used in the data analysis, it is a second generation analysis technique which came to overcome the shortcomings of the first generation statistical techniques like of regression analysis, hierarchical regression, Manova, Factor analysis, Analysis of variance. It also considered important in testing measured, latent variables and complex model (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014).

3. Conclusion

This paper has proposed the moderating role of working condition on the relationship between organizational culture, self-esteem, perceived control and employee performance, as depicted in Figure 1. If the proposed framework empirically validated, finding will provide important insight to the policy makers, academics and practitioners into the significant direct effect of culture, self-esteem, perceived control and employee performance as well as the indirect effect of working condition on the relationship between culture, self-esteem, perceived control and employee in the Nigerian high educational institutions.



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