

INFLUENCE OF HUMAN RESOURCES FUNCTIONS ON ORGANISATIONAL CULTURE AMONG EMPLOYEES OF FEDERAL UNIVERSITY OF AGRICULTURE, SOUTHWEST, NIGERIA

Abiona Grace BOLAJI, Ajao BIODUN, Idowu YOMI

Federal University of Agriculture, Abeokuta, Department of Agricultural Administration, P.M.B.2240 Ogun State, Nigeria. Phone: +234-7036435769; Email: dolace6ng@gmail.com

Corresponding author: dolace6ng@gmail.com

Abstract

The study examined the influence of Human Resources functions on Organizational Culture in the Federal University of Agriculture, Abeokuta, Nigeria. Multistage sampling technique was used to select 146 respondents with the use of a well-structured questionnaire. Data collected were analysed using descriptive and inferential statistical tools. Results revealed the mean age of the respondents were 39.2 years, majority (58.9%) were males, 89.1% were married and mean income of the employees were #81,610 per month. Major human resources functions that influenced organizational culture identified were: recruitment and selection ($\bar{x}=3.67$), performance appraisal ($\bar{x}=3.67$), career planning ($\bar{x}=3.58$), training and development ($\bar{x}=3.36$) and compensation administration ($\bar{x}=3.25$). Also, employees abide with the organisation culture based on the way they preserved and maintained by the employees ($\bar{x}=3.05$) and code of conduct were adhered to in the studied organisation ($\bar{x}=3.05$). More so, significant association existed between marital status ($\chi^2=44.21, p\leq 0.05$), educational status ($\chi^2=71.03, p\leq 0.05$), age ($r=0.079, p\leq 0.005$), years of working experience ($r=0.031, p\leq 0.005$), human resources strategies ($r=0.389, p\leq 0.005$) and organizational culture. The study concluded that employees adhere to the code and conduct of the organisation. Modernized equipment for effective job delivery is highly recommended.

Key words: human resources functions, constraints, organisational culture and faculty lecturers

INTRODUCTION

Human resources comprises the people who make up the workforce (that is procurement and retention of talented employees) of a business sector, organization and economy [2]. Human resources is synonymously used with human capital, talent, manpower, labour, personnel or people who maintain morale within the organisation, creating motivational compensation plans and maintained performance appraisal programs. [3, 13] also said that human resources is more diversified with specialized department attached to it with relative of performing various function by ensuring important information about benefit, laws and employment issues is disseminated and also help them to develop their skills [1]. Human resources also create a way of finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs. More so, human resource functions involves completing all the functions of a human

resource department in an effective manner to achieve the overall goals, missions and future aspirations of an organization. [7] described human resource function as the interface between strategic management and human resource management to develop organizational performance. It is the strategy adopted by an organization which aims at integrating its organization's culture, its employees and system by coordinating a set of actions to get the required organizational goals.

Culture simply refers to the underlying values, beliefs, codes of practices that governs a particular group of people in an organisation [1; 4; 11 and 19].

According to [15] organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways people in organizations behaves and carried out their normal duties in an organisation. It is concerned with what goes in organizations since it is guided with the rules, regulations,

standards, work procedure, uniqueness of the organization and management of resources [18]. Therefore, a supportive culture is considered as a motivational instrument which promotes organizational growth and employee's productivity [9]. Based on this, the study addressed the specifically influence of human resources functions on organisational culture at Federal University of Agriculture, Abeokuta, Ogun State, Nigeria. The objectives were to: ascertain the personal characteristics of the employees, identifying various human resources functions, determine various organisational culture and identify the constraints faced by the employees in the study area.

MATERIALS AND METHODS

The study area

The study was carried out at the Federal University of Agriculture Abeokuta (FUNAAB), Ogun State, Nigeria. The Federal University of Agriculture Abeokuta is one of the three agricultural institutions established by the Federal Government of Nigeria, with the acronym UNAAB till 2011 when Federal was added to its name. FUNAAB was established on January 1, 1988 by the Federal Government. FUNAAB was one of the first two Universities of Agriculture created and the other is located in Makurdi. The University started off from the old campus of Abeokuta Grammar School, Isale-Igbehin near the city centre. In December 1997 it moved to its permanent site on a 10,000 hectare campus which is located next to the Ogun Osun River Basin Development Authority on the Abeokuta-Ibadan road in the North Eastern end of the city, 15 km from Abeokuta city centre.

The Federal University of Agriculture Abeokuta is under Odeda local government in Ogun State. The University has 179 academic programmes made up of 44 undergraduate programmes, 135 graduate programmes which include 22 Postgraduate diploma programmes, 57 Masters Degree programmes and 56 Doctorate degree programmes. FUNAAB presently has a total of 10 academic college

Data collection and analyses

The population of this study comprise of agricultural employees at Federal University of Agriculture, Abeokuta, Ogun State, Nigeria. Multistage random sampling techniques was used to select the respondents from the study area. The research was carried out among 146 respondents. The data for the study were obtained using a structured questionnaire. The questionnaire was structured into sections to generate information about personal characteristics, constraints, Human resources functions, and its effect on organisational culture were measured using 5 points Likert rating scale of: Strongly agree =5, agree = 4, undecided= 3, disagree = 2 and strongly disagree =1. Descriptive and inferential statistics were used for data analysis. Descriptive statistics included frequencies, percentages, mean and standard deviation. Pearson Product Moment Correlation and Chi-square analysis was used to determine effect of human resources functions on organisational culture.

RESULTS AND DISCUSSIONS

Table 1 presents the mean age of the respondents was 39.2 years, with less than half (48.8%) of the employees within the ranges of less than or equal to 40 years. This means that the employees were still at their youthful and vibrant age for work. This result supports the findings of [10, 12 and 17] who reported that most of the Agricultural employees in Nigeria were in the age range of 20-40 years. Also, more than half (58.9%) of the respondents were male while 41.1% were female. This indicates that there are more male employees as compared to female employees in the studied institution. Almost (89.1%) of the respondents were married, while 10.9% were single. This is in congruence with findings of [6] who was of the opinion that a great importance is attached to the marriage institution in Nigeria. It is worthy to note that simple majority (50.0%) of the respondents had PhD while, 32.8% had MSc. This implies that most of the employees had doctorate degree in the studied organisation. The mean income of the employees was ₦81,610.00 per month while

the mean years of experience was 12 years and this results is supported by [5] who observed that long-term employees generally have higher productivity and efficiency on the job than newer employees, due to their length of experience with their respective firm.

Table 1. Distribution of respondents by their personal characteristics

Variables	Freq.	Percent	Means
Age(years)			
Less than or equal to 30	11	7.8	39.2 years
31-35	28	19.7	
36-40	31	21.3	
41-45	29	19.7	
46 and above	46	31.5	
Sex			
Male	86	58.9	
Female	66	41.1	
Marital status			
Married	130	89.1	
Single	16	10.9	
Educational status			
.PH/PhD	73	50.0	
Msc	48	32.8	
Bsc	25	17.2	
Monthly income(#)			
Less or equal to 100,000	21	14.3	
101,000-150,000	59	40.4	#81,610
Above 151,000	66	45.3	
Years of working experience(years)			
Less or equal to 5years	18	12.3	12 years
6-10	42	28.7	
11-15	56	38.4	
16 and above	30	20.6	

Source: Field Survey, 2017

Human resources functions was explored during the cause of the study. Based on this human resources functions identified were: employees applied for their job ($\bar{x}=4.76$) and their duties and responsibilities are well-defined ($\bar{x}=4.25$). Also, they are encouraged to participate in workshop and seminar ($\bar{x}=4.23$), the organization places the right person for the right job ($\bar{x}=4.09$), constructive feedback makes work better ($\bar{x}=4.03$), selection of candidates is strictly based on merit ($\bar{x}=3.81$). This agrees with [16] who explains that employees who are well educated can share their knowledge and skills while using their creativity to understand and

improve the morale and relationship in an organization.

Table 2 also revealed that, training enhance employees knowledge and skills ($\bar{x}=3.76$), employees get motivated based on promotion ($\bar{x}=3.75$), responsibilities and duties assigned are within employees capacity ($\bar{x}=3.55$), employees career is well planned ($\bar{x}=3.52$), training contents are relevant to the changing needs ($\bar{x}=3.43$), respondent in good standing always receive maximum of salary grade ($\bar{x}=3.41$). This support the findings of [17] who asserts the structure of an organization, the organizational culture and human resource practices have an impact on the organization system at all levels.

Table 2. Distribution of respondents by human resources functions

Human resource functions	Means	SD
Employees applied for their job	4.76	0.43
Duties and responsibilities are well-defined	4.25	0.71
They are encouraged to participate in workshop and seminar	4.23	0.96
The organization places the right person for the right job	4.09	0.92
Constructive feedback makes work better	4.03	0.75
Selection of candidates is strictly based on merit	3.81	0.39
Training enhance employees knowledge and skills	3.76	1.06
Employees get motivated based on promotion	3.75	1.12
Responsibilities and duties assigned are within employees capacity	3.55	1.18
Employees career is well planned	3.52	0.88
Training contents are relevant to the changing needs	3.43	1.04
Respondent in good standing always receive maximum of salary grade	3.41	0.99
Alternative staffing methods	3.40	1.33
High turnover rate due to human resource planning	3.40	0.92
Additional inputs of employees get rewarded	3.28	1.24
Satisfactory policies implemented in the organization	3.27	0.96
Provision of comprehensive compensation and benefit program	3.25	0.97

Source: Field survey, 2017

In addition, alternative staffing methods ($\bar{x}=3.40$), high turnover rate due to human

resource planning ($\bar{x}=3.40$), additional inputs of employees get rewarded ($\bar{x}=3.28$), satisfactory policies implemented in the organization ($\bar{x}=3.27$), provision of comprehensive compensation and benefit program ($\bar{x}=3.25$), knowledge acquisition through training to include social skills and problem solving ($\bar{x}=3.24$). This agrees with [18, 20] who affirmed that compensation and benefits are the most basic elements that encourages employees' inputs as well as performance.

Different organisation with different culture based on this organizational culture exhibited by employees in the study area was explored during the course of the study. Major organisational culture identified in the study area were: traditions of the organization are preserved and maintained ($\bar{x}=3.05$), adherence to code and conduct ($\bar{x}=3.05$) and familiarization with the standard operating procedure ($\bar{x}=3.00$).

This agrees with [8] who was of the opinion that rules and regulation helps organization to restrains employees behaviour.

Table 3. Distribution of the respondents by various organizational culture

Cultural Statements
Traditions of the organization are preserved and maintained
Adherence to code and conduct
Familiarization with the standard operating procedure
Employees were cultured based on healthy competition among them at their workplace
Extract the best out of each team member
Limited concern about employees welfare by management
Frequent punishment of staff due to complicated laws, rules and regulations
Rules set out within the organization are practical
The organization decides the ways employees interact at their workplaces
Allowances, fringe benefit and career development made provided for only employees having symbol higher status and authority within the organization
The organization's culture brings all the employees on a common ground

Source: Field survey, 2017

More so, employees were cultured based on healthy competition among them at their workplace ($\bar{x}=2.99$), extract the best out of each team member ($\bar{x}=2.97$), limited concern

about employees welfare by management ($\bar{x}=2.93$) and frequent punishment of staff due to complicated laws, rules and regulations ($\bar{x}=2.92$). This results is in line with the assertion of [21] who said that organizational culture is a form of cohesive effect on organization to generate a sense of loyalty among employees and turn recognizable organizational value to a social glue.

The results of Chi-square and Pearson Product Moment Correlation Table 4 shows significant association/relationship existed with marital status ($\chi^2=44.21$, $p\leq 0.05$), educational status ($\chi^2=71.03$, $p\leq 0.05$) and employment status of employee ($\chi^2=21.77$, $p\leq 0.05$), age ($r=0.079$, $p\leq 0.005$) and years of working experience ($r=0.031$, $p\leq 0.005$), human resources functions ($r=0.389$, $p\leq 0.005$) and organisational culture. The implication of this results is that irrespective of the age an educational status of the studied employees, adherence to the culture of the study area was the ultimate [21]. This results is in line with [14] who argue that bad and poor culture of the organization will lower the level of job satisfaction and reduce employees' productivity in an organization.

Table 4. Test of relationship between independent variables and organizational culture

Variables	χ^2	Df	r	P	Decision
Marital status	44.21	2		0.03	S
Educational status	71.03	3		0.04	S
Employment status	21.17	1		0.04	S
Age			0.079	0.00	S
Years of working experience			0.031	0.004	S
Human Resources practices			0.389	0.001	S
Constraints			0.337	0.003	S

Source: Field survey, 2017.

CONCLUSIONS

The study concluded that management of the institution always place a strong emphasis on providing a proper and clearly specified job description and job profile prior to recruiting and selection of recruited applicants. It was also discovered that employees familiarise

themselves with the norms, values, etiquettes, rules and regulations that revolve around their work environment. The study further concluded that employees believed in the culture of the organization, it extracts the best out of them to perform better as a team, promote healthy competition among employees and allow them to stand on a common ground. It becomes paramount for any organisation to emphasis on the rules and regulations meant to govern the affairs of employees should be flexible so as to accommodate dynamism from employees. In addition, the organization can strategically get latest equipment and facilities, provision of adequate transportation and provision of incentives through internally generated funds.

REFERENCES

- [1]Abiona, B.G., 2016, Decision styles and organisation behaviour: Implication for academia in Research Institutes, Oyo State, Nigeria. *Journal of Moor plantation*, 17 (1): 15-22.
- [2]Abiona, B. G., 2015, Effect of Communication Pattern on Agricultural Employee's Job Performance. *Journal of Extension Systems*, 31(2): 25-35.
- [3]Akinmayowa, J.T., 2006, Human resources: Critical issues in management and organisational development. Benin City: Nigerian Management Consultancy Forum.
- [4]Alvesson, M., 2002, *Understanding Organisational Culture*. London: Sage Publications.
- [5]Armstrong, M., 2006, Effect of Core Competence on Competitive Advantage and Organizational Performance, *International journal of Business and Management*, 7(1):13-25
- [6]Banmeke, T.O.A., Oose, M.O., 2012, Assessment of Usage of Social Network Tools (SNTs) by Agricultural Researchers in South West Nigeria, *Communication of the IIMA*, 12(2):35-50
- [7]Bjorkman, I., Fan, X., 2002, Human Resource Management and the Performance of Western Firms in China. *International Journal of Human Resource Management*, 13(16), 853-864.
- [8]De, Z., Wenjun, P., 2007, *Corporate Culture*. Tsinghua University Press.
- [9]Guest, D.E., 1997, Human Resource Management and Performance: Review and Research Agenda. *The International Journal of Human Resource Management*, 8(3).
- [10]FAO, 1997, Review of the state of World Aquaculture. *FAO Fisheries Cir. 886 (Rev.1)*
- [11]Huczynski, A., Buchaman, D., 2001, *Organizational Behaviour: An Introductory text*: Prentice Hall.
- [12]Issac, B.O., 2011, Information and Communication Technology as drivers of growth: experience for selected scale producer in rural south west. Ibadan, Nigeria. Unpublished M. Agric. Thesis submitted to the Department of Agricultural Extension and Rural Sociology, University of Ibadan, Nigeria.
- [13]Johnson, E., 2000, The practice of Human Resource Management in New Zealand: Strategic and Best Practice. *Asia Pacific Journal of Human Resources*, 38(2), 69.
- [14]Lok, P., Crawford, J., 2004, 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.
- [15]Lee, F., Lee, T., Wu, W., 2010, The Relationship between Human Resource Management Practices, Business Strategy and Firm Performance: Evidence from Steel Industry in Taiwan. *The International Journal of Human Resource Management*, 21(9), 1351-1372.
- [16]Mondy, R.W., 2010, *Human Resource Management*. Upper Saddle River, New Jersey: Pearson/Prentice Hall.
- [17]Onu, M.O., Madukwe, M.C., Agwu, A.E., 2005, Factors affecting job satisfaction of front-line extension workers in Enugu State Agricultural Development Programme. *Agro-Science*, 4 (2):19-22
- [18]Ritchie, M., 2000, Organizational Culture: An Examination of its Effect on the Initialization Process and Member Performance. *Southern Business Review*, 25, 1-16.
- [19]Smith, G., Kleiner, R., Brian, H., 1987, Differences in Cooperative Culture and Their Relationship to Organisations Effectiveness: Leadership and Organisation Development *Journal*, 8(5).
- [20]Vlachos, I.P., 2009, High Performance Workplace Practices for Greek Companies. *Euromed Journal of Business*, 4(1), 21-39.
- [21]Wright, P.M., Gardner, T.M., Moynihan, L.M., 2003, The Impact of Human Resource Practices on the Performance of Business Units. *Human Resource Management Journal*, 13(3), 21-36.

