

# Influence of Organizational Communication and Organizational Culture on Employee Performance Among Secondary School Regulatory Agencies in Rivers State, Nigeria

Royal Owunna, Mohd Faiq Bin Abd Aziz, Siti Nur Syuhada  
Musa, Alice Omoeffe Ajobi

Faculti of Educational Studies Universiti Putra Malaysia

Email: royalowunna@gmail.com, mohdfaiq@upm.edu.my, syuhada.musa@upm.edu.my,  
Aliceajobi234@gmail.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i7/15669>

DOI:10.6007/IJARBSS/v14-i7/15669

**Published Date:** 19 July 2024

## Abstract

The study examined the influence of organizational communication and organizational culture on employee performance among secondary school regulatory agencies in Rivers State, Nigeria the study is quantitative and employed the stratified random sampling technique and simple random sampling to sample employees in agencies across four local councils with a sample size of 120 correspondents for the study. The study used an online Google form for data collection and was analyzed using the statistical tool (SPSS 25.0). The study discovered that organizational communication has a high-level significance, and while organizational culture has a medium level of significant effect on employee performance among the regulatory agencies.

**Keywords:** Employee Performance, Organizational Culture, Organizational Communication

## Introduction

Organizations operate in dynamic environments that are competitive and full of uncertainty Binci et al (2022) and face significant formidable commercial obstacles brought on by the ever-evolving corporate landscape. Organizations must implement innovations and improvements that meet the interests of employees involved in the current context, which is marked by global competitiveness and a desire for continuous development (Badakhshan et al., 2020). Several reasons, such as the disparity in development opportunities across the organization's several operational domains, make it challenging to meet these needs and guarantee the growth and development of the structure. (Kafetzopoulos and Gotzamani, 2022; Zakrzewska et al., 2022). In today's business environment, employee performance is key to organizational success (Kafetzopoulos, 2022). For this reason, organizations put a great

deal of time and resources into finding, hiring, training, and retaining employees who can provide a great deal of performance to the organization and make it more competitive (Schreuder & Noorman, 2019a). A study suggested that a conducive physical work environment, with the organization providing assistance, essential resources, and the tools needed, has a significant impact on employee performance (Owunna et al., 2023).

No organization can certainly advance in quality bringing far above the performance of its employees who are tasked with establishing the required prudence to create partakers' ability, however, some variables interrelate to expand the performance of employees, predominantly trainers; these variables could fall between intrinsic and extrinsic variables (Hijry & Haleem, 2017). The efficacious supervision and enhancement of educational requirements in Rivers State, Nigeria, heavily depends on the performance of employees working for secondary school regulating authorities. These oversight organizations are essential in monitoring school operations, making sure academic policies are followed, and putting reforms into place that will improve the standard of education (Agubosim et al., 2023; Pak et al., 2020; Hillman, 2023; Wirajing & Nchofoung, 2023). Employee performance is crucial to achieving these goals because it significantly affects the agency's capacity to uphold regulations and promote advancements in education (Okeke & Nwankwo, 2021; Otache & Inekwe, 2022; Van Waeyenberg et al., 2022; Lu et al., 2023). However, achieving high-performance levels among employees is often challenged by factors such as inadequate resources, bureaucratic constraints, and varying levels of motivation and job satisfaction.

There has been a determination by the state government to guarantee that the standard of education is elevated to competition with the demands of the national economy vigorous exertion has been seen in the structure and enormous recruitment of education officers across all levels of government (Yagboyaju & Akinola, 2019; Ogunode, 2022; Olutola, et al., 2022). The resolve of this is to prepare them with the skills to scrutinize the activities of the school, and also among others be accountable for the compilation and accounting of all authorized income in the state's post-primary schools. According to the statement of the National Productivity Centre (2018), performance measured by outputs regarding capital and labor inputs is not as it should be in the public sector, this constitutes a major challenge, a seemingly huge gap in practice. No country could achieve maintainable development for the improvement of the standard of civil service without a properly organized to implement the agency's policies. However, efficient civil service performance in the delivery of amenities has been an extensive contest in African nations, most particularly in Nigeria (Adejuwon, 2016). The significance of employees' performance in public service has been recognized universally, this is a fundamental pillar in the success of government strategies and actions, as such; their overall influence on work forms a major factor that stresses nonstop reassurance. Employee performance is one of the rudiments of an organization (Laschchnau, 2015). The need to sustain a system that supports employees on serious matters such as will contribute to the organizational development and accomplish its goals (Jose, 2011). There are changing perceptions of what accounts for performance in public service (Adegoroye, 2015). However, researchers have agreed that performance in the civil service is the capacity of the service to accomplish the purpose of the formation of the service (Cornelius & Sunday, 2016). Furthermost studies on the performance of civil service have recognized that the effectiveness of the service to meet its commitment is a major standard to declare their performance (Fatile&Adejuwon, 2010). The local government agencies have been known to be challenged with a weak assessment structure, which is upsetting their performance, there

are reports of cases of employees' high turnover Adegoroye (2015), there is also the challenge of an impartial pay structure and this has been said to be because the local councils do not have an upright structure that permits them to declare exertions of employees and reward them properly. Similarly, it has been detected that there are inadequate studies that have measured the effect of the performance of regulatory agencies. It is against this backdrop that we are required to measure the study that examined the influence of organizational communication and organizational culture on employee performance among secondary school regulatory agencies in Rivers State, Nigeria

## **Literature Review**

### *Employee Performance*

Human resources are rudimentary and hard to supervise, it is because human behavior is intensely unusual and varied from person to person, yet regularly concerning the same individual at conversation emphases in time, irrespective of organic and social similarities, people have a distinction in their presence as well as in their skills reliant on their grounding, and knowledge (Sims, 2023; Sehgal, 2023). The human advantage of an employee at work is the most important part of the attempt. The board can't position to overlook human assets at any cost, the board is in the process of accomplishing exercises complete with and through other persons (Slavich, 2022; Wilton, 2022; John, 2024). The administration practice integrates ordering, categorization, driving, and regulatory exercises to achieve the endpoint (Mark, 2018; Chao et al., 2020). Employees' performance is essential for delivering organizational goals, but in delivering the goals, the employees have to deliver these roles in a way that is standard compliant, the degree to which the employee is successful in producing an anticipated consequence or accomplishment in the business organization (Handayani, 2015; Xie et al., 2020). In the literature on Organizational Behavior (OB) and Human Resource (HR) development, efficiency by employee achievement is an extensively investigated domain (Duru & Shimawua, 2017; Mirzaee et al., 2020; Alkaabneh et al., 2020).

According to Robbins (2017), an employee's performance is defined as the generation of the value and volume of work performed by an employee while carrying out his or her obligations by the duties allocated to the employee. Employee performance as determined by performance management and evaluation is a crucial element of effective HR management and a typical developmental approach in the HR function (Armstrong, 2017; Sopha et al., 2019). Employee performance is the outcome of an individual's efforts on the job and is correlated with meaningful work, an interesting personality, and encouraging teammates and supervisors. For a business to effectively exploit and boost organizational development, a strong employee performance management framework is required, for executives, human resources simply refer to using people, developing them, using, resolving, and maintaining their administrations in line with activity and hierarchical requirements, change in the board of directors affects how employees show themselves both before and after the change in the board (Nadler & Tushmam, 2016). Study discovered that strong organizational leadership is critical to improving employee performance. This is because strong leadership shapes a concise strategy, cultivates a positive work environment, and provides the support and motivation employees need to succeed. these factors also have a significant impact on employee behavior and attitudes, which in turn affect organizational outcomes (Ajobi & Owunna, 2022).

The organizational factors should align with the performance-driven aim so that the entire framework moves away from being incident and toward being methodical and people-centric,

however, there is sufficient empirical evidence to demonstrate that monetary rewards have different effects and might not be as crucial for raising employee performance as once believed (Daramola & Daramola, 2019). The nature of work has changed in the post-globalization period, and intelligence professionals have emerged to question traditional ideas about how effectively individuals perform at work (Mmakwe & Ojiabo, 2018). The question that arises in this situation is how other behavioral factors could improve employee performance if remunerations are wholly at odds with one's commitment and ability, employers need workers who can complete the task at hand since employee performance is crucial to an organization's long-term success. Organizations must first comprehend the major advantages of employee performance to build continuous and reliable ways of appraising people. This helps to discover the organization's capabilities, constraints, and potential management gaps in the future (Anietie, 2019).

The study by Amin et al (2013), on the education sector in Pakistan, revealed that, when employees are fulfilled, their level of knowledge and rendezvous upsurges, which ultimately increases their performance at work, this suggests that, in most organizations, employees are considered by energy, interest, involvement, effectiveness, vigor, purpose, enthusiasm and an optimistic state, which improve their effectiveness (Men, 2015). Subsequently, the performance of an employee has become a part of worry for most organizations (public and private sectors) across the world, there has been a lot of literature on the performance of employees. Most of this literature, however, shows that organizations have taken various positions to address these problems. The phenomenon of employee performance is a multidimensional concept and an enormously vibrant standard for shaping organizational accomplishment or fiasco. Employees are the bloodstream of any business and are the most treasured possessions of every organization as they can make or interrupt the organization's status and can unpleasantly affect viability. studies show numerous factors of employee performance, for example, Bagyo (2013) stressed that employee engagement and leadership greatly influence employee performance.

### **Organizational Communication**

Organizational communication is described by Torp (2015) as encompassing everything an organization states and ensures as well as everybody who is affected by the survival and actions of the organization. Similarly, Mumby (2012) detailed organizational communication as being the procedure of generating and exchanging shared, harmonized structures of meaning through symbolic performances adapted toward the achievement of organizational goals. Comprehensive statements like organizational communication are regarded as a strategic and main objective interaction that manages discursive to accomplish the delineated objectives and desired results by the organizations; organizational communication is considered to be interactional, completely devoted to fostering connections, understanding, and genuine debate through discussion or dialogue in the public sphere have been used to characterize strategic communication as concept, investigations, and practice of discourse (Self, 2015). Communication refers to the interaction between organizational management and employees about the policies, functions, goals, and effectiveness of the organization.

According to Epstein (2018), communication is the capacity to organize an efficient form of organizational-to-employee and employees-to-organizational interchange of knowledge about initiatives and individual success, argues that helpful and transparent two-way communication can foster collaboration and coordination in the workplace. It also, discloses that there is an association between employees and the organization, in an attempt to trail

individual accomplishment (Epstein et al., 2018). At the organizational level, there are various ways to develop a proper communication channel, including reporting, work folders, appraisals, etc. To achieve certain communication goals, organizations naturally produce a variety of communicative situations, which leads to the emergence of new genres. The standard genres of public discourse of organizations include things like organizational purpose statements, yearly reports, and standards of practice. Referring to employees, Stanton (2017), detailed those employees are a significant constituent in standing management, image, and brand acknowledgment. Organizations have turned from marketing their products and services to images that show people and precisely employees as being their most central strategic advantage, employees are often included on the main cover of annual reports by corporations to highlight their significance as stakeholders. To ensure effective communication inside the business, factors like literacy levels and language obstacles must be taken into account as they may interfere with the understanding of the content being conveyed (Epstein, 2018).

Organizations should frequently use technological resources as a means of communication. However, it is important to recognize that not all employees know of this resource and can't access these technological resources (Epstein et al., 2018). Organizational communication refers to the interactions between organizational members to cooperatively achieve organizational goals Kim, et al (2014), employees can benefit from an understanding of their advancement in particular fields and skills, when management involves employees in the communication process, they become more aware of the actions required to maintain and improve their work. In addition, employee involvement in the communication structure can also increase his/her awareness of their role in the organizational structure and offer employees more responsibilities over their accomplishments in the organization (Epstein 2018).

Organizational management can also be referred to as communication management, and communication plays a central role in the operation of an organization (Chen, 2008). According to the results of previous studies on organizational communication, organizational communication satisfaction contributes to achieving goals and to organizational development by increasing the job satisfaction of organizational members (Chun, 2016; Kim, et al., 2013). Increased understanding of policies, processes, and programs within the organization to enable management to provide extra assistance and direction are some of the advantages this can derive from efficient communication with the organization. However, the consequence of having efficient communication with the employees would be to foster more active engagement in their jobs. Communication, whether oral or written promotes a better understanding of organizational policies and programs.

### **Organizational Culture**

Organizational culture is the way employees' complete tasks and interact with each other in an organization. The cultural model is made up of different ideas, traditions, behaviors, and symbols that regulate how people work in agencies (Cancialosi, 2017). Organizational culture is a system of rules shared requirements, values, and beliefs, which regulate how people behave in organizations, these shared values have a strong influence on the employees in the organization and principles of how they dress, act, and accomplish their jobs (Boundless, 2015). Organizational culture unites employees and gives agencies a sense of purpose (Rahmisyari, 2016). Organizational culture has been described as a valuable tangible asset as well as a preventive to imitation with significant success implications. Organizational culture

is considered culture is one of the vital factors for organizations and their activities. In literature, many definitions were given to organizational culture, each from a different perspective. Overall, organizational culture commonly represents the routine activities taking place in an organization (Lundy and Cowling, 1996).

Additionally, a positive organizational culture that promotes values such as teamwork, accountability, and continuous learning can enhance job satisfaction and motivation among employees (Arghode et al., 2022; Supriharyanti & Sukoco, 2023). Studies suggest that in the context of educational regulatory bodies, fostering a supportive and dynamic organizational culture can lead to improved performance and better regulatory outcomes (Akinfolarin & Rufai, 2019; Radu, 2023; Bogale et al., 2024), understanding the interplay between these organizational culture and employee performance is crucial for developing strategies to enhance the effectiveness of organization. More specifically, it refers to the shared set of values and behaviors inside an organization (Deshpande and Webster, 1989). It is also used to describe the set of assumptions and behaviors employees within an organization have adopted (Martins and Terblanche, 2003). Many researchers were interested in the field of organizational culture assuming it is a driving factor in the organization's innovation, productivity, and financial performance (Blackwell, 2006). Many studies were conducted to determine the different categories of organizational culture (Blackwell, 2006; Martins and Terblanche, 2003). Some of them have considered that organizational culture can be divided into four categories, namely, clan, hierarchy, adhocracy, and market (Cameron and Freeman, 1991; Deshpande et al., 1993). Quinn and Spreitzer (1991) have suggested that organizational culture is composed of four different cultures: development culture, group culture, rational culture, and hierarchal culture. Correspondingly, organizational culture follows the four concepts of innovativeness, cooperativeness, effectiveness, and consistency. In addition, Wallach (1983) suggested a simpler classification of the organizational culture following its functions: bureaucratic, innovative, and supportive perspectives.

Employee performance is also strongly impacted by organizational culture, which comprises the common values, beliefs, and customs inside a company. An encouraging workplace culture, increased job satisfaction, and a sense of community among staff members are all facilitated by a positive organizational culture. (Alshurideh et al., 2019; Strengers et al., 2022; Sari & Ali, 2022). A culture at regulatory agencies that prioritizes accountability, teamwork, and continual development can boost staff performance and job satisfaction. Studies highlight that in the educational sector, particularly within regulatory bodies, an adaptive and innovative culture can drive better regulatory practices and improve overall educational outcomes (Adeyemi & Ekundayo, 2021; Mutonyi et al., 2022). Therefore, researching how organizational culture and communication affect worker performance in these agencies offers important insights into improving employees' operational efficiency and meeting regulatory requirements.

A further classification for the culture was presented in the organizational culture profile suggesting that it is related to seven main values: innovation, aggressiveness, result orientation, stability, people orientation, team-oriented, and a detailed focus culture. The organization's culture can be also classified according to being a: service culture organization that focuses on providing the highest value to its customers, a safety culture that focuses on having strong workplace standards, or both (O'Reilly III et al., 1991). Moreover, according to Robbins (2001), characteristics like leadership, risk aversion, amount of detail, result focus, people focus, team focus, hostility, and stability are the main characteristics of organizational culture.

Based on a critical review of previous empirical studies, very limited research (Naranjo-Valencia et al., 2016; Tseng et al., 2008; Uz Kurt et al., 2013) examined the role of innovation as a mediator between organizational culture and performance. advance empirical research on innovation and organizational culture (McLaughlin et al., 2008; Nakata and DiBenedetto, 2012; Tellis et al., 2009). Finally, most of the studies examining organizational culture and performance were carried out in the Western setting. For instance, Budhwar et al (2019) suggested that there is a need to enrich the literature on HRM and organizational behavior research in the Middle Eastern region. Among the suggestions made by Budhwar et al (2019) was to investigate the mechanisms that govern the relationship between OB, HR factors, and organizational performance. Given this discussion and to respond to the scholarly calls to advance organizational behavior and HR research in the Middle East, their study aims to investigate the relationship between organizational culture and bank performance via the mediating role of innovation. Moreover, they argue that more studies are needed in diverse non-western settings in which Nigeria (Africa) falls into this category, as emerging economics to better understand the relationship between organizational culture and performance in the context. Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but that shape how people in organizations behave and things get done. It can be expressed through the medium of a prevailing management style in the organization (Armstrong and Armstrong, 2006). Organizational culture is defined and used largely as a correctly steady set of values, beliefs, assumptions, and symbols distributed in the organization and according to this formation, researchers have developed studies regarding the relationship among several types of cultures and innovation results (Verdu-Jover et al., 2018). Organizational culture is the common beliefs, principles, standards, and assumptions that form behavior by building commitment, giving direction, generating a combined identity, and building a community. Organizational culture is thought to be effective when it is in alignment with the organization's environment, resources, values, and goals (Okatan and Alanku, 2017). Additional studies about organizational culture concluded that as a leading enabler in building a positive knowledge transfer environment, organizational cultural elements such as trust, communication, reward system, and organizational structure can have a positive influence on knowledge sharing in organizations (Rahman et al., 2018).

Innovations are considered to be the processes of 'economy-wide learning' and 'self-discovery' that help companies to provide analytical linkages connecting macroeconomic financial stability and microeconomic firm behavior. organizations will seek to innovate if they are confident about their technological and market opportunities in the future, otherwise, they will not innovate (Mazzucato et al., 2019). It has been proven that innovation is essential to the success of an organization and also individual creativity and innovativeness have been proven to be key to organizational-level innovation. Organizational climate can have a significant effect on creativity and innovation within organizations. Employees with the potential to be innovative and creative are most likely to innovate if they get strong organizational support (Shanker et al., 2017). It is argued that organizational culture may be the important key that managers can use to reflect the organization's direct, values and behavior that shape the entire organizational behavior (Bagraim & Werner, 2007) and what makes organizations shape their norms, beliefs, and ways of behaving that make each organization distinct from another (Arnold et al., 2005). Organizational culture influences how people set personal and professional goals, perform tasks, and administer resources to achieve these goals (Lok & Crawford, 2001, 2004). Martins and Martins (2003) proposed that

organizational culture is a communal meaning between members, distinguishing one organization from other organizations.

### **Methodology**

The study is quantitative and employed the stratified random sampling technique and simple random sampling to sample employees in various agencies across four local councils with a sample size of 120 correspondents for the study, The study used an online Google form for data collection and was analyzed using the statistical tool (SPSS 25.0). the purpose of using this sampling method because it gives every individual in the population an equal chance of being selected as a sample, which enables reliable and significant generalizations to be inferred (Newman, 2007; Hibberts et al., 2012).

### **Research Findings**

The findings of the research revealed that organizational communication measured by this study was a high-level significance on employee performance. Though, organizational culture was at a moderate level means that the practice related to organizational culture has not been as expected in the regulatory agencies in Rivers State, Nigeria, by the virtue of this study outcome based on the results of the study there is the need for improvement on the dimensions of the organizational culture considered in the study for effective performance among the employees this is because the better level of culture within the organization the higher is the level of performance among employees. The findings of this study are also in support of the findings of the studies by Polirskok (2015); Mikkelse & Hesse (2023), who suggested that better organizational communication helps in creating a conducive workplace that encourages employees to comply with expectations, and answers, or talk about the challenging task is closely tied to the emotional temperature of the workplace. Creating a safe work environment where employees can effectively involve high approval interaction between employees and organizations will influence their performance.

However, encouraging effective organizational communication will help improve efficiency and performance. The study supports Epstein (2018) emphasized that organizational communication increases understanding of policies, processes programs, and responsibilities within the organization which encourages employee performance. Communication is the practice of conveying information to people and/or organizations in a way that could lead to an understandable response (Peter, 2015; Hidayat & Tannady, 2023). Communication is necessary to increase a team's performance, claim Mckinney, Barker, Smith, and Davis (2004). In an organization, communication has a comparable position to blood flow in the human body. Consequently, a company that appreciates the value of communication implements it into its workplace environment. The findings supported the studies by Bery et al (2015); Sari et al (2023) supported that organizations should develop effective communication strategies since they will encourage the flow of information both inside and outside the organization and boost the performance of the employee.

### **Conclusion**

It is crystal clear from the findings of the study that organizational communication in the study was perceived as high-level by the respondents. The results of the study show that the association between organizational communication and employee performance was positively significant. Organizational communication has an impact on organizational performance (Rho, 2009; Syah, 2022; WM Verhoeven et al., 2022). The current understanding



of time is that communication serves as an organization's dominant and fundamental purpose (Harris & Nelson, 2008; Luthfi et 2022). Additionally, there is a connection between organizational communication and performance, as effective organizational communication is essential for achieving organizational goals and improving employee performance. Organizational capabilities advance and maintain themselves through astute social and communicative practices (Jones et al., 2004; Sampe et al., 2023). Organizational communication is a dynamic interaction that is intimately tied to the purpose and tenacity of workforce in pursuing organizational objectives. Organizational culture was moderate level this is because they are not strong enough to bring a high level of performance among employees in the agencies, given this outcome, it is desirable that enable environment to be created by the organization to improve the organizational culture.

Given these outcomes, this study recommends that enabling environment be created by policymakers, stakeholders, and the ministry of education, to improve their employee's performance in other to have better regulative agencies in the state. organizational culture is essential for the performance of the organization. Also, the ministry of education should provide better ways of improving organizational culture that encourages performance within agencies. the state should make sure of adequate infrastructure for the effective implementation of employee performance.

### **Theoretical and Practical Implications**

However, no study examined the influence of organizational communication and organizational culture on employee performance among secondary school regulatory agencies in Rivers State, Nigeria. The established positive and significant relationship among variables provides support for the social exchange theory because the result of this study indicates how these variables (organizational communication and organizational culture) can contribute as input to performance among employees of regulatory agencies as output. The findings of this study have some implications for the practitioner, it serves as a source of empirical evidence to the Ministry of Education, policymakers, and stakeholders on the level and extent of the relationship between organizational communication, organizational culture, and employee performance among secondary school regulatory agencies in Rivers State, Nigeria. Before this research, there is a lack of empirical and theoretical evidence about the research variables in the agencies. This leads to ambiguity and doubts among policymakers and practitioners to put the variables into use within the context of employee performance. Furthermore, it will provide a practical road map for the development of performance in the context of secondary school regulatory agencies in Rivers State, Nigeria.

### **References**

- Agubosim, B. B., Arshad, M. M., Alias, S. N., & Moosavi, A. (2023). Job satisfaction and job performance among university staff in Nigeria. *International Journal of Academic Research in Progressive Education and Development*, 12(2).
- Ajobi, A. O., & Owunna, R. (2022). Influence of Leadership on Job Performance among Employees of Selected Government Secondary Schools in Lagos Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 12(11), 1762-1771.
- Akinfolarin, C. A., & Rufai, B. A. (2019). Influence of organizational culture on employees' performance in the public sector. *Journal of Educational and Social Research*, 9(4), 35-44.

- Alkaabneh, F., Diabat, A., & Gao, H. O. (2020). A unified framework for efficient, effective, and fair resource allocation by food banks using an approximate dynamic programming approach.
- Anietie, R. (2019). The various types of organizational justice in higher education institution. In N.P. Ololube (Ed) Encyclopedia of Institutional leadership, policy and management, Vol. (III) 1848-1858. Port Harourt: Pearl Publishers.
- Arghode, V., Lathan, A., Alagaraja, M., Rajaram, K., & McLean, G. N. (2022). Empathic organizational culture and leadership: conceptualizing the framework. *European Journal of Training and Development*, 46(1/2), 239-256.
- Armstrong, M. (2006) *Armstrong's Handbook of Management and Leadership: A Guide to Managing for Results*, 2nd ed.; Kogan Page: London, UK; Philadelphia, PA, USA.
- Arnold, J., Silvester, J., Cooper, C. L., Robertson, I. T., & Patterson, F. M. (2005). *Work psychology: Understanding human behaviour in the workplace*. Pearson Education
- Badakhshan, P., Conboy, K., Grisold, T., & vom Brocke, J. (2019). Agile business process management: A systematic literature review and an integrated framework. *Business Process Management Journal*, 26(6), 1505-1523.
- Bagraim, J., & Werner, A. (2007). *Organizational behavior: A contemporary South African perspective*. Van Schaik.
- Bery, B., Otieno, A., Waiganjo, E. W., & Njeru, A. (2015). Effect of Employee Communication on Organization Performance: in Kenya's Horticultural Sector. *International Journal of Business Administration*, 6(2), 138-145 Retrieved from, <http://dx.doi.org/10.5430/iiba.v6n2p138>
- Bery, B., Otieno, A., Waiganjo, E.W., & Njeru, A. (2015). Effect of Employee Communication on Organization Performance: in Kenya's Horticultural Sector. *International Journal of Business Administration*, 6(2), 138-145 Retrieved from, <http://dx.doi.org/10.5430/iiba.v6n2p138>
- Binci, D., Cerruti, C., Masili, G., & Paternoster, C. (2023). Ambidexterity and Agile project management: an empirical framework. *The TQM Journal*, 35(5), 1275-1309.
- Blackwell, S. S. (2006) The Influence of Perceptions of Organizational Structure & Culture on Leadership Role Requirements: The Moderating Impact of Locus of Control & Self-Monitoring June 2006 *Journal of Leadership & Organizational Studies* 12(4) DOI:10.1177/107179190601200403
- Boundless. (2015) Boundless. "Types of Organizational Culture." Boundless Management. Retrieved from [boundless.com](https://boundless.com)
- Budhwar, P., Pereira, V., Mellahi, K., and Singh, K. S. (2019), "The state of HRM in the Middle East: challenges and future research agenda", *Asia Pacific Journal of Management*, Vol. 36 No. 4, pp. 905-933.
- Cameron, K., and Freeman, S. (1991) Cultural Congruence, Strength, and Type: Relationships to Effectiveness. *Research in Organizational Change and Development*, 5, 23-58.
- Cameron, K., and Quinn, R. (2006) *Diagnosing and changing organizational culture* Revised Edition, Jossey-Bass, San Francisco (2006) Google Scholar
- Cancialosi. (2017) What is Organizational Culture? Retrieved from <https://gothamculture.com>
- Chao, N., Chen, G., Li, J., Xiang, L., Wang, Z., & Tian, K. (2020). Groundwater Storage Change in the Jinsha River Basin from GRACE, Hydrologic Models, and In Situ Data. *Groundwater*, 58(5), 735-748.

- Charles, A., O'Reilly, A., Chatman, J., A., & Caldwell, D., F. (1991) People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit *Academy of Management Journal* 34(3):487-516 DOI:10.2307/256404
- Chen, I. J., Paulraj, A., & Lado, A. (2008) Inter-Organizational Communication as a Relationship Competency: Antecedents and Performance Outcomes in Collaborative Buyer Supplier Relationships. *Journal of Operations Management*, 26, 45-64.
- Chun, M. H. (2016). Relationship of Participants Characteristics and Organizational Effectiveness on Education Program-Mediating Effect of Communication. *The Journal of the Korea Contents Association*, 16(6), pp.394-403.
- Daramola, L., Daramola, A. A.(2019). Factors influencing employee performance in an organization. *International Journal of Emerging Engineering Research and Technology*, 7(12), 37-44.
- Deshpande, R., & Webster, F. E. (1989). Organizational culture and marketing: Defining the research agenda. *Journal of Marketing*, 53(1), 3–15. <https://doi.org/10.2307/1251521>
- Eneh, S. I., & Awara, N. F. (2020). Organizational communication and employee performance: A study of selected secondary school regulatory agencies in Rivers State. *International Journal of Social Sciences and Humanities Research*, 8(3), 29-38.
- Epstein, J. (2018). *School, family and community partnerships, student economy Edition: preparing educators and improving schools*. Routledge 66-89.
- Epstein, J. L., Sanders, M. G., Sheldon, S. B., Simon, B. S., Salinas, K. C., Jansorn, N. R., & Hutchins, D. J. (2018) *School, family and community partnerships: Your handbook for action* Corwin Press.
- Government of Rivers State. (2012). Senior Secondary Schools Board Law No. 5 Of 2012. Government of Rivers State. Archived from the original on 26 July 2012. Retrieved 25 May 2015.
- Harris, T. E., & Nelson, M. D. (2008). *Applied Organizational Communication*. NY, London: Lawrence Erlbaum Associates
- Hibberts, M., Johnson, B., R., & Hudson, H. (2012) Common Survey Sampling Techniques DOI:10.1007/978-1-4614-3876-2\_5 In book: *Handbook of Survey Methodology for the Social Sciences* (pp.53-74)Publisher: Springer Editors: L. Gideon
- Hidayat, W. G. P., & Tannady, H. (2023). Analysis of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, Work Climate Affecting Employee Performance and Turnover Intention at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik. *International Journal of Science, Technology & Management*, 4(3), 688-696.
- Hijry, H., & Haleem, A. (2017). Study the factors that influence employees performance in the steel factory, Saudi Arabia. *Proceedings of the International Conference on Industrial Engineering and Operations Management*.
- Hillman, V. (2023). Bringing in the technological, ethical, educational, and social-structural for a new education data governance. *Learning, Media and Technology*, 48(1), 122-137.
- John, T. C. (2024). *The Essential Ideas behind Effective Management of Human Resources*. Scientific Research Publishing, Inc. USA.
- Jones, E., Watson, B., Gardner, J., & Gallois, C. (2004). Organizational communication: Challenges for the new century. *Journal of Communication*, 54(4), 722-750.
- Kafetzopoulos, D. (2022). Talent development: a driver for strategic flexibility, innovativeness and financial performance. *EuroMed Journal of Business*, 18(2), 296-312.

- Kafetzopoulos, D., & Gotzamani, K. (2022). The effect of talent management and leadership styles on firms' sustainable performance. *European Business Review*, 34(6), 837-857.
- KARYATUN, S., SOELTON, M., ARIEF, H., SARATIAN, E., KRISNA, S., & SYAH, T. (2022). Recognizing How the Organizational Communication and Distributive Justice Towards Organizational Citizenship Behavior in Interior Design Companies–Indonesia. *The Seybold Report Journal*, 17(10), 1910-1922.
- Kim, J.-N., & Rhee, Y. (2014) Exploring the Linkages among Employee Communication, Relational Trust, and Ethical Organizational Climates in Employee-organizational Relationships. Diss. U of Florida, 2014. Print.
- Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16(8), 594-613.
- 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.
- Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), 331-353.
- Lundy, O., & Cowling, A. (1996). *Strategic Human Resource Management*. London: Thompson.
- Luthfi, A., Norawati, S., Zulher, Z., & Basem, Z. (2022). The effect of supervision, work motivation, and interpersonal communication on employee performance and organizational commitment as variables intervening. *IJEED (International Journal of Entrepreneurship and Business Development)*, 5(1), 92-104.
- Martins, F., & Terblanche, E., C. (2003) Building organizational culture that stimulates creativity and innovation” *European Journal of Innovation Management*, 6 (1) (2003), pp. 64-74 View Record in ScopusGoogle Scholar
- Martins, N., & Martins, E. (2003) Organizational culture. *Organisational Behaviour: Global and Southern African perspectives*. Cape Town: Pearson Education South Africa, 379-400.
- Mazzucato, M., Kattel, R., Ryan-Collins, J. (2019) Challenge-driven innovation policy: Towards a new policy toolkit. *J. Ind. Compet. Trade* 2019, 1–17. [CrossRef
- Mckinney, E. H., Barker, J. R., Smith, D. R., & Davis, K. J. (2004). The role of communication values in swift starting action Teams: IT insights from flight crew experience, *Journal of Information & Management*. 41(8), 1043-1056. Retrieved from, <http://www.sciencedirect.com/science/article/pii/S0378720603001721>
- McLaughlin, P., Bessant, J., and Smart, P. (2008), “Developing an organizational culture that facilitates radical innovation”, *Inter-national Journal of Technology Management*, Vol. 44 Nos 3-4, pp. 298-323.
- Megantara, R. I. S., Ruliana, P., & Irwansyah. (2020). Effect of Use Perception and Easy Perception of the Use of WhatsApp Communication Media on Performance of Expertise of Members of the DPR RI Golkar Faction in 2019
- Mikkelson, A. C., & Hesse, C. (2023). Conceptualizing and validating organizational communication patterns and their associations with employee outcomes. *International Journal of Business Communication*, 60(1), 287-312.
- Mirzaee, S. M. S., Mirfakhredini, S. H., Sadrabadi, A. N., & Sharifabadi, A. M. (2020). Compiling the strategies of alfa mining company and prioritizing them by waspas method. *Logforum*, 16(3), 447-463.
- Mutonyi, B. R., Slåtten, T., Lien, G., & González-Piñero, M. (2022). The impact of organizational culture and leadership climate on organizational attractiveness and innovative

- behavior: a study of Norwegian hospital employees. *BMC health services research*, 22(1), 637.
- Nakata, C., and Di Benedetto, C. A. (2012), "Forward to the future: the new knowledge needed to advance NPD-innovation theory and practice", *Journal of Product Innovation Management*, Vol. 29 No. 3, pp. 341-343, available at: <http://dx.doi.org/10.1111/j.1540-5885.2012.00903.x>.
- Naranjo-Valencia, J.C., Jiménez-Jiménez, D. and Sanz-Valle, R. (2016), "Studying the links between organizational culture, innovation, and performance in Spanish companies", *Revista Latinoamericana de Psicología*, Vol. 48 No. 1, pp. 30-41.
- Newman, D. A., Jacobs, R. R., & Bartram, D. (2007). Choosing the best method for local validity estimation: Relative accuracy of meta-analysis versus a local study versus Bayes-analysis. *Journal of Applied Psychology*, 92(5), 1394–1413. <https://doi.org/10.1037/0021-9010.92.5.1394>
- Ogunode, N. J. (2022). Basic education in Nigeria: challenges and way forward. *Journal of Intellectual Property and Human Rights*, 1(2), 1-13.
- Okeke, C. I., & Nwankwo, C. A. (2021). Evaluating the impact of regulatory policies on secondary education in Nigeria: A case study of Rivers State. *African Educational Research Journal*, 9(1), 78-86.
- Olutola, A. T., Galadanchi, N. Y., Olatoye, R. A., & Ihechu, K. J. P. (2022). Practical procedures in ensuring quality primary education in Nigeria. *Indonesian Journal of Multidisciplinary Research*, 2(2), 429-436.
- Otache, I., & Inekwe, E. O. I. (2022). The relationship between job satisfaction, turnover intentions and performance of Nigerian polytechnic lecturers with doctorate degrees. *Journal of Applied Research in Higher Education*, 14(2), 762-783.
- Owunna, R., Aziz, F. M.BA., Musa, S.N.N, & Ajobi, A, O., (2023). Impact of Working Conditions and Interpersonal Relationships on Performance of Non-Academic Staff. <http://dx.doi.org/10.6007/IJARBSS/v13-i12/20344DOI:10.6007/IJARBSS/v13i12/20344>. *International Journal of Academic Research in Business and Social Sciences* 13(12)
- Pak, K., Polikoff, M. S., Desimone, L. M., & García, S. E. (2020). The Adaptive Challenges of Curriculum Implementation: Insights for Educational Leaders Driving Standards-Based Reform. *AERA Open*, 6(2). <https://doi.org/10.1177/2332858420932828>
- Peter, L. (2015). *Effective Business Communication*, McGraw Hill Inc. New York. Publishing Nigerian Limited 18-24.
- Quinn, R., and Spreitzer, G. (1991) The Psychometric of the Competing Values Culture Instrument and an Analysis of the Impact of Organizational Culture on Quality of Life. In: Woodman, R.W. and Pasmore, W.A., Eds., *Research in Organizational Change and Development*, Vol. 5, JAI Press, Greenwich, 115-142.
- Quinn, R. E., & Spreitzer, G. M. (1991). The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life. *Research in Organizational Change and Development*, 1(5), 115-142.
- Radu, C. (2023). Fostering a positive workplace culture: Impacts on performance and agility. In *Human Resource Management-An Update*. IntechOpen.
- Rahmisyari. (2016). The effect of corporate culture on performance. *The International Journal of Engineering And Science*, 5(2), 26-31. <http://dx.doi.org/10.1016/j.jom.2007.04.001>
- Rehman, S. U., Mohamed, R., & Ayoup, H. (2018). Cybernetic controls, and rewards and compensation controls influence on organizational performance. Mediating role of

- organizational capabilities in Pakistan. *International Journal of Academic Management Science Research (IJAMSR)*, 2(8), 1–10
- Rho, E. (2009) The impact of organizational communication on public and nonprofit Managers' Perception of red tape (Master's thesis). The University of Georgia School of Public and International Affairs Department of Public Administration and Policy. Georgia, USA
- Robbins, S. P. (2001) *Organizational Behavior*. 9th Edition, Prentice-Hall, Inc., New York.
- Sampe, F., Kusnady, D., & Supendi, D. (2023). The Effect of Leadership Style and Communication on Employee Performance. *Jurnal Ekonomi*, 12(01), 207-217.
- Sari, A. R., Razali, G., Manda, D., Rukmana, A. Y., & Pitono, P. (2023). The Impact Of Work Communication And Discipline On Employee Performance. *Transformasi: Journal of Economics and Business Management*, 2(3), 09-22.
- Sari, D. P., & Ali, H. (2022). Literature Review Measurement Model of Individual Behavior and Organizational Citizenship Behavior: Individual Characteristics, Work Culture and Workload. *Dinasti International Journal of Management Science*, 3(4), 647-656.
- Schreuder, R., & Noorman, S. (2019). Strategic talent development—making the best people in crucial positions better. *Strategic HR Review*, 18(6), 263-267.
- Sehgal, N. (2023). *Organizational behaviour: Theory and practice*. Academic Guru Publishing House.
- Sims, R. R. (2023). *Human Resource (Talent) Development*. IAP.
- Slavich, G. M. (2022). Social Safety Theory: Understanding social stress, disease risk, resilience, and behavior during the COVID-19 pandemic and beyond. *Current Opinion in Psychology*, 45, 101299.
- Sopha, B. M., Achsan, R. E. D., & Asih, A. M. S. (2019). Mount Merapi eruption: Simulating dynamic evacuation and volunteer coordination using agent-based modeling approach. *Journal of Humanitarian Logistics and Supply Chain Management*, 9(2), 292-322.
- Stanton, R. (2017) *Communicating With Employees: Resisting the Stereotypes of Generational Cohorts in the Workplace*
- Strengers, J., Mutsaers, L., van Rossum, L., & Graamans, E. (2022). The organizational culture of scale-ups and performance. *Journal of Organizational Change Management*, 35(8), 115-130.
- Supriharyanti, E., & Sukoco, B. M. (2023). Organizational change capability: a systematic review and future research directions. *Management Research Review*, 46(1), 46-81.
- Bogale, T. A., & Debela, K. L. (2024). Organizational culture: a systematic review. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2340129>
- Tellis, G. J., Prabhu, J. C., and Chandy, R. K. (2009), “Radical innovation across nations: the preeminence of corporate culture”, *Journal of Marketing*, Vol. 73 No. 1, pp. 3-23.
- Tseng, C. Y., Kuo, H. Y., and Chou, S. S. (2008), “Configuration of innovation and performance in the service industry: evidence from the Taiwanese hotel industry”, *The Service Industries Journal*, Vol. 28 No. 7, pp. 1015-1028.
- Uzkurt, C., Kumar, R., Semih Kimzan, H., and Eminolu, G. (2013), “Role of innovation in the relationship between organizational culture and firm performance”, *European Journal of Innovation Management*, Vol. 16 No. 1, pp. 92-117.
- Van Waeyenberg, T., Peccei, R., & Decramer, A. (2022). Performance management and teacher performance: the role of affective organizational commitment and exhaustion. *The International Journal of Human Resource Management*, 33(4), 623-646.

- Verdu-Jover, A. J., Alos-Simo, L., & Gomez-Gras, J. (2018). Adaptive culture and product/service innovation outcomes. *Eur. Manag. J.* 2018, 36, 330–340. [CrossRef]
- Wallach, E. (1983). Individuals and organization: the cultural match. *Training and Development Journal*, 12, 28-36.
- Wilton, N. (2022). An introduction to human resource management.
- Wirajing, M. A. K., & Nchofoung, T. N. (2023). The role of education in modulating the effect of ICT on governance in Africa. *Education and Information Technologies*, 28(9), 11987-12020.
- WM Verhoeven, J., & Thøis Madsen, V. (2022). Active employee communication roles in organizations: A framework for understanding and discussing communication role expectations. *International Journal of Strategic Communication*, 16(1), 91-110.
- Xie, S., Mo, X., Hu, S., & Liu, S. (2020). Contributions of climate change, elevated atmospheric CO<sub>2</sub> and human activities to ET and GPP trends in the Three-North Region of China. *Agricultural and Forest Meteorology*, 295.
- Yagboyaju, D. A., & Akinola, A. O. (2019). Nigerian State and the Crisis of Governance: A Critical Exposition. *Sage Open*, 9(3). <https://doi.org/10.1177/2158244019865810>
- Zakrzewska, M., Jarosz, S., Piwowar-Sulej, K., & Softysik, M. (2022). Enterprise agility—its meaning, managerial expectations and barriers to implementation—a survey of three countries. *Journal of Organizational Change Management*, 35(3), 488-510.