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Organization Culture Types and Performance in Nigerian Universities

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Abstract
This paper investigated the relationship between organizational types and performance. The paper examined approved universities that have gone through Nigerian Universities Commission (NUC) accreditation process in Nigeria and selected six (6) universities which were classified into two federal universities, two state universities and two private universities based on ownership and age criteria. Random sampling and convenience sampling were used. The six universities had staff strength of 13,822. Questionnaires were distributed to 389 respondents. Correlations and Analysis of Variance (ANOVA) were used to analyse the data. Findings showed that differences in organization culture led to differences in organizational performance.
Keywords: Organization culture, performance and universities

1. Introduction

Nigerian business environment is constantly undergoing changes and is increasingly becoming complex. Although the universities used to stress on stable, predictable and mechanistic processes, the present dynamic environment requires that the universities adapt to changes if they are to succeed. Some cultures are good at adapting to changes and preserving the performance of the organization while others are not adaptive (Kotter and Heskett, 1992). If organizations could isolate factors that determine success, they would carry out programs that could make them more successful than others (Kotter and Heskett, 1992). Organizations with a culture that encourages and supports innovation would try to understand what it is in their culture that gives competitive advantage and develop those cultural attributes (Barney, 1986). Most successful organizations have organization culture as their competitive advantage (Cameron and Quinn, 1999). Some organizations may be efficiency minded having their long term orientation as performance with efficient smooth operations. It becomes therefore important to identify these cultural attributes that contribute to improved performance in the Nigerian Universities. Therefore finding the relationship between cultural types and performance in the universities becomes imperative.

The paper is an attempt to investigate the relationship between organizational culture types and performance in the Nigerian universities. Specifically the objectives of the paper are to determine:

1) the relationship between organizational culture types and innovation;
2) the relationship between organizational culture types and growth;
3) the relationship between organizational culture types and competitive advantage; and
4) the relationship between organizational culture types and performance in Nigerian universities.

2. Competing values framework

Quinn and Rohrbaugh (1983) after extensive review of the results of many studies on culture established the competing values framework.

The Competing Values framework has two dimensions. The first dimension has the values of flexibility, dynamism and discretion at one end and stability, order and control at the other end of the scale. This means that some organizations emphasize change, adaptation and organic processes (e.g start-up companies) while others stress on stable, predictable and mechanistic processes (like the universities, research institutes and government establishments). The second dimension has values of internal focus, integration and unity at one end of the scale while external focus, differentiation, and rivalry is on the other end. Some organizations focus on themselves and their internal processes emphasizing efficiency improvement and doing things right while others believe they can achieve success by focusing on the market or competitors. Such organizations use differentiation to take advantage of the weaknesses of competitors.

Using the Competitive Values Framework, Cameron and Quinn (1999) related the two dimensions to company characteristics to have four quadrants each of which represents those characteristics a firm feels are best and most appropriate way to behave. In other words, each quadrant represents assumptions, beliefs and values. None of the clusters is superior to the other just as no culture is better than the other (Tharp, 2005) but some cultures may be more appropriate in certain contexts than others. Based on the two dimensions they identified four characteristics: clan, hierarchy, adhocracy and market which has been used most often by many authors such Berrio (2005), Gibson, Ivancevich, Donnelly, Jr and Konapaske (2003) and Hendry (1999).

2.1 Clan culture

Organizations with clan culture behaves as a family, follows rituals, traditions, teamwork, team spirit and self management and social influence(Gibson *et al*,2003). Employees celebrate success together, work hard for their pay. Clan culture organizations operate a flexible control structure. They are concerned for employees and customers, focus on what Berrio calls "internal maintenance with flexibility" (Berrio2003:2). The glue that holds the organization together is loyalty or tradition. It emphasizes cohesion and high morale. It is a very friendly place to work and the leader is a father figure or a mentor. The clan culture is rooted in the belief that "Happy employees make great

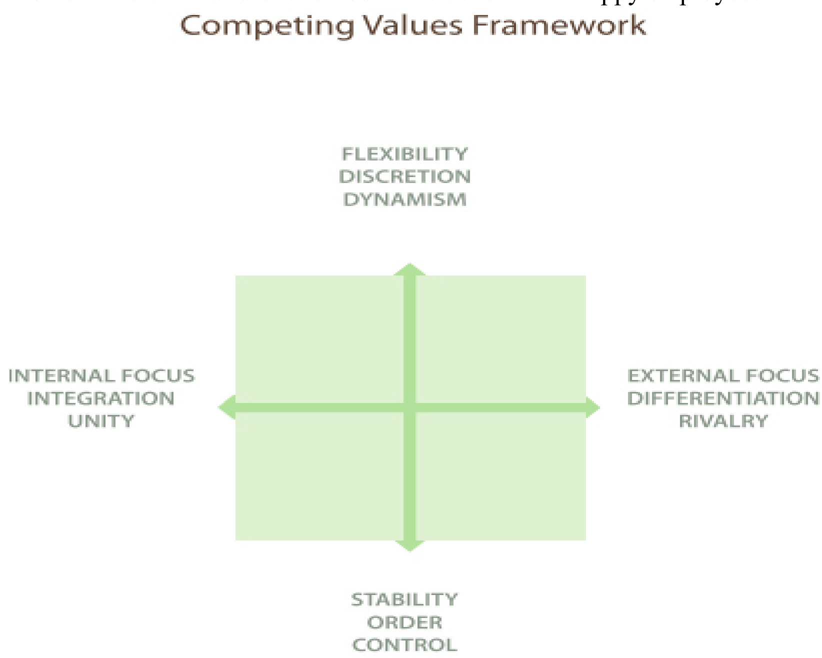

Figure1 competing Values Framework
Source: Cameron and Quinn (1999)

companies" Therefore, everything in the company revolves around team-building and training.

Clan is similar to hierarchy in that there is an internal focus with concern for integration and unity. However Clans emphasize flexibility, dynamism and discretion rather than the stability, order and control of hierarchy and market organizations. Examples of a clan culture are soaps, toothpaste and other hygiene producer companies. Universities, research institutes may also belong to clan culture.

2.2 Adhocracy culture

In this type the main focus is creativity, innovativeness, risk-taking and aggressive search for opportunities. Initiatives and autonomy are encouraged. Entrepreneurial cultures operate flexible external -control structure. According to Berrio, organizations with this type of culture emphasize concentration "on external positioning with high degree of flexibility and individuality" (Berrio2003:2). The glue that holds the organization together is commitment to experimentation and innovation. Long term focus is on growth and acquiring new resources. Success is gaining unique and new products or services. Examples are investment banks, advertising agencies, consulting firms, law firms and software developers. These organizations are fast-paced, and high- risk firms. Adhocracies thrive on innovation, creativity, and lack of rules and structure. They tend to waste resources on fruitless ventures.

Adhocracy are similar to clan in that they "emphasize flexibility and discretion; however, they do not share the same inward focus. Adhocracy cultures have external focus and concern for differentiation" (Tharp, 2005). High-tech companies are examples.

2.3 Hierarchical culture

Organizations with hierarchical structure stress on rules, policies, procedures, chain of command and centralized decision- making. This culture is a more formalized place to work. Leaders are efficiency minded. Long term orientation is stability and performance with efficient smooth operations. Success is measured in terms of dependable delivery, smooth scheduling and low cost. Management is concerned with secure employment and predictability. They operate stable internal cultural control. They operate based on rules and structure and gain efficiencies by being mechanically. They operate with detailed policies, and processes. There is high degree of formalization.

Hierarchy cultures are defined by stability and control as well as internal focus and integration. Standardization, control, and a well-defined structure for authority and decision making are highly valued. Effective leaders in hierarchical cultures are those that can organize, coordinate, and monitor people and processes (Tharp, 2005).Good examples of companies with hierarchical cultures are multinationals and government agencies like the Internal Licensing Revenue Department of Ministry of finance (Federal or State).

2.4 Market culture

This type focuses on external maintenance with a need for stability and control. Little feeling of teamwork and cohesiveness exists. Emphasis is placed on marketing goals of profitability, increased market share, and increased sales growth and financial stability. There is contractual relationship between employees and organization. Long term focus is on competitive actions and achievement of measurable goals. Leaders are hard drivers, producers and competitors. Reputation and success are concerns. Success is defined in terms of market share and market penetration. Examples are publishers, large retailers, textile firms, hotels, savings and loans, large vehicle dealers.

Company culture is not homogenous. Other subcultures exist and often tend to contradict the company culture. Most functional teams or departments have different culture types in their organizations (Fekete, 2001). Schein (1999) posits that this phenomenon is not necessarily dysfunctional; rather it allows the company to perform effectively in different environments based on function, product, market, location, etc. In order to get a more accurate picture of the company, it is important to understand not only the company/ organizational type, but the cultures of departments or other important groups as well. Following this assertion, Tharp (2005) concludes that "the same organizational culture types —hierarchy, market, clan, adhocracy—apply at both levels. So, a hierarchy company may contain a research group that is adhocracy, an engineering department that is a market, and a human resources department that is a clan"

> The Competing Values Framework and its inclusion of the four organizational culture types offer a simple means of categorization and understanding; however, it is possible for a company or department to have subdominant elements. This means that an accounting department that is a hierarchy may still have substantial market traits (Tharp, 2005).

In fact, pure hierarchy, market, clan, or adhocracy are extremely rare. Most of the company cultures that have been diagnosed using Cameron and Quinn's Organizational Culture Assessment Instrument indeed have a strong secondary component. This is also the case at the department/group level. Their research has additionally shown that it is rare to have companies that share equal traits of all four culture types—with no dominant or barely dominant type.

None of these culture types is the best. Each has its strengths and weaknesses. If any of the strengths is taken too far, strength may be turned into a liability. Therefore it is necessary to strike a balance between the four culture types. Although one or another of these cultures may best serve the different strategies and industries, in the long run it is better to have all the strengths available for synergistic effects.

It is worthy of note that different strategies and industries may be better served by one or another of culture types. In the long run it may be important to have all of the organizational strengths available. If any culture type is taken too far, it can change from strength to a liability and hurt performance. Quinn explains this thus,

> It is obviously important to train and develop employees; this is clan culture strength. But if this is taken too far, if concern for comfort overrides getting the job done, it can hurt performance. Therefore, it is important to have the right balance among the cultural strengths. Each one has important strengths, but each also has significant weaknesses, which are offset by the opposite culture (e.g., a hierarchy's lack of innovation is corrected by adhocracy, and adhocracy's potential to wander off target can be fixed by hierarchy). Optimal organizational performance depends on getting the right balance of strengths (Quinn, 2003)

Using the OCAI for diagnosis makes the process more objective, but still allows and demands that organization planners and designers interpret the results. Indeed, it is their crucial talents of interpretation that add value and account for the way companies think and behave as well as how they want to represent themselves to the world.

3. Organizational culture and performance

Research evidence shows that there is a relationship between organizational culture and performance. Organizations with a record of high performance are associated with strong, well developed cultures (Hellriegel Slocum and Woodman 1992). Reasons adduced are (1) strong cultures provide for a better fit between strategy and culture (2) strong cultures lead to increased commitment by employees. O'Reilly and Chatman (1996) have indicated that strong culture enhances organizational performance. Kotter and Heskett (1992) have shown that firms with strong cultures outperform those with weak cultures. Sorensen (2002) found that firms with strong cultures exhibit superior performance and more reliable performance in stable environments and that even in volatile environments firms with strong cultures enhance performance. Also firms with strong culture have less variable performance and increased reliability in performance in competitive environments Firms with participative cultures and well organized workplaces have better performance records than those firms that lack these characteristics (Denison, 1984). A culture can be considered strong if those norms and values are widely shared and intensely held throughout the organization (O'Reilly and Chatman, 1996) and weak if those norms and values are not widely shared and intensely held throughout the organization.

A comparison of the cultures of 334 institutions of higher education in United States revealed no differences in organizational effectiveness between those with strong cultures and those with weak cultures (Cameron and Freeman, 1991). A type of organizational culture that is designed to foster high performance with high levels of employee involvement is called high performance- high commitment culture characterized by teamwork, empowerment, integration of people and technology and shared sense of purpose (Hellriegel *et al,* 1992).

Chang and Lee (2007) in a study of the effects of organizational culture and knowledge management mechanisms on organization innovation found that supportive and innovative culture had significantly positive effects on administrative and technical innovation.

Balthazard and Cooke (2004) also found that constructive norms are positively associated with quality of products and services, quality of customer services, adaptability, and the quality of the workplaces. They are however negatively related to turnover. Defensive behaviours are negatively related to quality of products and services, quality of customer services, adaptability, employee retention and the quality of the workplace.

Okafor (2008) also found that shared values have positive relationship with organizational performance implying that value system of an organization impacts positively on organizational performance. In another study carried out in Nigeria, Prince-Abbi (2002) found that organizational culture influenced organizational effectiveness. In a case study carried out in Henkel, a Fortune Global 500 Company and one of Germany top-performing companies using Denison organizational culture survey, it was found that high performing culture had rate of return on equity(ROE) OF 21% while low performing culture had ROE of 6%. Also high performing culture recorded above 80% customer satisfaction while low performing culture had below 50% customer satisfaction. *Strong culture* is said to exist where staff respond to stimulus because of their alignment to organizational values. In such environments, strong cultures help firms operate like well-oiled machines, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there.

Conversely, where there is *weak culture* there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy.

Research indicates that organizations may derive the following benefits from developing strong and productive cultures: better aligning the company towards achieving its vision, mission, and goals; high employee motivation and loyalty; increased team cohesiveness among the company' various departments and divisions; promoting consistency and encouraging coordination and control within the company; and shaping employee behavior at work, enabling the organization to be more efficient

Wilkins and Ouchi (1983) have found that “particular properties of local organizational culture are more important than others and that local organizational culture will be more critical to performance in one range of organizations than in others” and argue that they are more adaptive.

Cultural cohesion is said to be one of the irretrievable loss of intangible human factors that explains why mergers and acquisitions rarely accomplish the highly anticipated synergies between companies and the most critical asset in the eventual success or failure of the integration (Rhodes, 2004) and why more than 50% of mergers fail (Krohwinkel and Svenson, 2006; Gibson, Ivancevich, Donnelly, Jr and Konapaske (2003). Ineffective cultural integration leads to loss of productivity and sales, lost workplace morale. Failure to integrate cultures within organizations can increase conflicts and lower productivity (Holowelzk, 2002)

Turban and Aronson (2001:235) acknowledge that “the ability of an organization to learn, develop memory and share knowledge is dependent on organizational culture”. They call on organizations to establish appropriate culture that encourages people to create and share knowledge within an organization (Holsapple and Joshi, 2001), a supportive culture and innovative culture (Chang and Lee,2007), a climate of trust, confidence and openness in an environment where learning and experimentation are highly valued, appreciated and supported to develop and apply knowledge (Martin,2000).

Walters, Halliday and Glazer (2002) suggest that culture should be utilized and leveraged to harness the dynamic process of competitive positioning through utilizing the knowledge of customers, products and services and resources to overcome cultural barriers to sharing knowledge (McDemott and O’Dell,2001). Culture is said to be a key enabler of knowledge management process capabilities and thus contributes to competitive advantage through KM process capabilities (Nguyen et al, 2008). Managers and Practitioners are called upon to utilize, develop and nurture the specific attributes of culture to achieve competitiveness (Nguyen *et al*, 2008).

Kremp and Mairesse (2003) have identified promoting a culture of information and knowledge sharing as one of the knowledge management policies that contributes significantly to the innovative and productive performance of manufacturing firms. Halawi *et al* (2005) view the development of organizational culture as providing sustainable sources of business advantages. Chang and Lee (2007) contend that if “ firms could adequately

analyze their own culture types to introduce knowledge management modes suitable for operation systems within firms, it would help firms efficiently integrate the competitive advantages in every kind of resource demand, accelerating innovation and improving industry value... survive from the violently competitive market". Successful knowledge management depends on the coordination of levels of culture, management and organizations and hence organization culture is intimately related to knowledge management. Organization culture is therefore a major contributor of knowledge management as it represents a major source of competitive advantage for organizations to achieve their objectives (Chin-Loy and Mujtaba, 2007). Organization culture is part of the knowledge management "mechanisms that make action to take place" toward organizational performance (Wiig, 2000).
After exhaustive review of literature, the following hypotheses are formulated

4. Research hypotheses
To guide this research, the following hypotheses have been formulated for testing
$H1_o$: there is no correlation between organizational culture types and innovation in the Universities
$H2_0$: there is no correlation between organizational culture types and growth in the Nigerian Universities
$H3_{0:}$ there is no correlation between organizational culture types and competitive advantage in the Nigerian Universities
$H4_{0:}$ there is no correlation between organizational culture types and performance of Universities

5. Methodology
The survey method was employed in order to elicit information from the various management and non management staff of the universities.
5.1 Population of the study
The population (adjudged to be knowledge organizations) consisted of all approved universities that have gone through NUC accreditation process in Nigeria. These universities were divided into six geopolitical regions: North-East, North-West, North-Central, South-South, South-East and South-West of Nigeria. We selected South-South Geopolitical Region of Nigeria as our sample frame. There were 15 universities in this region. The universities with their respective age of establishment are: University of Benin, Benin City,(1970), University of Port Harcourt, Port –Harcourt (1975) , Delta State University, Abraka (1992) Ambrose Alli University, Ekpoma (1980), Federal University of Petroleum Resources, Effurun (2007), Western Delta University, Oghara (2007), Niger -Delta University, Yenegoa (2000) Cross Rivers State of Technology, Calabar (2004) University of Calabar, Calabar (1975), University of Uyo, Uyo (1991), Rivers State University of Science and Technology, Port- Harcourt (1979), Novena University Ogume, Delta State(2005), Akwa Ibom State University of Technology, Uyo (2005), Benson Idahosa University, Benin City (2002), Igbinedion University Okada (1999). Thus a total of 15 universities constituted the population of the study
5.2 The sample size and sampling method
Six older universities (based on the year of establishment) were represented in the sample and classified into Federal, State and Private universities on the basis of ownership. The older universities were as shown on table 3.2
Each university was divided into academic arm and non-academic arm. The academic arm of the universities consisted of faculty of Arts, education, science, social science, management, engineering, pharmacy, dentistry, school of medicine and the library and the non-academic arm consisted of the Vice- chancellor's office, the registry and the bursary and works department of the universities although these vary in nomenclature from university to university (Ohiorenoya, 2013)
Table1: The Population of Staff in Each of the Selected Nigerian Universities

University of Benin, Benin City	4,710
University of Port Harcourt, Port Harcourt	4,023
Ambrose Alli University, Ekpoma	2,148
Delta State University, Abraka	1,980
Igbinedion University, Okada	586
Benson Idahosa University, Benin, Benin City	375
Total	13,822*

*Population is as at March 2011
Source: Ohiorenoya (2013)
The non-academic arm of each university was stratified into top management, middle management, supervisory management, technical and support staff in order to ensure that respondents cut across the different strata of the organization. The academic arm was stratified into professors, senior lecturers, lecturers and the administrative staff. This made the sample to be representative of management as well as took cognizance of the non managerial grades (Ohiorenoya, 2013).

Sample size of three hundred and eighty-four respondents was used in this paper based on the statistical formula for selecting from a finite population as propounded by Yamane (1967).
This value was distributed proportionately to the six universities based on the proportion of the staff strength of each university using Kumar (1976) proportional allocation formula

5.3 Measurement of variables

The respondents' scores for the descriptive statements reflecting each of the six process typology were weighted and the sum of the weights were recorded and assigned to each organization culture type. These weights were summed to make up the total weight for each culture type. In each case there are six descriptive statements. The average (mean) is the value for each culture type. Performance measures three dimensions-competitive advantages, innovation and growth (Ohiorenoya, 2013).

5.4 Variables specification

For this study, organizational performance was segregated into competitive advantage (COMP), innovation (INNOV.) and growth (GRWTH), Organizational culture (OC) was also disaggregated into clan (CLAN), Adhocracy (ADC), Hierarchy (HCY) and Market (MKT).

5.5 Research instrument

The questionnaire was divided into four sections: (1) demographics on members and the universities, (2) Organizational Culture Assessment Instrument (OCAI) and performance measures.
The demographic items were used to obtain information about members of staff of the universities. The Organizational Culture Assessment Instrument is in form of a questionnaire that requires individuals to respond to six items and has been found useful and accurate in diagnosing important aspects of organization's underlying culture. It has been used in more than a thousand organizations and has been found to predict organization's performance (Cameron and Quinn, 1999). It is a highly instrument. OCAI is a six process typology consisting of dominant characteristics, organizational leadership, and management of employees, organizational glue, strategic emphasis and criteria for success. Each process had four descriptive statements reflecting the four types of organization culture: clan, hierarchy, adhocracy and market. The statements were assigned five point Likert scale of (Strongly agree to (5) strongly disagree.

5.6 Questionnaire administration

Questionnaires were designed and distributed to a sample of the staff in the Nigerian universities. In order to ensure the questionnaires are filled and returned, a contact person was used to follow up and collect them. Questionnaires were distributed to both the academic staff and administrative staff of the universities as presented
384 questionnaires were distributed out of which 360 were returned. Out of the 360 returned, 10 questionnaires were not usable because they were not correctly filled leaving a total of 350 questionnaires which we used for the computation. 131 questionnaires were distributed to both academic and non-academic staff of university of Benin, Benin City. Of this number, 114 was returned, out of which 4 was not usable. In university of Port Harcourt, 112 questionnaires were distributed, out of which 105 was returned. Of the 105 returned, 5 were not usable. 60 questionnaires distributed to Ambrose Alli University were returned and correctly filled. For delta state university, 55 questionnaires which were distributed were returned and correctly filled. In the case of Igbinedion University, 16 questionnaires were distributed but 1 was not returned. In Benson Idahosa University, 10 questionnaires distributed were all returned correctly filled.

5.7 Method of data analysis

In this section, Analysis of Variance (ANOVA) was used to determine if differences in organization culture lead to differences in organizational performance.. Statistical tools for the analysis were SPSS 16.0

7. Hypotheses testing

7.1 Correlation analysis

Table2 shows correlation matrix depicting the relationship between organization culture types and performance.
Table 2: **Correlation Matrix**

	PERF	CLAN	ADC	MKT	HCY	INNOV	GRWTH	COMP
PERF	1							
CLAN	0.42	1						
ADC	0.47	0.629	1					
MKT	0.50	0.598	0.765	1				
HCY	0.51	0.731	0.527	0.700	1			
INNOV	0.64	0.382	0.437	0.482	0.441	1		
GRWTH	0.70	0.420	0.369	0.450	0.598	0.646	1	
COMP	0.67	0.320	0.411	0.389	0.357	0.704	0.591	1

Source: ohiorenoya (2013)

Correlation of organizational culture with aggregate performance indicated that adhocracy culture had a moderate relationship with performance with r=0.47.Clan culture was positively correlated with performance (r=0.42). Moderate relationship was observed between hierarchy culture and performance on the one hand and market culture on the other with r=0.51 and r=0.50 respectively. When performance was disaggregated, the correlation between adhocracy and innovation was moderate (r= 0.44). Clan and innovation had also moderate relationship (r=0.38). Similarly there was moderate correlation between hierarchy and innovation as well as between market and innovation with r=0.44 and 0.48 respectively. Correlation between adhocracy and growth(r = 0.37), clan and growth(r=0.42) as well market and growth(r=0.45) was moderate, there was a high correlation between hierarchy culture and growth (r=0.60), moderate relationship was observed between competitive advantage and all the cultures. Adhocracy culture was related with competitive advantage(r=0.41). Other cultures had slightly lower correlation coefficients (r). Correlation coefficients r for clan, hierarchy and market cultures was 0.32, 0.36 and 0, 39 respectively.

7.2 Regression analysis

7.2.1 Relationship between organization culture types and performance

Adhocracy (ADC) and hierarchy (HCY) adhocracy (ADC) had significant positive relationship with performance. They were also positively related to innovation, growth and competitive advantage indicating that these two cultures favor high performance. The overall effects of culture on innovation, growth and competitive advantage were high as the F-ratio was 27.36, 14.56 and 61.77 respectively. This shows that organizational culture is highly significant in explaining innovation, competitive advantage and growth. However in the case of aggregate performance, hierarchy with Beta score of 0.352 is more important variable affecting performance than adhocracy with a Beta score of 0.227.

Table 3 Relationship between organization culture types and performance

Organization culture types	Organization performance											
	INNOV			GROWTH			COMPETITIVE ADVANTAGE			OVERALL PERFORMANCE		
	t-stat	p	Beta	t-stat	p	Beta	t-stat	p	Beta	t-stat	p	Beta
Clan	0.884*	0.377	0.047	0.892*	0.373	0.028	0.400*	0.689	0.021	0.309*	0.758	0.035
Adhocracy	4.235**	0.000	0.045	2.713**	0.007	0.081	5.783**	0.000	0.287	5.241**	0.000	0.557
Market	2.207*	0.028	0.051	0.185*	0.854	0.006	0.402	0.688	0.023*	1.064*	0.258	0.130
Hierarchy	3.576**	0.000	0.050	8.940**	0.000	0.300	3.393**	0.001	0.190	5.594**	0.000	0.671
F-Ratio	27.36			14.56			61.77					

** 1% level of significance
* **5**% level of significance
Source: ohiorenoya (2013)

These results are corroborated in the present study by those of Chin- Loy and Mujtaba, (2007). Our model examined specifically the relationship between organization culture and performance and revealed differences in results when relationship between organization culture and performance was determined. Chin- Loy and Mujtaba, (2007) result showed that only adhocracy was near significant, while our results showed that adhocracy was statistically related to overall performance, innovation, growth and competitive advantage, Market culture was only significantly related to innovation. Clan was not significantly related with overall organizational performance, innovation, growth and competitive advantage.

Findings

The research findings were:

1. Organization culture types were directly correlated with overall organizational performance, innovation, growth and competitive advantage. However, only adhocracy, hierarchy and market cultures were significantly related to performance
2. Adhocracy and hierarchy were statistically related to overall performance, innovation, growth and competitive advantage.
3. market culture was only significantly related to innovation
4. Clan culture was not significantly related to innovation, growth and competitive advantage

Conclusion

In order to innovate, grow and be competitive, Nigerian universities must not only understand the cultural contexts under which they are operating, they must of necessity be able to identify the organization culture type that is most strongly related to performance to assist the universities authorities, government and captains of industry and other change agents in designing, initiating, and implementing changes that foster successful performance management programmes

The fact that the study has found that some culture may be effective in one context and ineffective in another and some may be major determinants of performance does not mean we should jettison other culture types: a mix of culture types may be better to take advantage of different situations and environmental changes. Therefore a right balance among culture strengths is needed for effectiveness in the universities. Optimal mix of culture should be a combination of culture strengths that enhance organizational performance (Ohiorenoya, 2013).
Management should also be able to understand the organization culture type that enhances management effectiveness but must remember that there is no one best culture and that optimal mix of culture is one that gives the organizations competitive advantages and enables them to innovate and grow. The fact that an organization is effective now does not mean it should rest on it oars but should continuously upgrade its performance management infrastructure for continuous growth and competitiveness (Ohiorenoya, 2013).

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