

Influence of Cultural Competence on Job Performance of Office Administrators in Government – Owned Universities in Ekiti State, Nigeria

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Abstract

The study investigated the influence of cultural competence on Job performance of office administrators in government owned universities in Ekiti State, Nigeria. A Cross-sectional survey research design was adopted. Population consists of 143 office administrators in government owned universities in Ekiti State, Nigeria, which include Federal University of Oye – Ekiti (48), Ekiti State University (40) and Bamidele Olumilua University of Education, Science and Technology, Ikere – Ekiti (55). A total enumeration approach was adopted. Data collected were analyzed using inferential statistics. Findings revealed that culture competence has strong positive and statistically significant influence on job performance; (Adj $R^2 = 0.597$; $p = 0.000$). This study concluded that cultural competence significantly influences the job performance of office administrators in government owned universities in Ekiti State, Nigeria. It was recommended that, management of Federal University of Oye – Ekiti, Ekiti State University and Bamidele Olumilua University of Education, Science and Technology, Ikere – Ekiti should focus on trainings that reminds the administrators of the importance of adhering to the culture of the institutions, ensure that all factors that aid timely response of office administrators while on duty should be enhanced to encourage their office administrators to work effectively and efficiently.

Keywords: Cultural competence, Job Performance, Office Administrators.

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Introduction

Performance can be defined as the accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost and speed. Performance may be understood as “the potential for future successful implementation of actions in order to reach the objectives and targets”. Administrative performance illustrate how good an organization, either is a firm, a n institution or a company execute and achieve its objectives or shared purpose. This usually covers a composite assessment including organization important parameters, typically financial, market and shareholder and academic performance. According to Zonnenshain (2020), organisations are looking for a performance measures that offer predictive power and better understanding of each process situation, meanwhile, institutional investors are becoming more concerned with the long-term health and overall performance of the institutions in which they have invested. (Bilderback, 2023). Administrative job performance can be hard to manage due to it is only partially controlled by managers on the internal performance while others will be assessed by its academic and job performance.

Job performance is crucial for provision of quality services in the organizations which in turn raises the satisfaction of academic institution. The importance of job performance can be identified in the formation of value for the employees of an organization which may be equal or more than the expected value by those contributing the assets, making the organization available for transitive existence. Job performance is behaviour exhibited or something done by the employee, individual job performance is of high relevance for organizations and individuals alike. It is noteworthy to state that individual work performance is sometimes associated with work behaviours that are germane to achieving organizational goals which are within the individual job holder’s control. It is with this general understanding that performance management in work organization has become a significant indicator in measuring job performance. Job performance has been defined in a number of ways. First as a means to reach a goal or set goals within a job, role or organization, but not the actual consequences of the acts performed within a job (Rahman, 2021). Also, it is described as a coordinated effort to carry out tasks that involve converting inputs to outputs of a quality consistent with the skills, abilities and experience of the staff, with the help of supporting factors and the appropriate working environment to undertake this effort accurately,

shorter and less costly. This applies to every organizations including Osun State Ministry of Education.

Job performance is described as actions or behaviours relevant to organizational goals which include both productive and counterproductive employee behaviours that contribute to or detract from organizational goals (Koopmans, 2020). Attainment of a high level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that highly satisfied work force is an absolutely necessity for achieving a high level of performance advancement of an organization. Satisfied worker leads to extend more effort to job performance, then works harder and better. Thus every organization tries to create a satisfied work force to operate the well- being of the organization. Job performance of office administrators would be measured with Job Professionalism, Job Responsiveness and Time Management (Chandrasekhar, 2011). In the processing of improving performance of job administrators, strict adherence to the institutions' culture must be effective.

Cultural competence is a set of shared values and behaviours among employees that, when used as a tool, helps an institution to achieve its objectives (McLean, 2005). Cultural competence refers to people's mindsets that distinguish them from one another, whether within or outside the organization. This includes the employee's values, beliefs, and practices that differ from those of the other organization (McLean, 2005). Strong cultural competence is particularly beneficial in enhancing staff performance, which leads to goal achievement and increased overall organization performance. Cultural norms and beliefs have a significant impact on those who are directly or indirectly associated with the organization. These norms are unseen, but they have a significant impact on performance and profitability. Shared value is the most crucial trait. A strong cultural competence fosters adaptation and improves performance by inspiring administrators to work for a common aim and objective; and finally, influencing and channeling administrators' behaviour in that direction should be at the forefront of operational and functional strategies. Administrators' shared value is one of the most important aspects of an academic institution culture. According to a researcher, value is a reflection of causal cultural assumptions, which is a set of social norms that create the rules or framework for social interaction and communication behaviours of

society's members (O'reilly, 2000). Academics and practitioners argue that job performance is determined by the degree to which its culture's ideals are widely shared (O'reilly, 2000).

Similarly, it is widely accepted that shared and strongly held values enable management to forecast employee reactions to certain strategy options, and that lowering these values may have unfavourable consequences. The cultural competence and performance have a beneficial link. The culture, according to this study, has an impact on improving performance. Administrators are encouraged and inspired to work successfully and efficiently if the working environment is pleasant and comfortable. The performance of the workforce is enhanced by a positive and competitive culture. Administrators will be motivated to work diligently if the workplace culture seems "like home." If the culture fosters successful working and is powerful and motivating, members of the organization are encouraged to do so. Performance is reflected in cultural competence. It is proportionate to the performance of the workforce. Therefore, lack of cultural competence among office administrators which was identified as the main root of their poor performance prompted this study to fill in the gap to provide information on cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria.

Aim and Objectives of the Study

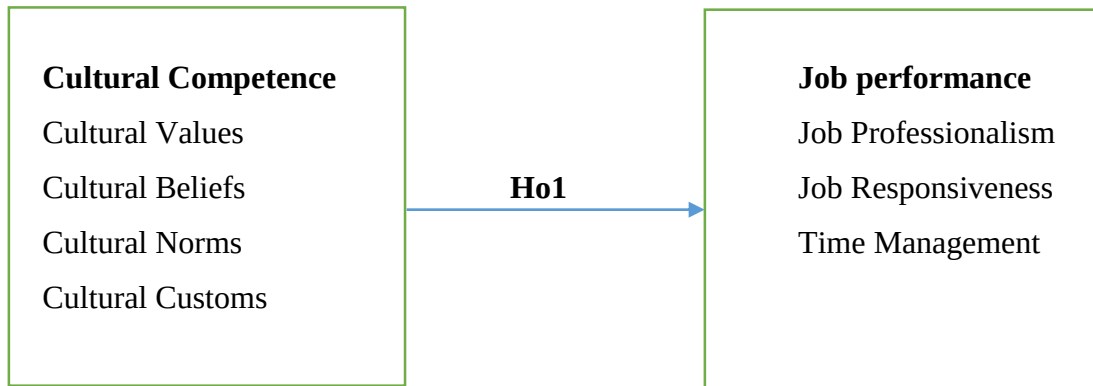
The aim of the study is to investigate the influence of cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria. The specific objectives are to:

- i. identify the level of job performance of office Administrators in government owned universities in Ekiti State, Nigeria.
- ii. access the level of cultural competence among office administrators in government owned universities in Ekiti State, Nigeria.
- iii. ascertain the influence of cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria.

Hypothesis

The following is the research hypotheses that was tested:

H₀₁: There is no significant influence of cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria.



Conceptual Framework Illustrating the Influence of Cultural Competence on Job Performance of Office Administrators in Government Owned Universities in Ekitit State, Nigeria.

Source: Researcher's Conceptual Framework, 2024

Scope of the Study

The study concentrated on the influence of cultural competence on job performance of office administrators in Government Owned Universities in Ekiti State, Nigeria. The measures of job performance are job professionalism, job responsiveness and time management. The measures for cultural competence are cultural norms, cultural values, cultural customs and cultural beliefs among office administrators. The geographical scope of the study covered office administrators in government owned universities in Ekiti State, Nigeria. The respondents were office administrators government owned universities in Ekiti State, Nigeria.

Literature Review

Job Performance

Performance definition has also been further confirmed by Naharuddin (2013) in their study on purchasing and supply management practice with corporate performance. This study classified firm performance into the three dimensions most frequently studied in Purchasing and Supply Management and Supply Chain Management research: operational performance, market

performance, and accounting performance. This categorization is also consistent with other meta-analytical studies in the field of Supply Chain Management by Rodjam, (2020).

An increased of interest level in Quality Management by sectors on economy, such as manufacturing, service, health care, education and government was identified. It is also a widely accepted organizational goal for many companies today Viswesvaran, (2001). Performance was conceptualized differently across studies according to review of literatures. Financial performance, measured in terms of growth in market share, profitability, return on assets was considered in some studies. Meanwhile, other studies considered operational performance measured in terms of product/process quality and inventory and still others have considered customer satisfaction. In some studies a multidimensional operationalization of performance is considered while others considered single performance construct.

Product Development Perspective: Meanwhile, when we look into upper stream of operation activities, it covers product development stage and design stage. According to Okwuise, (2023), in order to achieve and maintain competitive advantage, corporate must be able to produce high quality and low cost products while increasing variety and reducing production lead time. This is why performance measurement is required to evaluate the success of these processes. Performance measurements are an essential element in planning and controlling organizational activities, such as the product development process (O'reilly, 2000).

Cultural Competence

The most basic definition of culture is how we do things around here. It's a mix of values and ideas, acceptable and unacceptable behaviour norms, written policies, demands, and expectations from the top, formal and informal systems, processes and procedures, and networks (Zukarnaen, 2020). As a result, an organization's culture is shaped by its history, a range of external and internal influences, as well as the priorities and values of its important personnel. The non-spirituals, space design, furnishings, and ways of coping with various phenomena and people difficulties at the workplace represent an organization's culture.

Culture is the collective mental training that separates members of one group or category of people from those of another (Zukarnaen, 2020). Using a methodology approach from factor analysis, the influences of a society's culture on its members' values and how these values relate

to behaviour. Cultural competence is defined as a set of values, beliefs, and behaviour patterns that define an organization's core identity and influence employee behavior. Cultural competence is conveyed, taught, and passed down to employees; it aids in the organization's ability to adapt to changing conditions and integrate inside. The underlying values, beliefs, and moral principles that play a vital influence in the organization's management system are referred to as cultural competence. Cultural competence is a set of basic ideas that a group of people develops and spreads in a way that is consistent with the external environment and promotes group cohesion.

Fairness, support, and respect for individual rights are valued in people-oriented cultures (Rotundo, 2002). These organizations honestly think that their most valuable asset is their employees. Fair procedures and management styles are also present in these firms. There is a lively atmosphere at work, and employees do not feel obligated to pick between work and other elements of their lives. The importance of treating others with respect and decency is emphasized. Employees at this organization sense a commitment that goes beyond the basic exchange of labour for a salary, according to a study. The employee-organization relationship and their contributions to each other may go beyond any contractual obligations. As a result, the individual's long-term commitment to the company is traded for the company's long-term commitment to the individual. Individuals feel they will be treated fairly by the organization in terms of wage increases, promotions, and other types of recognition. As a result, they consider themselves responsible for their behaviour in front of the organization. These elements serve as a foundation for high job performance.

Employees in this culture are kept motivated by the objective of achieving the best possible results. Professional development opportunities are easy to justify in this culture, which places a strong emphasis on performance and fresh ideas. Workplace environment and productivity play an important role in society in order to improve the quality of organizational life. As a result, organizations should think about the correct dimensions to measure their culture and performance in order to deliver creative products and services that satisfy customers' needs. However, the value of creativity in organizations has received little attention in the field of organizational culture. Organizational culture, in fact, contributes to the success of businesses. In two ways, shared values, beliefs, and anticipated behaviour of members of an organization affect creativity.

Organisational communication is a term that refers to the emotional tone of a relationship (Obdulio, 2014). The concept can be elaborated in terms of the mode people feel about each other as they carry out their daily activities. Hence, communication can be found in families, friendships and all other types of relationships that have their societal manner. In the early sixties, six characteristics of communications were identified which were; "supportive communication" and six characteristics of "defensive communication". He characterized the supportive climate as an environment in which the work is done within the frame of provisionalism, empathy, equality, spontaneity, problem orientation, description and defensive climate as an environment that comes with evaluation, control, strategy, neutrality, superiority and certainty (Obdulio, 2014).

Various investigators recognized Gibb's findings as a significant factor in the understanding of supportive and defensive communication climate. A study conducted on communication emphasized that in the process of operating an organization, communication is responsible for linking people to achieve common goals. In relation to a democratic workplace and focused communicative link between participative decision making, openness, trust and supportiveness, the success of any organization does not depends only on qualified personnel but also on the interaction between the personnel and clientele. The concept of supportiveness through outcomes of supportive interactions is defined as "verbal and nonverbal behavior produced to provide assistance to others perceived as needing that aid". Forward, a study was conducted to investigate the utility of Gibb's theory of defensive and supportive communication in their inspection tool. The results summarized with certain recommendations for interpreting and re-conceptualizing the communication construct and emphasized that one defensive and supportive action highlighted on task and another supportive and defensive action emphasized interpersonal relationships. Gibb's model of supportive and defensive communication and results-focused on factors that affect the feelings of communication were identified. Further research focused that supportive and defensive communication leads to positive and negative communication but the negative influence of defensive communication overrides the positive impact of supportive communication on the rise communication (Badu, 2018).

Cultural Competence and Job Performance

According to a study, there is a strong link between organizational culture and employee performance (Rastgoo, 207). They also discovered that organizations may assist employees in

improving their performance by agreeing on the organization's values and beliefs, adapting to changes, and coordinating work and aligning individual and organizational objectives. According to research, there is a considerable link between organizational culture and its characteristics, as well as personnel performance. In general, organizations can assist employees in improving their performance by agreeing on the organization's values and beliefs (organizational culture), adapting to changes, and coordinating work and aligning individual and organizational objectives, and planners cannot establish the basis and criteria for professional development without taking organizational culture into account.

According to a study, organizational culture has an important influence in fostering a creative and innovative environment among employees (AL-Fares, 2011). As a result, one should concentrate on organizational culture in order to foster a creative and inventive environment among employees and to take steps to align employee values and norms with those of the organization. According to a study, performance and innovation go hand in hand; stronger performance equates to more innovation (Anitha, 2019). According to them, building an organizational culture that stimulates and supports performance is critical for businesses looking to gain a competitive advantage. Their findings demonstrated that the environment of the firm had a favorable impact on both individual employee performance and workplace orientation.

The value of organization lies within the heart of it. This research brings evidence that an organisation need to set high standards when it comes to the aspect of 'Values' and the employees ought to resonate well with the organisation values. A signifier of prosperity within an organization is evidence of an agreement between organizational values and routine behaviours of its personnel. Reducing the gaps between extremely valued and extremely evident and thereby aligning the values of the personnel and what is actually happening within the organization could result in increased employee morale and job performance. Value congruence indicates similarities between an individual's perceived value importance and the values exemplified in their work environment. It is ideal for individual employee perceptions of evidence to mirror their perceptions of value among work related concepts/ideas. Personnel who work in a congruent environment where values match actions tend to be happier, more productive, and adjust to change at a faster rate. The evidence that the majority of identified past organizational values are program focused and have only represented a specific portion of the organization. In this analysis,

organizational values represent a more holistic view thus highlighting areas that otherwise may have gone unnoticed or have been too narrowly focused. These results imply that Organisational values can have an effect on employee's job performance (Badu, 2018).

A study showed that there exists a significant relationship between organisational culture and employees' creativity (Befort, 2003). They further found out that organisations can help the employees increase their creativity through agreement on the values and beliefs within the organisation, adaptation to changes, and coordination in work and alignment of individual and organisational objectives. Some scholars stated in their investigation that there is a significant relationship between organisational culture and its dimensions, and employee's creativity. Generally, organisations can help the employees to increase their creativity through agreement on the values and beliefs within the organisation (culture), adaptation to changes, and coordination in work and alignment of individual and organisational objectives, and planners cannot establish the basis and criteria of creativity development without considering organisational culture. A scholar in a study came out with the fact that organisational culture as a key factor has an effective role in creating a creative and innovative atmosphere among the people in an organisation. Therefore, one should focus on the organisational culture in order to create a creative and innovative atmosphere among the employees and to take steps towards coordination of values and norms of the employees with those of the organisation.

Theory of Organisational Culture

A theory of organizational culture profile connotes that Employees should share the same underlying cultural assumptions and values as the organization for which they work, according to the paper. Norms, beliefs, customs and values are the aspects outlined in this theory (McClean, 2020). Achievement, outcomes, and action are all significant values in an outcome-oriented society, according to this theory. Employees with productive skills are nevertheless coached and supervised to effectively market the company's products. All employees, including top management, are held accountable for performance, and processes that reward individual and group productivity are in place. Workers are compensated based on their output rather than seniority or loyalty. Precision and attention to detail are valued in a detail-oriented culture. Companies with this culture create road maps for how employees should complete their tasks.

They believe that paying attention to details is an efficient strategy to keep clients and hence enhance profitability and loyalty. As a result of this idea, if secretaries adhere to the tertiary institutions' values, culture, norms, and customs, their performance will skyrocket to at least match their optimum best.

Methodology

This study adopted an inferential design method to explain the influence of cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria. The population of this study is one hundred and forty – three (143) office administrators which include Federal University of Oye – Ekiti (48), Ekiti State University (40) and Bamidele Olumilua University of Education, Science and Technology, Ikere – Ekiti (55). Given the relatively low population, this study adopted total enumeration method. The instrument for data collection is structured questionnaire developed by the researcher from related literature based on the objectives of the study. The questionnaire was used to obtain information on the influence of cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria. The study adapted the Likert scale design and the instrument is made up of three sections. The questionnaire was subjected to face validity which measured how well the content of the instrument measures what it is designed to measure. It was also used in determining a scale's validity, which is a method that literally measures the face value of the measuring instrument. To achieve the reliability of the instrument, Cronbach alpha which is the coefficients of all scores from different methods of splitting scales items are averaged. The empirical survey research design was aligned to ensure the items under variables in the questionnaire were examined by professionals and experts in the department of Information Management, Lead City University, Ibadan, Oyo State, Nigeria.

Result of Test of Hypothesis

The only null hypothesis which states that there will be no significant influence of cultural competence on job performance of office administrators in government owned universities in Ekiti State, Nigeria was tested using multiple regression analysis. In the analysis, the values of job performance of office administrators were regressed on the values of cultural competence sub-measures. The data for cultural competence (independent variable) was generated by

summing responses of all measures respectively while that of job performance of office administrators (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables1.

Summary of Regression Analysis for the Influence of Cultural Competence on the Job Performance of office administrators in government owned universities in Ekiti State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.597	.34834

a. Predictors: (Constant), Customs, Value, Norms, Beliefs

b. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.141	4	6.535	53.859	.000 ^b
	Residual	16.866	139	.121		
	Total	43.007	143			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Customs, Value, Norms, Beliefs

c. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.374	.190		1.965	.051
	Value	.400	.084	.384	4.785	.000
	Beliefs	-.015	.084	-.015	-.185	.853
	Norms	.192	.063	.222	3.028	.003
	Customs	.268	.058	.329	4.613	.000

a. Dependent Variable: Job Performance

Source: Field Survey Data (2024)

From the results in Table 4.1a, Cultural competence has strong positive and statistically significant relationship with the job performance of office administrators in government owned universities in Ekiti State, Nigeria ($R = 0.780$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.597 shows that cultural competence predicts 59.7% of the variation in job performance of office administrators in government owned universities in Ekiti State, Nigeria, while the remaining 40.3% variation in job performance of office administrators in government owned universities in Ekiti State, Nigeria is explained by other extraneous other than those examined. Table 4.1b presents the results of ANOVA (overall model significance) of regression test which revealed that cultural competence has strong positive and statistically significant influence with the job performance of office administrators in government owned universities in Ekiti State, Nigeria. This can be explained by the F-value (53.859) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that the shared cultural competence in government owned universities in Ekiti State, Nigeria significantly influenced the job performance of its office administrators.

Furthermore, the results of regression coefficients in table 4.1c, revealed that at 95% confidence level, a unit change in Value will lead to a 0.400 increase in job performance of office administrators in government owned universities in Ekiti State, Nigeria, given that all other factors are held constant. Also, a unit change in Norms will lead to 0.330 increase in the job performance of office administrators in government owned universities in Ekiti State, Nigeria, given that all other factors are held constant. Also, a unit change in Customs will lead to 0.268 increase in the job performance of office administrators in government owned universities in Ekiti State, Nigeria, given that all other factors are held constant.

Cultural competence sub-variables examined, value has the highest relative influence (Beta=0.400). In second position is customs (Beta= 0.268) followed by norms (Beta= 0.192). However, Beliefs has insignificant relative influence (Beta= 0.015, $p = 0.853$). All the relative influence except for Belief were positive and statistically significant at probability values less than 0.05 except integration. On the strength of this result (Adj. $R^2 = 0.597$, $F(4,139) = 53.859$, $p = 0.000$), this study rejects the null hypothesis one (H_{01}) which states that there is no significant influence of cultural competence on the job performance of office administrators in government owned universities in Ekiti State, Nigeria.

Discussion of findings

The results of the hypothesis suggest that cultural competence significantly influenced job performance of office administrators in government owned universities in Ekiti State, Nigeria. The connection between cultural competence and job performance had been made earlier in the empirical study carried out in previous studies, for example; According to a study, there is a strong link between organizational culture and employee performance (Rastgoo, 2017). They also discovered that organizations may assist employees in improving their performance by agreeing on the organization's values and beliefs, adapting to changes, and coordinating work and aligning individual and organizational objectives. According to research, there is a considerable link between organizational culture and its characteristics, as well as personnel performance. In general, organizations can assist employees in improving their performance by agreeing on the organization's values and beliefs (organizational culture), adapting to changes, and coordinating work and aligning individual and organizational objectives, and planners cannot establish the basis and criteria for professional development without taking organizational culture into account.

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between an individual's perceived value importance and the values exemplified in their work environment. It is ideal for individual employee perceptions of evidence to mirror their perceptions of value among work related concepts/ideas. Personnel who work in a congruent environment where values match actions tend to be happier, more productive, and adjust to change at a faster rate. The evidence that the majority of identified past organizational values are program focused and have only represented a specific portion of the organization. In this analysis, organizational values represent a more holistic view thus highlighting areas that otherwise may have gone unnoticed or have been too narrowly focused. These results imply that Organisational values can have an effect on employee's job performance (Badu, 2018).

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Conclusion and Recommendations

Cultural competence has strong positive and statistically significant relationship with the job performance of office administrators in government owned universities in Ekiti State, Nigeria. Therefore, cultural competence used by office administrators in government owned universities in Ekiti State significantly influence job performance of the office administrators.

Since cultural competence positively and significantly influence job performance of office administrators in government owned universities in Ekiti State, Nigeria, management of these institutions should focus on training and seminars that reminds the office administrators of the importance of adhering to the culture of the institutions to enhance their office administrative performance. It was recommended that, management of Federal University of Oye – Ekiti, Ekiti State University and Bamidele Olumilua University of Education, Science and Technology, Ikere – Ekiti should focus on trainings that reminds the secretaries of the importance of adhering to the culture of the institutions, ensure that all factors that aid timely response of office administrators while on duty should be enhanced to encourage their office administrators to work effectively and efficiently.

The study offer knowledge conceptually and empirically. Conceptually, the study focused on identifying gaps in literature pertaining to the Influence of Cultural Competence on Job Performance of Office Administrators in Government – Owned Universities in Ekiti State, Nigeria. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher analyze the gaps identified in literature. The model combine independent variable (cultural competence) with dependent variable (job performance). The model also can be adapted to suite future studies. Empirically, the study was able to add to recent literature on the interaction between cultural competence and job performance of office administrators. Hence by the findings of the null hypothesis examined, the study become a basis for reference for future study on cultural competence and job performance. Moreover, the study provides findings which later scholars can use to buttress the empirical submissions in their study.

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