Administering the Public Service. A Critical Look at the Nexus between Organizational Culture and Employee Professionalism

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Abstract: This study, set in Nigeria, focused on the effect of organisational culture on employees' level of professionalism. This is against the backdrop of the appalling services rendered by the Nigerian public service. A mixed method strategy was adopted which revealed interesting insights from 479 senior officers within various government parastatals. Among others, evidence shows that there is a connection between professionalism and organisational behaviour which was revealed when leadership effect, staff conformation, impact of religion and cultural beliefs of individuals were placed against organisational behaviour and employees' professionalism. Focus group discussions also established that there is a strong relationship amongst these variables. Interestingly, the disparity in salaries owing to a reform programme that was instituted brought about the lackadaisical approach to service delivery in the public sector. There is also a sense of disgruntlement recorded against arbitrary job placements and other job conditions. Essentially, to facilitate a productive public service we suggest among others the need to hold dearly the interests of the new generation of workers who have sought to take up careers in public service.

Keywords: organisational structure; professionalism; organisational climate; organisational culture; motivation

1. Introduction

Employee professionalism is a concept that continues to attract the attention of both practitioners and scholars. This is so because of the conception that employee professional behaviour rewards an organisation with much more patronage. Organisational and professional behaviour are perceived to have an influence on both the performance and the public image of an organisation (Nel, Werner, Botha,

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Du Plessis, Mey, Ngalo, Poisat and Van Hoek, 2014). So the question often asked is what influences professional conduct in an organisation? Could professional conduct be facilitated by organisational variables such as organisational culture and the environment in which the organisation operates or employee variables such as values, beliefs, attitudes and norms? As we know, humankind is inexplicably embedded in some form of structure, which inadvertently offers insights into mankind's ability to react to the work environment in ways that suggest either disgust or affinity. Some researchers (such as Wallace, Hunt and Richards, 1999; Alkahtani, Abu-Jarad, Sulaiman and Nikbin, 2011) argue that employees' diverse backgrounds are a reflection of their behaviours and personalities at work. So, again, could the culture of an organisation have any effect on employee professional conduct? Would professional behaviour be the same within public and private sector? The private sector, it is argued, is extremely competitive owing to its for-profit nature and as such would not risk losing customers. The public sector, on the other hand is different. Recent reports (Kwaghga, 2014) in the media indicate that if the public sector was profit-oriented, it would run at a loss because of its lack of professionalism which is reflected in the shoddy treatment their customers receive. The situation is even more alarming within the Nigerian public service. It has been reported that the Nigerian public service is dilapidated. Organisational and professional behaviour is a reflection of an individual employee's effort to work and perform beyond the set objectives of the organisation and professional standards (Ozdem, 2012). This basically means striving toward, with a sense of commitment, to achieving the aims and objectives of the organisation. Could this kind of behaviour be propelled by how the organisation is viewed by the employee or by employee's personality variables?

The Nigerian public service offers abysmal service owing to poor leadership quality, low ethical standards, and antiquated infrastructure (Anyim, Ufodiama & Olusanya, 2013). According to Najundeswaraswamy and Swamy (2014) as well as Zigilo (2013), other factors responsible for this include leadership style, organisational structure, and communication style. These factors are aspects of both organisational culture and climate (Mullins, 2007; Jacobs & Roodts, 2008; Castro & Martins, 2010). This study therefore explores the impact of organisational culture on an employee's professional behaviour. Considering this overarching objective, we ask the following questions:

▪   What are the effects of leadership attitude on Nigerian public servants professionalism?;

- Is there any relationship between the structure of the Nigerian public service and its employees' professionalism?;

- What are the impacts of organisational climate on employee professionalism in Nigerian public service?; and

- What are the influences of organisational culture on employee professionalism in Nigerian public service?.

The investigation of the relationship between organisational culture and performance is not new in human resource scholarship. We hasten to add that the surge in inquiries of this nature is testimony to the premium placed on employees in organisations. A necessary corollary to the effective use of workforce is the need for professionalism. Professionalism is described as the effectiveness, capability and efficiency exhibited in completing a mission (Ehtesham, Muhammed & Muhammed, 2011; Ojo, 2009; Uddin, Luva & Hossain, 2013). Human resource management practices have been researched in various contexts but not specifically related to public service professionalism.

Individual aspiration and workplace environments are some of the factors that motivate work performance. The notion that pay has a significant effect on performance has interestingly been disputed by the findings of Chandrasekar (2011) who argued that workers expect to be paid and therefore view income as entitlement rather than incentive. Hence, a good organisational climate will go along way in improving employee retention, employee performance and improved employee competency.

2. Literature Review

As a result of dysfunctional structures, poor implementation of policies as well as poor management of organisational behaviour, Nigerian parastatals are on a downward slope with staff attrition, management distrust, abuse of office and engagement in corruptive practices, and accountability issues on the rise (Kwagha, 2014; Olapegba & Onuoha, 2013). This is an indication that organisational variables (such as culture, climate, structure, leadership) have a detrimental consequence on worker productivity and professionalism in Nigeria.

Considering globalisation, organisations operate in very competitive environments thus necessitating a productive workforce that promotes and protects the

organisations interest. Therefore, to comparatively compete in the globalised era, organisations must create conducive environments for their employees.

The rest of this section will briefly focus on the organisational variables that are pertinent to this study as well as the concept of professionalism.

2.1. Organisational culture is loosely characterised as a common understanding of how business is conducted in an organisation. A good organisational culture is expected to provide some structure and direction for employees to function optimally within an organisation (Osibanjo & Adeniji, 2013). A preserved and improved organisational culture have the tendency to advance economic performance, organisational capability and overall output of an enterprise. Management is therefore responsible for culturally onboarding employees and to continuously emphasise the need to adhere to the values, norms and principles of the organisation so as to encourage professionalism within the organisation (Ojo, 2009). It is not uncommon to use the term culture in characterising several human behaviours. In fact, culture is described in terms of both material and non-material items. (Aluko, 2003). The material and non-material items include knowledge, motivation, language, morals, philosophy, values, ethos, ideology and other behavioural traits displayed both at work and outside of it. Both material and non-material items of culture have long-term impact on the organisation as well as the employees.

Job requirements, work conditions, relationship with colleagues and superiors, the physical environment, and organisational features are some of the contributing factors to an employee's professional attitude. According to Balan, Ciucurel, Mihai and Ionescus (2008), these factors are also linked to an employee's professional comportment. Generally, the management of people in the workplace has a profound influence on employee job satisfaction and professional output. Thus, the behaviour and strategies of the manager are some of the factors that empower employees to realise goals collectively and individually within the organisation.

2.2. Organisational climate is the state of well-being of employees within the organisation. It is a common knowledge that happy employees perform better than unhappy ones. Employee happiness depends amongst others, on some psychological factors such as actualisation of life-purpose, positive emotions, continuous career development and self-acceptance. When employees are able to achieve all the aforementioned purpose within the work context there will be all-

round fulfilment in every area of life as well as job satisfaction and commitment to the organisational goal (Bahrami, Taheri, Montazeralfaraj & Tafti, 2013).

2.3. Organisational structure is the clear definition of how people are organised; jobs are divided and coordinated in order to achieve organisation's goals and aims (Maduenyi, Oke, Fadeyi & Ajagbe, 2015). Organisational structure; mostly described as an organogram, defines the hierarchy within the organisation as well as the levels of authority. A faulty organisational structure can cause confusion of responsibility, lack of co-ordination of functions, failure to share ideas and slow decision making. All these can have negative consequences on employee's professional output as well as a negative effect on the organisations public image (Corkindale, 2011).

2.4. Professionalism. Beaton (2010) defines professionalism as the combined quality of knowledge, skills, trustworthiness and selflessness found in people committed to deliverying particular service to others. Professionalism is also described by Thompson (2000, p. 7) .as a specialist body of knowledge upon which professional expertise, commitment to high standards, acceptance of collective and personal responsibility, usage of knowledge to seek maximum effectiveness, adherence to values and principles that guide professional practice and a degree of autonomous judgement rather than bureaucratic rule are embedded. Professionalism cannot be examined in isolation; the workplace has to provide an enabling environment through effective leadership, availability of appropriate resource to work with and proper channel of communication. It is believed that an organisation with the right culture, climate and structure will enjoy employees' loyalty and in return offer professional service to its customers.

3. Methodology

The study was both qualitative and quantitative moderated by inductive and deductive approach using thematic analysis. The findings of qualitative data are used to complement the deductive analysis of the quantitative findings. Sample was drawn from the senior cadre of Nigeria public servants who participated in training programmes at the Administrative Staff College on Nigeria (ASCON) in the year 2013. The sample consisted of 479 respondents; basically senior staff from grade level 7-17. Proportionate random and stratified sampling techniques were used while a Likert scale questionnaire was used for data collection. The options varied

from Strongly Agree (SA), Agree (A), Strongly Disagree (SD), Disagree (D) and Uncertain (U). However, for prudent analysis the options were compressed to Agree (combination of response from SA and A), Disagree (combination of SD and D) and U (for uncertain). Data collected were analysed using frequency distribution for the quantitative analysis and the relationship was further explained using scree plot and rotation component matrix to explain the level correlation. Focus group discussion was carried out with three different groups (comprising 8-12 candidates in each group) of senior public servants.

4. Data Analysis and Result

The data is presented in a tabular form using frequency distribution and percentage. All organisational behaviour variables were examined together. Various questions and responses were analysed which examined organisational behaviour concepts such as leadership and management attitude, organisational culture, organisational climate and organisational structure in Table 1 below.

Table 1. Questionnaire analysing the response in percentages

S/N	Variables (Items)	Agree	Disagree	Uncertain
1.	All work done in my ministry/parastatal are clearly and explicitly identified.	423 (88.3%)	33 (6.8%)	23 (4.8%)
2.	Outstanding performance is always rewarded.	201(42.0%)	220 (46.0%)	58 (12.0%)
3.	Employees' contribution to the ministry is always recognised.	224 (46.8%)	183 (32.2%)	72 (15.0%)
4.	I have opportunity to participae in on-going learning and development needed to expand my skills.	380 (79.3%)	68 (14.2%)	31 (6.5%)
5.	The ministry/parastatals support employees' professional development.	326 (79.3%)	108 (22.5%)	45 (9.4%)
6.	We have opportunity to learn from experienced staff.	417 (87.1%)	46 (9.6 %)	16 (3.3%)
7.	My line-manager is capable and manages all the department resources well.	336 (70.1%)	95 (19.8%)	48 (10.0%)
8.	The current management team team ensures that department delivers its services efficiently and effectively.	376 (78.5%)	72 (15.0%)	31 (6.5%)
9.	The management team acts according to the values and ethos of the public service.	332 (69.3 %)	96 (20.0 %)	51 (10.6 %)
10.	The hierarchy of authority is clearly designated in my ministry/parastatals.	399 (83.3 %)	49 (10.2 %)	31 (6.5 %)
11.	The leaders are effective in setting the vision for all the departments.	326 (68.1 %)	98 (20.5 %)	55 (11.5 %)
12.	The staff components of the ministry/parastatals	230 (48.0 %)	160	89 (18.6 %)

	demographically reflects the population it serves (ethnic diversity).		(33.4 %)	
13.	The organisational culture respects my cultural values.	306 (63.9 %)	109 (22.8 %)	64 (13.4 %)6
14.	The organisational culture respects my religious beliefs.	368 (76.8 %)	59 (12.4 %)	52 (10.9 %)
15.	The ministry/parastatal culture is employee-friendly.	332 (69.3 %)	83 (17.3 %)	64 (13.4 %)
16.	The ministry/parastatals foster and create friendly work environment for employees.	347 (72.4 %)	94 (19.6 %)	38 (7.9 %)
17.	Information is shared effectively within and outside the ministry/parastatal.	297 (62.0%)	140 (29.2%)	42 (8.9%)
18.	All staff members are working towards the same goal in my ministry/parastatal.	378 (78.9%)	61 (12.7%)	40 (8.4%)
19.	The ministry/parastatal's rules, policies and regulations are clear and understood by all employees.	317 (66.1%)	115 (24.0%)	47 (9.8%)
20.	The right people are put in the right position in my department.	240 (50.1%)	181 (37.8%)	58 (12.1%)
21.	The current structure is in line with my operational need.	300 (62.6%)	108 (22.5%)	71 (14.8%)

From the tabular illustration of the result above, there is a disparity of opinion amongst public servant employees about leadership, culture, climate and structure of the Nigerian public service. The result shows that 69% of the respondents agreed that the public service management acts according to the values and ethos of the public service while 20% disagreed and 11% are not certain. Eighty three percent of the participants agreed that line of authority is clearly indicated in their ministry and parastatals, 10% disagreed and 7% are not sure. Leadership effectiveness in setting vision for all the government departments was also agreed to by 68% of the participants, while 21% disagreed and 12% are uncertain. Organisational culture was also examined using various questions. Forty eight percent of the repondents confirmed that the staff component of their ministry/parastatal represents the

population it serves demographically, 33% disagreed and 19% are uncertain. Also, 64% of respondents agreed that their organisational culture respects their cultural values, while 23% disagreed and 13% are not sure. Religious belief was also put into perspective and so 77% agreed that their religious beliefs were respected by their organisational culture, 12% disagreed and 11% are uncertain. Ministry and parastatal employee-friendliness was agreed to by 69% of the participants, 17% disagreed while 13 respondents were uncertain.

We also examined the employees' perception of the organisational climate using items 8-11 on Table 1 above. Item 16 inquired about the effort to foster and create a friendly working environment: 72% of the participant's agreed that their ministry fosters and creates friendly working environment, 20% disagreed and 8% are uncertain. Sixty-two percent confirmed that information are effectively shared within and outside their ministry and parastatal, 29% disagreed and 9% are uncertain. Majority of the participants' (79%) agreed that they are all working towards the same goal in their ministry and parastatals: 13% disagreed while 8% were uncertain. Lastly, items 19-21 examined the organisational structure of NPS. Question 19 asked about the participants' understanding of their ministry and parastatals' policies, rules and regulations. 66% of the participants agreed that the policies, rules and regulations were clear and they understood it, 24% disagreed while 10% of the respondents were uncertain. Fifty percent of the respondents agreed that the right people (that is those who are adequately qualified) are placed in the right position in their departments, 39% disagreed and 20 were uncertain. Item 21 examined the influence of the current structure on operational needs of the participants. 67% agreed that the existing organisational structure meets their operational need requirements, 23% disagreed and 15 were uncertain. The analysis above has shown that there are differences in respondents' responses which is an indication that participants are being treated differently within the Nigerian public service and there is the possibility of deviating from expected standard behaviour by the employees who have been less favourably treated. Hence, the Scree plot (Figure 1) below explains the level of correlation amongst the questions used to examine the variables.
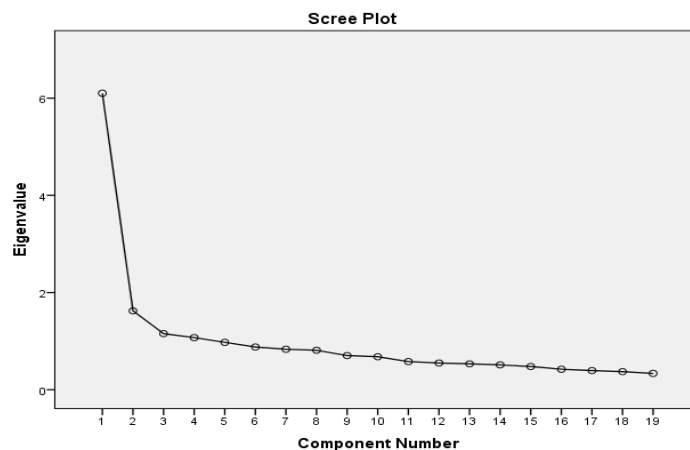
Figure 1. Scree plot of organisational behaviour examining professionalism, leadership attitude, organisational climate, culture and structure

Factor analysis was conducted on different characteristics of organisational behaviour (leadership attitude, organisational climate, culture and structure) and professionalism (see Table 1) using SPSS. The Scree plot shows that 11 of the factors explain most of the variability i.e. a straight line carries on after factor 11. The factors after the 11th indicate that very small proportion of the variability are unlikely to be important.

Table 2. Correlation coefficient for organisational behaviour and professionalism

		Professionalism	Organisational culture	Organisational climate
Professionalism	Pearson correlation	1	.564	.723
	P-value (2-tailed)	-	.000	.000
	N	477	468	468
Organisational culture	Pearson correlation	.564	1	.613
	P-value (2-tailed)	.000	-	.000
	N	468	469	466
Organisational climate	Pearson correlation	.723	.613	466
	P-value (2-tailed)	.000	.000	1
	N	468	.466	-

The examined variables were classified into three categories namely: professionalism, organisational culture and climate. The correlation coefficient was calculated to determine the strength of association amongst the variables (see Table 2 above). The Pearson correlation as shown above shows that there is a strong

relationship amongst the variables, since the level of association is determined within the range of -1 to +1. The analysis of the focus group discussions below authenticates the relationship between the variables.

5. Qualitative Analysis of the Relationship between Organisational Behaviour and Professionalism

Focus group interviews were conducted with the participants. The groups discussed organisational leadership attitude, climate, culture and structure of the Nigerian public service in the context of organisational behaviour and its influence on professionalism. The questions that were posed as well as the various groups' responses are summarised below.

{i} Question: How does the public service structure such as federal character policy, ethnicity, religion, and language of the Nigerian society affect the professionalism of public servants?.

Group 1: The major problem of Nigerian public service was the introduction of federal character system. The system does not encourage merit based recruitment instead preference was given to geo-political representation. So one finds that less qualified people are appointed to fill up posts regardless of their qualifications.

The official language of communication in the workplace is English but different ethnic group are allowed to speak their local language if necessary. However, that does not have any influence or impact on work relationship. There is no restriction on religion practice within the public service neither does it have any influence on work relationship. Some of the participants opined that religion and ethnicity influence the demographic composition of the staff that in most cases staff compositions are influenced by whoever that is heading the department. Many also claimed that in some cases some of the employees had even started working in the ministry before the appointment of the superior. Thus suggesting employees are free to relate with one another irrespective of their religion and language. Some of the participants concluded that poverty does affect based on religion or ethnicity and the reason for working is to conquer poverty, irrespective of religion or ethnicity that basic reason has overcome every other reason that might arise.

Group 2: Government has tried its best to balance the workforce in terms of ethnicity but one still finds that government departments in a particular local area are dominated by indigenes. And often, these indigenes tend to "do things their

own way". Nigeria is a secular state and so religion should have no effect on workplace output.

Group 3: The federal character [system] would have been a very good policy if not that it has lost merit in the Nigerian case. Language is also another impediment to the interrelationship among ethnic groups in the workplace as non-indigenes find it difficult to interact and communicate with their indigeneous colleagues.

{ii} Question: With respect to the reform programmes, what is your view?

Group 1: Some of the restructuring programmes such as monetisation programme seems to have denied the new generation of government employees the chance to be able to acquire government-financed houses because the previous occupants were given preference of owing it permanently. The salary package is unable to facilitate the acquisition of a property or even rent a decent accommodation especially in the urban areas where most public service offices are located. Older employees (those who had been in employment longer) purchased government houses at a very cheap prices; are better remunerated than those employed recently. This suggests that the older civil servants were better opportune than the new generation of employees who are confronted with more disconcerting socioeconomic challenges. This could lead to a lot of cutting-corner activities which will eventually affect productivity.

Group 2: People are always reluctant to change but in as much as there is no option they have to adapt to the change somehow. All reforms introduced are good but the implementation process is somehow bad such as "the right-sizing and downsizing issues". The process affected the new employees that could have brought new innovation into the system. The older generation were able to manipulate their ways through the process without been retrenched, while the younger ones could not because they are not yet "connected". Even the proposed merging of parastatals has not taken place because most sectional heads are not in favour of it because of a likely loss of control (power/authority/influence).

Group 3: The introduction of monetisation of fringe benefits between 1999-2007 actually brought about untold hardship in the living condition of public servants in Nigeria. Cost of living became extremely unbearable for public servants, especially in the FCT (Abuja). In order to make ends meet most civil servants had to get involved in other business activities, which even makes most of them to pay less attention to the government job. Those that could not start there own business had to find an alternative way of making extra income such as defrauding government

through various means. The introduction of duty toll allowance (DTA) actually provided such opportunity: public servants randomly enrol into training programme just to claim subsistence. The introduction of public service reform also led to problem of subcontracting some junior position by agencies. Some of the agencies charges were outrageous for their services which some were paid after rendering their services and some were never paid.

{iii} Question: Is there any difference between the current reform programmes and the previous government interventions in public service?

All groups: All the reform programmes introduced are similar to one another. It was just a matter of name change to suit the current administration idea. One person from the group elaborated that the problem could have its roots in the fact that many of the current employees have been employed since independence in different positions either as civil servants, politicians or advisers and they have always been part of almost every reform programmed introduced. Only few new people are in the system, hence, there is hardly any new innovation which could bring a new result using the same old people. Therefore, that led to failure of most of the reform programmes.

{iv} Question: What is the impact of these reform programmes on public servants professionalism?

All groups: Reform programme such as monetisation programme has reduced wasteful expenditure somehow because government no longer has the responsibility of maintaining houses and cars owned by public servatns.The reform programme also led to the unearthing of "ghost" workers who had been on government payroll for decades. This discovery was made possible through the introduction of the Integrated Personnel and Payroll Information System (IPPIS). The system was introduced to ensure that all government workers are paid from the same government account instead of previous system of individual ministry and parastatls controlling their own payroll account.

{v} Question:What other changes has the reform introduced in terms of HRM?

All groups: Almost everyone agreed that the old personnel management style is more or less the same as the new HR management department; the same old civil service rules are still been used.

{iii} Question: How has the introduction of "servicom" improved public servants effectiveness and efficiency?

Group 1: "Servicom" was one of the numerous restructuring processes that were introduced at the dawn of democracy. It refers to delivering of quality service without delay to make an impression on the society. This was well received and seemed effective at onset but along the way the enthusiasm died and everything went back to the way it used to be.

Group 2: Initially, "servicom" was able to improve public servant efficiency, but right now the enthusiasm has died down. The essence of the programme was actually to deliver effective service to people and address mass grievances about the quality of service delivered to them, but right now nothing is been done about that anymore. People are no longer getting the desired results.

Group 3: A participant mentioned that "it is difficult to measure performance because there was no standards set in the first place. The productivity and professionalism of public servants cannot be attributed to individual performance due to this basis" other participants also agreed that servicom was a good initiative that was introduced in an unconducive environment.

{iv} Question: How effective are all the restructuring programmes introduced at the dawn of democracy in 1999 in the current political regime?

Group 1: Servicom was introduced in 2002 and the succeeding regimes did follow up on the initiative.

Group 2: The restructuring programmes are not efficient anymore. They are still pertinent but not executed.

Group 3: Stability is a big problem in Nigeria. Different political regimes keep introducing some "new" programmes by changing the name given by previous administration and it never finds its way into the new political dispensation.

6. Discussion

Several important revelations emerged from the sample of 479 senior staff of various government agencies. It was clear from the feedback that opinions vary with regard to matters of leadership, culture and organisational structure of the public service. This disparity leads one to believe that the Nigerian public service is a seriously divided one. However, overall, the feedback with regard to the constructs was positive despite the overarching conclusions of most studies which present the Nigerian public service as dysfunctional. Perhaps the labelling of

dysfunctionality arises from a finding in this study which hints that there is no standard organisational behaviour among employees. It does seem as though ethnicity, language, and religion influence relationships as well as the behaviour of employees.

If leaders attitude are effectively projected, they can increase performance of job responsibilities, add more value to the organisation and inspire the transfer of organisational culture from one generation of employees to another in order to achieve organisational objectives (Abbas & Yaqoob, 2009). Chiok (2001) agrees to the view that leadership behaviour is a contributor to the delivery of expected results. Hence, employee output can be a reflection of leaders' attitude and knowledge. Emphasis is made on leadership effectiveness as a major strength for organisational climate by various authors. Leaders and managers are accountable for planning organisational goals and assessing their effectiveness, nurturing a pleasant working terrain and ensuring effective communication medium. It is the responsibility of leaders to ensure that the working climate is professional and thus create positive people management impressions (Zhang & Liu, 2010). Likewise, the organisation climate could embolden an employee's the psychological contract in the organisation Ghanbari and Eskandari (n.d, p. 3) There are lots of factors such as working conditions, the ergonomic setting of the work environment, pay structure, environmental influence and other motivating factors that contribute to the effectiveness and efficiency of organisational climate. Imhonopi and Urim (2013) describe the public opinion of the Nigerian public service as being corrupt and fared over the years by unqualified leaders in a working environment that has been described as demotivating. Therefore, the entire public service climate is perceived to be unprofessional and not encouraging to offer and or support a good working culture.

Aluko (2003) and Olatunji and Ugoji (2013) state that traditionally, waged-employment is alien to the Nigeria culture and many young people perceived it as a transitory means of saving fund to start their own business, while some have actually involved in other businesses while still in public service. This culture is actually an impediment to the total commitment of public servants to their jobs and possibly contributes to the misuse of their office by seeking quick means of making money. The cultural opinion of the public service as enslavement can be changed through the proper implementation of HRM policies and the strict adherence to them. Human resource managers could bring into line the organisational policy to offer employees a sense of belonging and commitment. Alyousif, Naoum Atkinson

and Robinson (2010) would agree that while culture plays a major role in policy development, social norms, management practices and labour relations, and human resource management practices are expected to put this into perspective while carrying out their responsibilities within the organisation.

7. Conclusion

There is a common view among researchers and practitioners that the Nigerian public service is ill-equipped to deal with the myriad problems that confront public administration. Some of the views expressed include their ranking as a service with low ethical standard, poor leadership quality and a terribly demotivated workforce. In turn, these reflect badly on employees output. This study set out to examine the impact of organisational culture on an employee's professional behaviour. While we acknowledge the fact that the examination of the relationship between organisational culture and performance is not new in human resources scholarship, we are equally mindful of the necessity of the continued interest in these areas: employees ought to serve as formidable competitive advantage to those organisations that pay attention to their needs. Basically, globalisation hoists on organisations the rigorous challenge of competitiveness thus demanding a quality workforce that will promote and protect organisations from their competitors.

The quantitative and qualitative analysis of respondents' views have shown that organisational behaviour in terms of leadership attitude, organisational climate, culture and structure somehow has some influence on employees' professionalism in the Nigerian public service. This study has proved that there is a relationship between professionalism and organisational behaviour through the examination of the leadership influence, staff composition, influence of religion and cultural values of individuals on organisational behaviour and employees' professionalism. The relationship was also confirmed in the focus group discussions. However, various reform structures embarked on by the Nigerian public service to recuperate and institute a culture of patriotism have proved fruitless due to various administrative bottlenecks and unethical practices. For instance, we noted that the disparity in salaries owing to the reform has led many public servants to offer services in perfunctory manner. There is also a sense of disgruntlement recorded against arbitrary job placements. An important question that begs an answer is 'what can be done to turn things around in the Nigerian public service? Three important suggestions come to mind. The first one is to professionalise human resource

management functions and practice. Basically, the integrity of the public service in Nigeria is enhanced when there is a uniform, identifiable organisational behaviour that cuts across all individual cultural values. Perhaps, in pursuit of this, one recommends intensive training on the pillars of professionalism which are, mastery of complex knowledge and skills, commitment to integrity and morals through a code of conduct, autonomy in practice, the privilege of self-regulation and acceptance of duty to society as a whole. We further recommend the reorganisation of human resource management duties and responsibilities. By this we mean delegating human resource management functions to individual ministries and parastatals for proper implementation and alignment of HRM policies. We deduce from the study that the current practice rests in the hands of several agencies namely the Civil Service Commission, the Public Service Commission and Office of Head of Civil Service of the Federation. These render proper implementation of human resource management function rather chequered. And finally, we call for the creation of an enabling environment for human resource management practices. We noted from one of the groups that new generation of workers are unhappy about the current conditions of employment. An ageing workforce often is considered to hold invaluable organisational memory. Yet, lately researchers have affirmed that Generations Y, millenials, and Z represent the future. In fact, the demographic juggernauts often referred to as Millenials and Gen Z are primed to become the dominant influencers of tomorrow in technology. And one cannot ignore the influence of technology in the coming years. Should organisations – be it private or public - wish to comparatively compete, their conditions of service must be colored by this reality.

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