

# ORGANIZATIONAL CULTURE AND QUALITY SERVICE DELIVERY AMONG RESEARCHERS IN NIGERIAN INSTITUTE FOR TRYPANOSOMIASIS RESEARCH, KADUNA STATE, NIGERIA

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## Abstract

This study investigated the influence of organizational culture on quality service delivery in a in Nigerian Institute for Trypanosomiasis Research, Kaduna State, Nigeria. The study was anchored on the Denison Model of Organizational Culture, focusing on adaptability, mission, involvement, and consistency. A descriptive survey research design was adopted, and data were collected from researchers using a structured questionnaire. Descriptive statistics and regression analysis were used for data analysis. Findings revealed that the prevailing organizational culture supports service delivery, consistency ( $\beta = 0.257$ ,  $t(167) = 2.634$ ,  $p < 0.05$ ) and adaptability ( $\beta = 0.147$ ,  $t(167) = 1.921$ ,  $p = 0.054$ ) both had a positive and significant influence on quality service delivery. The results further indicated that organizational culture has a significant positive effect on quality service delivery. The study concludes that a strong and supportive organizational culture enhances researchers' effectiveness and service outcomes. It recommends that management should strengthen participatory decision-making, reinforce institutional mission, and promote adaptability to improve service delivery.

**Keywords:** Denison model, Organizational Culture, Quality Service Delivery, Researchers, Nigeria

## Introduction

Organizational culture plays a crucial role in shaping employees' behavior, attitudes, and performance within institutions. In research environments, culture influences how researchers interact, share knowledge, adapt to change, and deliver services to stakeholders. A well-structured and supportive organizational culture can foster innovation, collaboration, and efficiency, thereby enhancing service delivery. According to Denison (2011), organizational culture is the foundation of business success, as it affects decision making, innovation and quality service delivery. In specialized research institutes such as the Nigerian Institute for Trypanosomiasis Research (NITR), organizational culture is particularly important due to the complex nature of research activities and the need for interdisciplinary collaboration. Organizational culture plays a significant role in shaping the performance and productivity of research institutions in Nigeria and Africa. For example, Elifneh and Embilo (2023) investigated the effect of organizational culture on employee performance in the Ethiopian Institute of Agricultural Research (EIAR), finding that a strong organizational culture promotes higher employee engagement and better performance. In many leading research institutions in the United States and Europe have a culture of innovation, where failure is seen as a part of the learning process, and researchers are encouraged to take risks and push the boundaries of knowledge (Odiachi, 2022). In contrast, in developing countries, including Nigeria, organizational culture may be more bureaucratic and hierarchical, which can limit the freedom and autonomy researchers need to thrive. Such cultures often prioritize top-down decision-making, restrict communication across departments, and fail to provide adequate opportunities for professional growth and recognition (Sugiyono & Fitria, 2022). However, some research institutions in developing countries have begun to adopt more participatory

cultures, where researchers are given more autonomy and opportunities for collaboration, which has shown positive effects in their performance (Jamaludin & Subiyanto, 2023). Finally, Mudachi and Nderi (2023) focused on African research organizations and highlighted the critical link between organizational culture and overall organizational performance. Their study suggests that institutions with a supportive and adaptive culture tend to show better results in terms of employee performance and organizational effectiveness.

Denison (2011) summarized organizational culture into four different cultural traits specifically: adaptability, mission, involvement and consistency. In the context of this study, it may be referred to as the values and norms to include the following (involvement, mission, adaptability and consistency) prevalent in research institutes such as NITR, Kaduna State, Nigeria for quality service delivery. However, challenges such as weak institutional values, lack of adaptability, and poor involvement of staff in decision-making processes may hinder effective service delivery. Despite the recognized importance of organizational culture, there is limited empirical evidence on its direct influence on quality service delivery in specialized research institutes in Nigeria. This study, therefore, investigate the influence of organizational culture on quality service delivery among researchers in NITR, Kaduna State, Nigeria.

### **Research Question**

1. what is the prevalent organizational culture in Nigerian Institute for Trypanosomiasis Research, Kaduna State, Nigeria?

### **Hypothesis**

H<sub>0</sub>1: Organizational culture has no significant influence on quality service delivery of researchers.

## **Literature Review**

### **Concept of Organizational Culture**

Organizational culture refers to the shared values, beliefs, norms, and practices that guide behavior within an organization. It shapes how employees interact, make decisions, and perform their duties. In research institutions, culture influences knowledge sharing, innovation, and productivity. People in the organisation are strongly influenced by these common values, which also determine how they behave, dress, carry out their responsibilities, and show their attitude. The behaviour of individuals inside an organisation is influenced by its culture. A positive work culture will help its employees make the right choices, inspire them to take calculated risks, help them develop their problem-solving abilities, and help them get along with one another. According to Yusuf (2022) defines organisational culture as a collection of norms, principles, and beliefs that direct how staff members should behave. It captures the distinct ways that people of the organisation work together and engage with one another both inside and outside the organisation. Organizational culture performs a number of roles as noticed by extant research literature. First, it allows employees to share creative ideas, differentiates one organization from another, gives a sense of identity to corporate members, enhances the generation of commitment to the organization, it is a crucial factor in enhancing organizational effectiveness (Samreen et al., 2024). Recent literatures proved that organizational effectiveness serve as a way of facilitating the significance of culture in inspiring and exploiting the value of its resources (Schein. 2010). Stewart (2022) also

added that the way of life of every organization which is instituted through the norms influences all those involved in the organization. These norms become important for organizations who aim to achieve competitive and distinctive advantage. Gallagher and Brown (2022) pointed that the culture of organizations influences what the company does, how it operates, what it focuses on, and how it treats customers, employees, and shareholders' expectation. Invariably, the culture of every organization includes the customs, beliefs, norms, morals, ethics and values which are often reproduced and replicated through its language, stories, signs (symbols), rituals and rites (Daft, 2020). Nevertheless, a strong organizational culture promotes higher employee engagement and better performance, these finding can be relevant to NITR, as fostering a conducive work environment may encourage higher productivity and a greater sense of belonging among researchers, leading to improved outcomes in disease research

### **Denison (2011) Model of Organizational Culture**

Denison organizational culture is a critical determinant of organizational effectiveness, and cultural attributes influence organizational behaviour, strategy implementation, and the achievement of organizational goals. Denison posited that culture could be understood through four primary dimensions:

1. **Adaptability:** This dimension is concerned with an organization's ability to respond to changes in its external environment. A culture that fosters adaptability allows an organization to be flexible, innovative, and open to learning and change.
2. **Mission:** This dimension focuses on the clarity and alignment of the organization's vision, mission, and long-term goals. A strong organizational culture provides a

sense of direction and purpose, ensuring that employees are aligned with the organization's overarching mission.

3. **Involvement:** This dimension focuses on employee engagement, participation, and empowerment. Organizations that emphasize involvement are likely to have highly motivated employees who are actively engaged in decision-making and who feel a sense of ownership and responsibility.
4. **Consistency:** This dimension pertains to the stability, structure, and alignment of organizational processes and practices. A culture of consistency ensures that the organization operates in a predictable and coordinated manner, providing a stable environment for employees.

However, Denison's work is foundational in the field of organizational culture and has been adopted across multiple sectors, including business, healthcare, education and research institutions.

### **Quality Service Delivery**

Quality service delivery refers to the extent to which services meet or exceed users' expectations. In research institutes, it includes timely delivery of research outputs, responsiveness to stakeholders, reliability, and professionalism. The SERVQUAL model (reliability, responsiveness, assurance, empathy, tangibles) is commonly used to assess service quality. Mutegi et al. (2021) define service quality as the customer's judgment about an entity's overall excellence or superiority, emphasizing that quality service must not only meet but exceed the expectations of the client. In a research setting, service quality can be understood as the ability of researchers to deliver timely, accurate, and

relevant scientific outputs that meet the expectations of both the academic community and the broader public. Imam and Ebiefung (2022) views service quality from a relational perspective, proposing that service quality is a function of both the technical outcome of the service and the process by which it is delivered. The characteristics of quality service delivery are often described in terms of key dimensions that influence how services are provided and perceived. According to Emiri and Olise (2022), the dimensions include tangibles, reliability, responsiveness, assurance, and empathy. Tangibles refer to the physical evidence of service, such as the appearance of research facilities, laboratories, and equipment. Reliability highlights the ability of an organization to consistently deliver accurate and dependable results, crucial in a research context where outcomes must be reproducible. Responsiveness pertains to the willingness and ability of researchers and staff to provide prompt assistance, particularly when dealing with emerging challenges in research. Assurance involves the competence and professionalism of staff, while empathy underscores the importance of understanding the needs and concerns of clients or stakeholders. In the NITR context, these dimensions may manifest in the consistent quality of research publications, the reliability of research findings, and the timely delivery of solutions to public health problems, all of which contribute to an effective service delivery system.

The advantages of quality service delivery are numerous, particularly in enhancing organizational reputation and fostering positive relationships with stakeholders. In research institutions, delivering high-quality service is key to building credibility and trust with both the scientific community and the general public. When service quality is high, it

increases stakeholder satisfaction, which in turn promotes collaboration, funding, and support for future initiatives (Asuzu & Edom, 2023). Furthermore, quality service delivery contributes to organizational success by improving employee morale and motivation. Researchers who see their work being recognized for its high quality are likely to experience greater job satisfaction and productivity, leading to better outcomes in terms of research output and innovation. In the context of NITR, the delivery of quality research can enhance the institution's reputation on both national and international platforms, attracting more resources and partnerships. High-quality service also increases the likelihood of achieving sustainable impacts in public health, particularly in addressing issues like trypanosomiasis, thereby benefiting communities and the nation as a whole. Despite the many advantages, there are several disadvantages associated with the pursuit of quality service delivery. One significant challenge is the resource-intensive nature of maintaining high standards. Achieving quality service requires substantial investments in training, infrastructure, and technology, which can be difficult to sustain in environments characterized by limited funding and inadequate resources (Abass et al., 2021). In Nigerian research institutions, the financial constraints often hinder the ability to consistently deliver quality service, leading to delays in research processes, suboptimal results, and dissatisfaction among stakeholders. Additionally, the emphasis on quality service delivery can sometimes lead to excessive bureaucratic processes, as organizations try to adhere to rigorous standards and policies, potentially slowing down innovation and research progress. Another disadvantage is the potential for burnout among staff, as the pressure to maintain high standards can be overwhelming, especially in environments where there is insufficient support or recognition. As a result, while quality service delivery is desirable, it

can also create significant organizational and individual challenges that must be carefully managed.

### **Empirical Review**

Empirical studies have shown that organizational culture significantly influences employee performance and service delivery. Studies in public and private institutions indicate that participatory culture and clear organizational goals enhance productivity. However, limited studies have focused on specialized research institutes in Nigeria. Abubakar (2022) conducted a study that assessed the relationship between organizational culture and quality service delivery among health information managers in six teaching hospitals across North-West Nigeria, using a structured questionnaire administered to both patients and health managers, the study applied descriptive and inferential statistics, including regression analysis to examine how dimensions of organizational culture namely: mission, adaptability, involvement, and consistency affected service quality. The findings revealed a significant positive relationship between organization culture and all dimensions of quality service delivery as outlined in the SERVQUAL model: tangibility, reliability, responsiveness, assurance, and empathy. The study concluded that organizational culture explained 4.3% of the variance in quality service delivery ( $R^2 = 0.043$ ,  $p < .05$ ). Though the effect size was modest, the research emphasized that cultural components such as shared values and internal communication play pivotal roles in shaping service outcomes.

In a study conducted by Juma et al. (2023) investigated the influence of organizational culture on public health service delivery in county government across

Western Kenya. The study employed descriptive survey design, targeting 966 health sector employees, using regression analysis, the authors found that organizational culture accounted for 76.1% of the variation in public service delivery performance ( $R^2 = 0.761$ ,  $t = 30.529$ ,  $p < .05$ ). The culture types examined included clan culture (collaboration), adhocracy (innovation), market (results), and hierarchy (control). The most significant predictor of high service performance was a blend of collaborative and innovation cultural attributes. The study highlighted the role of participatory leadership, knowledge sharing, and internal motivation in fostering a culture that supports high-quality service delivery. These findings underscore the need for open and adaptive cultural systems that empower researchers to respond to dynamic service demands.

Organizational culture is what differentiates one organization from the other, each organization has its unique organizational culture, just as people have their own individual personalities and each individual is unique. Alfadhalah and Elamir (2021) explored the connection between organizational culture, leadership style, and quality of care in six general hospitals in Kuwait. The multi-method study collected quantitative data through the organizational culture assessment instrument (OCAI) and qualitative insights via interviews. The sample included over 1,600 hospital staff while the correlation between organizational culture and service quality was found to be positive, it was not statistically significant. However, transformational leadership, characterized by vision driven motivation was associated with high staff satisfaction and perceptions of service quality. The researchers posited that leadership acts as a cultural lever that shapes employee behaviour especially in knowledge intensive environment like healthcare and research. Sukdeo (2018) conducted research on the impact of organizational culture on service

quality within an organization in electricity energy industry. The study revealed that organizational culture has a strong significant impact on service quality levels within the organization. Although the study is not within s research institution, the findings highlight the importance of organizational culture in influencing service quality which relates to one among the variable of this research. Emiri and Olise (2022) assessed the service delivery quality using SERVQUAL to predict library users' intention to revisit Delta State Polytechnic (DSP) Library, Ogwashi-Uku, Nigeria. Ultimately, the survey helps improve the quality of library services by informing the development and rollout of initiatives that address the concerns voiced by the polytechnic community. The results of the assessment showed that DSP library service quality has a significant effect on library users' intentions to revisit. Perceived reliability as a service quality positively affects library users' intentions to return, while assurance and empathy have the slightest positive influence.

Similarly, Gasela (2021) examined the effects of change management on service delivery in public organizations. The research found out that organizational culture significantly influences the effectiveness of change management initiatives, which in turn affect service delivery quality. These findings suggest that fostering a positive organizational culture is crucial for implementing changes that enhances service quality in public institutions, including research organizations. However, this study indicates that robust and support organizational culture positively influences service quality and performance in various public service contexts. Direct empirical evidence within research institutions is scarce, the parallels drawn from this finding indicate that fostering a positive organizational culture can enhance service delivery quality in research settings.

## Research Method

The study adopted a descriptive survey research design this involves sampling of all the elements selected from the population. Data were collected using a structured questionnaire covering Denison culture dimensions and quality service delivery to determine the influence of organizational culture on quality service delivery of researchers in NITR. Descriptive statistics (mean, standard deviation) and inferential statistics (regression analysis) were used. Data was analysed using SPSS version 26. A total of 206 copies of the questionnaire were distributed to the respondents in the NITR, Nigeria using online Google form, out of which 172 were retrieved and found usable, giving a response rate of 83.5%. Table 4.1 shows the copies of the questionnaire distributed and retrieved.

**Table 4.1:**

### Response Rate

Response	Participants	Percentage (%)
Distributed/Google forms	206	100.0
Returned/Filled	172	83.5
Not Returned	34	17

**Source: Field Survey**

### (2025)

Out of the 172 (100%) respondents, 24 (14.0%) were from Animal African Trypanosomiasis Research (AATR), 43 (25.0%) from the Directorate, 15 (8.7%) from Human African Trypanosomiasis Research (HATR), 14 (8.1%) from Information and Communication Technology, 19 (11.0%) from Onchocerciasis Research (ORD), 12 (7.0%) from Research Planning, Monitoring, Extension, Statistics and Socio-Economic (RPMESSD), while 45 (26.2%) were from Vector and Parasitological Studies (V&PS).

The study revealed that 83 (48.3%) had 10–15 years, while 0-5 years of work experience representing 43 (25.0%) and the least had 6 (3.5%) had 20–25 years. This indicated that the majority of the respondents had between 10–15 years of work experience.

## Results and Discussion

Research Question 1: What is the prevalent organizational culture in Nigerian Institute for Trypanosomiasis Research, Kaduna State, Nigeria

Table 4.1 showed that the prevalent organizational culture, such as adaptability, consistency, mission, involvement at NITR, Kaduna State, Nigeria is generally strong and positive, falling at the boundary of the agree threshold, with a grand mean of  $\bar{x} = 3.49$ . Majority of respondents strongly agreed that mission is the most prevalent organizational culture with the highest mean score of  $\bar{x} = 3.84$ , which falls within the strongly agreed category. The response on adaptability indicated a strong adaptive culture with a mean score of  $\bar{x} = 3.41$ . The items showed that researchers adapt to changing users' needs  $\bar{x} = 3.39$ , prioritize users' satisfaction  $\bar{x} = 3.41$ , take reasonable risks to encourage innovation  $\bar{x} = 3.38$ , and understand the needs of the users served by the institute  $\bar{x} = 3.47$ . This suggests that NITR promotes flexibility, innovation, and user-centered research practices that enable researchers to respond effectively to emerging challenges in trypanosomiasis research. The findings also showed that researchers perceive the institute as enjoying operational and structural stability  $\bar{x} = 3.14$  was least in the prevalent organizational culture. This suggests that shared values and control mechanisms are strong institutional structures or processes that improved quality services delivery.

### Table 4.1: Descriptive Analysis of Prevalent Organizational Culture in NITR

Prevalent Organizational Culture	SA (%) 4	A (%) 3	D (%) 2	SD (%) 1	Mean ( $\bar{x}$ )	Standard Deviation (SD)
<b>Adaptability</b>					<b>3.41</b>	<b>0.04</b>
I adapt myself to the changing user's needs	75 (43.6)	90 (52.3)	6 (3.5)	1 (0.6)	3.39	0.59
Users' satisfaction is my primary focus in the institute	78 (45.3)	88 (51.2)	5 (2.9)	1 (0.6)	3.41	0.58
I take reasonable risks on the job for innovations to occur in the institute	74 (43.0)	89 (51.7)	9 (5.2)	0	3.38	0.59
I understand the needs of the users which the institute serve	83 (48.3)	87 (50.6)	2 (1.2)	0	3.47	0.52
<b>Mission</b>					<b>3.84</b>	<b>0.06</b>
I am committed to the achievement of the mission of the institute.	137 (57.2)	35 (20.3)	0	0	3.80	0.40
I understand the work plan schedule of my duties as a researcher	125 (72.7)	46 (26.7)	1 (0.6)	0	3.95	0.32
I work towards actualizing the major target priorities in research activities of the institute	130 (75.6)	42 (24.4)	0	0	3.76	0.43
<b>Involvement</b>					<b>3.39</b>	<b>0.08</b>
I take part in all major research activities in the institute.	62 (36.0)	80 (46.5)	28 (16.3)	2 (1.2)	3.17	0.74
I am involved in knowledge sharing in the institute	78 (45.3)	87 (50.6)	7 (4.1)	0	3.41	0.57
I always display my skills and experiences on the job at the institute	97 (56.4)	68 (39.5)	7 (4.1)	0	3.52	0.58
There is teamwork among researchers of the institute.	92 (53.5)	69 (40.1)	8 (4.7)	3 (1.7)	3.45	0.67
<b>Consistency</b>					<b>3.36</b>	<b>0.10</b>
I always share a set of value that create a strong sense of identity with other researchers.	83 (48.3)	86 (50.0)	3 (1.7)	0	3.47	0.53
I ensure that critical issues are always put under control in the department.	89 (51.7)	75 (43.6)	8 (4.7)	0	3.47	0.58
The institute enjoys operational and structural stability	54 (31.4)	93 (54.1)	20 (11.6)	5 (2.9)	3.14	0.73
<b>Grand Mean</b>					<b>3.49</b>	<b>0.41</b>

**Key:** Strongly Agree (SA = 4), Agree (A = 3), Disagree (D = 2), Strongly Disagree (SD = 1)

**Decision Rule:** if mean is 1.00–1.74 = Strongly Disagree; 1.75–2.49 = Disagree; 2.50–3.24 = Agree; 3.25–4.00 = Strongly Agree. Criteria mean of 2.5 is calculated as follows:  $4+3+2+1 = 10/4 = 2.5$

Table 4.2 predicts the result of the multiple regression analysis conducted to investigate the influence of organizational culture (adaptability, consistency, mission, involvement) on quality service delivery of researchers in NITR, Kaduna State, Nigeria. The overall regression model indicated that the components of organizational culture jointly had significant influence on quality service delivery ( $Adj. R^2 = 0.211$ ,  $F(4, 167) = 12.46$ ,  $p < 0.05$ ). The  $adj. R^2 = 0.211$  show that approximately 21% of the variation in quality service delivery is explained by the combined influences of adaptability, mission, involvement, and consistency.

Among the predictors, consistency ( $\beta = 0.257$ ,  $t(167) = 2.634$ ,  $p < 0.05$ ) and adaptability ( $\beta = 0.147$ ,  $t(167) = 1.921$ ,  $p = 0.054$ ) both had a positive and significant influence on quality service delivery. This implies that a stable, well-coordinated, and value-driven organizational environment that are flexible and responsive to change enhances service delivery among researchers. Involvement ( $\beta = 0.173$ ,  $t(167) = 1.846$ ,  $p = 0.067$ ) showed a positive but insignificant influence on quality service delivery. Mission ( $\beta = -0.003$ ,  $t(167) = -0.041$ ,  $p = 0.967$ ) demonstrates a negative and insignificant influence on quality service delivery. This suggests that the clarity of organizational mission alone does not significantly predict quality service delivery in this context.

**Table 4.2: Test of Hypothesis Influence of Organizational culture on quality service delivery**

<i>B</i>	$\beta$	<i>T</i>	<i>Sig.</i>	$R^2$	<i>Adj. R<sup>2</sup></i>	<i>F</i>	ANOVA ( <i>Sig.</i> )
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(Constant)	1.109		3.747	.000	.230	.211	12.46	0.000
Adaptability	.154	.147	1.921	.054				
Mission	-.001	-.003	-.041	.967				
Involvement	.166	.173	1.846	.067				
Consistency	.241	.257	2.634	.009				

DF (F-Statistic) = 4, 167

DF (T-Statistic) = 167

P < 0.05

a. Dependent Variable: Quality Service Delivery

b. Predictors: (Constant), Consistency, Mission, Adaptability, Involvement

**Source: Researcher's Field Survey (2025)**

The findings support the Denison Model, which emphasizes that strong organizational culture enhances performance. The results also align with previous studies that highlight the importance of employee involvement and adaptability in improving service delivery. This result is consistent with the recent empirical research by Isaruk et al. (2024), who assessed quality healthcare service delivery by healthcare providers in federal tertiary health facilities in the South-South, Nigeria and found very high ratings across quality service dimensions, including assurance, reliability, empathy, responsiveness, and tangibility, with particular strength in patient confidentiality and safety of health records. This finding also agreed well with the study of Ikonne and Abubakar (2022), who investigated quality service delivery in teaching hospitals in North-West Nigeria, and found that the extent of quality service delivery was high across all the keys indicators of quality service delivery. Both studies point to the importance of service provider can attain high quality when institutional standards and professional practices are upheld. Similarly, the results showed that the organizational culture predominantly practiced in the NITR is mission, followed by adaptability, involvement and consistency. This finding agreed with the study of Ikonne and Abubakar (2022), who investigated the organizational culture and quality service delivery in six teaching hospitals in North-West, Nigeria. The study found that the organizational culture predominantly practiced in the teaching hospitals is mission.

## Recommendations

Based on the research findings, the following recommendations were proposed:

1. The management should provide continuous training, capacity-building programmes, and opportunities for skill enhancement to strengthen researchers' sense of competence and improve quality service delivery.
2. The management should provide frameworks that will balance operational consistency with adaptability, enabling researchers to respond proficiently to the demands of public health challenges.
3. The researchers should be inclusive in decision-making and operational frameworks in order for researchers to respond effectively to public health challenges in accordance to the mandate.
4. The management should support researchers adequately through conducive organizational culture as this will enhance quality service delivery.

## Conclusion

The study concludes that organizational culture is a critical factor influencing quality service delivery in NITR, Kaduna State, Nigeria. The study also concluded with the emphasis on the necessity for integrated policy actions that align institutional capacity development, policy-driven interventions that are crucial for enhancing quality service delivery. Furthermore, high levels of service delivery can be sustained and enhanced when researchers are adequately supported through a conducive organizational culture.

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