SCHOOL OF POSTGRADUATE STUDIES
UNIVERSITY OF LAGOS

CERTIFICATION

This is to certify that the Thesis:

"INFLUENCE OF ORGANISATIONAL CULTURE ON BUDGET RELATED BEHAVIOUR AS A PREDICTOR OF PERFORMANCE IN NIGERIAN FEDERAL UNIVERSITIES"

Submitted to the School of Postgraduate Studies
University of Lagos

For the award of the degree of
DOCTOR OF PHILOSOPHY (Ph.D.)
is a record of an original research carried out

BY
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in the Department of Accounting

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DEDICATION

This research work is dedicated to the glory and adoration of God, the Alpha and Omega;

and to

My Parents, Professor J.A. and Mrs. D.M. Akinniyi.

ACKNOWLEDGEMENT

Foremost I glorify God almighty for the grace, strength and wisdom bestowed upon me. My appreciation goes to my supervisors: Dr. (Mrs.) S.O. Ajibolade, Professor S. S. A. Arowomole, (Distinguished fellow) and Professor E.O. Omolehinwa, for their time, dedication, patience, understanding and immense contributions to this research work. I humbly express my unreserved gratefulness to them, for their inspiring counseling, generosity and constructive criticisms.

I acknowledge Professor and Mrs. T.O. Olowokure, Professor and Mrs. B.O. Ogundele, and Mrs. C. Ajayi for all their encouragements. I am indebted to them for strengthening my desire to be an academic.

I am grateful to Professor R.K. Ojikutu, for providing me with his wonderful statistical expertise, and to Professor W.I. Iyiegbuniwe, Dr. S.B. Adeyemi, Dr. O.J. Otusanya and Dr. O. Oluwafemi, for their constructive criticisms and contributions towards improving my work. I also appreciate the support and contributions of the following persons, who were of assistance in obtaining materials used in this study and during field work; Mr. C. Nnado, Dr. (Mrs.) T. Ettu, Mr. Okanlawon, Mrs. F. Ashogbon, Dr. S. Enilolobo, Dr. A. Adeoye, Dr. A. Bawa, Miss I. Anaso, Dr. K. Kyari, Engr. A. Bisi, Mr. O. Yeye, Miss B. Oresajo, Oyesoji and Ademola, Ogunyemi and the staff and management of Ola Ventures.

I thank my relatives, who have provided some level of comfort for me in Lagos State; Grand Pa and Grand Ma, Olatunjis, Mr. Olufemi-Philips and family, Mr. Clement Akinniyi and family, Sister Jumoke and Brother Lekan Olatunji. I acknowledge my colleagues, Reverend S.O. Adelaja, Chief G.B. Adeyeye, Mr. O. Okpala, Mr. D. Fagboro, Mrs. S. Babatunde, Dr. T. Fagbemi, Mrs. C. Omorogbe, Dr. J. O. Ige, Mr. E. K. Akerele, Mrs. O. Uadiale, and Mr. E. Oluwakayode for their contributions. I am also grateful to the administrative staff of the Department of Accounting, University of Lagos, for their cooperation.

I recognise my friends, Deji Ashubiojo, Debola Adeyemi and her sisters, Bimbo Adegbite, Oluwakemi Michael, Ifeoma Obasi, Yetunde Afe, Dianna Asak, Vera Chigbata, Tope Salaam, Banke Poroku, Mr. L. Adetunji, Mr. G. Atewe, Mr. P. Idode, Mr. A. Agbabiaka, Mr. L. Okanlawon, Mr. M. Aderogba, Miss C. Oyetayo, Mr. F. Arauye, Mr. M. Badmus, and Miss L.

Aikpitanyi. I also acknowledge the support of members of my unit in the church, particularly Mrs. M. Oyebola (AYO NI O).

My sincere appreciation goes to my parents, Professor J. A. Akinniyi and Mrs. D. M. Akinniyi, and my siblings; Dr. A. Akinniyi and family, Dr. T. Akinniyi and family, Engr. A. Akinniyi, Dr. (Mrs.) T. Adejuyigbe, Engr. (Mrs.) O. Daramola and family, Dr. O. Akinniyi and all the people who helped to make this work a success.

Finally, I appreciate the financial support of the management of University of Maiduguri.

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ABSTRACT

This study examined the effect of organisational culture on budget related behaviour of resource managers and the consequent effect on the performance of universities in Nigeria. A cross-sectional survey design was adopted. The population of this study comprised of all federal universities in Nigeria. Five hundred heads of academic and non-academic departments were drawn from the population using combinations of stratified and simple random sampling techniques. Data were gathered using a self-administered questionnaire with a response rate of 54.4% obtained. The data gathered were analysed using chi-square tests, correlation analysis, regressions and multivariate analysis of variance. Results showed that a control type of organisational culture (hierarchical and rational values) was more prevalent than a flexible type of organisational culture (group and developmental values) among the sample. Organisational culture was observed to have a statistically significant influence on budget related behaviour; With simple regression results at $p< 0.05$ with R^2 values for components of budget related behaviour were 16.9%, 2.5%, 1.1%, 24.4%, 3.7% and 3.2% for participation, feedback, learning, communication, propensity to introduce budget slack and extent of compliance with budget respectively. In addition, Chi-square results at $p<0.05$ showed a significant relationship between choice of budget system and organisational culture. It was observed that intrinsic motivation moderated the effect of organisational culture on budget related behaviour with (R^2 = 56.2%, 47.6%, 67.9%, 66.5% and 88%) for participation, feedback, learning, communication, propensity to introduce budget slack and extent of compliance with budget respectively. Significant relationships were also observed between budget related behaviour and performance. Results indicated that universities with flexible type of organisational culture recorded higher performance scores than universities with control type of organisational culture. Evidence from this study has shown that influence of organisational culture on budget related behaviour is important to the performance of universities in Nigeria. Results from the study have further shown that the balanced scorecard perspectives for measuring performance provide a more robust measure of organisational performance, which should be adopted by regulators of universities in Nigeria. The research also pointed the need to promote flexible type of organisational culture (group and developmental values) in the university system for enhanced organisational performance.