



**RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND HUMAN RESOURCES
MANAGEMENT IN THE STATE UNIVERSAL BASIC EDUCATION BOARD IN BORNO STATE,
NIGERIA**

BY

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Abstract

The study examined the relationship between Organisational Culture and Human Resources Management in the State Universal Basic Education Board in Borno State, Nigeria. The objectives of the study were to determine the relationship between leadership style, communication style, and conflict management style, and the human resource management of Borno State Universal Basic Education Board. The study used a Correlational research design. The target population for the study comprises all 157 staff of the State Universal Basic Education Board (SUBEB), Borno State, Nigeria. The Simple Random Sampling Technique was used to select 80 respondents based on Krejcie and Morgan formula for sample adequacy. The instrument for data collection was a structured questionnaire on dimensions of organisational culture and Human Resource Management practices. The instrument was pilot-tested on 30 employees from a nearby SUBEB office with Cronbach's Alpha reliability coefficient of 0.82 Descriptive statistics such as means and standard deviations as well as Pearson Product-Moment Correlation Coefficient (PPMCC) were used to analyze the obtained data. The results shows that there is a positive, significant relationship between leadership style, communication style, conflict management style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. Hence, all the hypothesis were rejected. This implies that, leadership style, communication style and conflict management style are significant determinant of human resource management at Borno State Universal Basic Education Board, Borno State, Nigeria. The study recommended that, effective organizational culture (effective leadership style, communication style and conflict management style) should be observed in human resource management.

Keywords: Organizational culture, Leadership style, Communication style, Conflict management style, Human resources and Management

Introduction

Organizational culture and Human Resource Management (HRM) are key components that influence an organization's performance, sustainability and overall success. Organizational culture refers to the shared values, beliefs, norms and practices that shape individual behaviour in the workplace (Schein, 2022). It is an invisible but powerful force that shapes how employees engage with one another and with stakeholders, how they perceive



their roles and how they respond to challenges and opportunities. In this context, organisational culture becomes a strategic tool that can either drive or hinder organizational effectiveness, particularly when aligned or misaligned with Human Resource Management (HRM) practices.

Organisational culture refers to the shared values, beliefs, norms, and practices that shape the social and psychological environment of an organisation. It comprises the underlying assumptions and expectations that shape employee behaviour, communication styles, decision-making processes, and general workplace interaction. Dress rules, office layout, rituals and symbols are examples of visible organizational culture, while invisible components include trust, attitudes toward authority and approaches to dispute resolution (Schein, 2010). It develops over time as a result of leadership influence, corporate history and socialization processes, and it has a substantial impact on organisational effectiveness, employee satisfaction and performance. According to Hofstede, Neuijen, Ohayv and Sanders (1990), organisational culture is multidimensional. It encompasses concepts such as power distance, individuality versus collectivism and uncertainty avoidance, all of which influence how individuals collaborate and how management systems perform. Understanding organizational culture is critical for aligning management practices and accomplishing strategic goals.

Human Resource Management, on the other hand, includes the policies, procedures and systems that influence employees' behaviour, attitudes and performance (Armstrong & Taylor, 2019). Human Resource Management tasks such as recruiting, selection, training, performance appraisal and reward systems are critical in capturing and managing the workforce's talents and capabilities. The relationship between organizational culture and human resource management is increasingly recognized in modern management studies, with evidence indicating that human resource management practices are most effective when they are consistent with the prevailing organizational culture (Denison, 2020; Ulrich, 2021). Strong organisational cultures, when backed by well-aligned Human Resource Management practices, have been found to increase employee engagement, innovation, loyalty and high performance (Kotter & Heskett, 2017). A mismatch between culture and HR policy, on the other hand, can result in disengagement, excessive turnover and poor organizational outcomes. In a rapidly changing global environment, the ability of Human Resource Management to adapt and align with cultural shifts within the organization is essential for strategic success.

The State Universal Basic Education Board (SUBEB) in Borno State was established as part of Nigeria's broader Universal Basic Education (UBE) programme initiated in 1999 and given legal backing by the UBE Act of 2004. It was created to manage, coordinate and implement policies aimed at providing free, compulsory and universal basic education for school-aged children across the state. The objectives of Borno SUBEB include expanding access to basic education, improving the quality of teaching and learning, enhancing teacher recruitment and training, rehabilitating and constructing school infrastructure and promoting inclusive education, especially in underserved and conflict-affected communities. The Board plays a central role in driving educational reforms aimed at achieving national and global goals such as Education for All (EFA) and the Sustainable Development Goals (SDGs). In Borno State, SUBEB was created to oversee the administration, planning, funding and monitoring of basic education, which includes early childhood care, primary education and junior secondary education.

Organisational culture and human resource management (HRM) are central to the effective functioning of public institutions such as the State Universal Basic Education Board (SUBEB) in Borno State, Nigeria. Human resource management (HRM) and organizational culture are critical to the efficient operation of public organizations like the State Universal Basic Education Board (SUBEB) in Borno State, Nigeria. Organizational culture refers to the shared values, attitudes, and practices that shape the workplace and guide employee behaviour inside an organization. Hence, culture is important in educational organizations like SUBEB because it influences leadership styles, communication patterns, accountability, and worker motivation. When a positive culture is fostered, it can enhance cooperation, innovation, and commitment among staff, thereby improving the delivery of



basic education services. Conversely, a weak or dysfunctional organisational culture may hinder employee performance, reduce morale, and impede policy implementation.

In SUBEB, Human Resource Management is expected to support the agency's mandate by providing free, quality and compulsory basic education across Borno State. However, difficulties such as worker shortages, insufficient training, low motivation and poor supervision continue to affect productivity. According to studies, aligning Human Resource Management methods with organisational culture improves service delivery and staff effectiveness. Understanding the relationship between organisational culture and human resource management within SUBEB is therefore critical for identifying gaps and implementing reforms that will improve staff productivity, institutional efficiency and most importantly, the success of Borno State's Universal Basic Education program. Empirical research has found that leadership style has a substantial impact on the effectiveness of human resource management in educational institutions. For example, Adebayo and Olaniyan (2016) discovered that transformational leadership improves HRM practices in Nigeria's public education system by encouraging staff motivation, involvement, and professional development. Effective leadership in Universal Basic Education Boards (UBEBs) helps to ensure transparency in recruitment, staff retention, and training. Effective leadership in Universal Basic Education Boards (UBEBs) promotes transparency in recruitment, staff retention, and training.

Similarly, Eze, Okolie, and Ugochukwu (2020) found that leadership styles that encourage cooperation and acknowledge staff contributions improve HR performance and institutional development in state-based education boards. These findings indicate that using inclusive and developmental leadership styles can considerably improve HRM outcomes in the SUBEB environment. According to Ogundele and Adegboyega (2018), good communication channels inside UBEBs foster trust, reduce misunderstandings, and increase staff productivity. To improve performance and happiness among educators, the authors emphasize the importance of clearly defining and actively maintaining downward, upward, and horizontal communication channels. Furthermore, Musa and Sani (2021) found that open and participatory communication techniques result in better alignment between policy execution and staff participation in state education boards. According to the study, communication breakdowns frequently result in low morale and resistance to change, reducing overall HRM effectiveness. The researchers, Ibrahim and Daniel (2020), investigated the impact of organizational culture on human resource management practices in public tertiary institutions in South West Nigeria. The survey included 450 human resource officers and administrative workers from five institutions. A standardized questionnaire was utilized to collect data, and the hypotheses were tested using multiple regression analysis. The findings demonstrated that a strong organizational culture characterized by shared values, open communication, and leadership support has a favorable impact on HRM practices such as employee engagement, performance evaluation, and career advancement. The study found that connecting HRM practices with corporate culture improves institutional effectiveness and worker productivity.

Adeyemi and Ojo (2019) conducted a study on the relationship between organizational culture and HRM in local government councils in Lagos State, Nigeria. The study involved a sample of 300 HR personnel and departmental heads selected using stratified random sampling. Data were collected using a validated organizational culture and HRM practices questionnaire, and analysis was conducted using Pearson Product-Moment Correlation (r). The results showed a significant positive correlation between organizational culture types (clan, hierarchy, and adhocracy) and HRM functions such as recruitment, training, and employee retention. Specifically, councils with a dominant clan culture were more effective in promoting inclusive recruitment and staff development practices. The study recommended that public organizations adopt culture-aligned HRM policies to improve employee morale and service delivery. Oladipo, Hassan, and Abdulrahman (2021) focused on the interplay between organizational culture and HRM practices in federal parastatals in Northern Nigeria. The researchers surveyed a population of 520 employees, using a Likert-scale questionnaire to assess perceptions of culture and HRM practices. Descriptive statistics and Structural Equation Modeling (SEM) were used for analysis. The findings indicated that organizational culture significantly predicted employee commitment, job satisfaction, and the



effectiveness of HRM practices. The study emphasized that cultures promoting trust, shared values, and collaboration enhanced HRM effectiveness by fostering a favorable work climate. It concluded that sustainable HRM outcomes could be achieved through deliberate shaping of organizational culture in alignment with strategic goals.

Conflict management is a critical aspect of human resource management, particularly in public sector institutions. Empirical research by Nwachukwu, Chladkova, and Zufan (2019) revealed that the application of integrative and collaborative conflict resolution styles in educational boards leads to improved staff relations and organizational performance. In the context of the Universal Basic Education Board, where resource allocation and workload distribution often cause tension, conflict management strategies significantly influence employee satisfaction and institutional harmony. A study by Aliyu and Yahaya (2020) on Nigerian educational institutions also confirmed that boards employing a problem-solving approach to conflict witnessed reduced turnover, enhanced teamwork, and better policy implementation. These findings underscore the importance of equipping UBEBs with structured conflict resolution mechanisms to optimize human resource management.

Despite the growing body of literature on organizational culture and HRM, there is still a need to investigate how specific cultural attributes influence HR functions across different organizational settings, particularly in developing countries where cultural dimensions frequently differ significantly from Western norms (Hofstede, 2021). This study looked at the relationship between organizational culture and human resource management, with a particular emphasis on how cultural norms and values define HR practices and, as a result, impact organizational performance. The challenges such as insecurity and infrastructure deficits, Borno SUBEB remains committed to improving access to quality education, especially in post-conflict areas of the state. It is against this background that researchers determined the relationship between organizational culture and human resources management in the State Universal Basic Education Board, Borno State, Nigeria.

Statement of the Problem

Despite the crucial role of the State Universal Basic Education Board (SUBEB) in advancing basic education in Borno State, the Board faces persistent challenges related to staff Leadership style, Communication style, and conflict management strategy, which affect the overall performance negatively. These difficulties may be traced in part to a misalignment between the organisational culture and the institution's human resource management (HRM) procedures. A strict, hierarchical or opaque culture can inhibit critical Human Resource Management procedures such as performance reviews, staff training and teamwork, all of which are required for effective education service delivery. Furthermore, Human Resource Management strategies that do not take into account the distinctive cultural context of public institutions such as SUBEB may fail to satisfy employees' special requirements and incentives, resulting in low morale, high turnover and resistance to change. It is against this problem that researchers determined the relationship between organizational culture and human resources management in the State Universal Basic Education Board, Borno State, Nigeria.

Objectives of the Study

The objectives of the study were to determine the relationship between:

1. Leadership Style and Human Resource Management of Borno State Universal Basic Education Board;
2. Communication Style and Human Resource Management of Borno State Universal Basic Education Board
3. Conflict Management Style and Human Resource Management of Borno State Universal Basic Education Board.

Hypotheses

The following null hypotheses were tested at the 0.05 level of significance.

H01 There is no significant relationship between Leadership style and Human Resource Management in the Borno State Universal Basic Education Board.



H02 There is no significant relationship between Communication style and Human Resource Management in Borno State Universal Basic Education Board.

H03 There is no significant relationship between Conflict Management style and Human Resource Management in Borno State Universal Basic Education Board.

Methodology

This study used a Correlational research design in comparing the relationship between organisational culture and Human resource management in Borno State Universal Education Board, Borno State. The target population of this study comprises all the staff of the State Universal Basic Education Board (SUBEB), Borno State, Nigeria. Numbering 100 (SUBEB, 2025). A Simple Random Sampling Technique was used to select 80 respondents based on the research advisors' 2006. The sample was chosen to ensure diversity in perspectives regarding organisational culture and Human Resource Management practices within the State Universal Basic Education Board, Borno State, Nigeria. The main instrument for data collection was a structured questionnaire titled "Organisational Culture and Human Resource Management Questionnaire (OCHRMQ)". The questionnaire consisted of three sections: Section A: Demographic information, Section B: Items measuring dimensions of organisational culture, while Section C: Items measuring Human Resource Management practices (e.g., recruitment, training, compensation, performance appraisal) A four -point Likert scale format will be use (ranging from Strongly Agree, Agree, Disagree, Strongly Disagree) to elicit responses. The questionnaire was subject to content and face validity by professionals in educational management, measurement, and evaluation. To ensure reliability, the instrument was pilot-tested on 30 staff members of a nearby SUBEB office not included in the main study. The responses were analyzed using Cronbach's Alpha, and a reliability coefficient of 0.82 was obtained, indicating that the instrument was highly reliable.

The researchers administered the questionnaires directly to the respondents during working hours. Adequate instructions will be provided to ensure the clarity of the items. The exercise lasted for two weeks to ensure a high response rate. Pearson Product-Moment Correlation (PPMC) was used to test the hypotheses and determine the strength and direction of the relationship between organisational culture and various Human Resource Management components in the State Universal Basic Education Board, Borno State, Nigeria.

Results

The data were analyze using Pearson Product Moment Correlation Coefficient to ascertain the level of relationship and it direction.

H₀₁: There is no significant relationship between Leadership style and Human Resource Management in the Borno State Universal Basic Education Board.

Table 1: Correlational Analysis of Leadership Style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	16.8222	3.89843	45	0.319	0.033	significant
Leadership Style	16.2444	2.36601	45			

Table 1 tests the hypothesis that say, there is no significant relationship between leadership style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The findings indicate that the r-value is 0.319 and the p-value is 0.033, which is less than 0.05 level of significance. This implies that there is a weak positive significant relationship between leadership style and Human Resource



Management of Borno State Universal Basic Education Board, Borno State, Nigeria. Hence, the hypothesis was rejected.

H₀₂: There is no significant relationship between Communication style and Human Resource Management in Borno State Universal Basic Education Board.

Table 2: Correlational Analysis of Communication Style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria;

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	16.8222	1.89843	45	0.386	0.009	significant
Communication Style	16.3556	2.10147	45			

Table 2 tests the hypothesis that say, there is no significant relationship between communication style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The findings indicate that the r-value is 0.386 and the p-value is 0.009, which is less than 0.05 level of significance. This implies that there is a weak positive significant relationship between communication style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. Hence, the hypothesis was rejected.

H₀₃: There is no significant relationship between Conflict Management style and Human Resource Management in Borno State Universal Basic Education Board.

Table 3 Correlational Analysis of Conflict Management Style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria.

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource ManagementManagement	16.8222	1.89843	45	0.628	0.000	significant
Conflict Management Style	16.2667	2.49909	45			

Table 3 tests the hypothesis that say, there is no significant relationship between conflict management style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The findings indicate that the r-value is 0.628 and the p-value is 0.000, which is less than 0.05 level of significance. This implies that there is a moderate positive, significant relationship between conflict management style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. Hence, the hypothesis was rejected.

Discussion of the Findings

The finding of the study with respect to the first hypothesis which states that there is no significant relationship between Leadership style and Human Resource Management in the Borno State Universal Basic Education Board, Borno State, Nigeria. The finding of the study revealed positive, significant relationship between leadership style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The findings is line with the findings of Adebayo and Olaniyan (2016) and Eze, Okolie, and Ugochukwu (2020) who found that leadership styles are significantly related to human resource management.



The finding of the study with respect to the second hypothesis which states that there is no significant relationship between communication style and Human Resource Management in the Borno State Universal Basic Education Board, Borno State, Nigeria. The finding of the study revealed positive, significant relationship between communication style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The findings is line with the findings of Ogundele and Adegboyega (2018) and Musa and Sani (2021) who found that communication styles are significantly related to human resource management.

The finding of the study with respect to the third hypothesis which states that there is no significant relationship between conflict management style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The finding of the study revealed positive, significant relationship between conflict management style and Human Resource Management of Borno State Universal Basic Education Board, Borno State, Nigeria. The findings is line with the findings of Nwachukwu, Chladkova, and Zufan (2019) and Aliyu and Yahaya (2020) who found that conflict management style are significantly associated to human resource management.

Conclusion

Based on the findings of the study, the researchers concluded that, there was a positive significant correlations among leadership style, communication style, conflict management style and human resource management of Borno State Universal Basic Education Board, Borno State, Nigeria. This implies that, leadership style, communication style and conflict management style are significant determinant of human resource job performance at Borno State Universal Basic Education Board, Borno State, Nigeria.

Recommendation

Based on the finding of the study, the researchers recommend the following;

1. The finding has established that, there was a positive significant correlation among leadership style, communication style and conflict management style and human resource management of Borno State Universal Basic Education Board, Borno State, Nigeria.
2. Effective organizational culture (effective leadership style, communication style and conflict management style) should be observed in human resource management.

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