



# Organizational Culture and Organization Effectiveness; A Study Of Flour Manufacturing Industries In South-South, South-East And South-West Region Of Nigeria

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## ABSTRACT

*This study examined the influence organizational culture has on organizational effectiveness using flour manufacturing industry in South-South, south-East and South –West region of Nigeria as case study. The study considered adaptability, consistency, mission and involvement as elements/components of organizational culture as the independents variables and organizational effectiveness as the dependents variable in order to example the link between them. The study which was descriptive in nature applied a close-ended questionnaire for data collection from sample of 250 from a population 696 employees. The data analysis was done using mean and simple percentage for the research questions, while the Pearson product-moment correlation co-efficient (PPMCC) was applied to test the hypotheses at 0.05 alpha level. The findings showed that involvement culture, consistency culture, clear mission and culture of adaptability have significant influence on organizational effectiveness. It was conclude that the culture of any organization can mar or make the organizations in terms of effectiveness and performance in the industry and recommended among others that organizations should try as much as possible to be clear in their mission, endeavor to maintain a culture that involves employees in decision making and in technical job activities.*

**Keyword:** Culture, Effectiveness, Adaptability, Consistency and Mission

## I. INTRODUCTION

Being effective is so paramount for any organization that wishes to survive and remain in

existence especially in this era of huge competition among businesses mostly the profit oriented businesses. Organizational effectiveness can be said to mean the level, degree and frequency of an organization to meet its objectives which may include high productivity, profit maximization, high market share etc in the face of competition and obstacles in the business environment. According to Devon (2019) & Arubayi (2012) organizational effectiveness is a term that measures how thoroughly and efficiently a company achieves its business goals. According to the author, “an effective organization runs like a well-designed, well-oiled machine and its moving parts function smoothly to produce the results the business set out to achieve, with minimal wasted resources or time”. Among the numerous factors identified by scholars that can influence organizational effectiveness is organizational culture. There is a common saying that “your belief determines how you behavior and your behaviors determines how effective you would be in your day-to-day activities to achieve a set objective”. In the business terrain especially in this era of modernization, every business owner, business group or entity have a unique belief which they follow and practice in various business situations and activities which distinguishes them from other business groups or entity. This can be said to be ‘the business’s way of life’ and can be termed the culture of that organization order wise known as organizational culture.

Organizational culture has been said to be of relevance and has enduring influence on various aspects of the organization. As noted by Jasmine (2013); Arubayi & Ejeta, (2022) an ideal



organizational culture have a positive influence on organizational performance because it is aligned to the organizational objectives and purpose. Also according to the Indeed Editorial Team (2023) organizational culture promotes a positive, structured work environment that helps companies achieve success. According to them, businesses with an organizational culture tend to be more successful than those without culture because they have systems in place that promote employee performance, productivity and engagement.

### Statement of the problem

The problem of this study thus emanates from the inability of some firms to cope with changes in the business environment, the issue of employees' loss of focus, the demotivation among employees and the issue of lack of sufficient empirical literatures relating to this topic. It is observed especially among small firms that they find it difficult to cope with changes in the business environment and it has affected their effectiveness. The question is, could it be that they lack or are ignorant of adaptability culture, or they have not inculcated the culture of adaptability in their workforce? The issue of employees' loss of focus and direction in their activities in the organization which is perceived to be a result of unclear mission of the organization. This study will examine the influence of organizational mission on its effectiveness.

The alarming poor organizational performance resulting from demotivation of employees in resent time and employee's involvement has been suggested as one way to motivate employees to put in more effort and increase job performance to improve organizational effectiveness. The question is, what influence involvement have on organizational effectiveness. More so, the lack of sufficient empirical literatures indicate that not much studies have been carried out relating to organizational culture and organizational effectiveness with focus on involvement, consistency, mission and adaptability.

### Objectives of the Study

The main objective of this research work is to examine the influential relationship existing between organizational culture and organizational effectiveness. But the key points to achieve as specific objectives are:

1. to find out the influence of involvement on organizational effectiveness
2. to ascertain the effect of consistency on organizational effectiveness

3. to investigate the effect of mission on organizational effectiveness
4. to identify the effect of adaptability on organizational effectiveness.

### Research Question

The following research questions are formulated in line with the key objectives to guide this study and be logically answered

1. To what extent does involvement of influence organizational effectiveness
2. To what extent does consistency as culture influence organizational effectiveness
3. To what extent does mission of the organization influence organizational effectiveness
4. To what extent does adaptability influence organizational effectiveness

### Study Hypotheses

To guide the researcher in this study, the following null hypotheses are stated in relation to the objectives:

- Ho1. Involvement does not have significant influence on organizational effectiveness  
Ho2. Consistency as culture does not have any effect on organizational effectiveness  
Ho3. Mission of the organization does not have any effect on organizational effectiveness  
Ho4. Adaptability does not have a significant influence on organizational effectiveness

## II. LITERATURE REVIEW

### Conceptual framework

#### Organizational culture (OC)

Culture is a unique belief that guides ways of doing things differently from others in the same society. It is what distinguishes one group from another, each culture has a unique feature as it adapts to meet specific sets of circumstances or object or goal (Okumagba & Ogege 2012). Organizational culture as a concept is somewhat difficult to give a definite definition. However, but it is most times described as the way a company makes business decisions, how employees interact with one another, how the company hierarchy is structured, how leaders and employees conduct themselves, and in the physical work environment itself. It is a term used to describe an enterprise's core values and beliefs (Hogarty, 2022). Generally, organizational culture can be seen as a belief, shared value and norms that guide the behaviour of an organization in relation to their employment process, job functions, employees conduct, its mission, and even their product and service delivery pattern. The culture of



an organization reflects how employees, customers, vendors, and stakeholders experience the organization and its brand (Kellie, 2023).

#### **Qualities of good organization culture**

Just as every individual see and believe things differently, so is every organization's culture is different. They have values and believe that makes them unique. However, as noted by Kellie (2023), some qualities are consistently reflected in a good organizational culture. Noting that the culture of any high-performing organization reflect certain qualities:

**Alignment:** Alignment speaks of the organization's objectives being in and its employees' motivations are all pulling in the same direction.

**Appreciation:** A culture of appreciation is one in which all team members frequently provide recognition and thanks for the contributions of others. This can take many forms, a public kudos, a note of thanks, or a promotion (Kellie, 2023).

**Trust:** This is vital to an organization because with a culture of trust, team members can express themselves and rely on others to have their back when they try something new.

**Performance** is key, as great companies create a culture that means business. In these companies, talented employees motivate each other to excel, and, as shown above, greater profitability and productivity are the results.

**Teamwork** encompasses collaboration, communication, and respect between team members. When everyone on the team supports each other, employees will get more done and feel happier while doing it.

**Integrity**, like trust, is vital to all teams when they rely on each other to make decisions, interpret results, and form partnerships. Honesty and transparency are critical components of this aspect of culture.

**Innovation** leads organizations to get the most out of available technologies, resources, and markets. A culture of innovation means that you apply creative thinking to all aspects of your business, even your own cultural initiatives.

#### **Importance of organizational culture**

Developing an organizational culture have some level of importance to the business. Just as Kellie (2023) puts it "a great organizational culture is the key to developing the traits necessary for business success". This means that the unique value and belief of an organization play an important role in the survival of the organization because it is what guides the organizations, activities and relationship both within and outside the organization. According to Kim and Kim (2015) organizational culture

decides the ways employees interact at work place, the culture of the workplace formed by the organizational culture goes a long way in promoting healthy competition at the workplace. To Kellie (2023), building a good organizational culture is of importance a company in following ways as:

**Improve recruitment efforts:** according to Kellie (2023), 77% of workers consider the culture of the company before applying. Thus if an organization have a great culture, it attract good and talented individuals who are ready to work

**Improve employee retention:** culture is one of the main reasons that 65% of employees stay in their job and almost half of employees would leave their current job for a lower-paying opportunity at an organization with a better culture (Kellie (2023),

**Improve brand identity** – 38% of employees report wanting to change their job due to poor company culture

**Improve engagement**-companies with a positive culture have up to 72% higher employee engagement rate (Kellie, 2023).

#### **Dimensions of Organizational Culture**

Scholars have viewed organizational culture from different dimensions. Among such renowned scholars is Harrison. Harrison who I call 'Father Harrison' through his model viewed organizational culture from four dimensions, which are role-oriented culture, power-oriented culture, achievement-oriented culture; and support-oriented culture. Nevertheless, organizational culture takes several forms and can encompass various functional aspects of the organization ranging from the belief of employees involvement, being consistent in its activities, mission/vision that guides its activities as well as adaptability.

**Organizational culture of involvement:** Involvement speaks of the culture and belief of the employer that supports employees' participate in functional aspects of the organization. This belief makes managers to empower and encourage employees to actively involve in the organizations decision-making processes, problem-solving, and the overall improvement of the workplace.

**Organizational culture of consistency:** Consistency denotes uniformity, the act of is carrying out an action, activities, implementation of polities in a uniform manner in all aspects and unites of the firm in the same way, or staying the same as it's achieved in a particular way. Consistency as a culture in an organization can be referred to a work situation and environment where practices, values, policies, and behaviors are uniform and aligned throughout the organization. In such a culture, employees



understand what is expected of them, and the organization operates with a high degree of predictability and reliability.

**Organizational culture of clear mission:** An organizational mission is a brief, broad statement about the goal of an organization and how it intends to meet those goals. It often addresses what the organization offers and how it hopes to serve its customers, community, employees, investors or other stakeholders. Some mission statements may also include explanations of the principles that the organization values and hopes to abide by throughout its existence.

**Organizational culture of Adaptability:** The external environment of business organization is changes rapidly and pose a significant threat to businesses that are not responding to these changes. Some aspects of the external environment include new technology, regulation mechanisms, changing demands, and innovations. Thus, adaptability is the capability of an organization to adjust and respond to the dynamic external environment (Emma 2022).

#### **Concept of organizational effectiveness (OE)**

Being effective speaks of being up and doing, it speaks of the degree to which a person or something is successful in producing a desired result. In relation to a business organization that is set to utilize resource to satisfy clients/customers and make profit, organizational effectiveness can be described as the ability of a business organization to achieve its set goals and objectives efficiently and successfully. It tells of how well a business enterprise utilizes its resources, processes, and people to produce desired outcomes and remain competitive among other enterprises in its industry. Organizational effectiveness is seen by Owen (2022) as the process by which an organization meets its goals effectively without reducing quality. This in a way means that the business enterprise uses all within its possession to achieve set objectives without losing any of its resources both human and material resources. In the phase of manufacturing organization,

#### **Importance of organizational effectiveness (OE)**

It is very important for organizations to be effective especially in this era where the competition is tense in all industry due to development and globalization. According to Arubayi & Odiri, (2023) Organizational effectiveness is important in helping companies flourish long term. It allows organizations to operate more smoothly by keeping them focused on their goals. Thus, being effective is importance to organization in the aspects of:

**Increased productivity:** Setting clear goals and monitoring progress may increase output. Effective

organization use their resources efficiently to maximize the output of their operations. When an organization can effectively utilize its resources, it increases its ability to produce desired results faster and with greater efficiency than competitors. Arubayi, (2023a)

**Strengthened employee engagement:** Employees who know their goals and why they're important may connect more with their work. When employees feel their work is valued, they are more likely to be motivated, engaged, and productive. This can lead to higher levels of job satisfaction and improved performance within the company. Additionally, an organization that has clear goals and expectations for its employees is better able to guide and manage them, resulting in higher levels of performance.

**Enhanced management communication:** Taking steps toward organizational effectiveness can help managers align.

**Optimized budget:** Organizational effectiveness typically helps you eliminate areas of waste.

**Streamlined use of technology:** A company may upgrade or improve its equipment by promoting efficiency.

**Maximized customer value:** More effective organizations may be more capable of meeting customers' needs.

#### **Organizational culture and organizational effectiveness**

Mahboub (2014) the relationship between organizational culture and effectiveness is strong. That organizational culture made the conditions for determining internal effectiveness. As noted by Naserinajafabady, Rangriz and Mehrabi (2013) a significantly positive relationship exists between organizational culture and organizational effectiveness. A healthy organizational culture is said to be linked with organizational policies that give rise to organizational effectiveness (Obiekwe, Zeb-Obipi, and Ejo-Orusa, 2019). The report of Amah (2014) indicated that organizational culture correlates positively with firm's effectiveness. A good organizational culture aid firms to attract new talented employees to want to join the organization (Tianyi, 2020).

**Culture of involvement and organizational effectiveness:** In a way there are influence of the practice of involving employees in some critical aspects of the organization. In the practical sense, empowering employees in strategic areas of the organization creates a sense of ownership and engagement among employees, this fosters a positive and productive work environment and this contributes to the organizational effectiveness by



giving the organization a competitive edge over others in the industry. Also, from experience, employees involvement contributes to the effectiveness of the organization because management belief of giving employees the chance of participation in decision-making, encourages them to contribute their ideas, opinions, and suggestions when it comes to making decisions that affect their work and apply high initiatives in carrying out their duties.

**Consistency culture and organizational effectiveness:** This culture holds by organization in several ways contributes to the organization's effectiveness because it can lead to improved efficiency as activities are being carried out frequently in same way, It can creating positive reputation for the organization, it can reduced conflicts that may arise from change it plans and ways of doing things. Above all it can increase employees trust for the organization and enhancing employee performance. If all these are in place in the organization, then the organization will perform uniquely among competitors which insinuates effectiveness. Consistency builds trust among employees, customers, and other stakeholders, as they know what to expect from the organization. It improved Efficiency because standardized processes and practices lead to greater efficiency, as employees are familiar with established procedures and can perform their tasks more effectively. According to Lindsey, Michael, Aaron, Ryan, Samantha and Daniel (2013) due to consistency in organization, behaviors in the organization are rooted in a set of core values, individuals are able to reach agreement, and the organization's activities are well coordinated and integrated.

**Culture of clear mission and Organizational Effectiveness:** In an organization that is the culture of putting up a clear mission, all member of the organization understands the mission and they aligned with it, guiding their actions, decisions, and behaviors. The organizational culture of clear

mission statement plays a significant role in shaping the effectiveness of an organization. When the mission is clear, well-defined, and embraced by all members of the organization. Bonn (2018) reported a positive effect of mission & vision on organizational performance. Organizational performance insinuates how effective the organization is in the industry.

From a general view, organizational culture of setting a clear mission can have positive influences on its effectiveness in the following ways;

**Direction and Focus:** A clear mission provides a sense of direction and purpose for the organization. It helps employees understand what the organization is striving to achieve, which enhances their focus and aligns their efforts towards common goals.

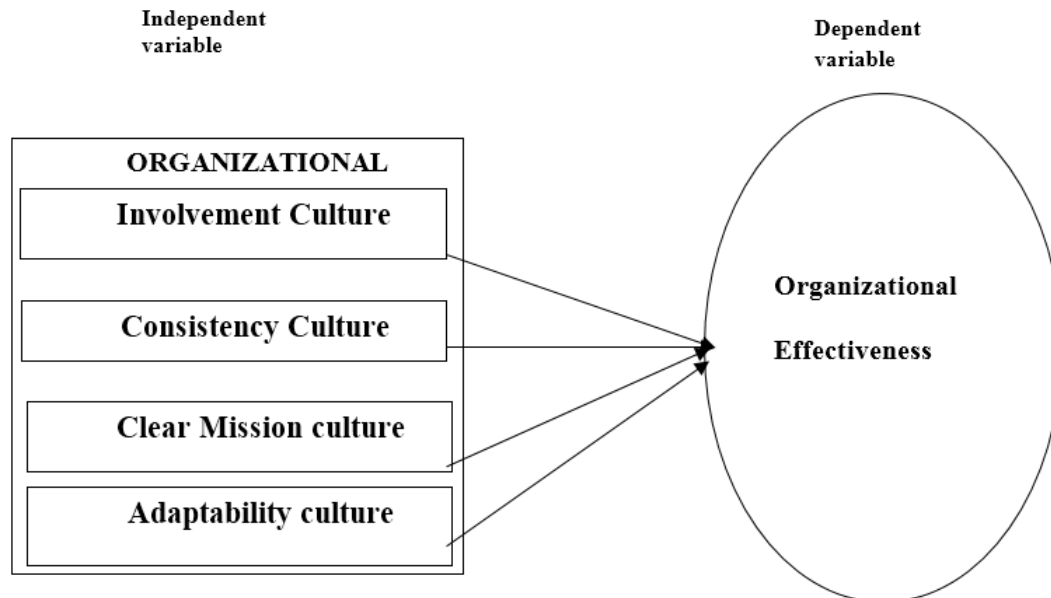
**Alignment of Efforts:** A well-communicated mission ensures that all employees are on the same page and working towards the same objectives. It fosters a sense of unity and teamwork, reducing conflicts and inefficiencies that can arise from divergent goals.

**Resource Allocation:** a clear mission helps in prioritizing resource allocation. When resources are directed towards activities and initiatives that align with the mission, it maximizes the organization's impact and efficiency.

**Adaptability culture and organizational effectiveness:** Organization's culture of adaptability which is striving toward adapting to dynamic environment can be seen as a crucial feature can positively influence on the organization being effective. This adaptability culture will enable the organization to always thrive in changing environments, trigger the drive innovation, get employees engaged, strive to satisfy customers, and make informed strategic decisions. On a more practical note, adaptability culture can influence organizational effectiveness as it easy respond to change, innovation and creativity of employees who are encouraged to experiment and try new approaches,



### Conceptual Framework



Source: Authors' construct Model 2023

### Theoretical Framework

The study is hinged on the dynamic capabilities theory of Teece and Pisano (1994). The dynamic capabilities theory propounded by Teece and Pisano (1994) is seen as an extension or theory coined from the resource-based view (RBV) theory. The dynamic capabilities was described by the authors as “the ability of the firm to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments” (Teece, Pisano, & Shuen, 1997). This explains that some forms of changes occurs within and outside the organization and the organization is to fight and cope with these changes with its available resources. This study is related to this dynamic capabilities theory because from its emphases, it insinuates that the organization in its day-to-day activities and strive for survival meet some challenges typically from the dynamism of the business environment. The organization therefore is expected to cope and move with the changes in order to be effective and competitively successful. Thus, the culture of adaptability which is the capability of the organization to adjust and respond to the dynamic external environment with its resources and management expertise such as employees, clear mission, consistency and employees involvement. The theory in a way is implying that if an organization have the culture of adaptability, such organization can effectively survive and be competitive in a dynamic environment.

### III. METHODOLOGY

The descriptive survey research design was adopted. The population of the study is all 696 employees of three selected Flour Mill manufacturing firms in the South-South, South East, and South-West region of Nigeria. The Taro Yamane formula of 1964 and Bowley's proportion technique was applied to determine the sample of the study. It was used to sample 254 employees from the population as participants of the study. A structured close-ended questionnaire in a four point Likert rating scale with response categories ranging from "Strongly Agree (4)", "Agree (3)", "Disagree (2)", to "Strongly Disagree (1)" duly validated by experts and tested reliable was employed as instrument for data collection in the study. The questionnaire measured involvement, adaptability, consistency and clear mission. Data obtained was analyzed using frequency, percentage, simple mean, for the research questions. While the hypotheses were tested using the Pearson product-moment correlation co-efficient (PPMC) at 0.05 alpha level to test for the relationship between variables with the aid of Statistical Package for the Social Sciences (SPSS) software.



### Data presentation, Result and Discussion of Findings

On the demographic data of the respondents in terms of gender showed that 74% of the respondents are male while 26% of the respondents are female. This indicates that there are more males than females among the employees of the sampled manufacturing organization. Result on the academic achievements of the respondents shows that 3% of the respondents are PhD holders, 37 accounting for 15% are M.Sc/MBA holders, 97 accounting for 39% are B.Sc holders, 88 accounting for 35% are ND/HND holder and 20 accounting for 8% are hold other certificate not listed. This indicates that the majority

of the employees of the selected manufacturing organizations are educated to a large extent (tertiary education) and they are more of B.Sc, ND/HND and M.Sc/MBA holders. On the respondents' work experience, the result shows that, 28% of the respondents have working experience between 1-3years, 36% have working experience between 4-6years, 13% have working experience between 7-9years, 12% have working experience between 10-12years and 11% have working experience above 13years. This indicates that majority of the employees have worked for at least 1year

**Research Question One:** To what extent does involvement influence organizational effectiveness?

**Table 1: Showing analysis of response on influence of involvement culture on organizational effectiveness**

STATEMENTS		SA	A	D	SD	Total
I am optimistic when it comes to my future at this organization as I involve in day-to-day work activities in this organization	Count	72	142	21	15	250
	%	28.8%	56.8%	8.4%	6.0%	100%
	Mean					<b>3.08</b>
As employee, am happy to be part of decision making process especially that concerns my work	Count	102	140	4	4	250
	%	40.8%	56.0%	1.6%	1.6%	100%
	Mean					<b>3.36</b>
Organization involvement gives me as employee a sense of belonging and increase my moral to be engaged	Count	124	120	3	3	250
	%	49.6%	48.0%	1.2%	1.2%	100%
	Mean					<b>3.46</b>
Involvement culture of organizational increases the possibilities for creative thinking and problem-solving in the workplace	Count	101	65	36	48	250
	%	40.4%	26.0%	14.4%	19.2%	100%
	Mean					<b>2.88</b>
When faced with challenges in my job, I can find alternative solutions to them due to Organization involvement	Count	151	96	2	1	250
	%	60.4%	38.4%	0.8%	0.4%	
	Mean					<b>3.59</b>

Source: Field Survey, 2024.

Table 1 shows the result of data relating to organizational involvement culture and organizational effectiveness. The all the items were accepted with mean points greater than 2.50. from the table, majority of the employees accepted that; they involve in day-to-day work activities in their organizations(3.08>2.50), they are happy to be part of decision making process especially that concerns their work(3.36>2.50), involvement in organization gives them a sense of belonging and increase their moral to be engaged(3.46>2.5), increases the

possibilities for creative thinking and problem-solving in the workplace(2.88>2.50) and they find alternative solutions to problems due to organization involvement(3.59>2.50). The result indicates that organizational involvement culture have some level of influence on organizational effectiveness in the manufacturing firms.

**Research Question Two:** To what extent does consistency as culture influence organizational effectiveness?

**Table.2: Showing analysis of response on consistency culture and organizational effectiveness**

STATEMENTS		SA	A	D	SD	Total
My organization is consistent in its schedule of employees job duties at all levels	Count	89	156	2	3	250
	%	35.6%	62.4%	0.8%	1.2%	
	Mean					<b>3.32</b>
My organization is consistent in its disciplinary culture to staff, its set rules and follows the rules as stated	Count	160	78	7	5	250
	%	64.0%	31.2%	2.8%	2.0%	
	Mean					<b>3.57</b>



My organization is consistent in its timing for resumption and closure from work	<b>Count</b>	81	75	41	53	250
	<b>%</b>	32.4%	30.0%	16.4%	21.2%	
	<b>Mean</b>					<b>2.74</b>
The organization programs, services, and general activities are consistent with its mission statement	<b>Count</b>	141	106	1	2	250
	<b>%</b>	56.4%	42.4%	0.4%	0.8%	
	<b>Mean</b>					<b>3.54</b>
My organization's mission is clearly and understandably stated and its objectives/goals are consistent with its mission and vision	<b>Count</b>	168	66	11	5	250
	<b>%</b>	67.2%	26.4%	4.4%	2.0%	
	<b>Mean</b>					<b>3.59</b>

Source: Field Survey, 2024.

Table 2 shows the result of data relating to organizational consistency culture and organizational effectiveness. The table shows all the items were accepted with mean points greater than 2.50. It was accepted my majority that; their organization is consistent in its schedule of employees job duties at all levels (mean of 3.32 >2.50), their organizations are consistent in its disciplinary culture to staff, its set rules and follows the rules as stated (3.57 >2.50), their organization is consistent in its timing for resumption and closure

from work(2.74 >2.50), organization programs, services, general activities are consistent with its mission statement (3.54 >2.50) and that the organization's mission is clearly and understandably stated and its objectives/goals are consistent with its mission and vision (3.59 >2.50). The result indicates that organizational consistency culture have some level of influence on organizational effectiveness in the manufacturing firms.

**Research Question Three:** To what extent does mission of the organization influence organizational effectiveness

**Table.3: Showing analysis of response on mission of the organization and organizational effectiveness**

STATEMENTS		SA	A	D	SD	Total
My organization's mission is clearly and understandably stated and its objectives/goals are consistent with its mission and vision	<b>Count</b>	168	66	11	5	250
	<b>%</b>	67.2%	26.4%	4.4%	2.0%	
	<b>Mean</b>					<b>3.59</b>
My organization's mission statement describe the organization's responsibility to its stakeholders and employees clearly	<b>Count</b>	164	80	4	2	250
	<b>%</b>	65.6%	32.0%	1.6%	0.8%	
	<b>Mean</b>					<b>3.62</b>
The organization's mission describes crucial behavior standards that enables individual employees to judge whether they are behaving correctly	<b>Count</b>	151	94	3	2	250
	<b>%</b>	60.4%	37.6%	1.2%	0.8%	
	<b>Mean</b>					<b>3.58</b>
The organization's mission statement give a portrait of the company, capturing the culture of the organization	<b>Count</b>	167	74	7	2	250
	<b>%</b>	66.8%	29.6%	2.8%	0.8%	
	<b>Mean</b>					<b>3.62</b>
The organization's mission is awkward, not directional and its confusing	<b>Count</b>	29	41	70	110	250
	<b>%</b>	11.6%	16.4%	28.0%	44.0%	
	<b>Mean</b>					<b>1.96</b>

Source: Field Survey, 2024.

Table 3 shows the result of data relating to organizational mission and organizational effectiveness. From the table it was accepted my majority response that; their organization's mission is clearly and understandably stated and its objectives/goal is consistent with its mission and vision (mean of 3.59 >2.50), their organization's mission statement describe the organization's responsibility to its stakeholders and employees

clearly(3.62 >2.50), their organization's mission describes crucial behavior standards that enables individual employees to judge whether they are behaving correctly(3.58 >2.50), their organization's mission statement give a portrait of the company, capturing the culture of the organization(3.62 >2.50) and greater number of respondents rejected with mean lower than the bench mark(1.96 <2.50) that their organization's mission is awkward, not



directional and its confusing, insinuating that the organization mission are clear and understandable . This result indicated that organizational mission in some ways have some level of influence on

organizational effectiveness in the manufacturing firms.

**Research Question Four:** To what extent does adaptability influence organizational effectiveness?

**Table.4: Showing analysis of response on influence of adaptability culture on organizational effectiveness**

		SA	A	D	SD	Total
My organization has the habit and attitude of adjusting and adapting to new technologies in the industry	Count	132	116	2	0	250
	%	52.8%	46.4%	0.8%	0.0%	
	Mean					<b>3.52</b>
It is the culture of my organization to adjust and adapt to regulation and laws that guides the industry	Count	139	106	4	1	250
	%	55.6%	42.4%	1.6%	0.4%	
	Mean					<b>3.53</b>
It is the culture of my organization to always adjust to changing demands of customers in order to always suit them	Count	151	96	3	0	250
	%	60.4%	38.4%	1.2%	0.0%	
	Mean					<b>3.59</b>
I control my emotions to adapt to changing work situation as employee in this organization that uphold adaptability culture	Count	168	79	2	1	250
	%	67.2%	31.6%	0.8%	0.4%	
	Mean					<b>3.66</b>
It is the culture of my organization to always act swiftly to conform to current market changes, including changes in customer tastes and preferences.	Count	187	61	1	1	250
	%	74.8%	24.4%	0.4%	0.4%	
	Mean					<b>3.74</b>

Source: Field Survey, 2024.

Table 4 shows the result of data relating to adaptability culture on organizational effectiveness. The table shows that it was accepted my majority response that; their organization has the habit and attitude of adjusting and adapting to new technologies in the industry (mean of 3.52>2.50), it is the culture of their organization to adjust and adapt to regulation and laws that guides the industry (3.53>2.50), it is the culture of their organization to always adjust to changing demands of customers in order to always suit them (3.59>2.50), they control their emotions to adapt to changing work situation

as employee in the organization that uphold adaptability culture (3.66>2.50) and greater number of respondents accepted with mean greater than the bench mark(3.74>2.50) that the culture of their organization to always act swiftly to conform to current market changes, including changes in customer tastes and preferences, insinuating that the organization mission are clear and understandable . This result indicated that organizational adaptability culture in have some level of influence on organizational effectiveness in the manufacturing firms.

**Table.5: Showing result on Measures Organizational Effectiveness**

STATEMENTS		SA	A	D	SD	Total
My organization achieves its objectives most times within a reasonable time frame	Count	139	96	9	6	250
	%	55.6%	38.4%	3.6%	2.4%	
	Mean					<b>3.47</b>
Employees of the organization know their role and carry out their duties efficiently	Count	153	81	7	9	250
	%	61.2%	32.4%	2.8%	3.6%	
	Mean					<b>3.51</b>
this organization have a leadership style that influences workforce to perform at maximum level	Count	188	57	4	1	250
	%	75.2%	22.8%	1.6%	0.4%	
	Mean					<b>3.73</b>
This organization minimizes wastes and remove inefficient workflows from its service production process	Count	164	82	2	2	250
	%	65.6%	32.8%	0.8%	0.8%	
	Mean					<b>3.63</b>
	Count	148	90	7	5	250
	%	59.2%	36.0%	2.8%	2.0%	



This organization always adopts current technology to make work easier and faster to achieve its objectives effectively	Mean					3.52
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Source: Field Survey, 2024.

Table 5 shows the result of data relating to organizational effectiveness. The table shows that it was accepted my majority response that; their organization achieves its objectives most times within a reasonable time frame (mean of 3.47>2.50), their organization achieves its objectives most times within a reasonable time frame (3.51>2.50), their organization have a leadership style that influences workforce to perform at maximum level (3.73>2.50), their organization minimizes wastes and remove inefficient workflows from its service/production process (3.63>2.50) and greater number of respondents accepted with mean greater

than the bench mark(3.52>2.50) that their organization always adopts current technology to make work easier and faster to achieve its objectives effectively.

#### Testing of Hypothesis

The Pearson's Product Momentum Correlation (PPMC) statistical tool is employed to test the hypotheses at 0.05 alpha level to test for the relationship between variables.

**Hypotheses One:**  $H_0$  Involvement does not have significant influence on organizational effectiveness

Table 6: Correlations

VARIABLES		Involvement culture	Organizational Effectiveness	Mean	Std.dev
Involvement culture	Pearson Correlation	1	.872**	16.368	3.09822
	Sig. (2-tailed)		.000		
	N	250	250		
Organizational Effectiveness	Pearson Correlation	.872**	1		
	Sig. (2-tailed)	.000		17.8680	2.79029
	N	250	250		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 6 is the result of the correlation between involvement culture and organizational effectiveness. The table gave a correlation coefficient ( $r$ ) of 0.872 and a P-value ( $\alpha$ ) of **0.000** which is lower than the alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus we reject the null hypothesis that involvement culture does not have significant influence on organizational effectiveness and accept the alternate hypothesis. Hence, we can say involvement culture have significant influence on organizational effectiveness.

**Hypotheses Two:**  $H_0$  consistency as culture does not have any effect on organizational effectiveness

Table 7: Correlations

VARIABLES		Consistency culture	Organizational Effectiveness	Mean	Std.dev
Consistency culture	Pearson Correlation	1	.931**	16.4760	3.39167
	Sig. (2-tailed)		.000		
	N	250	250		
Organizational Effectiveness	Pearson Correlation	.931**	1		
	Sig. (2-tailed)	.000		17.8680	2.79029
	N	250	250		

\*\* . Correlation is significant at the 0.01 level (2-tailed).



Table 7 is the result of the correlation between consistency culture and organizational effectiveness. The table gave a correlation coefficient ( $r$ ) of **0.931** and a P-value ( $\alpha$ ) of **0.000** which is lower than alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus we reject the null hypothesis that consistency culture does not have significant influence on organizational effectiveness and accept the alternate hypothesis. Hence, we can say organizational culture of consistency have significant effect on organizational effectiveness.

**Hypotheses Three:**  $H_0$  mission of the organization does not have any effect on organizational effectiveness

**Table 8: Correlations**

VARIABLES		organization Mission	Organizational Effectiveness	Mean	Std.dev
<b>Organization Mission</b>	Pearson Correlation	1	<b>.879**</b>	17.5560	2.36755
	Sig. (2-tailed)		<b>.000</b>		
	N	250	250		
<b>Organizational Effectiveness</b>	Pearson Correlation	<b>.879**</b>	1	17.8680	2.79029
	Sig. (2-tailed)	<b>.000</b>			
	N	250	250		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 8 is the result of the correlation between **organization mission** and organizational effectiveness. The table gave a correlation coefficient ( $r$ ) of 0.879 and a P-value ( $\alpha$ ) of **0.000** which is lower than alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus we reject the null hypothesis that organization mission does not have significant influence on organizational effectiveness and accept the alternate hypothesis. Hence, we can say mission of the organization have significant effect on organizational effectiveness.

**Hypotheses Four:**  $H_0$ . Adaptability does not have a significant influence on organizational effectiveness

**Table 9: Correlations**

		Adaptability Culture	Organizational Effectiveness	Mean	Std.dev
<b>Adaptability Culture</b>	Pearson Correlation	1	<b>.776**</b>	18.0360	1.74093
	Sig. (2-tailed)		<b>.000</b>		
	N	250	250		
<b>Organizational Effectiveness</b>	Pearson Correlation	<b>.776**</b>	1	17.8680	2.79029
	Sig. (2-tailed)	<b>.000</b>			
	N	250	250		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 12 is the result of the correlation between adaptability culture and organizational effectiveness. The table gave a correlation coefficient ( $r$ ) of 0.776 and a P-value ( $\alpha$ ) of **0.000** which is lower than alpha level of **0.05**. This indicates that a strong positive relationship exists between the two variables of intersection and that the relationship is statistically significant. Thus we reject the null hypothesis that adaptability culture does not have significant influence on organizational effectiveness and accept the alternate hypothesis. Hence, adaptability culture have significant influence on organizational effectiveness.



**Table 10: showing the relationship between organizational culture and organizational effectiveness Correlations**

		organizational Culture	Organizational Effectiveness	Mean	Std.dev
organizational culture	Pearson Correlation	1	.918**	68.4360	10.12561
	Sig. (2-tailed)		.000		
	N	250	250		
Organizational Effectiveness	Pearson Correlation	.918**	1		
	Sig. (2-tailed)	.000		17.8680	2.79029
	N	250	250		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 13 shows the relationship between organizational culture as the main independent variable and organizational effectiveness. The table gave a correlation coefficient ( $r$ ) of 0.918 indicating a strong positive association and a p-value ( $\alpha$ ) of 0.000 indicating that the association is statistically significant. Thus we can say there is a significant positive relationship between organizational culture and organizational effectiveness

#### IV. DISCUSSION OF FINDINGS

This study has examined the relationships between organizational culture and organizational effectiveness. In doing that, the study examined the relationship the variables or components of organizational culture (i.e Involvement culture, consistency culture, mission of the organization and adaptability culture) have with organizational effectiveness. Having sort authors literatures, and collected primary data from employees, the study therefore, revealed the following findings that:

##### ***Involvement culture and organizational effectiveness***

The result indicating acceptance of the items in table 4 showed that involvement culture have an influence on the organizational effectiveness, and the correlation coefficient in table 9, showed that involvement culture and organizational effectiveness have a strong positive relationship ( $r = 0.872 > 0.05$ , and  $p < 0.05$ ). Test of hypothesis one indicates that involvement culture have significant influence on organizational effectiveness ( $0.000 < 0.05$ ). The finding is closely related to the finding of Duraiarasan & Ruben (2017) which revealed that a direct relationship exist between job involvement and organization's effectiveness.

##### ***Consistency culture and organizational effectiveness***

The result in table 7 and the correlation coefficient of ( $r = 0.931 > 0.05$ ) in table 10 above shows that

consistency culture have a positive effect on the organizational effectiveness and with a p-value ( $0.000 < 0.05$ ), it shows that the effect is significant. Thus, test of hypothesis two indicates that organizational consistency culture have a significant positive effect on organizational effectiveness. This finding confirms the positions of the Indeed Editorial team(2023) that an organization being consistent in their leadership increases their effectiveness through increase in productivity because it makes employees to have a sense of stability which later improve their productivity.

##### ***Organization mission and organizational effectiveness***

The result in table 8 and the correlation coefficient of ( $r = 0.879 > 0.05$ ) in table 11 above shows that mission of organization have a positive effect on the organizational effectiveness and with a p-value ( $0.000 < 0.05$ ), it shows that the effect is significant. Thus, test of hypothesis three indicates that organization's mission have a significant positive effect on organizational effectiveness. This finding in agreement with Bonn and Jonyo (2018) finding which revealed that organization's mission & vision have a positive influence on performance of the organization.

##### ***Adaptability culture and organizational effectiveness***

The result in table 9 and the correlation coefficient of ( $r = 0.776 > 0.05$ ) in table 12 above shows that adaptability culture have a positive influence on organizational effectiveness and with a p-value ( $0.000 < 0.05$ ), it shows that the influence is significant. Thus, test of hypothesis four indicates that adaptability culture have significant influence on organizational effectiveness. This finding is in affirmation with the position of Emma (2022) that adaptability in business is to an organization a competitive edge which is a key indicator of organizational effectiveness.



Finally from the result in table 13 above with correlation of (r) of 0.918 and a p-value( $\alpha$ ) of 0.000 <0.05, it can be said that organizational culture have significant influence on organizational effectiveness since all the variables and components of organizational culture have influence on the organizational effectiveness. This is closely related to Nnamani and Agu (2015) whose study revealed that organizational culture influence on employees' performance which then affects organizational productivity and effectiveness.

## V. CONCLUSION & RECOMMENDATION

In the course of this study which examined the influence organizational culture on organizational effectiveness focusing on components of organizational cultures as adaptability, consistency, mission and involvement as elements/components of organizational culture on one side as the independents variables and how the influence organizational effectiveness as the dependents variable, several literatures were sorted in line with the objectives. Based on evidence from literatures and findings of this study, it is concluded that the unique culture of any organization that distinguished it from others in the industry can mar or make the organizations in terms of effectiveness and performance in the industry.

Based on the findings that organizational culture through its components influence significantly on organizational effectiveness, it is recommended that organizations should try as much as possible to be clear in their mission. This will make employees to have a sense of direction and focus in their daily job which will at the end enhance the organizational effectiveness

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