

EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE (A STUDY OF KAM INDUSTRY NIGERIA LIMITED)

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ABSTRACT

One of the biggest obstacles to corporate performance is the group's cultural differences. Some organizational managers struggle to create an effective organizational culture and integrate individual norms and beliefs, which negatively affects their productivity and performance. Thus, using data from Kam Industry Nigeria Limited, this study was carried out to investigate the effect of organizational culture on organizational performance in the city of Ilorin. The study also aimed to investigate the impact of decision-making on improving service quality and the relationship between innovation and better quality of service. For this study, a descriptive research strategy was chosen. 3000 workers at Kam Industry in Ilorin, Kwara State, made up the study's population. Stratified sampling was used to choose a sample size of 352 employees, and the respondents were given 352 copies of the structured questionnaire. Multiple regression statistics were used to evaluate the data in order to test the hypotheses. The results showed that innovation has a substantial impact on better quality of service with a Beta (β) value of 0.284 and P-value of $0.033 < 0.05$, and decision making has a significant impact on better quality of service with a Beta (β) value of 0.218 and a P-value of $0.002 < 0.05$. According to the study's findings, organizational performance and culture are significantly correlated, and thus suggested that the organization create a positive and productive organizational culture that fosters innovation and decision-making.

Keywords: Decision making, Innovation, Organizational culture, Organizational performance, Quality of service

INTRODUCTION

Organizational culture is a crucial component of the daily operations of a corporation, much like national or human cultures. It consists of deeply ingrained organizational beliefs, norms, attitudes, and traditions that are shared by employers and employees to provide direction on how specific tasks should be completed. Upon entering various firms, one is likely to encounter a distinct environment, personality type, and overall feeling that shapes the way staff members interact and engage with customers. Schein (2004) defines it as a set of customs shared, beliefs, as well as principles and norms that

govern behavior inside a group and set expectations for individuals working there. This implies that an organization's organizational culture sets it apart from others.

Because organizational culture affects performance, a focus on it is becoming an increasingly important part of day-to-day operations. According to a study on organizational culture, employees share the same opinions and are guided by the same concepts toward the company (Racelis, 2010).

Comprehending the organizational culture is crucial to mitigate the obstacles encountered by an organization during the process of implementing organizational modifications. In order to accomplish the necessary organizational goals, managers must create an environment and culture that is more advantageous to the workforce as well as the organization, according to Ezirim et al. (2012). This implies that an organization's organizational culture sets it apart from others.

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Comprehending the organizational culture is crucial to mitigate the obstacles encountered by an organization during the process of implementing organizational modifications. In order to accomplish the necessary organizational goals, managers must create an environment and culture that is more advantageous to the workforce as well as the organization (Ezirim et al., 2012). Organizational performance, according to Armstrong and Taylor (2014), is a complex idea impacted by a number of elements, including culture, leadership, and strategic management. In a similar vein, Robbins and Coulter (2017) stress that the alignment of organizational structures, processes, and personnel is necessary for optimal performance. Academics like as Boxall and Purcell (2016) emphasize how crucial HRM strategies are in determining how well an organization performs.

By implementing a collaborative culture in its operations, KAM INDUSTRY NIGERIA LIMITED gives its workers more authority and control over their job, which improves their dedication, performance management, self-assurance, and self-worth. In light of this, it is appropriate to talk about organizational culture and performance while utilizing this organization to examine the various facets and manifestations of organizational culture.

The study's problem is that group differences in culture pose a significant obstacle to corporate success (Tarba & Weber 2012). Only 25% of business leaders could describe a successful organizational culture in their own firm, despite the fact that 72% of them felt that organizational culture matters to performance (Eaton & Kilby, 2015). A typical business problem that commonly results in poor performance and lower productivity within the corporate group is an organizational culture deficiency among some company managers (Eaton & Kilby, 2015; Viegas-Pires, 2013).

Differing priorities can also be a source of organizational culture issues. Workers may believe that a corporation prioritizes profits over other concerns and forces them to put in long hours without providing breaks or overtime. Workers in certain organizations are compelled to go above and beyond in order to complete their work because of an organizational culture of guilt. Backlash may result from dissatisfied workers venting their frustrations about the company culture on clients or one another.

Another issue that organizations face is a lack of innovation and a lack of motivation to change, which causes some organizations to lag behind while others in their vicinity are faring far better (because they choose to innovate). A firm that does not innovate runs the danger of lagging behind its prosperous rivals as a result of updating their business model. Finally, poor decision-making frequently results in an organization's decreased efficiency since it prevents employees from knowing exactly what their

expectations are, what their roles and responsibilities are, and how their actions relates entirely to organizational success. Consequently, this study was carried out to offer solutions for the aforementioned issues.

This study's assesses organizational culture and organization performance. Additional specific goals are to;

- i. examine the influence of decision making on better quality of service
- ii. examine the effect of Innovation on better quality of service

The research question of this study are;

- i. What influence does decision making has on better quality of service?
- ii. How does innovation influence better quality of service?

The hypothesis being investigated included the following ones:

Ho1: Decision making has no significant influence on better quality of service.

Ho2: Innovation has no significant effect on better quality of service.

REVIEW OF RELATED LITERATURE

Concept of Organizational Culture

The term organizational culture is ill-defined. Numerous academic fields have examined the subject, including sociology, anthropology, and applied sciences including management science, corporate communication, and organizational behavior. The list of definitions includes some of them.

According to Schein (2010), a group's culture may be characterized as a set of shared core values that it adopts to deal with integration challenges both internally and outside. These ideas are taught to new members as the correct way to see, think about, and respond to those issues since they have shown to be successful enough to be acknowledged as true. According to Denison and Neale (2008), organizational culture is the set of management behaviors and practices that both represent and preserve the core values, as well as the underlying beliefs, values, and principles that serve as the foundation of an organization's management system. Because they are important to the people who make up a company, these values and behaviors survive. The notion that modern firms now realize how crucial a healthy culture is to their success served as additional support for it. "Organizational culture as a system of meanings and knowledge that develop into learned standards" was the statement made by Chenot (2007). Subsequently, these established guidelines enabled staff members to assess their own conduct in comparison to others and, in turn, other people's conduct in light of organizational guidelines. Who also clarified that traditional or historically chosen beliefs, behaviors and related values make up company culture. Cameron and Quinn (2011) also endorsed this idea, stating that culture is an intrinsic social feature of organizations that serves as the social glue that holds them together.

According to Robbins (2012), organizational culture is a uniform assessment of the organization based on exceptional distinctiveness setting one organization apart from another. The definition of an organization's relevant employees, clients, suppliers, and competitors, as well as the manner in which these important actors should be interacted with, is a major impact of organizational culture (Barney, 2012).

Decision Making

Making decisions entails selecting a course of action, gathering data, and assessing your alternatives (Shadlen & Kiani, 2013). According to Sola (2019), a systematic approach to decision-making can help you arrive at more thoughtful, deliberate decisions by obtaining relevant facts and considering your alternatives. It is more probable that you will choose the choice that will best satisfy you if you use this strategy.

Step 1: Determine the choice:

Step 2: Compile pertinent data:

It comprises Prior to making a choice, obtaining and compiling relevant information about what information is necessary, where to acquire it, and how to use it. Both internal and external "work" are needed for this level. Some information is internal and can only be discovered via introspection. Other sources of more knowledge can be discovered online, in books, from other people, and in other locations.

Step 3: Define the options

Several options or viable courses of action must be determined after the information has been gathered.

Step 4: Assess and Balance the Options

Ascertain if the choices would meet or in any other way take care of the demand that was identified in Step 1.

Step 5: Make a choice: Decide which option seems to be the best fit for the choice.

Step 6: Act and put into practice: Taking a proactive step by starting to apply the decision in Step 5

Step 7: Consider the option and its implications:

The decision's effects are taken into consideration in this last step, and it is assessed to see if it has satisfied the requirement that was first established. Certain steps in the process might need to be redone in order to reach a fresh choice if the decision does not satisfy the specified need.

Innovation

Innovation is the ability to apply unique ideas to problems and opportunities in order to enhance or improve the lives of others. The Latin word "INNOVARE" (meaning "make something") is where the word innovation originates (Stella, 2020).

New products or services are introduced, or the provision of existing goods and services is improved, as a result of the ideas being put into practice. Innovation, as defined today, is the process of converting concepts into new avenues for generating value and putting these concepts into widely accepted practices. The effective application and investigation of a novel concept or creation is another definition of innovation. According to Sinha (2019), innovation is the process of using new ideas in an efficient and profitable way to meet client wants. Kravchenko (2019) identified four fundamental categories of innovation:

i. Invention: the process of developing a novel good, service, or method, usually one that is noble or unique.

ii. Duplication is the act of repeating a process, service, or product that already exists. Nevertheless, duplication effort is more than just copying; rather, it involves an entrepreneur's inventive touch to develop the idea in order to outperform competitors.

iii. Synthesis is the blending of preexisting ideas and elements to create a novel formulation. This entails taking several previously developed concepts or products and figuring out how to use them to create a new application.

iv. Extension: Adding more features to an existing process, and product to meet demands of market. These ideas use current notions in a different way. The fundamentals of creativity Prospective business owners must understand that there are innovative principles out there that they may study.

Organizational performance

Strategies must be created based on performance to meet goals in organization as well as objectives (Richardo 2001). Three distinct categories of company outcomes are included in Richard's (2009) Profits, return on investment, return on assets, and other financial metrics are examples of financial performance of a business. Market share and sales, as well as other product market performance are compared to shareholder return, which includes economic value contributed and total shareholder return. According to research by Adkins and Caldwell's (2004) research, there was a positive correlation between an employee's job happiness and their degree of subculture and workplace cultural fit. Better quality service is the dimension or component of organizational performance that is of particular importance in this study since it is related to the process of providing clients with high-quality services.

Theoretical Review

The Theory of Organizational Excellence

In 2014, Thomas Peters and Robert Waterman introduced the notion of organizational excellence. Thomas Peters and Robert Waterman's book, *In Search of Excellence: Lessons from America's Best-Run Companies*, was the outcome. Among the businesses examined are the most prosperous and well-managed American companies (e.g., Boeing, Johnson & Johnson, Delta Airlines, Texas Instrument)

Finding the essential characteristics of outstanding businesses was their goal.

These firms' cultures were found to have eight key aspects:

i. Action bias: The organization placed a high value on experimentation and pushed individuals to try out novel concepts and methods.

ii. Closeness to the client: Businesses rely on their clients to sustain their success. In order to direct the development of new goods, quality, and services, the corporation asks for client input.

iii. Entrepreneurship and autonomy; the company encourages and supports taking calculated risks and being creative. Organizational districts with an emphasis on "autonomy and entrepreneurship" promote creativity and risk-taking while accepting some degree of failure. Systems of this type are dynamic in the sense that they are always trying to find new ways to achieve the objectives of the company.

iv. Productivity through people: Organizations consider their workforce to be a major source of ideas for raising productivity and quality. The company encourages innovative ideas and collaborative decision-making as ways to show its support in its workers. The terminology that the organization uses reflects

this belief. There is no strict hierarchical structure and the organization treats its employees like members of the extended family. Organizations that exhibit a high degree of subordinate trust, "Productivity through people" is demonstrated by using participative decision-making, considering and implementing member suggestions, and demonstrating concern for the well-being of all staff members.

v. Robust value systems: senior managers frequently viewed their job as overseeing the principles of their companies. The company makes a significant effort to promote and make clear its basic principles to its workforce, and it gives explicit consideration to cultural values. When an organization has a strong culture, its members will largely adhere to its ideals without question. Members of a weaker culture are merely given general directions (DuBrin, 2012).

vi. Remain loyal to the knitting group; they did what they knew and could do well.

The company continues to operate in industries it is familiar with. This success factor is applicable to public education. The idea that schools are the panacea for social problems such as broken families, crime, racial tension, poverty, unemployment, drug misuse, child abuse, adolescent pregnancy, and the like has been pushed upon educators by the general public. Perhaps a more true statement would be that schools have been asked to take on more responsibility than they should, that more has been expected of them than they are capable of producing, and that too often, they have taken on more than they should (Lunenburg & Ornstein, 2012).

vii. Simple organizational structure: Companies avoid using complicated matrix structures and maintain modest corporate staffs.

viii. Decentralized authority, with a strong focus on individual initiative and a high level of autonomy. There are both tight and loose connections inside the organization. It is strict when it comes to cultural norms and loose or decentralized when it comes to autonomy, giving everyone in the company space to shine.

Competing Value Framework (CVF) Theory

The four archetypal organizational culture types identified by Cameron and Quinn (2006)'s competing value framework theory are Clan, Adhocracy, Market, and Hierarchy. Different behavioral norms and values that impact organizational functioning are represented by each kind. Clan cultures place a strong emphasis on cooperation and teamwork, Adhocracy cultures value creativity and taking calculated risks, Market cultures are more concerned with results and competitiveness, while Hierarchy cultures are more concerned with stability and control.

Research indicates that an organization's performance is significantly impacted by its organizational culture's CVF categorization. Denison's (1990) model, for example, incorporates the CVF to evaluate organizational culture and emphasizes its influence on performance outcomes. Research utilizing this methodology has revealed that establishments with a robust Clan culture, prioritizing cooperation and staff advancement, typically exhibit increased levels of employee contentment and dedication, helping to improve overall effectiveness (Cameron & Quinn, 2006; Denison, 1990).

Moreover, the CVF offers a dynamic lens through which to view how performance may be impacted by cultural congruence or misalignment. According to research by O'Reilly, Chatman, and Caldwell (1991), performance is positively impacted when organizational culture is in line with company strategy and the external environment. On the other hand, incongruence can cause disputes and reduce the efficiency of an organization. This viewpoint emphasizes the value of the Competing Values Framework as a tool for deciphering the complex relationship between performance and organizational culture. It offers a

comprehensive grasp of the manner in which various cultural orientations affect all facets of organizational performance.

Theory Adopted

The competing value framework theory serves as the foundation for this investigation. This theory is notable for providing an all-encompassing framework for investigating how organizational culture affects performance. This is because the idea offers a dynamic prism through which to view how performance may be impacted by cultural congruence or misalignment.

Empirical Review

Amresh (2022) conducted research on how performance and effectiveness are affected by corporate culture. This study establishes organizational culture model on effectiveness as well as performance which was investigated using the theoretical framework, literature studies, and previous research on the topic. Positive indicators for other effectiveness elements, like quality, employee satisfaction, morale, and overall performance, are the four researched traits. This study makes the case that culture is a crucial component of any company's adaptation process and recommends that the characteristics of that culture be investigated to determine how they affect productivity and efficacy. The study evaluated organizational performance and effectiveness, which may have deeper roots in organizational culture and its characteristics than strategies or other external factors. This is different from present study as present study examined quantitative analysis rather than systematic review.

Researchers Faisal and Ira (2021) looked at how company culture affects performance. This exploratory study aims to ascertain how organizational culture affects performance in order to ascertain how organizational culture contributes to performance improvement. This research employs a descriptive methodology, analyzing the findings of multiple prior empirical investigations. The results show that all cultural factors have an impact on various viewpoints on organizational success. According to other research, organizational culture affects a company's competitiveness, stability, and performance orientation. Employees, organizational procedures, and performance are all significantly impacted by organizational culture. According to the same study, committed workers who adhere to the same standards perform better and help the company reach its objectives. To boost worker and organizational performance, leaders are advised to cultivate a strong organizational culture. This is not the same as the current study, which looked at decision-making, innovation, and higher-quality services.

Walid (2017) investigated how organizational culture and performance are related. The research focuses mostly on the connections among work-related attitudes, work behavior, organizational performance, and organizational culture. An analytical research design is employed in the study, specifically analyzing the links between work behavior, work-related attitudes, organizational performance, and organizational culture using Structural Equation Modeling (SEM). The findings suggest a relationship between organizational performance and attitudes and behaviors linked to the workplace. The structural equation model, however, states that performance and organizational culture have nothing to do with each other now. The study comes to the conclusion that, although work-related attitudes and behaviors are significant for organizational performance, the data do not support the hypothesis that organizational culture and performance are correlated. The report suggested that instead of depending only on organizational culture to improve performance, organizations should think about emphasizing working approaches and conduct. This differs from current study, which looked at decision-making, innovation, and higher-quality services.

An overview of the study conducted by Xiaoxia and Bing (2016) on how performance and organizational culture are related. This study aims to provide an overview of organizational culture and how performance inside a firm is impacted by it. The study used a literature review technique to gather and assess the corpus of research on organizational culture and its impact on performance. The study found that an organization's performance is significantly influenced by its organizational culture. It emphasizes how corporate culture affects innovation capabilities, which are critical for success and sustainability in the modern day. It's possible that work satisfaction and knowledge management operate as mediators between corporate culture and performance, causing indirect impacts. The study comes to the conclusion that organizational culture affects organizational performance by creating a setting or context for innovation and other business activities. In order to improve performance, the report does suggest that organizations think about creating a culture that is upbeat and encouraging of creativity, information sharing, and job happiness. This is not the same as the current study, which looked at decision-making, innovation, and higher-quality services.

METHODOLOGY

Descriptive survey design was the method used. According to HR manager (2021) of KAM INDUSTRY NIGERIA LIMITED, the organization currently employs 3000 people, the entire population of 3000 employees was used in this study. The sample was chosen using a random sampling technique, this is because every member of the workforce have different experiences in the organization and this makes them behave in certain ways. This makes every member of the workforce qualified for the study. Using Taro Yameni's (1968) formula, 352 was the sample size obtained. A well-structured questionnaire was the main tool used in this investigation. The acquired data was analyzed using both descriptive and inferential statistics. Multiple regression analysis was employed to test the established hypotheses.

Model Specification

$$Y = a + bx$$

$$BQS = a + b_1DM + b_2Inn + e$$

Where BQS means better quality of service, DM means Decision making and Inn means Innovation.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Test of Hypotheses

H₀₁: Decision making does not have significant influence on better quality of service

H₀₂: Innovation does not have significant influence on better quality of service

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702	.493	.490	3.19816

a. Predictors: decision making, innovation

Source: SPSS output 2023

Regression study of the organizational culture's (decision making and innovation) considerable impact on better service quality, a proxy for organizational performance, was displayed in Table 1. The resultant R square value of 0.493 indicated that the organizational culture component (decision making and innovation) accounted for 49.3% of the variation in better quality of service; residual factors, or those not included in this model, accounted for the remaining 51.7% of the variation. This suggests that the model fits the data. The verdict is that corporate culture (decision making and innovation) accounts for 49.3% of better service quality.

Table 2: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5404.264	2	2702.132	69.435	.001 ^a
	Residual	2996.536	77	38.916		
	Total	8400.800	79			

Dependent variable: better quality of service

a. Predictor: decision making, innovation

Source: SPSS output 2023

A p-value of 0.001 is shown in the analysis of variance (ANOVA) table, which is less than the 0.05 level of significance. Additionally, a calculated F-value of 69.435 was found, which is greater than the tabulated F-value of 2.70. This suggests that the model is fit and that the finding is verifiable.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.727	.335		2.168	.000
	Decision making	.215	.118	.218	31.823	.002
	Innovation	.274	.127	.284	17.166	.033

a. Dependent Variable: better quality of service

Source: SPSS output 2023

Table 3 demonstrates that innovation also has a significant impact on better service quality, as demonstrated by the Beta (β) value of 0.284 and P-value of $0.033 < 0.05$, and decision making has a significant impact on better service quality, as indicated by the Beta (β) value of 0.218 and a P-value of $0.002 < 0.05$. According to the overall analysis, organizational performance (higher service quality) is significantly impacted by organizational culture (decision making and innovation).

Decision rule: Since the R square value of 49.3% indicates that organizational culture has 49.3% contribution on organizational performance and the p-value of organizational culture proxies; decision making and innovation are less than 0.05, therefore, the null hypotheses which states that decision making does not have significant influence on better quality of service and Innovation does not have significant influence on better quality of service are rejected and the alternative hypotheses when stated is accepted.

Discussion of findings

The following conclusions were reached when operational data from the field survey and hypothesis testing were analyzed:

The study examined the impact of organizational culture on performance, the first study's hypothesis results showed that decision-making significantly influences higher service quality. Table 3 concluded, however, that the alternative hypothesis—which holds that decision-making has a substantial impact on higher service quality—was accepted and the null hypothesis was rejected since the significant values were less than the 0.05 level of significance ($p < 0.05$). The results of this investigation are consistent with those of Heck and Marcoulides (2013).

By examining the study's second hypothesis result, it was revealed that innovation had a major impact on higher service quality. Table 3 concluded, however, that the alternative hypothesis—which holds that innovation has a significant impact on higher service quality—was accepted and the null hypothesis was rejected since the significant values were less than the 0.05 level of significance ($p < 0.05$). This study's findings are consistent with those of Lunenburg (2011).

Overall, table 1 showed that the coefficient of determination, or r^2 , is 0.493, or roughly 49.3%. This suggests that innovation and decision-making were responsible for 49.3% better service quality.

CONCLUSION AND RECOMMENDATIONS

According to the research findings, the study's conclusions have shed light on the connection between organizational performance and culture. Thus, organizational culture fosters a sense of unity and shared values among staff members, which helps the organization achieve its goals. Workers would know the organization's goals, how it to be achieved, what their duties and obligations are, and how to carry them out, and they would act appropriately. The company would thereby meet its performance goals. The study's key finding is that, innovation, and effective decision making are valuable strategies that organizations can integrate as a culture to foster better quality of services and enhance the overall organizational performance.

The recommendations below are based on the findings and conclusion;

- i. Management of Kam Wire industry and other manufacturing companies should build an effective decision making culture broadly known by the employees and the management as the standard for making better decision in the organization as it helps to achieve better quality of service.
- ii. Also, management of Kam Wire industry and other manufacturing industries should endeavour to integrate an innovative culture in their operational processes to ensure that its product, service, processes, technology and management inclusive undergo routine innovation as it helps to enhance better quality of service.

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