

# The Effect of Organizational Culture on Organizational Effectiveness of Industrial Goods Companies in Nigeria

ESOSUO, Oghoghorevame Celestina

Department of Business Administration, Faculty of Management Science, Delta State University, Nigeria.

**ABSTRACT:** *This study examined the effect of organizational culture on organizational effectiveness of industrial goods companies in Nigeria. This study accessed whether Four (4) dimensions of organizational culture (involvement, mission, adaptability and consistency) can influence organizational effectiveness. The total population of the study was two hundred and forty four (244), using the Taro- Yamane formula for sample size determination, a proportionate sample of one hundred and fifty two (152) employees was drawn out from the total population. Cross sectional survey research design involving employees of three (3) leading industrial goods companies in Nigeria was employed and Questionnaire was administered to one hundred and fifty-two (152) respondents out of which one hundred and fifty (150) were fully completed and retrieved. Data obtained were analyzed using the descriptive (frequency counts, charts, simple percentage, mean, standard deviation, and Pearson correlation); diagnostic statistics (variance inflation factor and Breusch-Pagan and Cook/ Weisberg test for heteroskedasticity); and inferential statistics (regression). The regression results indicated that while involvement culture ( $F = 13.14$ ; Prob.  $< F = 0.0000$ ); consistency culture ( $F = 9.23$ ; Prob.  $< F = 0.0000$ ) and mission of organization ( $F = 33.15$ ; Prob.  $< F = 0.0000$ ) significantly influence the level of organizational effectiveness, adaptability culture ( $F = 3.77$ ; Prob.  $< F = 0.0532$ ) insignificantly influence the level of organizational effectiveness. In view of the findings, the study recommends the need for management of industrial goods companies to intensify efforts towards their involvement culture to further enhance their effectiveness. Also, management of industrial goods companies need to increase and be consistent with their existing culture; in areas where changes or modifications are required in their culture, this should be consistently implemented in collaboration with employees of organization to be able to promote effectiveness in the organization. Given that adaptability culture insignificantly influence the level of organizational effectiveness, management needs to reappraise their adaptability culture; the adaptability culture should be designed to constantly and swiftly respond to changes in the business environment for achieving organizational effectiveness.*

**Keywords:** Organizational Culture (Involvement, Mission, Adaptability And Consistency) Organizational Effectiveness.

## INTRODUCTION

Practically, an organization that is goal-oriented is often driven by value-motivated cultures aimed at realizing its short, medium and long-term goals. To realize organizational goals, the workforce must be able to interact with one another alongside the external environment in tandem with the belief system, values, norms, work ethics and expectations that constitute their organizational culture. Organizational culture according to Nina and Susanto (2023) is a set of principles, norms and values that reinforce and strengthen corporate cultures as well as guiding how employees conduct themselves. Akpa, Asikhia and Nneji (2021) opined that organizational culture describes the unique working patterns and interpersonal interaction of the workforce both outside and inside the organization.

Consequently, the essence of forming a culture or organizations having a culture is linked to a workforce having shared pattern of thoughts, belief systems, feelings and values leading to organizational effectiveness and increased organizational performance (Nitiwidjojo, Rivai & Suharto. 2019). The stronger the organizational culture, the more workforce accept the norms and values in the organization (Ilmanuar & Djastuti, 2018). Being effective is also essential for organizations that wish to survive, gain competitive advantage and remain sustainable in era of huge competition among profit-seeking organizations. Organizational effectiveness as observed by Leithy (2017) refers to the level, magnitude and frequency of organizations to meet their goals such as increased productivity, performance, market share, effectiveness, maximization of profit, among others in the light of obstacles in the business environment.

Culture according to Oluyemo and Olukayode (2019) denotes codes of conducts, attitudes, norms, values, way of thinking and beliefs, which determine how people see themselves and the rest of the world. Relating this to business based on the viewpoints shared by Oluyemo and Olukayode (2019), culture is the business way of life and hence termed organizational culture. Thus, organizational culture singles out an organization from other competing ones. It is a belief and practice by organizations that workforce involve and participate in decision making. Organizational culture has been widely acknowledged to be of relevance and has enduring influence on varied aspects of the organization (Mariyani, Aripin & Darmanto, 2023).

Jasmine (2013) as cited in Nasruddin, Mursalim, Ruslan, Adrianus and Hasanuddin (2023) noted that an ideal organizational culture would have a positive influence on organizational effectiveness because with ideal organizational culture (culture of consistency, adaptability and involvement), organizations will be able to align their goals, objectives, mission, values and purpose. In the same vein, Pakize, Mahije and Xhavit (2023) opined that organizational culture enhances a positive and structured workplace that enable companies realize success. According to Hauwa (2022), organizations with ideal culture tends to perform

better and more successful than those without ideal organizational culture because they would have systems in place that can enhance performance, productivity, commitments, engagement and effectiveness.

Devon (2019) sees organizational effectiveness as a measure of how efficiently an entity is able to realize its goals. An effective organization operates like a well-oiled machine that functions smoothly to produce results with minimal resources or time wastages (Alfian, Ade, Achmad & Andriana, 2023; Igbomor, 2024a). There are numerous elements influencing organizational effectiveness, performance and profitability; vital among them include but not limited to perceived organizational support (Aguke & Igbomor, 2024), culture of the organization (Marie, Nad'ežda & Vojtěch, 2023); leadership (Igbomor & Olisemenogor, 2023; Igbomor, 2024b), the expression that the belief system determines how people behave to realize set goals, informs this viewpoint. Manetje and Martins (2017) believed that organizational culture is a system of shared belief held by workforce, thus distinguishing the organization from others.

In view of the above discuss, this study is embarked upon to investigate the effect organizational culture may have on organizational effectiveness of industrial goods companies in Nigeria. In this study, four (4) organizational culture dimensions will be used namely culture of involvement, consistency, mission and adaptability as they influence organizational effectiveness of three (3) selected industrial goods companies such as Berger Paints Plc., Premier Paints Plc., and Meyer Paints Plc., Delta State, Nigeria.

### **Statement of the Problem**

Research has shown that culture of organizations have a strong influence on how they tackle organizational problems, set strategies, create structures that drive work activities, ability to adapt to changes in the environment of business and how employees behave when executing their tasks. It has been generally observed particularly for private organizations that they find it cumbersome to cope with changes in environment of business and for this reason, it has affected their effectiveness. The question is, could it be that organizations lack or are ignorant of their adaptability culture or they have not inculcated the culture of adaptability in their workforce?

Furthermore, organizations faced with loss of focus/direction of activities are perceived to be those organizations with unclear vision and mission statements. The alarming ineffectiveness in organizations is the result of not only unclear organizational mission, but lack of employees' involvement culture which is a way of motivating employee to put in more efforts to increase organizational effectiveness. Aside unclear organizational mission, adaptability and involvement culture of organizations, they usually drift away from their existing culture, thus making them inconsistent with their culture; this perhaps may be caused by inconsistencies in culture. The question is, what influence do inconsistencies in culture have on organizational effectiveness?

From our review, there is to the best of our knowledge, lack of sufficient studies which shows that not much empirical investigations have been done relating to organizational culture and organizational effectiveness using varied dimensions of organizational culture like involvement, consistency, adaptability and mission as they affect the effectiveness of industrial goods companies in Nigeria. Therefore, in an attempt to resolve and in a way offer solutions to the identified problems, this study examined the extent to which organizational culture (involvement, consistency, mission and adaptability) influence the level of organizational effectiveness of industrial goods companies in Nigeria.

### **Objectives of the Study**

The broad objective of this study was to investigate the effect of organizational culture on organizational effectiveness of selected industrial goods companies in Nigeria. The specific objectives are to:

1. Examine the effect of involvement culture on organizational effectiveness of selected industrial goods companies in Nigeria.
2. Ascertain the effect of consistency culture on organizational effectiveness of selected industrial goods companies in Nigeria.
3. Determine the effect of mission on organizational effectiveness of selected industrial goods companies in Nigeria.
4. Assess the effect of adaptability culture on organizational effectiveness of selected industrial goods companies in Nigeria.

### **Hypotheses of the Study**

To guide the researcher in this investigation, the following null hypotheses were expressed and tested in relation to the specific objectives of the study:

1.  $H_{01}$  Involvement culture has no significant effect on organizational effectiveness of industrial goods companies
2.  $H_{02}$  Consistency culture has no significant effect on organizational effectiveness of industrial goods companies
3.  $H_{03}$  Mission of organization has no significant effect on organizational effectiveness of industrial goods companies
4.  $H_{04}$  Adaptability culture has no significant effect on organizational effectiveness of industrial goods companies

## **LITERATURE REVIEW**

### **Concept of Organizational Culture**

The terms 'culture' refers to a unique belief guiding ways of doing things differently from other people in same or similar society. According to Ahsanullah, Najibullah and Sarwar(2020), culture distinguishes one group of individuals from the other and it has a unique feature as it adapts to meet specific sets of conditions, object or goal. On the other hand, the terms organizational culture is cumbersome to define; however, it is sometimes described as the ways organizations make business decision, how workforce interacts with one another, how organizations' hierarchy is formed and structured, how management and employees conduct themselves as well as the physical workplace itself.

Organizational culture as observed by Ada and Cross (2021), is used to describe an enterprises' core values, ethics, and belief systems. Hence, Etalong (2020) defined it as a set of values, ethics, beliefs, rules and attitudes that outline and influence employees' behavior in an organization. Yasas, Lakmini and Ruwan (2020) defined organizational culture as a shared value, belief, rule and axiom that exists among employees in an organization which aids, guide and coordinate their behavior in the organization. In the views of Silas and Purity (2022), it is the pattern of basic axioms developed in organizations which guide how they deal with both the internal and external challenges in the work environment. Thus, it is seen as a basic structure in an organization which is hinged on the common values, ethics, beliefs and axioms of employees

Broadly, organizational culture can be envisaged as a belief, ethics, shared value and norms guiding the behavior of organizations in relation to their work environment (Erica, Chang & Simon, 2022). The issues connected with organizational culture or things that organizational culture influences include but not limited to employment process, job function, employees conducts, its mission and vision, and more importantly product and service delivery patterns of the organization. Overall, Halid, Endang, Tri-Wulida and Iqbal (2020) see organizational culture as a reflection of how the workforce, customers and all other stakeholders experience the organization and its brand.

Furthermore, as individuals see and believe things variedly, so is organizations' culture seen differently; they have values and beliefs making them unique.

According to Motunrayo (2020), a culture of innovation implies that an organization is applying creative thinking to all facets of the business, even their own cultural initiatives. Furthermore, psychological safety offers support to employees that need to take risk and offer honest feedbacks when required and where necessary (Ada & Cross, 2021). Psychological safety commences at the team level and not at the individual level; hence management needs to take the lead in creating a safe environment where everyone feels comfortable.

Developing organizational culture has some level of imperativeness to the organization. For instance, Alfian et al (2023) puts it that organizational culture is a key to developing traits needed for organizational success. This suggests that the unique values and beliefs of organizations play a vital role in the survival of organizations because they guide organizations, activities and relationships both within and outside the organization. According to Marie et al (2023), organizational culture decides ways employees interact in the workplace; hence it goes a long way in promoting healthy competition in the workplace. As posited by Mariyan et al (2023), organizational culture creates room for specific predefined policies guiding employees by offering them a sense of direction in the workplace; it unites employees from varied background and promotes healthy relationship among them.

Nasruddin et al (2023) established that organizational culture can be used to extract the best (or worst) out of the employees and increase their effectiveness individually and collectively. Thus, in the literature, organizational culture has been considered as an imperative tool in enhancing work-related outcomes such as organizational effectiveness, productivity, performance, success, among others

### **Dimensions of Organizational Culture**

Four (4) organizational culture dimensions were used in this study: involvement culture, culture of consistency, mission, and adaptability culture. These dimensions are briefly discussed as follows.

#### **Involvement Culture**

Employers' attitudes and practices that encourage workers to participate in all aspects of an organization's operations are highlighted by the culture of involvement. This forces management to support employees' active involvement in decision-making, problem-solving, and workplace enhancement (Nina & Susanto, 2023). According to Pakize et al. (2023), allowing employees to participate in decision-making and improvement initiatives appropriate for their positions within an organization is known as employee involvement. According to Silas and Purity (2022), employees are given a certain amount of autonomy within the company because of the involvement culture.

#### **Culture of Consistency**

According to Son, Madhakomala, and Suparno (2023), consistency is the act of carrying out actions, activities, and the implementation of policies in a uniform manner in all areas of the organization. When practices, attitudes, policies, and behaviors are all in line across a business, it's referred to as a consistent culture (Terje, Barbara & Gudbrand, 2021). Employees in such a culture are aware of their responsibilities, and businesses function with a high degree of regularity and dependability. According to Yasas et al. (2020), consistency culture is the degree of unity and integration of the organization's norms and values. With culture of consistency, employees' behavior is rooted in a set of core values, and they are able to reach agreement and the organization's activities are well integrated.

#### **Mission**

An organizational mission statement outlines the organization's objectives and plans for achieving them. A mission statement often discusses an organization's offerings and how it intends to assist its clients, staff, investors, and other current and prospective stakeholders. A company's ideals and the concepts it aspires to uphold throughout its life may be explained in some mission statements. The mission of an organization aids in directing its activities (Igbomor, 2024a; Tianyi, 2020). Having well-defined and common goals is a constant practice in a business whose culture supports unambiguous mission statements. An

organization's daily operations, tactics, and vision are thus propelled by a clear mission statement, which acts as a compass, offering focus and direction.

### **Adaptability Culture**

Rapid changes in the external environment provide a serious risk to firms that are not adapting. Novel technology, regulatory frameworks, shifting demands, and inventions are just a few examples of the external environment.

The ability of businesses and their workforce to quickly adapt to changes in the external environment is known as adaptability (Arubayi & Igbomor, 2024; Igbomor, 2024c). Adaptability culture, according to Anwar and Abdullah (2021), is the degree to which an organization can modify its systems, behavior, and structure in order to endure in the face of environmental change. It includes putting business environment demands into practice (Devon, 2019; and Etalong, 2020). The ability of an organization to adapt internally to changing external conditions is referred to as its adaptability culture. As a result, companies with an adaptable culture typically work to adjust by implementing new technology, regulatory frameworks, and performance-enhancing innovations.

### **Organizational Effectiveness**

Effectiveness refers to the extent to which an individual or object achieves the intended outcome. Organizational effectiveness may be defined as the capacity of a business organization to effectively and efficiently accomplish its aims and objectives in connection to a business organization that is positioned to use resources to satisfy clients/customers and generate profit (Halid et al., 2020). It demonstrates how effectively a company uses its people, resources, and procedures to achieve its goals and maintain its competitiveness in the market. For an organization to achieve high level of effectiveness, its employees must be well motivated and have an adaptive capacity. This is due to the fact that the business context is full of changes and as a result, demands that every organization together with their employee should have an adaptive capacity so as to remain relevant and achieve high degree of organizational effectiveness (Igbomor, 2024c; Arubayi & Igbomor, 2024).

Hauwa (2022) sees organizational effectiveness to be the process that involves how efficient an organization's process is at producing its target quota of products and services, organizational effectiveness is a business strategy that is designed to improve the efficiency of a company without reducing the quality of the products and services.

Effective organization can be said to be one that is successful and has a higher likelihood of survival. Kochuthresia and Resmi (2021) described organizational effectiveness as ability of an organization to achieve its goals or to cope with environmental conditions. An effective organization is a company that successfully meets its goals which may be external, such as producing a certain quality product, or internal, such as improving communication within a company. An effective organization examines various factors in a company, like how well employees perform to the efficiency of a business process, and seeks opportunities to improve (Igbomor & Ogbuma, 2024; Manizhe, Zahra, Unesi, Seyyed, Fateme & Mahnaz, 2017; Igbomor, 2023). The goal for which organization is established is to realize a series of goals via effective behaviors. From the foregoing, it can be seen that effective organizations have the ability to adapt to changes, have clear mission and vision, maintain high levels of productivity, and continuously improve their performance over time through employee involvement.

### **Relationship between Organizational Culture and Organizational Effectiveness**

As noted by Naserinajafabady, Rangriz and Mehrabi (2013), a significantly positive link exists between organizational culture and organizational effectiveness; thus, a healthy organizational culture is said to be connected to organizational policies that offers rise to organizational effectiveness. The study Amah (2014) indicated that organizational culture correlates with organizational effectiveness. This implies that a good organizational culture enhances organizations' ability to attract new and talented employees.

Employees' participation in problem-solving creating a cross-functional teams or task forces to address specific challenges or opportunities that aid employees to collaborate and finds solution, thereby improving organizational effectiveness. According to Obiekwe, Zeb-Obipi, and Ejo-Orusa (2019), employees who took part in any decision in an organization exert much effort to see that the implementations of such decisions succeed. whereas there is great tendency for employees to slow down effort or work pace if they are not involve at all in decisions affecting their job tasks and other activities affecting them at their levels'', "employee involvement has been said to be part of a healthy organizational culture and a healthy culture always generates policies that give rise to organizational effectiveness.

Lindsey, Michael, Aaron, Ryan, Samantha and Daniel (2013) noted that adaptability culture is beneficial to the organizational effectiveness in the aspects relating to customers, learning ability and innovativeness. Organization is able to create adaptive change; organization is able to read the business environment, quickly react to the current changes, and anticipate future changes. in relation to customer focus. Culture of adaptability enables organization understands and reacts to the customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy the customer. In aspect of learning, the culture of adaptability makes the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.

Nitiwidjojo et al (2019) mentioned that effective organization puts into consideration its employees' performance, how they can be better at their jobs by clearly giving them the information they need, proper tools they need to perform well, appropriate



rewards and incentives and carrying employees along when so that there will be a seamless flow of everyone working together to achieve the same goals (Nitiwidjojo, et al, 2019; and Ahsanullah., et al, 2020).

Son et al (2023) study on the influence of employee job involvement and decision Making on organization commitment using employees in the Government of Bekasi District. The study population was 984 workers at echelon II, III, and IV from which they proportional sampled 281 employees, they found that job engagement positively affects decision-making directly; that organizational participation have direct positive effect on decisions and that workers participation have effect on organizational commitment and decision-making of the organizations. Their study fails to examine if participation/involvement have influence on the effectiveness of the organization and the level of influence if there is.

Akpa, et al (2021) investigated the extent to which organizational culture influence the level of organizational performance in Nigeria. The descriptive results revealed that employees' are committed and have same norms and value, hence could increase performance towards realizing the overall organizational goal. Thus, organizations' employees' increases work commitment which eventually leads to increased organizational performance.

Kochuthresia and Resmi (2021) examined the impact of employee involvement on organizational effectiveness in the banking sector in Kerala. They obtained their data with aid of questionnaire from a sample of 367 bank staff. Their data analysis was done using correlation, factor analysis and linear regression for analysis and their findings revealed a perfect correlational relationship to be existing between employee involvement and organisational effectiveness.

The study of Duraiarasan and Ruben (2017) which examined the effect job involvement have on effectiveness of the organization. They aimed at ascertaining the relationship that exists between job involvement and organizational effectiveness and to examine some additional factors to organizational effectiveness. They collected their data with aid of questionnaire from randomly sampled participant of 462 employees and their results indicated that job involvement has a direct relationship with organizational effectiveness by way of their dynamic involvement, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skills etc. The study concluded that involvement is a key factor to organizational effectiveness. This study is very close to this present study but fails to look at variables like adaptability, mission and consistence if they also influence organizational effectiveness.

The study which examined the effect of Corporate Culture on organizational effectiveness in the banking industry by Amah, (2014) with a sample of 388 managers randomly selected from a population of 13,339 managers from 24 banks in Nigeria. The questionnaires and oral interview were applied as instruments for collecting data and the Spearman's Rank Correlation Statistical tool was used for data analysis. The result revealed a positive relationship between shared mission, employee involvement, and shared values (consistency) and profitability, productivity and market share or the organization which are indicators of effectiveness of the organization. The study also showed positive influence of adaptability on organizational profitability and market share. The study showed no significant relationship between adaptability and organizational productivity.

The study by Sofijanov, and Zabijakin-Chatleska (2013) in which they examined the relationship between employee F in decision making and problem solving and perceived organizational performance, collected data from a survey of 36 companies belonging to the Macedonian manufacturing industry and they found that effective adoption employees involvement has a positive relationship with performance of organization. They also reported that employee empowerment and participation programs have a directly correlates significantly to the organizational performance. The gaps in this study is that it did not consider the influence of involve as an organizational culture on the effectiveness of the organization.

Nina and Susanto (2023) examined the effect of organizational culture on environment of work using a sample of 125 employees obtained via random sampling technique. Data obtained were analyzed using Structural Equation Modeling (SEM) with Smart panel least square. Findings indicated that organizational culture had direct positive impact on environment of work while a positive and significant impact of organizational culture was found on employees' performance. In addition, management knowledge was found to mediate the relationship between organizational culture and environment of work on employees' performance in India.

Tianyi (2020) study on the impact of organizational culture on the success of the company using Alibabacompany as a case. In this they examined the influence of organizational culture on the success of the organization and the effect of organizational culture on employees. They applied interview and case study method of data collection. From answer to the interview the study found that organizational culture that is based on the value of all employees is part of the reasons for the company's success. The author noted that organizational culture pushes the organization and employees' development and growth to the organizational success

A study carried out in Iran by Mahboub (2014) on the effects organizational culture have on organizational effectiveness using Islamic Azad Universities of Northwest of Iran applied a questionnaire in the survey to collect data from the sampled population of 104 academic staff of the University. They applied the Pearson Correlation, Linear Regression and Multiple Regression method of data analysis and their study showed that organizational culture has a significant positive influence on the organizational effectiveness, consistency and mission as organizational culture indices have a significant positive influence on organizational effectiveness.

In Kenya, Njugu and Agusioma (2014) examined the impact of organizational culture on organizational performance of non-financial institutions using linear regression estimation tool. Findings indicated that organizational culture significantly

influences organizational performance via improving organizational philosophy, workplace atmosphere, performance-target as well as organizational stability.

The survey study of Muhammad, Hasan, Iffat and Muhammad (2020) on the impact of organization's mission an encouraging factor for overall performance which used a questionnaire as instrument to obtain data from their sampled participant and used the Pearson correlation for analysis, found a highly positive relationship existing between mission and organizational performance. This indicates that a mission of the organization clearly stated and communicated to employees have a way of influencing the performance of the employee which at the end influences the organizational performance.

Bonn and Jonyo (2018) examined the impact of mission and vision on organizational performance using the private universities in Kenya. The study aimed at examining how mission and vision affect performance of organization from the perception of a population of 17 private universities in Kenya accredited by Commission of University Education from which a sample of 136 employees were selected. The inferential statistics revealed a significant relationship existing between mission and vision of organizational and organizational performance. The result explained that for every unit change in mission & vision there is a corresponding increase in organizational performance indicating a positive effect of mission and vision on organizational performance.

Empirical study by Grau and Moormann (2014) which assessed the impact of organizational culture on process quality survey used questionnaire to obtain data from sample of 145 employees of a financial services company, Applied regression analyses to analyzed their data and their findings revealed that organizational culture have a strong positive influence on the perceived quality of processes in an organization.

The study of Naserinajafabady et al (2013) which aimed at investigating the effects of organizational culture, structure and strategy on organizational effectiveness through knowledge management used a sample of 200 participants comprising of employees and managers of seven international transportation companies. They apply questionnaires for primary data collection and library studies for secondary. They analysed data using SEM and particularly path analysis technique which revealed that organizational effectiveness is achieved by taking privilege of a culture that best suit the organization's activities.

Ilmaniar and Djastuti (2018) examined that effect of organizational culture on management knowledge in India using questionnaire. The multiple regression result indicated that culture of the organization had positive and significant effect on management knowledge; this implies that higher organizational culture will result to employees' management knowledge.

Kurniawan (2018) examined whether the influence of knowledge management on work-environment on employee performance with job satisfaction as intervening variables of Indonesian Islamic University. The structural equation modeling results revealed that work- environment and knowledge partially had significant effect on employees' performance.

Leithy (2017) examined the role work-related attitude and behavior as mediators in the link between organizational culture and organizational performance using structural equation modeling (SEM). The results showed that work-related attitudes and behavior affect the level of organizational performance. On the contrary, wok-related attitude and behavior did not mediate the link between organizational culture and organizational performance in Netherlands.

A survey study by Naveed (2017) which examined the mediating role of resistance in relationships between organizational culture, change, innovation, and organizational effectiveness in the banking sector using commercial banking in Pakistan. The researcher used questionnaire to obtain data from their sample of 380 bankers from six banks which participated. Findings revealed that relationship exist between organizational innovation and organizational effectiveness and this link was mediated by organizationally resistance.

Nnamani and Agu (2015) access impact organizational culture have on employee performance and organizational productivity among manufacturing industry in South Eastern Nigeria. They employed a stratified and simple random sampling technique to select participants and their findings revealed a significant relationship between organizational culture and employee performance, and that organizational culture have affect on employee performance in manufacturing industry. The study suggested that organization should adopt a flexible organizational culture that can help them adjust to innovation in terms of job satisfaction, retention, recruitment, motivation and reward to gear up their employee performance.

## **RESEARCH METHODOLOGY**

### **Research Design**

This study employed descriptive survey research design due to the nature of the investigation. This method was chosen by the researcher because the study sought to describe how organizational culture influences organizational effectiveness. Bryman (2016) observed that descriptive survey design is a research framework that enables a researcher to observe what is happening to participants and variables, without been able to manipulate the variables. A descriptive research assesses public opinions, beliefs, attitudes, motivations and behaviors via the use of questionnaire (Braun & Clarke, 2013). Thus, descriptive survey is viewed as an appropriate design for this study as questionnaire formed the basis for data collection.

### **Population of the Study**

In research investigation, population of study comprised the aggregate participants, group, research subjects, respondents, organization, institutions, objects or items from which a sample is taken (Blaxter, Hughes & Tight, 2010). In this study, the study population comprised all employees of three (3) selected industrial goods companies in Delta State as shown in Table 1:

**Table 1: Population of the Study**

S/N	Names of Organization	No. of Employee
1	Premier Paints Plc.	91
2	Berger Paints Plc.	82
3	Meyer Paints Plc.	71
Total Population		244

*Source: Personnel Offices of the Organizations (2025)*

The multi-stage sampling technique was employed; first, the sample was obtained using Taro-Yamane (1964) sample size determination formula and the formula is given as follows:

$$n = \frac{N}{1 + N(e^2)}$$

Where n = sample size

N = population size

1 = constant

e = error limit margin of error of level of significant (accepted error at 5% i.e. 0.05)

$$\begin{aligned} n &= \frac{244}{1 + \{244 (0.05)^2\}} \\ &= 151.55 \\ &= \text{approximately } 152 \end{aligned}$$

Furthermore, having arrived at the sample using the probabilistic sampling technique above, the second stage involved the use of proportionate sampling in dividing the sample as shown in Table 2.

**Table 2: Sample Size Distribution**

S/N	Names of Organization	Proportion of Employee	Sample
1	Premier Pains Plc.	91	$91/244 \times 152 = 57$
2	Berger Paints Plc.	82	$82/244 \times 152 = 51$
3	Meyer Paints Plc.	71	$71/244 \times 152 = 44$
Total		244	152

*Source: Compiled by the Researcher (2025)*

### Instrument of Data Collection

The data collection instrument employed in this study comprised twenty-five (25) items questionnaire composed by the researcher in line with the specific objectives of the study and augmented with some related scales/items from related works of other authors. Hence, some organizational effectiveness items were obtained from the woks of Terje et al (2021); Bonn and Jonyo (2018). The instrument was structured in a closed-ended form in which respondents were not given the opportunity to express their different opinions but restricted to the ones presented by the researcher which are in line with the specific objectives of the study. The questionnaire of the study was designed on 4-point Likert scale of strongly agree (SA), agree (A), disagree (D), and strongly disagree (SD).

### Reliability of Research Instrument

For purpose of ensuring the reliability of the research instrument, Cronbach Alpha reliability test was carried out; this was done to ensure internal consistency of research instrument. In doing this, the questionnaire haven been validated by the research supervisor, 20% representing twenty-one (21) were administered to a separate group of employees in Abraka, Delta State, who do not form part of the research investigation. 21 copies of questionnaire containing 25 items were personally administered to employees alongside with the assistance of a research assistant who resides close to employees who do not form part of this study; this was done to ensure ease of questionnaire retrieval. Data was collated and the following Cronbach Coefficients were obtained:

**Table 3: Cronbach Alpha Coefficients**

Variables	Coefficients
Involvement Culture	0.98
Consistency Culture	0.92
Mission	0.88
Adaptability Culture	0.97
Organizational Effectiveness	0.90

*Source: Compiled by the Researcher (2025)*

The Cronbach Alpha coefficients ranged from 0.88 (mission) and 0.98 (involvement culture), 0.92 (consistency) 0.97 (adaptability), 0.90 (organizational effectiveness) and the values are above 0.7 thus making the research instrument to be seen as reliable.

### Model Specification

$$OrgEff = f(InvCul) \quad - \quad eq. 1$$

$$OrgEff = f(ConCul) \quad - \quad eq. 2$$

$$OrgEff = f(Missn) \quad - \quad eq. 3$$

$$OrgEff = f(AdapCul) \quad - \quad eq. 4$$

Equations 1-4 are the implicit regression models; equations 5-8 are expressed in explicit regression models as shown below:

$$OrgEff_i = \beta_0 + \beta_1 InvCul_i + u_i \quad - \quad eq. 5$$

$$OrgEff_i = \beta_0 + \beta_2 ConCul_i + u_i \quad - \quad eq. 6$$

$$OrgEff_i = \beta_0 + \beta_3 Missn_i + u_i \quad - \quad eq. 7$$

$$OrgEff_i = \beta_0 + \beta_4 AdapCul_i + u_i \quad - \quad eq. 8$$

Where:  $\beta_1, \beta_2, \beta_3, \beta_4 > 0$ ; OrgEff is organizational effectiveness; InvCul is involvement culture; ConCul is consistency culture; Missn is mission; AdapCul is adaptability culture;  $U_i$  is error term;  $B$  = Intercept;  $\beta_1$ - $\beta_4$  is coefficient of the independent variables (organizational culture dimensions – involvement, mission, adaptability and consistency).

### Method of Data Analysis

The study employed descriptive statistics such as graphs, simple percentage, frequency count, mean, standard deviation, minimum value, maximum value, skewness, kurtosis, and Pearson correlation. The benchmark for research question was hinged on outcomes of the mean score (a mean below 2.0 invalidates a research question and if otherwise, validates a research question). The mean and standard deviation was used to describe the measures of central tendencies and dispersion of organizational culture dimensions and organizational effectiveness while skewness and kurtosis was used to determine normality in the data distribution.

Furthermore, Pearson correlation was used to assess the signs of relationship (positive or negative) between the dependent and independent variables of the study. On the other hand, diagnostic statistics such as variance inflation factor (VIF) and the Breusch-Pagan and Cook/Weisberg test for heteroskedascity were employed to establish whether there is the presence of absence of multicollinearity among pairs of independent variables using the rule of thumb. The rule of thumb is that if the aggregate VIF exceeds 10.0, there is presence of multicollinearity but if otherwise, no presence of multicollinearity.

Additionally, inferential statistics such as simple regression was used in validating the relevant hypotheses of the study. The decision rule for the simple regression is that if the F-probability is greater than F-tabulated, the null hypothesis is rejected while the alternate hypothesis is accepted vice-versa. The Microsoft Excel (MS) software was used to carry out data entry while STATA 16.0 statistical software was used to carry out statistical analysis.

## RESULT AND DISCUSSIONS

Presented in Tables 4 captured the demographic variables of one hundred and fifty (150) respondents who are employees of three selected industrial goods companies in Nigeria. The result revealed that 85(56.7%) of the respondents were males while 68(43.3%) were females. On the educational qualifications of respondents, it was found that 69(46%) and 63(42%) had obtained National Diploma (ND)/ Higher National Diploma (HND) certificates and Bachelor of Science (B.Sc.) degrees respectively; thus an indication of their ability to show adequate knowledge and less supervision of their ability to provide answers to the questionnaire items. 2 (1.3%) and 16(10.7%) had obtained Masters in Business Administration (MBA)/Master of Science (M.Sc.) degrees and other professional qualifications respectively. The data revealed that 55(36.7%) and 72(48%) of the respondents had worked with their organizations for 1-3years and 4-6years respectively; an indication of their level of experience on the job and ability to display adequate responses to the questionnaire items. Only 20(13.3%) and 3(2%) of the respondents had worked with their organizations for 7-9years and 10-2years respectively.

**Table 4: Demographic Variables of the Respondents**

Ranks	Variables	Respondents	Frequency N=150	Percent(%)
1	Gender	Male	85	56.7%
		Female	68	43.3%
		<b>Total</b>	<b>150</b>	<b>100%</b>
2	Educational Qualifications	ND/HND	69	46.0%
		B.Sc.	63	42.0%
		MBA/M.Sc.	2	1.3%
		PhD	-	-
		Others	16	10.7%
		<b>Total</b>	<b>150</b>	<b>100%</b>



3	Years of Work Experience	1-3years	55	36.7%
		4-6years	72	48.0%
		7-9years	20	13.3%
		10-12years	3	2%
		<b>Total</b>	<b>150</b>	<b>100%</b>

*Source: Compiled by the Researcher (2025)*

**Research Question 1:** To what extent does involvement culture affects organizational effectiveness of the selected industrial goods companies in Nigeria?

Table 5 captured the questions on involvement culture of the selected industrial goods companies in Nigeria. The result revealed that all the five (5) items on involvement culture scored above 2.0 cut-off point of mean, indicating that in the perception of the respondents, the five (5) items are good measures for assessing involvement culture and on the overall, grand mean (2.911) which is above cut-off point suggests that the selected industrial and consumer goods companies show involvement culture as a way of promoting organizational effectiveness

**Table 5: Descriptive Results for Involvement Culture of Industrial Goods Companies**

S/N	Items	Mean Score	Std. Dev. Scores
1	I am optimistic when it comes to my future at this organization as I involved in day-to-day work activities in this organization	2.957	1.446
2	As employee, am happy to be part of decision making process especially that concerns my work	2.894	1.435
3	Organization involvement gives me as employee a sense of belonging and increase my moral to be engaged	2.812	1.386
4	Involvement culture of organization increases the possibilities for creative thinking and problem-solving in the workplace	3.10	1.402
5	When faced with challenges in my job, I can find alternative solutions to them due to Organization involvement	2.793	1.310
<b>Grand Mean and Standard Deviation Scores</b>		<b>2.911</b>	<b>1.396</b>

*Source: Compiled by the Researcher (2025)*

**Research Question 2:** To what extent does consistency culture affects organizational effectiveness of the selected industrial goods companies in Nigeria?

Table 6 captured the questions on consistency culture of the selected industrial goods companies in Nigeria. The result revealed that all the five (5) items on consistency culture scored above 2.0 cut-off point of mean, indicating that in the perception of the respondents, the five (5) items are good measures for assessing consistency culture and on the overall, grand mean (2.508) which is above cut-off point suggests that the selected industrial and consumer goods companies are consistent in their culture in promoting organizational effectiveness.

**Table 6: Descriptive Results for Consistency Culture of Industrial Goods Companies**

S/N	Items	Mean Score	Std. Dev. Score
1	My organization is dedicated to its goals and stays focused on the things and activities to achieve the goals	2.493	0.376
2	My organization is consistent in its schedule of employees job duties at all levels	2.742	0.356
3	My organization is consistent in its disciplinary culture to staff, its set rules and follows the rules as stated	2.861	0.388
4	My organization is consistent in its timing for resumption and closure from work	2.258	0.442

5	The organization programs, services, and general activities are consistent with its mission statement	2.190	0.470
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**Grand Mean and Standard Deviation Scores****2.508****0.406***Source: Compiled by the Researcher (2025)*

**Research Question 3:** What is the effect of mission on organizational effectiveness of the selected industrial goods companies in Nigeria?

Table 7 captured the questions on organization mission of the selected industrial goods companies in Nigeria. The result revealed that all the five (5) items on organization mission scored above 2.0 cut-off point of mean, indicating that in the perception of the respondents, the five (5) items are good measures for assessing organization mission and on the overall, grand mean (3.954) which is above cut-off point suggests that the selected industrial and consumer goods companies' mission are good enough in promoting organizational effectiveness.

**Table 7: Descriptive Results for Organization Mission of Industrial Goods Companies**

S/N	Items	Mean	Std. Dev.
1	My organization's mission is clearly and understandably stated and its objectives/goals are consistent with its mission and vision	2.960	1.373
2	My organization's mission statement describe the organization's responsibility to its stakeholders and employees clearly	3.920	1.423
3	The organization's mission describes crucial behavior standards that enables individual employees to judge whether they are behaving correctly	3.504	1.421
4	The organization's mission statement give a portrait of the company, capturing the culture of the organization	2.856	1.475
5	The organization's mission is awkward, not directional and its confusing	3.737	1.275
<b>GRAND MEAN/STD. DEV.</b>		<b>3.954</b>	<b>1.393</b>

*Source: Compiled by the Researcher (2025)*

**Research Question 4:** What is the effect of adaptability culture on organizational effectiveness of the selected industrial goods companies in Nigeria?

Table 8 captured the questions on adaptability culture of the selected industrial goods companies in Nigeria. The result revealed that all the five (5) items on adaptability culture scored above 2.0 cut-off point of mean, indicating that in the perception of the respondents, the five (5) items are good measures for assessing adaptability culture and on the overall, grand mean (3.269) which is above cut-off point suggests that the selected industrial and consumer goods companies' adaptability culture are adequate in promoting organizational effectiveness.

**Table 8: Descriptive Results for Adaptability Culture of Industrial Goods Companies**

S/N	Items	Mean	Std. Dev.
1	My organization has the habit and attitude of adjusting and adapting to new technologies in the industry	3.210	1.460
2	It is the culture of my organization to adjust and adapt to regulation and laws that guides the industry	3.484	1.489
3	It is the culture of my organization to always adjust to changing demands of customers in order to always suit them	3.793	1.418
4	I control my emotions to adapt to changing work situation as employee in this organization that uphold adaptability culture	2.990	1.330

5	It is the culture of my organization to always act swiftly to conform to current market changes, including changes in customer tastes and preferences.	2.871	1.499
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**GRAND MEAN/STD. DEV.****3.269****1.439***Source: Compiled by the Researcher (2025)*

Presented in Table 9, is the Pearson correlation matrix employed to ascertain the relationship (signs) between the independent and dependent variables of the study. The result revealed that there is positive relationship between the dimensions of organizational culture (consistency, mission and adaptability culture) and organizational effectiveness except involvement culture that had negative relationship with organizational effectiveness; this implies that when industrial goods companies use suitable or good culture, it can lead to increased organizational effectiveness.

**Table 9: Pearson Correlation Results**

	Organizational Effectiveness	Involvement Culture	Consistency Culture	Organizational Mission	Adaptability Culture
Organizational Effectiveness	1.0000				
Involvement Culture	-0.2511	1.0000			
Consistency Culture	0.2233	0.2851	1.0000		
Organizational Mission	0.2969	0.3657	0.2356	1.0000	
Adaptability Culture	0.4303	0.1523	0.2792	0.2843	1.0000

*Source: Compiled by the Researcher (2025)*

From Table 10, the VIF of the variables were: involvement culture (1.35), consistency culture (1.44), organizational mission (1.39), and adaptability culture (1.12) while the average VIF is 1.32 which is less than the standardized mean VIF of 10.0. This clearly indicates that there is an absence of multicollinearity among the pairs of the independent variables of the study.

**Table 10: Variance Inflation Factor (VIF)**

Variables	VIF	1/VIF
Consistency Culture	1.44	0.6959
Organizational Mission	1.39	0.7213
Involvement Culture	1.35	0.7434
Adaptability Culture	1.12	0.8960
<b>Average VIF</b>	<b>1.32</b>	

*Source: Compiled by the Researcher (2025)*

Table 11 captured Breusch-Pagan/Cook-Weisberg test for heteroskedasticity; the Breusch-Pagan/Cook Weisberg chi2(1) is = 47.57, Prob. chi2 is = 0.0000 and is less than 0.05% level of significance indicating the non-existence of heteroskedasticity problem in the variables of the study. Hence, this implies that the sample employed does not contain unequal variance and as such, there is evidence that the results are valid.

**Table 11: Breusch-Pagan and Cook/Weisberg for Heteroskedasticity**

Variables	Fitted Values of Organizational Effectiveness
Chi2(1)	= 47.57
Prob. > Chi2	= 0.0000

*Source: Compiled by the Researcher (2025)***Tests of Research Hypotheses****Test of Hypothesis I**

H<sub>01</sub> Involvement culture has no significant effect on organizational effectiveness of industrial goods companies.

Presented in Table 12, is the regression result for involvement culture and organizational effectiveness of the selected industrial goods companies in Nigeria. The R-squared is 0.0630, suggesting that independent variable explained about 6.3 percent of the systematic variation in organizational effectiveness while the remaining percent unaccounted for indicates other variables not captured in the model but capable of influencing organizational effectiveness. This implies that organizational effectiveness may be linked with the involvement culture of industrial goods companies in Nigeria. Moreover, the f-ratio indicates that involvement culture (F = 9.96; Prob. < F = 0.0000) significantly influence the level of organizational effectiveness.

Furthermore, the t-value is -3.16 which is carrying a negative sign and the p-value of 0.002 shows that it is statistically significant at 0.05 percent significance level; an indication that there is negative significant relationship between involvement culture and organizational effectiveness. Also, the coefficient value of 0.2012 suggests that an increase in involvement culture will lead to

20.12 percent increase in organizational effectiveness. Consequent upon this, the null hypothesis was rejected while the alternative hypothesis was accepted; this implies that involvement culture has significant effect on organizational effectiveness of industrial goods companies.

**Table 12: Regression Results for Involvement Culture and Organizational Effectiveness**

Source	Sum of Square	Degree of Freedom	Mean Square	Number of Observations = 150
Model	2.3604	1	5.6870	F(1, 148) = 9.96
Residual	35.087	148	0.4683	Prob. F = 0.0019
Total	37.448	149	0.4826	R-Squared = 0.0630
OrgEff	Coefficient	Std. Error	t-value	Adjusted R-Squared = 0.0567
InvCul	-0.0201	0.0637	-3.16	p-value
Constant	4.375	0.1674	26.17	0.002
				0.000

*Source: Compiled by the Researcher (2025)*

### Test of Hypothesis II

H<sub>02</sub> Consistency culture has no significant effect on organizational effectiveness of industrial goods companies

Presented in Table 13, is the regression result for consistency culture and organizational effectiveness of the selected industrial goods companies in Nigeria. The R-squared is 0.0925, suggesting that independent variable explained about 9.3 percent of the systematic variation in organizational effectiveness while the remaining percent unaccounted for indicates other variables not captured in the model but capable of influencing organizational effectiveness. This implies that organizational effectiveness may be linked with the consistency culture of industrial goods companies in Nigeria. Moreover, the f-ratio indicates that consistency culture (F = 15.09; Prob. < F=0.0000) significantly influence the level of organizational effectiveness.

Furthermore, the t-value is 3.89 which is carrying a positive sign and the p-value of 0.000 shows that it is statistically significant at 0.05 percent significance level; an indication that there is positive significant relationship between consistency culture and organizational effectiveness. Also, the coefficient value of 0.1869 suggests that an increase in consistency culture will lead to 18.7 percent increase in organizational effectiveness. Consequent upon this, the null hypothesis was rejected while the alternative hypothesis was accepted; this implies that consistency culture has significant effect on organizational effectiveness of industrial goods companies

**Table 13: Regression Results for Consistency Culture and Organizational Effectiveness**

Source	Sum of Square	Degree of Freedom	Mean Square	Number of Observations = 150
Model	3.4656	1	3.4656	F(1, 148) = 15.09
Residual	33.398	148	0.2296	Prob. F = 0.0000
Total	37.448	149	0.2513	R-Squared = 0.0925
OrgEff	Coefficient	Std. Error	t-value	Adjusted R-Squared = 0.0864
ConCul	0.1869	0.0481	3.89	p-value
Constant	3.1614	0.1848	17.10	0.000
				0.000

*Source: Compiled by the Researcher (2025)*

### Test of Hypothesis III

H<sub>03</sub> Mission of organization has no significant effect on organizational effectiveness of industrial goods companies

Presented in Table 14, is the regression result for organizational mission and organizational effectiveness of the selected industrial goods companies in Nigeria. The R-squared is 0.0882, suggesting that independent variable explained about 8.9 percent of the systematic variation in organizational effectiveness while the remaining percent unaccounted for indicates other variables not captured in the model but capable of influencing organizational effectiveness. This implies that organizational effectiveness may be linked with the mission of industrial goods companies in Nigeria. Moreover, the f-ratio indicates that organizational mission (F = 14.31; Prob. < F = 0.0000) significantly influence the level of organizational effectiveness.

Furthermore, the t-value is 3.78 which is carrying a positive sign and the p-value of 0.000 shows that it is statistically significant at 0.05 percent significance level; an indication that there is positive significant relationship between organizational mission and organizational effectiveness. Also, the coefficient value of 0.2382 suggests that an increase in organizational mission will lead to 23.8 percent increase in organizational effectiveness. Consequent upon this, the null hypothesis was rejected while the alternative hypothesis was accepted; this implies that mission of organization has significant effect on organizational effectiveness of industrial goods companies

**Table 14: Regression Results for Mission and Organizational Effectiveness**

Source	Sum of Square	Degree of Freedom	Mean Square	Number of Observations = 150
Model				F(1, 148) = 14.31
Residual				Prob. F = 0.0000



Model	3.3010	1	3.3010	R-Squared	= 0.0882
Residual	34.147	148	0.2307	Adjusted R-Squared	= 0.0820
Total	37.448	149	0.2513		
OrgEff	Coefficient	Std. Error	t-value	p-value	
Missn	0.2382	0.0629	3.78	0.000	
Constant	3.1726	0.1867	16.39	0.000	

*Source: Compiled by the Researcher (2025)*

#### Test of Hypothesis IV

H<sub>04</sub> Adaptability culture has no significant effect on organizational effectiveness of industrial goods companies

Presented in Table 15, is the regression result for adaptability culture and organizational effectiveness of the selected industrial goods companies in Nigeria. The R-squared is 0.0150, suggesting that independent variable explained about 1.5 percent of the systematic variation in organizational effectiveness while the remaining percent unaccounted for indicates other variables not captured in the model but capable of influencing organizational effectiveness. This implies that organizational effectiveness may be linked with the adaptability culture of industrial goods companies in Nigeria. Moreover, the f-ratio indicates that adaptability culture ( $F = 2.25$ ; Prob.  $< F = 0.1360$ ) insignificantly influence the level of organizational effectiveness.

Furthermore, the t-value is 1.50 which is carrying a positive sign and the p-value of 0.136 shows that it is statistically insignificant at 0.05 percent significance level; an indication that there is positive insignificant relationship between adaptability culture and organizational effectiveness. Also, the coefficient value of 0.0501 suggests that an increase in adaptability culture will lead to 0.51 percent increase in organizational effectiveness. Consequent upon this, the null hypothesis was accepted while the alternative hypothesis was rejected; this implies that adaptability culture has no significant effect on organizational effectiveness of industrial goods companies

**Table 15: Regression Results for Adaptability Culture and Organizational Effectiveness**

Source	Sum of Square	Degree of Freedom	Mean Square	Number of Observations = 150
Model	0.5600	1	1.8631	$F(1, 148) = 2.25$
Residual	36.888	148	0.4936	Prob. F = 0.1360
Total	37.448	149	0.4993	R-Squared = 0.0150
OrgEff	Coefficient	Std. Error	t-value	Adjusted R-Squared = 0.0083
AdapCul	0.0501	0.0334	1.50	p-value
Constant	3.7387	0.0926	40.37	0.136
				0.000

*Source: Compiled by the Researcher (2025)*

#### Discussion of Findings

In reality, the kind of culture employed by an organization may contribute to the level of effectiveness. In management literature, it is widely acknowledged that good organizational culture is vital for effectiveness. This study investigated the effect of organizational culture on the level of organizational effectiveness of industrial goods companies in Nigeria. The study assessed whether adaptability, mission, consistency and involvement cultures determine the level of organizational effectiveness. Given the analyses, some insightful revelations were made and are discussed; however, the results are further buttressed by prior studies as follows:

#### Involvement Culture and Organizational Effectiveness

Culture of involvement emphasizes culture/belief of employers that supports employees' participation in functional areas of the organization; this makes management to encourage the workforce to actively participate in organizations' decision-making, problem-solving and improvement in the workplace (Nina & Susanto, 2023). Pakize, et al (2023) noted that employees' involvement is an act of making or empowering employees to take part in decision-making and all activities of improvement suitable to the growth of the organization. Silas and Purity (2022) asserted that due to culture of involvement, it offers employees an appreciable level of autonomy in the organization. Autonomy can also increase employee level of commitment since they are actively take part in decision making in the organization (Igbomor, 2024d).

In this study, we investigated whether involvement culture affects organizational effectiveness in Nigeria. The result indicated that organizational effectiveness is linked with the involvement culture of industrial goods companies in Nigeria. Also, it was found that involvement culture (see Table 4.9) significantly influence the level of organizational effectiveness. Besides, the t-value revealed that it is statistically significant at 0.05 percent significance level; an indication that there is positive significant relationship between involvement culture and organizational effectiveness. Also, the coefficient value suggests that an increase in involvement culture will lead to a significant percent increase in organizational effectiveness.

Consequent upon this, the null hypothesis was rejected while the alternative hypothesis was accepted, suggesting that involvement culture has significant influence on level of organizational effectiveness of industrial goods companies. The findings corroborates with the results of Nina and Susanto (2023); and Son et al (2023 who found that organizational culture significantly influence the level of organizational effectiveness

### **Consistency Culture and Organizational Effectiveness**

Consistency denotes uniformity; an act of carrying out actions, activities, implementation of policies in a uniform way in all facets of the organization (Son, et al, 2023). Consistency as a culture can be termed as a work situation and environment where practice, values, policies, and behaviors are aligned throughout an organization (Terje, et al, 2021). In such a culture, employees understand what is expected of them and organizations operate with high degree of predictability and reliability.

Yasas, et al (2020) referred to consistency of culture as a level of cohesion and integration of the values and norms of the organization. With culture of consistency, employees' behavior is rooted in a set of core values, and they are able to reach agreement and the organization's activities are well integrated. In this study, we investigated whether consistency culture affects organizational effectiveness in Nigeria. The R-squared value suggests that consistency culture explained low percent of the systematic variation in organizational effectiveness; this implies that organizational effectiveness may be connected with the consistency culture of industrial goods companies in Nigeria.

Moreover, the f-ratio indicates that consistency culture (see Table 4.10) significantly influence the level of organizational effectiveness. Furthermore, the t-value carried a positive sign and revealed that it is statistically significant at 0.05 percent significance level; an indication that there is positive significant relationship between consistency culture and organizational effectiveness. Also, the coefficient value suggests that an increase in consistency culture will lead to increase in organizational effectiveness.

Consequent upon this, the null hypothesis was rejected while the alternative hypothesis was accepted; this implies that consistency culture has significant effect on organizational effectiveness of industrial goods companies. The findings corroborates with the results of Nina and Susanto (2023); and Son et al (2023 who found that organizational culture significantly and positively influence the level of organizational effectiveness

### **Adaptability Culture and Organizational Effectiveness**

The external environment is changes rapidly and poses a significant threat to organizations that are not responding to changes. Some aspects of external environment includes but not limited to novel technologies, regulation mechanisms, changing demands and innovation (Akpa, et al, 2021). Thus, adaptability is the capability of organizations to adjust and respond swiftly to the dynamics in the external environment. Anwar and Abdullah (2021), described adaptability culture as the extent to which an organization is able to alter structure, behaviour and systems so as to survive in the face of environmental change. It encompasses translating demands of the business environment into actions (Devon, 2019; and Etalong, 2020).

Adaptability culture denotes organization's ability for internal change in response to external circumstances. Hence, organizations that have culture of adaptability usually strive to adapt by adopting technologies, regulation mechanism, changing demand and innovation for its performance. The R-squared suggests that adaptability culture explained low percent of the systematic variation in organizational effectiveness. This implies that organizational effectiveness may be connected with the adaptability culture of industrial goods companies in Nigeria. Moreover, the f-ratio indicates that adaptability culture (see Table 4.11) insignificantly influence the level of organizational effectiveness.

Furthermore, the t-value carried a positive sign and it revealed that it is statistically insignificant at 0.05 percent significance level; an indication that there is positive insignificant relationship between adaptability culture and organizational effectiveness. Also, the coefficient suggests that an increase in adaptability culture will lead to increase in organizational effectiveness. Consequent upon this, the null hypothesis was accepted while the alternative hypothesis was rejected; this implies that adaptability culture has no significant effect on organizational effectiveness of industrial goods companies. The findings disagrees with the results of Nina and Susanto (2023); and Son et al (2023 who find that organizational culture significantly and positively affects organizational effectiveness

### **Organization's Mission and Organizational Effectiveness**

An organizational mission is a broad statement about the goals of the organization and how it intends to achieve these goals. Usually, mission addresses what an organization offers and how it hopes to serve customers, employees, investors or existing and potential stakeholders. Some mission statements may include explanations of the principles that organization values and hopes to abide by throughout its existence. Organizational mission helps to guide the actions of organizations (Tianyi, 2020). An organization whose culture upholds clear mission statements is always in the practice of having well-defined and shared goals. Thus, clear mission serve as a compass, providing direction and focus and it becomes a driving force behind organization's day-to-day activities, strategies and vision.

The R-squared value suggests that the mission of organizations explained low percent of the systematic variation in organizational effectiveness. This implies that organizational effectiveness may be linked with the mission of industrial goods companies in Nigeria. Moreover, the f-ratio indicates that organizational mission (see Table 4.12) significantly influence the level of organizational effectiveness. Furthermore, the t-value carried a positive sign and revealed that it is statistically significant at 0.05

percent significance level; an indication that there is positive significant relationship between organizational mission and organizational effectiveness. Also, the coefficient value suggests that an increase in organizational mission will lead to increase in organizational effectiveness.

Consequent upon this, the null hypothesis was rejected while the alternative hypothesis was accepted; this implies that mission of organization has significant effect on organizational effectiveness of industrial goods companies. The findings corroborates with the results of Tianyi (2020); and Muhammad et al (2020) who found that organizational culture significantly positively influence the level of organizational effectiveness

### **Conclusion and Recommendations**

One of the most debatable research themes in the management literature is whether organizational culture affects organizational effectiveness. Prior studies indicate that organizational effectiveness cannot be realized without the support of the type of culture used by the organization. The fact that organizational culture is an unavoidable issue arising from the business environment that is dynamic together with the desire of organizations to achieve their goals to become competitive in their industry makes management to lay emphasis on the type of culture required to promote organizational effectiveness. In this study, we investigated the effect of organizational culture on organizational effectiveness of industrial goods companies in Nigeria. Four (4) organizational culture variables (involvement, consistency, adaptability and mission) were employed. Specifically, the study revealed that organizational culture variables of involvement, consistency and mission positively significantly influence the level of organizational effectiveness; on the other hand, it was concluded that adaptability culture of industrial goods companies positively insignificantly influence the level of organizational effectiveness. Overall, the conclusion reached is that when industrial goods companies are able to engage in suitable culture, it can positively significantly influence their level of effectiveness.

In view of the findings of the study, the following recommendations are proffered for policy implementation for industrial goods companies:

- 1 There is the need for management of industrial goods companies to intensify efforts towards their involvement culture in order to further enhance their effectiveness.
1. Management of industrial goods companies as a matter of fact, need to increase and be consistent with their existing culture; in areas where changes or modifications are required in their culture, this should be consistently implemented in collaboration with employees of organization so as to promote effectiveness throughout the organization.
- 3 There is need for policy framework aimed at consistently improving the mission of the organization (where necessary); also management needs to align the mission of the organization to current trends in the business environment in order to make their organizations effective and remain sustainable
- 4 Given that adaptability culture insignificantly influence the level of organizational effectiveness, management needs to reappraise their adaptability culture; the adaptability culture should be able designed to constantly and swiftly respond to changes in the business environment for achieving organizational effectiveness.

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