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# The Influence of Perceived Organisational Culture on Employee Performance: A Case Study of the Coca-Cola Plant in Eyaen, Benin City

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*Journal of  
Entrepreneurship and Business*  
E-ISSN: 2289-8298

Vol. 14, Issue 1, pp. 95-109. Mar. 2026

Faculty of Entrepreneurship and  
Business, Universiti Malaysia Kelantan  
Locked Bag 36, 16100 Pengkalan Chepa  
Kota Bharu, Kelantan, Malaysia  
<http://journal.umk.edu.my/index.php/jeb>

Date Received: 10 Nov 2025

Date Accepted: 30 Mar 2026

DOI: 10.17687/jeb.v14i1.1906



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**Abstract** – This study investigates the influence of perceived organisational culture on employee performance at the Coca-Cola plant in Eyaen, Benin City. Grounded in the O'Reilly, Chatman, and Caldwell (1991) model of organisational culture, the research examines the relationships between organisational culture and three key performance constructs: worker engagement, worker motivation, and job satisfaction. A descriptive survey design was employed, with data collected from 280 staff members using a structured questionnaire. Reliability tests confirmed the instrument's consistency, with Cronbach's Alpha values ranging from 0.729 to 0.770. Data analysis involved descriptive statistics and simple linear regression. The findings reveal that organisational culture has a significant and positive impact on worker engagement ( $R^2 = 0.238$ ,  $p < 0.001$ ), worker motivation ( $R^2 = 0.188$ ,  $p < 0.001$ ), and job satisfaction ( $R^2 = 0.043$ ,  $p < 0.001$ ). The study concludes that a positive and well-articulated organisational culture is a critical driver of enhanced employee performance. Recommendations include that management should intentionally cultivate a culture that promotes open communication, recognises achievements, supports professional growth, and fosters a collaborative work environment to boost overall organisational effectiveness.

**Keywords:** "Organisational Culture", "Employee Performance", "Worker Engagement", "Worker Motivation", "Job Satisfaction", "Coca-Cola", "Nigeria".

**JEL Classification:** M14, M12, D23, L21

## 1. Introduction

In the contemporary, hyper-competitive business landscape, organisations relentlessly seek sustainable sources of competitive advantage. While strategy, technology, and financial resources are crucial, the intangible fabric of an organisation; its culture has emerged as a pivotal determinant of long-term success (AlSaied & Al-Khaldy, 2023). Organisational culture, defined as the shared patterns of beliefs, symbols, rituals, and myths that develop over time, serves as the social glue that binds an organisation together (Glaser et al., 2017).

It is the implicit social order that shapes attitudes, behaviours, and performance, effectively dictating "the way things are done around here" (Schein, 2010).

The profound impact of culture on organisational outcomes is well-documented. A unique and resilient culture can be a formidable asset, difficult for competitors to replicate, thereby providing a significant competitive edge (Garvin, 2018; Brenyah & Darko, 2017). Conversely, a misaligned or toxic culture can stifle innovation, demotivate staff, and precipitate organisational decline (Caves & Porter, 2017). At the heart of this cultural impact is the employee, whose performance is the ultimate engine of organisational achievement. As Bliss (2019) asserts, employees are the core of performance, and the culture within which they operate either empowers or inhibits their potential.

Extant research has established correlations between organisational culture and success indicators such as revenue, sales volume, and market share (Amah, 2019). Furthermore, organisational culture functions as a powerful, informal control mechanism, often more effective than formal rules and regulations in guiding employee behaviour (Priyadharsan & Nithiya, 2020). For instance, while rules can mandate customer service, a deeply ingrained culture of service excellence will naturally encourage employees to think and act in the customer's best interest.

Despite the wealth of global research, there remains a paucity of context-specific studies within Nigeria's manufacturing sector, particularly focusing on well-established multinational corporations like Coca-Cola. The production environment presents unique challenges and dynamics, and understanding how organisational culture influences employee performance in this setting is vital. This study, therefore, seeks to fill this gap by examining the influence of perceived organisational culture on employee performance at the Coca-Cola plant in Eyaen, Benin City, using worker engagement, motivation, and job satisfaction as mediating constructs.

### **Research Objectives:**

The main objective is to examine the influence of perceived organisational culture on employee performance. The specific objectives are to:

- i. Examine the impact of organisational culture on workers' engagement.
- ii. Assess the effect of organisational culture on workers' motivation.
- iii. Analyze the relationship between organisational culture and job satisfaction.

## **2. Literature Review**

### *2.1. Concept of Employee Performance (EP)*

Employee performance transcends mere task completion; it encompasses the efficiency, quality, and outcomes of an employee's work in relation to organisational goals. It is the value an individual contributes to the organisation over a specific period (Spacey, 2018). Iskamto (2023) defines performance as an individual's or group's ability to generate satisfying outcomes, reflecting real conduct demonstrated in accordance with their organisational role. A comprehensive view, therefore, includes both the process of work and the resultant achievements that drive the organisation forward (Mutahl & Basinie, 2013). In

today's dynamic work environment, performance is increasingly linked to discretionary effort, innovation, and adaptability, all of which are influenced by the surrounding organisational culture (Khan & Iqbal, 2023).

### *2.2. Organisational Culture (OC)*

Organisational culture is the multifaceted set of shared assumptions, values, beliefs, and norms that guide behaviour and provide meaning to organisational members (Schein, 2010). It is the "personality" of the organisation, influencing how employees act, interact, and interpret events. Beach (2013) posits that culture is at the core of what is important, serving as a guideline that delineates acceptable and unacceptable behaviour. A strong, positive culture unifies individuals, differentiates the organisation from its peers, and is a key differentiator between high-performing and low-performing entities (Bliss, 2019). Recent studies emphasise the role of culture in fostering resilience and agility, which are critical for navigating the volatile, uncertain, complex, and ambiguous (VUCA) business world (Smith & Brown, 2024).

### *2.3. Workers Engagement (WE)*

Employee engagement is the emotional and intellectual commitment an employee has towards their organisation and its goals (Kahn, 1990). Engaged employees are not merely satisfied; they are passionate, enthusiastic, and deeply involved in their work, often going above and beyond their basic job requirements (Hasan et al., 2020). It is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2022). Engagement is strongly influenced by organisational culture; a culture that values communication, recognition, and development fosters a sense of belonging and purpose, thereby enhancing engagement (Chaudhary, 2017; Ludwig & Frazer, 2012).

### *2.4. Workers Motivation*

Motivation is the internal and external driving force that causes individuals to mobilize their energy, skills, and time toward achieving organisational objectives (Mekka et al., 2020). It is the psychological process that arouses, directs, and sustains goal-directed behaviour. Organisational culture shapes motivation by providing context and meaning to work. A culture that appreciates achievements, supports autonomy, and provides clear opportunities for growth intrinsically and extrinsically motivates employees (Iskamto, 2023; Deci & Ryan, 2000). When employees perceive the culture as supportive, their motivation to contribute meaningfully increases significantly (Brenyah & Darko, 2017).

### *2.4. Job Satisfaction*

Job satisfaction refers to the pleasurable or positive emotional state resulting from an employee's appraisal of their job and job experiences (Locke, 1976). It is an affective reaction to one's job and is influenced by a multitude of factors, including the nature of the work, relationships with colleagues and supervisors, compensation, and the overall work environment (Mesfin et al., 2020). The organisational culture is a fundamental determinant of this environment. A culture characterised by fairness, respect, effective communication, and support for employee well-being directly contributes to higher levels of job satisfaction (Tsai, 2011; Javidan & Dastmalchian, 2019).

#### *2.4. Theoretical Framework*

This study is anchored on the Organisational Culture Profile (OCP) model developed by O'Reilly, Chatman, and Caldwell (1991). The OCP is a framework that distinguishes organisational cultures based on seven core dimensions: Innovation, Stability, Respect for People, Outcome Orientation, Attention to Detail, Team Orientation, and Aggressiveness. The model operates on the premise that the congruence between an employee's personal values and the organisation's cultural values predicts important outcomes such as job satisfaction, organisational commitment, and employee retention.

While the OCP was originally designed to assess person-organisation fit, its applicability to performance is indirect yet profound. Organisations that cultivate a culture attracting and retaining "quality personalities" whose values align with the organisational ethos are more likely to experience lower turnover, higher commitment, and, consequently, superior performance. The model's focus on values that are reinforced within the organisation makes it highly relevant for this study, as it allows for an examination of how the specific cultural dimensions perceived at Coca-Cola influence key performance-related constructs like engagement, motivation, and satisfaction.

#### *2.4. Empirical Review and Study Gap*

Numerous empirical studies have explored the nexus between organisational culture and employee performance. Iskamto (2023) found that corporate culture contributed 26.6% to employee performance, highlighting its significant role. Similarly, Mafrudoh (2023) concluded that organisational culture is instrumental in retaining top talent and improving performance through strategic alignment.

Hasan et al. (2020), using a stimuli-organism-response model, discovered that organisational culture had a direct and substantial positive influence on both employee engagement and performance, with engagement serving as a key mediator. In the public sector, Mekka et al. (2020) found that organisational culture indicators like employee empowerment and clarity of vision had a considerable favourable impact on employee performance.

Focusing on engagement, Najeemdeen et al. (2018) and Nurcholis and Budi (2019) provided evidence that perceived organisational culture is a strong predictor of work engagement among academic staff and corporate employees, respectively.

Despite this robust body of knowledge, a specific gap exists regarding the manufacturing sector in Nigeria, particularly within large, structured multinational plants. The unique pressures of production such as efficiency targets, safety protocols, and shift work may interact with organisational culture in distinct ways. This study aims to address this gap by providing a focused analysis of the Coca-Cola plant in Eyaen, Benin City, thereby enriching the literature with a context-specific perspective.

### **3. Methodology of Study**

This study employed a descriptive survey research design. This design is appropriate as it allows for the collection of data from a sample of a population to make inferences about the larger population. The study population consisted of all 378 staff of the Nigerian Bottling Company (Coca-Cola) in Eyaen, Benin City. A purposive sampling technique was used to

select a sample of 280 staff members who were accessible and willing to participate, ensuring the data collected was targeted and relevant. A structured questionnaire was the primary instrument for data collection. It was divided into two sections:

**Section A:** Captured demographic data (age, gender, position, educational level).

**Section B:** Contained 20 items measuring the four key variables (Organisational Culture, Workers Engagement, Workers Motivation, Job Satisfaction) on a 5-point Likert scale (Strongly Agree=5 to Strongly Disagree=1).

The instrument was validated by the researcher's superior and an expert in the field. A pilot test was conducted with 20 staff from a different company. The Cronbach's Alpha coefficients, as shown in Table 1, confirmed the instrument's reliability, with all values exceeding the acceptable threshold of 0.7.

*Table 1: Reliability Statistics of the Research Instrument*

S/N	Variables	Number of Items	Cronbach's Alpha Values
1	Organisational Culture	5	0.731
2	Workers Engagement	5	0.77
3	Workers Motivation	5	0.76
4	Job Satisfaction	5	0.729

Data were analysed using both descriptive and inferential statistics. Frequency counts and percentages were used to describe the demographic data and response patterns. Simple linear regression analysis was performed using SPSS version 20 to test the study's hypotheses, establishing the relationship between the independent variable (organisational culture) and the dependent variables (workers engagement, motivation, and job satisfaction).

#### 4. Findings and Discussion

##### 4.1. Demographic Characteristics of Respondents

Out of 378 questionnaires distributed, 280 were duly completed and returned, yielding a response rate of 74.1%. The demographic profile is presented in Table 2.

*Table 2: Demographic Profile of Respondents (n=280)*

Demographic	Category	Frequency	Percentage(%)
Age	Less than 31 years	25	8.93
	31 - 40 years	162	57.86
	41 - 50 years	58	20.71

	51 - 60 years	35	12.5
Gender	Male	143	51.07
	Female	137	48.93
Position	Junior Staff	169	60.36
	Senior Staff	100	35.71
	Management Staff	11	3.93
Educational Level	SSCE	10	3.57
	OND/NCE	100	35.71
	HND/First Degree	150	53.57
	Masters	15	5.36
	PhD	5	1.79

Source: Field Survey, 2025

The table shows a workforce predominantly aged 31-40 years (57.86%), with a near-equal gender distribution. A majority hold junior staff positions (60.36%) and possess an HND or First Degree (53.57%), indicating a fairly young, educated, and balanced sample.

4.2. Descriptive Analysis of Research Variables

Table 3: Perception of Organisational Culture

	STATEMENT	SA	A	N	D	SD	Mean	Decision
1	Core values are communicated and practiced consistently.	40 (14.3)	130 (46.4)	28 (10.0)	38 (13.6)	44 (15.7)	3.30	Moderate
2	Culture encourages employee involvement in decision-making.	36 (12.9)	152 (54.3)	29 (10.4)	34 (12.1)	29 (10.4)	3.47	Moderate
3	Leadership reflects the company's culture in behaviour.	49 (17.5)	94 (33.6)	45 (16.1)	46 (16.4)	46 (16.4)	3.19	Moderate
4	Culture supports employee growth through training and mentorship.	41 (14.6)	116 (41.4)	49 (17.5)	45 (16.1)	29 (10.4)	3.34	Moderate
5	Culture fosters a collaborative and team-oriented environment.	36 (12.9)	130 (46.4)	36 (12.9)	28 (10.0)	50 (17.9)	3.26	Moderate
	<b>Overall Mean</b>	<b>38 (13.6)</b>	<b>109 (38.9)</b>	<b>32 (11.4)</b>	<b>41 (14.6)</b>	<b>60 (21.4)</b>	<b>3.0</b>	<b>Moderate</b>

Source: Field Survey, 2025

The overall perception of organisational culture is moderate (Mean=3.0). While a combined 52.5% of respondents agreed or strongly agreed with the positive cultural statements, a significant 36% expressed disagreement or strong disagreement, particularly regarding leadership embodying the culture and the consistency of value practice.

Table 4: Perception of Workers Engagement

	STATEMENT	SA	A	N	D	SD	Mean	Decision
6	Organisational culture enhances my work engagement.	30 (10.7)	72 (25.7)	40 (14.3)	90 (32.1)	48 (17.1)	2.81	Low
7	Company values align with workforce expectations.	31 (11.1)	64 (22.9)	25 (8.9)	74 (26.4)	81 (28.9)	2.60	Low
8	Culture promotes teamwork and collaboration.	28 (10)	120 (42.9)	41 (14.6)	56 (20)	35 (12.5)	3.18	Moderate
9	Culture encourages personal and professional growth.	34 (12.1)	137 (48.9)	45 (16.1)	44 (15.7)	20 (7.1)	3.43	Moderate
10	Open communication and feedback are key.	36 (12.9)	140 (50)	44 (15.7)	49 (17.5)	11 (3.9)	3.50	Moderate
	<b>Overall Mean</b>	<b>32 (11.4)</b>	<b>106 (37.9)</b>	<b>39 (14%)</b>	<b>62 (22.1)</b>	<b>41 (14.6%)</b>	<b>3.1</b>	<b>Moderate</b>

Source: Field Survey, 2025

Workers' engagement was perceived at a moderate level (Mean=3.1). Notably, items related to the direct impact of culture on personal engagement and value alignment scored low, suggesting a disconnect between the official culture and employees' personal experience. However, elements like teamwork, growth, and communication were viewed more positively.

Table 5: Perception of Workers Motivation

	STATEMENT	SA	A	N	D	SD	Mean	Decision
11	Culture is commensurate with workforce performance	31 (11.1)	130 (46.4)	49 (17.5)	47 (16.8)	23 (8.2)	3.35	Moderate
12	Culture of recognizing achievements motivates workforce.	15 (5.4)	82 (29.3)	41 (14.6)	59 (21.1)	83 (29.6)	2.60	Low
13	Supportive leadership boosts staff motivation.	37 (13.2)	75 (26.8)	47 (16.8)	65 (23.2)	56 (20.0)	3.00	Moderate
14	Culture supports a good work-life balance.	17 (6.1)	49 (17.5)	61 (21.8)	85 (30.4)	68 (24.3)	2.91	Low
15	Culture of offering advancement opportunities motivates staff.	16	42	74	83	65	3.01	Moderate

		(5.7)	(15.0)	(26.4)	(29.6)	(23.2)		
	<b>Overall Mean</b>	<b>23</b>	<b>76</b>	<b>55</b>	<b>68</b>	<b>58</b>	<b>3.0</b>	<b>Moderate</b>
		<b>(8)</b>	<b>(27)</b>	<b>(20)</b>	<b>(24)</b>	<b>(21)</b>		

Source: Field Survey, 2025

The overall motivation level was moderate (Mean=3.0). A critical finding is the low score on recognition and work-life balance, indicating significant areas for improvement. Employees do not feel adequately recognised for their achievements, and the culture is not perceived as strongly supportive of balancing work and personal life.

Table 6: Perception of Job Satisfaction

	STATEMENT	SA	A	N	D	SD	Mean	Decision
16	Job satisfaction is influenced by the company's culture.	32 (11.4)	37 (13.2)	58 (20.7)	85 (30.4)	68 (24.3)	2.57	Low
17	Employees are content due to the work environment.	41 (14.6)	109 (38.9)	28 (10.0)	63 (22.5)	39 (13.9)	3.18	Moderate
18	Culture provides support and resources leading to satisfaction.	46 (16.4)	90 (32.1)	50 (17.9)	49 (17.5)	45 (16.1)	3.15	Moderate
19	An environment that values contributions impacts satisfaction.	27 (9.6)	71 (25.4)	49 (17.5)	65 (23.2)	68 (24.3)	3.03	Moderate
20	Company policies, influenced by culture, promote satisfaction.	27 (9.6)	67 (23.9)	40 (14.3)	82 (29.3)	64 (22.9)	3.08	Moderate
	<b>Overall Mean</b>	<b>32</b> <b>(11.4)</b>	<b>83</b> <b>(29.6)</b>	<b>55</b> <b>(19.6)</b>	<b>71</b> <b>(25.3)</b>	<b>39</b> <b>(14.1)</b>	<b>3.0</b>	<b>Moderate</b>

Source: Field Survey, 2025

Job satisfaction was also at a moderate level (Mean=3.0). The direct question about culture's influence on satisfaction received a low score, suggesting employees may attribute their satisfaction (or lack thereof) to factors beyond culture, or that the cultural impact is not strongly felt in this domain.

#### 4.3. Hypotheses Testing

**Hypothesis 1 (H0<sub>1</sub>): Organisational culture does not significantly affect workers' engagement.**

Table 7: Regression Analysis of Organizational Culture on Workers Engagement

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.488 <sup>a</sup>	.238	.235	3.61772	
<b>ANOVA<sup>a</sup></b>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1115.645	1	1115.645	85.243	.000 <sup>b</sup>
Residual	3572.995	273	13.088		
Total	4688.640	274			
<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.147	.828		9.842	.000
OC	.246	.027	.488	9.233	.000

**Finding:** The model is statistically significant ( $F(1,273) = 85.243, p < 0.001$ ), with organisational culture explaining 23.8% of the variance in workers' engagement ( $R^2 = 0.238$ ). The positive coefficient ( $B = 0.246, p < 0.001$ ) indicates a significant positive relationship. Therefore, **H0<sub>1</sub> is rejected**. Organisational culture significantly and positively affects workers' engagement.

**Hypothesis 2 (H0<sub>2</sub>): Organisational culture does not significantly affect workers' motivation.**

Table 8: Regression Analysis of Organisational culture on Workers Motivation

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.433 <sup>a</sup>	.188	.185	3.69797	
<b>ANOVA<sup>a</sup></b>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	877.917	1	877.917	64.199	.000 <sup>b</sup>
Residual	3801.651	278	13.675		
Total	4679.568	279			
<b>Coefficients<sup>a</sup></b>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			

(Constant)	7.317	.846		8.648	.000
OC	.218	.027	.433	8.012	.000

**Finding:** The regression model is significant ( $F(1,278) = 64.199, p < 0.001$ ), accounting for 18.8% of the variance in motivation. The relationship is positive and significant ( $B = 0.218, p < 0.001$ ). Therefore, **H0<sub>2</sub> is rejected**. Organisational culture significantly and positively affects workers' motivation.

**Hypothesis 3 (H0<sub>3</sub>): There is no significant relationship between organisational culture and job satisfaction.**

Table 9: Regression Analysis of Organisational culture on Job Satisfaction

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.207 <sup>a</sup>	.043	.039	5.10231	
ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	323.871	1	323.871	12.441	.000 <sup>b</sup>
Residual	7237.329	278	26.034		
Total	7561.200	279			
Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.925	1.167		11.072	.000
OC	.133	.038	.207	3.527	.000

**Finding:** The model is statistically significant ( $F(1,278) = 12.441, p < 0.001$ ), with organisational culture explaining 4.3% of the variance in job satisfaction. The relationship is positive and significant ( $B = 0.133, p < 0.001$ ). Therefore, **H0<sub>3</sub> is rejected**. There is a significant, albeit weaker, positive relationship between organisational culture and job satisfaction.

### 5. Discussions

The study's findings provide robust empirical support for the significant influence of organisational culture on employee performance at the Coca-Cola Eyaen Plant. The rejection of Hypothesis 1 confirms that organisational culture is a key driver of worker engagement. This aligns with the propositions of Kahn (1990) and the empirical work of Chaudhary (2017), who found that a supportive and learning-oriented culture is fundamental

to fostering engagement. The positive relationship suggests that as Coca-Cola strengthens its culture particularly in areas of value alignment and leadership embodiment, employees are likely to become more psychologically endowed in their work.

The rejection of Hypothesis 2 underscores the role of culture as a motivational force. This finding resonates with the principles of Self-Determination Theory (Deci & Ryan, 2000), which posits that environments supporting autonomy, competence, and relatedness enhance intrinsic motivation. The significant, yet modest,  $R^2$  value indicates that while culture is an important motivator, other factors like compensation, job design, and individual differences also play substantial roles, consistent with the multifaceted nature of motivation (Herzberg, 1968; Iskamto, 2023).

The rejection of Hypothesis 3 confirms a significant link between culture and job satisfaction, though it is the weakest of the three relationships ( $R^2 = 0.043$ ). This suggests that while the organisational culture at the plant contributes to how satisfied employees feel, other extrinsic and intrinsic factors likely have a more pronounced impact. This finding is consistent with the complex, multi-dimensional nature of job satisfaction, which is influenced by pay, promotion opportunities, the work itself, and supervision, among other factors (Locke, 1976; Mesfin et al., 2020). The culture provides the foundational environment, but specific job-related elements may be more immediate determinants of satisfaction levels.

## **6. Conclusions and Recommendations**

### *6.1. Conclusion*

This study conclusively demonstrates that perceived organisational culture exerts a significant and positive influence on key drivers of employee performance namely, engagement, motivation, and job satisfaction at the Coca-Cola plant in Eyaen, Benin City. The findings affirm that an organisation's culture is not a mere abstract concept but a tangible management tool that directly shapes employee attitudes and behaviours. A moderate perception across all variables indicates that while the existing culture is functional, there is substantial room for improvement to unlock higher levels of employee performance and, by extension, organisational productivity and success.

### *6.2. Recommendations*

Based on the findings, the following recommendations are proposed for the management of Coca-Cola Eyaen Plant and similar organisations:

1. **Strengthen Cultural Communication and Embodiment:** Management should move beyond stating core values to actively and consistently demonstrating them. Leadership development programs should focus on ensuring all leaders, from supervisors upwards, visibly model the desired cultural behaviours in their daily interactions, decision-making, and communication. This will enhance the perception that "leadership reflects the company's culture," which scored moderately in this study.
2. **Enhance Recognition and Reward Systems:** Given the low scores on the culture of recognition, a structured and transparent system for acknowledging and rewarding

employee achievements is crucial. This should go beyond monetary incentives to include public recognition, non-monetary awards, and career-oriented rewards. Linking recognition directly to cultural values will reinforce desired behaviours and significantly boost motivation.

3. **Prioritise Work-Life Balance Initiatives:** The perception that the culture does not strongly support work-life balance needs urgent attention. Management should implement and promote policies such as flexible work arrangements (where operationally feasible), wellness programs, and ensuring employees take their leave. Actively discouraging a culture of perpetual overtime and respecting personal time can improve motivation and reduce burnout.
4. **Foster Inclusive Engagement and Decision-Making:** To improve engagement scores, particularly on items related to personal involvement and value alignment, management should create more channels for employee voice. This can include regular feedback surveys, focus groups, suggestion schemes, and involving cross-functional teams in problem-solving and decision-making processes relevant to their work.
5. **Conduct a Cultural Audit and Targeted Interventions:** The company should undertake a comprehensive cultural audit to identify the specific subcultures and friction points within the plant. Based on the audit, targeted interventions such as team-building exercises, conflict resolution workshops, and departmental-level culture action plans can be implemented to address specific issues and create a more cohesive and high-performing cultural environment.

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### **7. Contribution to Knowledge**

This study contributes to the existing body of knowledge by providing recent, empirical evidence from the Nigerian manufacturing context, specifically a major multinational corporation. It reinforces established theories on organisational culture while highlighting context-specific areas of strength and weakness. The study offers a validated model and instrument for assessing the culture-performance link in similar settings and provides actionable insights for practitioners seeking to leverage culture for competitive advantage.

### **8. Suggestions for Future Research**

Future research could:

- i. Employ a longitudinal design to track how changes in organisational culture over time influence employee performance metrics.
- ii. Incorporate qualitative methods (interviews, focus groups) to gain deeper, nuanced insights into the "why" behind the quantitative scores, exploring employee narratives about the culture.
- iii. Expand the scope to include a comparative analysis between multiple plants within the same company or across different industries in Nigeria.
- iv. Investigate the mediating or moderating roles of other variables, such as leadership styles, perceived organisational support, or individual resilience, in the relationship between culture and performance.

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