



EXAMINING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

By

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Abstract

Organizational culture is a critical factor influencing employee performance, shaping workplace behaviors, motivation, and overall efficiency. A strong and positive culture fosters employee participation and communication, which enhance productivity and job satisfaction. This study examines the relationship between organizational culture and employee performance, focusing on the role of employee participation and communication in driving organizational success. Using a quantitative research approach, data was collected from 284 employees in the Kaduna State Ministry of Education, Nigeria. Structural Equation Modeling (SEM) was employed to analyze the relationship between key organizational culture variables and employee performance. The findings indicate a significant positive correlation between employee participation, communication, and job performance. Employees who actively engage in decision-making processes and experience transparent communication channels demonstrate higher levels of motivation, efficiency, and workplace satisfaction. The study highlights the importance of fostering an inclusive and communicative organizational culture to enhance performance outcomes. Organizations that prioritize employee involvement and maintain clear communication structures are more likely to achieve sustainable growth and competitive advantage. Future research should explore the influence of cultural diversity and leadership styles on employee performance across different sectors and organizational settings.

Keywords: *Organizational culture, employee participation, communication, employee Performance.*

Introduction

Organizational culture is a fundamental determinant of employee performance, shaping workplace behaviors, attitudes, and overall efficiency. Defined as a system of shared values, beliefs, and norms that influence how employees interact and perform their roles (Schein, 1992), organizational culture serves as an essential framework for guiding employee behavior. It establishes expectations, fosters motivation, and creates a cohesive work environment that enhances productivity. Numerous studies have highlighted the significance of organizational culture in determining the success and competitiveness of organizations (Fitzsimmons Özbilgin, Thomas & Nkomo, 2023; Ayoko & Fujimoto, 2023; Nkomo, 2021). A strong and well-defined culture aligns employees with



organizational goals, encourages commitment, and fosters a sense of belonging, all of which contribute to improved performance.

Employee performance, in turn, is a key factor in organizational success, as it determines the efficiency, effectiveness, and quality of work outcomes (Darmawan, Mardikaningsih, Sinambela, Arifin, Putra, Hariani & Issalillah, 2020). Performance is influenced by several factors, including motivation, leadership, job satisfaction, and workplace culture (Paaïs & Pattiruhu, 2020). A positive and supportive organizational culture enhances employee engagement, reduces workplace conflicts, and improves job satisfaction, leading to higher productivity and reduced turnover rates (Almerri, 2023). Conversely, a toxic or misaligned culture may lead to job dissatisfaction, decreased morale, and diminished performance, ultimately affecting organizational success.

The relationship between organizational culture and employee performance has been extensively examined in management and organizational behavior literature (Akpa, Asikhia & Nneji, 2021; Cherian, Gaikar, & Pech, 2021; Alshammari, 2020). Scholars argue that culture acts as a control mechanism that directs employee behavior, ensuring alignment with organizational values and objectives (Ouchi, 1981; Hofstede & Bond, 1988). Different cultural frameworks such as hierarchical, market-driven, or collaborative cultures affect employees differently, influencing their motivation, engagement, and overall work ethic. Organizations that foster a culture of innovation, inclusivity, and accountability tend to experience higher levels of employee performance, whereas rigid or authoritarian cultures may stifle creativity and reduce overall job satisfaction.

Despite extensive research on the topic, there remains a need for further empirical investigation, particularly in diverse and multicultural settings such as Africa, where ethnic diversity and cultural complexity influence organizational dynamics (Duchek, Raetz & Scheuch, 2020; Umeh, Cornelius & Wallace, 2023). Understanding how organizational culture interacts with various demographic factors, leadership styles, and industry-specific challenges can provide deeper insights into optimizing employee performance.

On a point, this paper aims to critically examine the relationship between organizational culture and employee performance by exploring theoretical frameworks, empirical evidence, and best practices. It seeks to highlight how organizations can cultivate a positive culture that enhances employee productivity while addressing potential challenges that may arise from cultural misalignment. By fostering a strong, adaptive, and inclusive organizational culture, businesses can achieve sustained growth and competitive advantage in an increasingly globalized and dynamic business environment.

Problem Statement

Despite the extensive body of research on the link between organizational culture and employee performance, there is limited empirical evidence on how Nigerian organizations cultivate and manage their cultures to enhance performance. Nigeria, being a highly diverse country with multiple ethnic groups and cultural orientations, faces unique workplace challenges that affect employee interactions and productivity (Pepper, Olori, Kori-Siakpere, Oviawe, Idiong, Edohoe, & Onozare, 2024; Idam, 2020; Wale-oshinowo, & Ogunbufunmi, 2021). Many organizations in Nigeria struggle with



maintaining a cohesive and inclusive culture due to deep-seated ethnic, religious, and socio-political influences that shape workplace interactions (Ibokessien, 2020; Abraham, 2024). These cultural differences often lead to conflicts, communication barriers, and disengagement, ultimately affecting overall productivity. Furthermore, Organizational cultures that are ineffective, defined by inadequate leadership, minimal inclusivity, and a lack of commitment to corporate values, often contribute to high employee turnover, decreased morale, and diminished efficiency (Qasim, 2024; Singh, 2022; Matthews, 2023).

Existing studies highlight the importance of organizational culture in improving employee performance (Denison, 1996; Kotter & Heskett, 1992), yet there is a gap in understanding how specific cultural attributes, such as leadership style, communication, and teamwork, affect employee performance in Nigeria's business environment. Additionally, economic and political instability in Nigeria further complicates the development and sustainability of strong workplace cultures (Ouchi, 1981; Hofstede & Bond, 1988).

This study, therefore, seeks to address this research gap by examining how organizational culture influences employee performance in Nigerian organizations. It aims to assess the extent to which cultural factors-such as leadership, communication, and organizational values-impact employee motivation, job satisfaction, and productivity. The study will provide empirical insights into the best practices for fostering a positive organizational culture that enhances employee performance in Nigeria's diverse and evolving work environment.

Literature Review: The Relationship between Organizational Culture and Employee Performance

For decades, organizational culture has been a significant area of study (e.g., Idiong, Edohoe, & Onozare, 2024; Pepper, Olori, Kori-Siakpere, Oviawe, Idam, 2020; Wale-oshinowo, & Ogunbufunmi, 2021). Both academics and practitioners recognize the importance of understanding organizational culture as a means of enhancing employee performance (Akpa, Asikhia, & Nneji, 2021; Paais & Pattiruhu, 2020; Kim & Jung, 2022). Since employees spend a substantial portion of their time in the workplace, organizational culture greatly impacts their well-being and overall job satisfaction.

Research conducted in United Arab Emirates (UAE) on high-performing teams has highlighted that a strong understanding and emphasis on organizational culture is a key factor influencing employee performance (Cherian, Gaikar, Paul & Pech, 2021). Additionally, culture provides a framework for understanding workplace dynamics and facilitates smoother interactions among employees, ultimately contributing to organizational success. According to Scott (2013) organizational culture serves as a structural foundation that distinguishes one organization from another, fostering coherence, confidence, and a shared sense of purpose among its members.

Furthermore, organizational culture is fundamental in guiding collective efforts toward accomplishing tasks within a group. It influences emotions, motivation, and employee engagement, thereby driving enhanced performance (Martin, 2003). As an essential aspect of workplace dynamics, organizational culture shapes behaviors, decision-making, and work ethics, creating an environment that fosters productivity and job satisfaction (Schein, 1992). A well-established and positive organizational culture

not only improves employee engagement but also strengthens overall organizational effectiveness (Denison, 1996; Cameron & Quinn, 2005).

H1: There is significant relationship between Employee Participation and EP.

H2: There is significant relationship between Employee Communication and EP.

Below is the paper framework, the relationship between the independent variable and dependent variable.

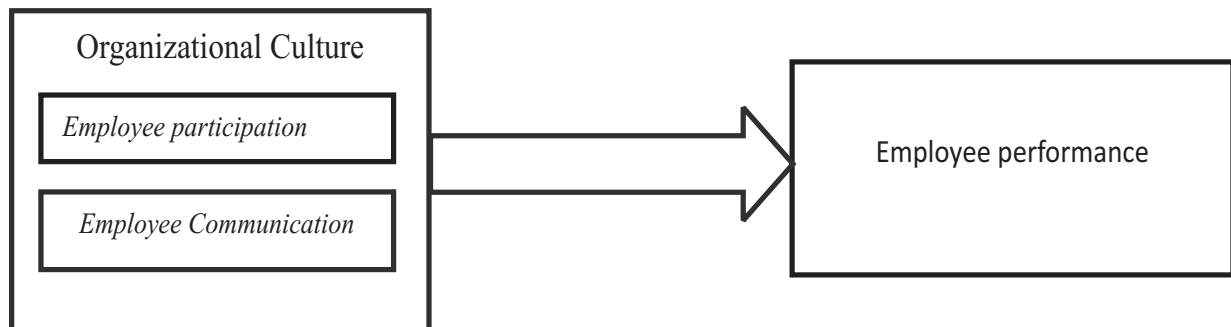


Figure 1.

Conceptual framework

Theoretical Perspectives on Organizational Culture and Employee Performance

Several theoretical frameworks provide insights into how organizational culture influences employee performance. Schein (1992) conceptualized organizational culture as a multi-layered system consisting of three levels: artifacts (visible organizational structures and processes), espoused values (strategies, goals, and philosophies), and basic underlying assumptions (unconscious beliefs and perceptions). According to Schein, organizations with strong and well-aligned cultures provide employees with clear expectations and a sense of belonging, resulting in higher motivation and performance. Though Denison (1996) identified four key dimensions of organizational culture—mission, adaptability, involvement, and consistency—that directly impact employee performance. Organizations with a well-communicated mission provide employees with a sense of purpose, while adaptability fosters innovation and responsiveness. High involvement ensures employee engagement, and consistency enhances collaboration and productivity. Hofstede (1980), a pioneer in cultural studies, classified cultural differences into distinct dimensions. These cultural dimensions shape workplace interactions, leadership approaches, and employee motivation, ultimately influencing overall performance.

Similarly, Cameron and Quinn (2005), also classifies organizational cultures into four types with believe each cultural type depends on the organization's goals and industry, but Studies indicate that organizations with well-established cultures, particularly those that prioritize collaboration and innovation, tend to achieve higher levels of employee performance (Çakar & Ertürk, 2010).

Empirical Evidence on Organizational Culture and Employee Performance

Empirical studies provide strong evidence supporting the link between organizational culture and employee performance. Studies suggest that organizations with a positive culture promote higher



levels of job satisfaction and engagement, leading to improved employee performance (Schneider et al., 2013; Chiang & Hsieh, 2012). A culture that fosters open communication, inclusivity, and recognition of employee contributions enhances motivation and productivity. Research indicates that organizations that foster a culture of open communication typically have more engaged employees who actively participate in problem-solving and contribute to organizational growth (Valleala, Herranen, Collin & Paloniemi, 2015). A culture that encourages creativity and risk-taking enables employees to develop new ideas, enhancing overall organizational performance. Research has explored the interaction between organizational culture and workplace diversity in shaping employee performance, revealing that in multicultural environments, a strong and inclusive organizational culture helps reduce conflicts and fosters collaboration among employees from diverse backgrounds. (Cahyono, 2025; Javed, 2024).

Research Method

Sample's Descriptive Statistic

The study is cross-sectional. Respondents were ministry of education staff in Kaduna State. Data collection was conducted using convenience sampling for a total of 500 employees. Total of 284 questionnaires were returned and used for the analysis making the response rate of 56.8%. The sample size consisted of 185 (65.3% male) and 99 (34.7% female) with average age of 30 years. The data was collected by the researcher and three research assistants who administered the questionnaire directly to the respondents.

Measures

Employee Participation

Four items were used to measure employee participation adopted from Colquitt (2001) that reported the internal consistency of 0.92. Sampled items includes: "My outcome reflects the effort I have put into my work" and "My outcome is appropriate for the work I have completed". Seven items were used to measure procedural participation adopted from Colquitt (2001) that reported the internal consistency of 0.78. Sampled items includes: "I have been able to express my views and feelings during those procedures" and "Those procedures have been applied consistently". Nine items were used to measure employee interaction adopted from Colquitt (2001) that reported the internal consistency of 0.79. Sampled items includes: "Has (he/she) treated you in a polite manner?" and "Has (he/she) treated you with dignity". Five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree was used to measure the items.

Employee Communication

Eight items were used to measure employee open communication and organizational response adopted from Welbourne and Erez (1998) role based performance scale. Sampled items includes "I communicate others even when it's not part of my job" ($\alpha = .85$). "I respond to the others in my workgroup," ($\alpha = .87$). Five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree was used to measure the items.



Data analysis technique

To analyze the proposed research model, partial least squares (PLS) approach was employed. This constitutes a variance-based technique of structural equation modeling (Tenenhaus, Vinzi, Chatelin & Lauro, 2005). Specifically, SmartPLS 3.0 M3 software is used (Ringle, 2005).

Research Findings

Measurement model

In this study, structural equation modelling (SEM) using SmartPLS was used to examine approximate of the theoretical model (Hair, Hult, Ringle & Sarstedt, 2013).

Individual Items Reliability

In this study, almost all individual items of the measurement models load above 0.7 on their respective variable. Only two items show loadings marginally below 0.7 but still above 0.6 which deems to be acceptable since they belong to different variable and other loadings of these variables show loadings well above the suggested threshold (Barclay & Smith, 1995).

Internal consistency reliability

Internal consistency reliability is measured either by a construct's Cronbach's alpha, Dillon-Goldstein's rho or composite reliability. Cronbach's alpha and Dillon-Goldstein's rho does not assume tau-equivalence (i.e., "equal factor loadings of individual indicators, which can prevent an underestimation of internal consistency reliability" (Henseler, Ringle, & Sarstedt, 2015).

Numerous literature thus suggest composite reliability values to be the best measure evaluate internal consistency reliability of a given variable (e.g., Chin 1998) and recommended minimum of 0.7 as requirements. Table 1 shows that all variable in this study exhibits adequate levels of internal consistency.

Table 1

Construct Reliability and Average Variance Extracted

Construct	Cronbach's Alpha	rho_A	CR	AVE
EMPLOYEE PARTICIPATION	0.991	1.071	0.993	0.972
EMPLOYEE COMMUNICATION	0.934	0.940	0.947	0.718

Convergent Validity

Hair et al. (2013) suggested that convergent validity could be determined through composite reliability (CR), loading and average variance extracted (AVE). As reported in Table 1 were each construct composite reliability (CR) is greater than 0.7 and loading is greater than 0.6 as recommended by Nunnally (1978), Average variance extracted (AVE) is above 0.5 as recommended by Fornell and Lacker (1981) (refer to Table 1).



Discriminant Validity

In this study, The HTMT ratio was examined for evaluating discriminant (Henseler, Dijkstra, Sarstedt, Ringle, Diamantopoulos, Straub & Calantone, 2014; Henseler, Ringle, & Sarstedt, 2015). The Heterotrait- Discriminant validity is achieved as evidenced by comparing the square root of the AVE with the correlations among Monotrait Ratio (HTMT) criterion in this study shows that discriminant validity is achieved. The highest correlation found is between procedure justice and OCBs 0.656 (refer to Table 2), which is within the conventional yardstick of 0.85 (Henseler et al., 2015). Therefore, the validity in this study was achieved by meeting all minimum requirements.

Table 2

<i>Discriminant Validity</i>	DJ	INTER	OCB
EMPLOYEE PARTICIPATION	0.076	0.128	
EMPLOYEE COMMUNICATION	0.175	0.140	0.656

Analysis of the structural model

To examine the significance of the path coefficients, a bootstrapping procedure was employed using 5000 subsamples (Hair, Ringle, & Sarstedt, 2013). In addition, the model explains 0.41% of the EP variance. The model predictive relevance was assessed using the Stone-Geisser test (Geisser, 1974). The Q^2 greater than zero indicate adequate predictive relevance of a model (Geisser, 1974). The results confirm that the $Q^2=0.322$ value for the dependent variable is acceptable. Another important criterion is the effect-size (f^2). Cohen (1988) classified f^2 of 0.02, 0.15 and 0.35 as small, medium, large respectively. All the f^2 in this study shows acceptable range based on Cohen (1988) classification. The f^2 of distributive justice is 0.034, employee participation is 0.085, employee communication is 0.604 and the f^2 of locus of control is 0.096.

Table 3

Structural Model Assessment Direct Effect

Hypotheses and Relationships	β	S E	T Values	P Values	Decision
H1 Employee Participation -> EP	0.146	0.053	2.733	0.003	Supported
H2 Employee Communication-> EP	0.241	0.061	3.970	0.000	Supported

Note: **Significant at 0.01 (1 -tailed), *Significant at 0.05 (1tailed).

The findings indicate that a positive relationship exists between employee participation and EP ($\beta=0.146$; $t=2.733$; $p < 0.05$), thereby supporting H1. Moreover, the study found a positive relation between employee communication and EP ($\beta = 0.241$; $t = 3.970$; $p < 0.05$) supporting H2 (refer to Table 3).



Discussion

The purpose of this study therefore was to investigate the relationships between organizational culture and EP. Specifically, this study sought to determine the direct relationships between organizational culture and EP. The finding as expected, relationship exists between all the two organizational culture i.e. participation, communication on employee performance. This finding is consistent with the previous literature (García Izquierdo, Moscoso, & Ramos Villagrasa, 2012; Hoffman, Blair, Meriac, & Woehr, 2007). The findings show that workers who are perceived to have fair treatment in the organization are more likely to engage in performance.

1.8 Conclusion

From the finding indicts open and transparent communication ensures clarity in roles and responsibilities, reduces workplace conflicts, and strengthens teamwork. Organizations that prioritize effective communication enable employees to share ideas, receive constructive feedback, and align with organizational goals, leading to improved performance and innovation. Studies have shown that a workplace culture that emphasizes participation and communication enhances employee engagement, reduces turnover rates, and creates a supportive environment for professional growth. Finally, fostering a culture of participation and communication is essential for optimizing employee performance. Organizations that actively encourage employee involvement and maintain clear and open communication channels are more likely to achieve sustainable success, improved workplace relationships, and a competitive advantage in their respective workplace.

A positive organizational culture characterized by active participation and effective communication plays a crucial role in enhancing employee performance. When employees are involved in decision-making processes and feel that their contributions are valued, they develop a greater sense of commitment, motivation, and job satisfaction. Participation fosters a collaborative work environment, empowering employees to take ownership of their roles, which in turn increases productivity and overall organizational efficiency. Similarly, open and transparent communication ensures clarity in roles and responsibilities, reduces workplace conflicts, and strengthens teamwork. Organizations that prioritize effective communication enable employees to share ideas, receive constructive feedback, and align with organizational goals, leading to improved performance and innovation. Studies have shown that a workplace culture that emphasizes participation and communication enhances employee engagement, reduces turnover rates, and creates a supportive environment for professional growth.

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