IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE MANAGEMENT PRACTICES IN ENUGU: A STUDY OF NIGERIA BOTTLING COMPANY

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Abstract
Performance management is a process of delivering sustained success to organizations by improving capabilities of individuals and teams. Organizational culture as a significant contextual factor in performance management is scarcely studied. The aim of this study is to expand the base of knowledge and empirically test the relationship between components of organizational culture and performance management practices. The study has proposed a accentual frame work of the association of components of organization culture and performance management practices. The methodology used to measure directionality and relationship was correlation. The results of the study indicate that there is a significant positive relationship between elements of organizational culture and performance management practices.
Keywords: Performance Management; Organizational Culture and Productivity

INTRODUCTION

Ninety-five percent of research in organizational theory has focused on developed countries; only 5 percent of the studies testing organizational theories have been found to be done in developing countries (Farashahi, et al., 2010) despite the highly dynamic environment. A number of scholars have questioned the applicability of western management practices in developing countries, and for a long time, it has also been recognized that culture is a main source of difference in performance management practices (Daniels, et al., 2013) Piercy, et al., 2012). Many researchers (e.g., Denison, Haaland, & Goelzer in Yilmaz, 2011) have called for an investigation of the phenomenon of the organizational culture in different cultural contexts, particularly in non-western nations. Therefore, the first purpose of this paper is to find out whether the management models of organizational culture and performance management are applicable in the context of Nigeria, a developing country.

Although many researchers have studied the link between organizational culture and performance (Ogbonna & Harris, 2014 Rousseau, 2011; Kotter & Heskett, 2012; Marcoulides & Heck, 2013), not much has been done on organizational culture as a contextual factor of performance management (Magee, 2012). Therefore, the second purpose of this paper is to determine the relationship between components of organizational culture and performance management practices, a pervasive human resource development and management practice. This study is indented to fill these gaps.

Performance management practices as fundamental human resource management practice support the view that employees and managers benefit from the understanding of organizational culture as a contextual factor. For the present empirical analysis, the Denison theory of organizational culture

is employed which focuses on four cultural traits (involvement, consistency adaptability and mission) as a key determinants of business performance.

Literature Review

Organizational Culture

Organizational culture has been defined as patterns of shared values and beliefs over time that produce behavioural norms that are adopted in solving problems (Owens 2012; Schein, 2012). The organization's internal environment is represented by its culture and is construed by the assumptions and beliefs of the managers and employees (Aycan, et al., 2010). Organizational culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of a firm's competitive advantage (Hall, 2013; Peteraf, 2013), since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides solutions to the problems faced by the organization, and, thereby, hinders or facilitates the organization's achievement of its goals (Yilmaz, 2012).

Performance Management

"Performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors" (Armstrong and Baron, 2010). It supports the rational that people and not capital provide organizations with a competitive advantage (Reynolds & Ablett, 2011). The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers, as well as motivating and rejuvenating the human resource (Kandula, 2011). The competitive capacity of organization can be increased by building strong people and effectively managing and developing them (Cabrera & Banache, 2010), which is, in essence, performance management.

The Relationship Between Organizational Culture and Performance Management

According to Kandula (2010), the key to good performance is a strong culture. He further maintains that due to differences in organizational culture, some strategies do not yield the same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly, whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore, the organizational culture has an active and direct role in performance management. Murphy and Cleveland (2013) believe that research on culture will contribute to the understanding of performance management. Magee (2012) contends that without considering the impact of organizational culture, organizational practices, such as performance management, could be counterproductive because the two are interdependent and change in one will impact the other.

Conceptual Framework of organizational Culture

Yilmaz (2011) states: Following Schien (2009) at the core of Denison's model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which: (1) more surface-level cultural components such as values and observable artifacts - symbols, heroes, rituals, etc. - are derived and (2) behavior and action spring (Denison, 2012, p. 292).

In Denison's model, comparisons of organizations, based on relatively more "surface-level" values and their manifest practices are made. Such values a deemed both more accessible than the assumptions and more reliable than the artifacts (Denison, 2012 in Yilmaz, 2011). Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance (Denison, 2010; Denison & Mishra, 2011). The four traits of organizational culture in Denison's framework are as follows:

Involvement. Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 2013; Lawler, 2010; Likert 1961). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Katzenberg, 2013; Spreitzer, 2012).

Consistency. Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well coordinated, and well integrated (Davenport, 2013 Saffold, 2010). Beharvior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 2013). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 2010).

Adaptability. Ironically, organizations that are well integrated are often the most difficult ones to change (Kanter, 2010). Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks, learn from their mistakes, and have the capability and experience at creating change (Nadler, 2010 Senge, 2011). They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers (Stalk, 2011).

Mission. Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzberg, 2010; 2010 Ohmae, 2011; Hamel & Prahalad, 2011). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture.

Objectives of the Study

The broad objective of the study is to investigate the impact of organizational culture on performance management practices in Enugu with special interest on Nigeria bottling company Plc (NBC). However, the sub-objectives are:

(i)   To determine the extent to which organizational culture impact on performance management of Nigeria Bottling Company.

(ii)   To ascertain the extent the culture of an organization can improve organizational productivity.

Research Questions

The following are the research questions to the study:

(i)   To what extent does organizational culture impact on the performance management of Nigeria bottling Company?

(ii)   To what extent does the culture of an organization improve the productivity of Nigeria Bottling Company?

Research Hypotheses

The following hypotheses have been formulated to guide the study:

$H0_1$:   Organizational culture has no positive impact on the performance management of Nigeria Bottling Company.

HA_1:   Organizational culture has positive impact on the performance management of Nigeria Bottling Company.

$H0_2$:   Organizational culture has no positive impact to improve the productivity of Nigeria Bottling Company.

HA_2:   Organizational culture has positive impact to improve the productivity of Nigeria Bottling Company.

Methodology

In this study, survey research design is adopted. Survey research design was chosen because the sampled elements and the variables that are being studied are simply being observed as they are without making any attempt to control or manipulate them.

The theoretical population of the study consists of the entire workers of Nigeria Bottling Company in Enugu. For effective coverage and lower cost, stratified sampling technique was used to select the manufacturing company. Employees in the selected company were divided into three strata: management staff, senior staff, and junior staff. A simple random sampling technique was used to select a total of 100 employees that constituted our sample size. It should be pointed out that limited financial resources at the researcher's disposal could not permit or allow for a greater sample size.

Every research work has a framework for collecting data. Its function is to ensure that the required data are collected accurately and economically. Primary method of data collection was used in this study. The primary data consists of a number of items in structured questionnaire that was administered to the respondents. The decision to structure the questionnaire is predicated on the need to reduce variability

in the meanings possessed by the questions as a way of ensuring comparability of responses. The questionnaire is titled "the impact of organizational culture on performance management practices in Enugu". However, only 78 out of 100 respondents returned their questionnaire and were used for final analysis in this study. One important way of ensuring that we have used the right instrument and have taken correct measurement is that our outcome must be in consonance with two major criteria for measuring quality known as validity and reliability.

To ensure the validity and reliability of the questionnaire used for the study, even number of experts were consulted to look at the questionnaire items in relation to its ability to achieve the stated objectives of the research, level of coverage, comprehensibility, logicality and suitability for prospective respondents. A pilot test which took the form of test-retest method was conducted at the branches of the company in Enugu State where 10 workers from each of the department of the company selected using purposive random sampling technique. The choice of Enugu for the pilot study was informed by the fact that it is the city where the researchers are living with a fair concentration of the branches of the manufacturing industry studied. The manufacturing industry is Nigeria Bottling Company plc (NBC).

Data collected from the questionnaire were analysed, summarized, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage. Chi-square was used to measure the discrepancies existing between, the observed and expected frequency and to proof the level of significance in testing stated hypotheses.

The formular of chi-square is:

$$X^2 = \frac{\sum(0-E)^2}{E}$$

Data Presentation and Analysis

Table 1: Sex Distribution of Respondents

Respondent sex

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	58	74.4	74.4	74.4
	Female	20	25.6	25.6	100
	Total	78	100	100	

Source: Field Survey 2017

The table above shows that 58 (74.4%) of the respondents are male while 20 (25.6%) of the respondents are female.

This information was sought about respondents' number of years of working in the organization as it will help to show how much the respondents know about the organization and its activities.

Table 2: Respondents number of years of working in the organization

Respondent number of years of working in the organization

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Below 5yrs	39	50.0	50.0	50.0
	6-10yrs	21	26.9	26.9	-76.9
	11 – 15yrs	7	9.0	9.0	85.9
	16 – 20 yrs	11	14.1	14.1	100
	Total	78	100	100	

Source: Field Survey 2017

This table shows that 50.0% of the respondents have worked in the organization for less than 5yrs while 26.9% of the respondents have worked in the organization for 6-10yrs, 14.1% have worked in the organization for 16-20yrs and 9.0% of the respondents have worked in the organization for 11-15yrs.

The respondents were asked if organizational culture has impact on performance management. Their responses are shown in the table below:

Table 3: Does organizational culture have impact on Organization Performance and management?
Organizational culture has effect on organization performance management

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	1	1.3	1.3	1.3
	Disagree	1	1.3	1.3	2.6
	Undecided	3	3.8	3.8	6.4
	Agree	28	35.9	35.9	42.3
	Strongly Agree	45	57.7	57.7	100
	Total	78	100	100	

Source: Field Survey 2017

The table above shows that 57.7% of the respondents strongly agree and 35.9% of the respondents agree that organizational culture has impact on organization performance management. Also, we have 3.8% of the respondents who are undecided, 1.3% of the respondents who strongly disagree and 1.3% of the respondents who disagree that organizational culture has impact on organization performance management.

The respondents were asked if organizational culture determines the performance and productive level of the organization. Their responses are shown, in the table below:

Table 4: Does organizational culture determine the Performance Level of the Organization?
Organizational culture determines the performance *level of the organization*

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Disagree	1	1.3	1.3	1.3
	Undecided	4	5.1	5.1	6.4
	Agree	35	44.9	44.9	51.3
	Strongly Agree	38	48.7	48.7	100
	Total	78	100	100	

Source: Field Survey 2017

From the table above, we can see that 48.7% of the respondents strongly agree that organizational culture determines the performance and productive level of the organization and then followed by 44.9% of the respondents who also agree, 5.1% of the respondents are undecided and 1.3% of the respondents only disagree that organizational culture determine the performance and productive level of the organization.

In this study, researchers also sought to know the respondents view on if there are factors that influence the performance in an organization based on its culture. Their responses are shown in the table below:

Table 5: Are there factors that influence the performance and productivity of an organization based on its culture?

There are factors that influence organization performance and productivity based on organizational culture.

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	2	2.6	2.6	2.6
	Disagree	6	7.7	7.7	10.3
	Undecided	9	11.5	11.5	21.8
	Agree	38	48.7	48.7	70.5
	Strongly Agree	23	29.5	29.5	100
	Total	78	100	100	

Source: Field Survey 2017

From the table above, 48.7% of the respondents agree, 29.5% of the respondents strongly agree, 11.5% of the respondents are undecided, 7.7% of the respondents disagree and 2.6% of the respondents strongly disagree that there are no factors that influence organization performance and productivity based on its culture.

The researchers sought to know the respondents view on if there is a positive relationship between organizational culture and organizational performance. Their responses are shown in the table below:

Table 6: Any positive relationship between organizational culture and organizational performance and productivity?

There is a positive relationship between organizational culture and organizational performance and productivity

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly Disagree	3	3.8	3.8	3.8
	Disagree	6	7.7	7.7	11.5
	Undecided	6	7.7	7.7	19.2
	Agree	40	51.3	51.3	70.3
	Strongly Agree	23	29.5	29.5	100
	Total	78	100	100	

Source: Field Survey 2017

This table reveals that 51.3% of the respondents agree and 29.5% of the respondents strongly agree that there is a positive relationship between organizational culture and organizational performance and productivity. On the other hand, we have 7.7% of the respondents who are undecided, 7.7% of the respondents who disagree and 3.8% of the respondents who strongly disagree that there is a positive relationship between organizational culture and organizational performance and productivity.

Testing Of Hypotheses

Hypotheses testing are very crucial in a research work because until a hypothesis has been tested and checked against available data, it is nothing more than a guess. There are various statistical tools that can be used for testing of hypotheses but this research work will be limited to the use of chi-square (x^2) statistical tool.

The chi-square test is used in goodness of fit to assess whether a particular set of observation is sufficiently reliable for the purpose for which it is been collected. Chi-square involves calculating the probability that an observed value randomly picked from the population equals a normal curve frequency of the hypothetical population. Hence, the observed and expected set of frequencies will be compared and arranged in single columns.

Chi-square (x^2) is calculated using this formular:

$$X^2 = \frac{\sum(0-E)^2}{E}$$

Where:

$\sum$ = Summation
0 = Observed frequency
E = Expected frequency

Hypothesis 1

H_0 There is no relationship between organizational culture and organization performance management.

H_I: There is a relationship between organization culture and organization performance management.

Table 7: Test of hypothesis one

	Observed (0)	Expected (E)	Residual (0-E)	$(0-E)^2$	$\frac{(0-E)^2}{E}$
Strongly Disagree	2	15.6	-13.6	184.96	11.86
Disagree	6	15.6	-9.6	921.16	5.91
Undecided	9	15.6	-6.6	43.56	2.79
Agree	38	15.6	22.4	501.76	32.16
Strongly Agree	23	15.6	7.4	54.76	3.51
Total	78	78			56.23

Decision rule: Reject H_0 where x^2 calculated is greater than x^2 tabulated, otherwise, accept H_I

Calculated (x^2) = $\sum (0 - E)^2$ = 56.23

$$\overline{E}$$

Degree of freedom "d .o. f" = n - 1

Where n = number of rows

Therefore, d.o.f = 5 -1

$\qquad$ = 4

Tabulated (x^2) = At 0.05% level of significance, the tabulated value of x^2 for 4 degrees of freedom is 9.488.

Decision: $\qquad$ Since the calculated x^2 is greater than tabulated x^2, we reject the null hypothesis (H_0) and accept the alterative hypothesis (H_I).

This indicates that there is relationship between organizational culture and organization performance management.

Hypothesis 2

H_0 $\qquad$ Organizational culture do not affect organizational performance and productivity.

H_I: $\qquad$ Organizational culture affects organizational performance and productivity.

	Observed (0)	Expected (E)	Residual (0-E)	$(0-E)^2$	$\dfrac{(0-E)^2}{E}$
Strongly Disagree	2	15.6	-12.6	158.76	10.8
Disagree	6	15.6	-9.6	92.16	5.91
Undecided	6	15.6	-9.6	92.16	5.91
Agree	40	15.6	24.4	595.36	38.16
Strongly Agree	23	15.6	7.4	54.76	3.51
Total	78	78			63.67

Decision rule: Reject H_0 where x^2 calculated is greater than x^2 tabulated, otherwise, accept H_I

Calculated (x^2) = $\sum \dfrac{(0 - E)^2}{E}$ = 63.67

Degree of freedom "d .o.f" = n - 1

Where n = number of rows

Therefore, d.o.f = 5 -1

$\qquad$ = 4

Tabulated (x^2) = At 0.05% level of significance, the tabulated value of x^2 for 4 degrees of freedom is 9.488

Decision: $\qquad$ Since the calculated x^2 is greater than the tabulated x^2, we reject the null hypotheses (H_0) and accept the alternative hypotheses (H_I).

This indicates that there is a positive relationship between organizational culture and organization performance management.

Empirical Findings

Based on analysed data, the findings in this study include the followings:

(i) $\qquad$ A large number of respondents (57.7%) strongly agree that organizational culture has impact on organizational performance and productivity.

(ii) $\qquad$ 48.7% of the employees also agree that organizational culture determines the performance and productivity level of the organization.

(iii) $\qquad$ This study further reveals that there is a positive relationship between organizational culture and organization performance management. This is evidenced in the first hypothesis tested in which the calculated value of chi-square 56.23 is greater than the tabulated value of 9.488.

(iv) $\qquad$ There is also a positive relationship between organizational culture and organizational performance/productivity. This also came from the second hypothesis in which the calculated value of chi-square 63.67 is greater than the tabulated value of 9.488 which made us to accept alternative hypothesis two and reject null hypothesis two.

Conclusion

In this study, the researchers tried to look at the impact of organizational culture on organizational performance and productivity with evidence from a selected manufacturing industry.

Questionnaire were administered to respondents who were randomly selected from sampled departments of the company to find out their opinions and views on whether organizational culture has an impact on organizational performance and productivity.

What we deduced from this study is that organizational culture is very important in every organization and that it has positive impact on organization performance. Besides, organizational culture affects the level of organizational productivity in a positive way.

This study shows that there is a positive relationship between organizational culture and organization performance management.

Recommendations

The following recommendations are made to the management of case study of manufacturing industry that are interested in influencing their **culture** in order to improve their organization's performance and productivity.

1. Nigeria Bottling Company should effectively study the culture of their organization for greater productivity and profitability.
2. They should as well carry out SWOT analysis to determine every aspect of their operations.
3. The company should update their culture as it will enhance organizational performance and productivity.

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