

The Effect of Organizational Culture on Employees' Performance of NAFDAC, Abuja

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ABSTRACT - *This study investigated the effect of organizational culture on employees' performance. The main objective is to uncover how organizational culture affects the performance of employees at the Nigerian Agency for Food and Drug Administration and Control (NAFDAC) in Abuja, Nigeria. Thus, a descriptive survey research design was adopted. Consequently, two hundred and twenty-five (225) structured questionnaires were personally administered to the staff of the agency at their Abuja office. The data collected were subjected to descriptive and inferential analyses using frequency tables and simple regression through the aid of the Statistical Package for Social Sciences (SPSS). Two distinct results emerged after the inferential techniques. First, it was found out that organizational value has significant effect on employee job productivity and Another finding of this study is that organizational practices influence employee job outcomes. Therefore this study concludes that employees' performance can be influenced (positively or negatively) by organizational culture. Therefore it was recommended, inter alia, that the management should promote organizational culture that is aligned to its strategy and structure.*

Also, senior executives set the tone by exerting core values that form the overall dominant culture shared by the majority of the members in the organization.

Keywords: culture, organisational culture, employees performance

INTRODUCTION

It is very necessary for an organization to establish an organizational culture to maintain its position in market. The organizational culture has to be developed to provide support to an organization and bring continuous improvement. The culture of an organization is very important for the progress of an organization because it impacts on employee commitment and their retention as well. If the culture of an organization is flexible it will provide such working environment to employees in which they may work easily and independently without feeling any burden.

Atiku et al. (2017) considers a number of factors in measuring employee job performance. One of them is the level of productivity of an employee, which is measured by the extent to which the employee produces the desired quality and quantity of assignments. Another measure of employee performance is the extent to which one demonstrates ability to clearly define solutions to problem areas. An employee's ability to complete projects within deadlines and other time-sensitive expectations is another measure of their performance.

Organizational culture is a set of different value system which can help an organization to run itself and run a successful business. Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization. Agwu (2017) noted that organizational culture has remarkable effect on employee's commitment and performance. If the employees of the organization have more understanding with the organizational culture, they will have more job Satisfaction. Environment of organization and employee's personal traits can influence its job satisfaction Auernhammer and Hall (2018). A committed employee is the person who stays with the organization in tough condition and tries to fulfill the organizational goals.

Engelen, et al. (2018) posited that organizational culture and employee performance has strong relationship, but organizations with negative organizational culture faces lack of employee commitment. Despites so much researches and studies there is contradiction about the impact of organizational culture on employee performance. As there is much contradiction in results the question is that either organizational culture enhances the employee performance or not. So, there is further need to research to cover this gap mostly researches have been conducted in developing countries.

STATEMENT OF THE PROBLEM

The effect of organization culture on performance as continued to generate controversies among scholars and practitioners because of the vagueness of organization culture in some establishments in Nigeria. First, there is a lack of, or in some companies, existence of vague vision statement that can help orient their employees among other stakeholders. Even some companies that have good vision statements, they advertently or inadvertently, failed to adhere strictly to it. Yet, a good organizational culture starts with a clear-cut vision statement. Besides the obscurity or non-strict adherence to vision statements, construction companies in Nigeria appear to also pay-lip service to their values. Added to this issue are the worrisome practices of these companies towards their employees despite acknowledging their primacy to their successes. There are informal reports of some sorts of unfair labour practices such as incommensurable pay, discouragement of employees' voice etc. Another famous cultural problem to Nigerian companies is inconsistency depicted by policy somersault. They keep changing and reversing their policies/practices without due consideration and proper consultation with their employees. It is therefore against the foregoing that this study seeks to examine how the identified organizational culture on employee's performance in Nigeria.

OBJECTIVES OF THE STUDY

The main objective of this study examines the effect of organizational culture on employee performance. The specific objective of this study is to:

- i. Determine the effect of organizational values on employee job productivity.
- ii. Assess how good organizational practices influence employees' job outcomes.

RESEARCH HYPOTHESES

Hypotheses for this research stated in a null form as shown below:

H₀₁: Organizational value has no significant effect on employee job productivity.

H₀₂: Organizational practices do not influence employee job outcomes.

LITERATURE REVIEW

Concept of Organizational Culture

Organizational culture is literally described by many researchers in diverse studies for various measures. There is no fixed, universal definition or understanding for culture, and neither for organizational culture, there is no single definition for it. In general, as indicated by Andish, Yousefipour, Shahsavaripour and Ghorbanipour (2017) the organizational concept of culture is an adaptation of the anthropological concept. Researchers in academic sector have given various ways of defining organizational culture. Fiordelisi and Ricci (2018) define organizational culture as a set of understandings or meanings shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members. This definition implies the culture's characteristic of being shared and learnt.

Bolboli and Reiche (2018) describe it as a system of shared assumptions, values, and beliefs which guide people to be aware of appropriate and inappropriate behaviour. In other words, Given (2016), in his website, refers to organizational culture as "the collective programming of the mind that distinguishes the members of one organisation from others". Nongo (2016) asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviors.

According to Busse (2018) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Klimas, 2016). Hartnell (2015) views

organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

For a business, organizational culture is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. According to Udegbe et al. (2016), organizational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces organizational value and serves as a control mechanism for shaping behavior. It is important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals.

However, corporate culture is an important factor in enhancing the attainment of organizational goals and objectives. And corporate culture affects the way in which people behave in an organization and also corporate culture can lead the employee improvement in workplaces to help and become more committed to their jobs (Eaton & Kilby, 2015). And the researcher measured corporate culture the variables include: involvement, consistency, adaptability, and mission on employee commitment to the organization.

Concept of Employee Performance

Performance is considered as one of the basic notions in management and most of the management's tasks are formed according to the mentioned notion. Of course, organizations' success can be reflected in their performance. Oxford English Dictionary defines performance as performing, applying, and doing each regular and committed work. This definition is related to inputs and outputs and also indicates that performance has close relationship with work and its outcomes (Chamanifard, et al., 2018). Employee performance is considered to be the sum of accomplishments achieved by staff (Stehen & Stephen, 2016). These accomplishments are involved with an organizational goal within a given period of time. The goal is either meant for a specific stage or on the overall extent. The idea of organizational performance is affiliated to the survival and success of an organization (Ahmed & Shafiq, 2018). It includes effectiveness, efficiency, productivity, quality, and innovation.

Ojo (2015) identified two very distinct types of performance yardstick from companywide perspective are those relating to financial and strategic performance. Achieving acceptable level of financial results is crucial. The argument is that without adequate profitability, a company's pursuit of its vision as well as its long-term health and ultimate survival is jeopardized. Besides, neither shareholders nor creditors will continue to sink additional funds into an enterprise that can't deliver satisfactory financial results. Even so, the achievement of financial performance by itself is not enough. Managers must also pay attention to the company's strategic wellbeing- its competitiveness and overall long-term business position. Unless a company's performance reflects improving competitive strength and stronger long-term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect. The central issue associated with organizational culture is its linkage with organizational performance (Uddin, Luva & Hossain, 2017). The relationship between organizational culture and performance has been established, and an increasing body of evidence supports a linkage between an organization's culture and its business performance.

Kotter and Heskett (2012) found that corporate culture has a significant positive impact on a firms' long-term economic performance. They found that firms with cultures that emphasized all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels, outperformed firms that did not have those cultural traits by a huge margin. They were also of the opinion that corporate culture was becoming more important in determining the success or failure of firms in the next decade. Denison's research of 34 large American firms found that companies with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison, 2010). Denison's study provides empirical evidence that the cultural and behavioural aspects of organisations are intimately linked to both short-term and long-term survival.

Several writers (Flamholtz & Randle, 2015; Wiewiora, Murphy, Trigunarsyah & Brown, 2018) argue that a strong corporate culture is good for business because it serves three important functions discussed below. First, corporate culture is a deeply embedded form of social control that influences employee decisions and behaviour. Second, corporate culture is the social glue that

bonds people together and makes them feel part of the organisational experience. This social glue is increasingly important as a way to attract new staff and retain top performers. Finally, corporate culture assists the sense-making process. In other words, it helps employees understand organisational events and employees can communicate more efficiently and effectively thereby, reaching higher levels of cooperation with each other because they share common goals.

The powerful, pervasive role culture plays in shaping organizational life lends plausibility to speculations that cultural factors may be linked with exceptional levels of organizational performance. A commonly hypothesized link suggests that if an organization's culture is to contribute to or enhance performance, it must be both "strong" and possess distinctive "traits": particular values, beliefs, and shared behaviour patterns. Some scholars have claimed that positive cultural traits boost performance in proportion to the strength of their manifestation. This view has been called the strong culture hypothesis. (Denison, 1984) cited in Saffold (2008).

Klimas (2016) states that though, cultures, both weak and strong, have powerful influence on organisational behaviour, however in strong cultures "everyone knows the goals of the corporation, and they are working for them. Thus, in a strong culture employees' goals are aligned with management's goals; in a weak culture members' goals are counter to management's direction or perhaps simply scattered and divergent. It could be drawn from all the explanations above that firms with sustained superior financial performance typically are characterized by a strong set of core managerial values that define the ways they conduct business. It is these core values (about how to treat employees, customers, suppliers, and others) that foster innovativeness and flexibility in firms; when they are linked with management control, they are thought to lead to sustained superior financial performance.

METHODOLOGY

This study examines the effect of organizational culture on employees' performance in Nigeria. Specifically, only the NAFDAC, operating within the Federal Capital Territory, Abuja will be selected as the focal points. This study covers a five-year period; 2015-2019. The choice of this period is borne out of the perceived intensification in scholarly publications on organization

culture. The population of this study covers the entire staff strength of the National Agency for Food and Drug, Administration and Control (NAFDAC). According to the information obtained from filed survey, the Agency staff strengths as at February 2020 stood at five hundred and twelve (512).

Due to the practical difficulty of administering questionnaire to the study (aggregated) population, tabulated above a sample size was determined using the Taro Yamane (1967) sampling technique. The formula and calculation are given below:

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

Where; n = sample size

N = population (512); 1 = Unity (a constant) (e)² = level of significance (e) = (0.05)

$$n = \frac{512}{1 + 512(0.05)^2}$$

∴ Sample size = 225 staffs

To ensure easy analysis, the questionnaire was coded according to each variable of the study to ensure accuracy during analysis. This analysis was conducted using the Statistical Package for Social Sciences (SPSS). Data was analyzed using descriptive statistics, which include frequencies and the OLS regression method. These tools of analysis were used, for instance, to determine the relationship that exists between dependent and independent variables. Regression was used to describe the relationship between organizational culture and employee job performance in this study.

DATA ANALYSIS AND FINDINGS

Hypothesis One:

H₀₁: Organizational value has no significant effect on employee job productivity.

Table 1: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
2	.589 ^a	.522	.520	.60901	.021

a. Predictors: (Constant), EJP

b. Dependent Variable: OVA

The mode summary results above show that the relationship between the predictors and dependent variables, depicted by the regression coefficient (R) value is .589 (58.9%). This means that there is a strong relationship between the two variables. Also, as indicated by the table, the variation in dependent variable as a result of the predicting variable, as indicated by R-Square value, is .522 (52.2%). This implies that about 52.2% variation in Employees' Job Productivity (EJP) is explained by Organizational Values (OVA). Even after adjusting for degrees of freedom, the R-squared stood at .520, accounting which is about 52.0% of total variations in EJP satisfies the sample period, justifying apparently that the fit to the data to the model was very good. The remaining 48.0 per cent could be caused by other factors or variables not built into the model.

Table 2: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
2 Regression	13.129	1	13.129	29.241	.011 ^b
Residual	89.061	198	.449		
Total	102.19	199			

a. Dependent Variable: EJP

b. Predictors: (Constant), OVA

The F-Change is 29.241. This value is significant because the significance level is =.011 which is less than the 5%. This result implies that overall; regression model is statistically significant, valid and fit; hence the hypothesis of a significant linear relationship between Employees' Job Productivity (EJP) and Organizational Values. The implication of this is that the OVA estimated equation has an overall goodness-of-fit especially when the computed F-statistic (29.241) exceeds the critical value, easily passing the significance test.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
2 (Constant)	2.113	.011		27.981	.001
OVA	.541	.029	.251	10.001	.002

a. Dependent Variable: EJP

The coefficient table above shows that OVA has a coefficient value of .251 with a p-value of .002. This result implies that increase in the OVA will lead to increase in the Tax Evasion. The result is significant in view of the p-value which is less than the general significance level of 5%. Based on the above result, the null hypothesis which says that organizational value has no significant effect on employee job productivity is validly rejected.

Hypothesis Two:

H₀₂: Organizational practices do not influence employee job outcomes.

Table 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
3	.661 ^a	.526	.519	1.18001	.033

a. Predictors: (Constant), OP

b. Dependent Variable: EJO

The mode summary results above show that the relationship between the predictors and dependent variables, depicted by the regression coefficient (R) value is .661 (66.1%). This means that there is a strong relationship between the two variables. Also, as indicated by the table, the variation in dependent variable as a result of the predicting variable, as indicated by R-Square value, is .526 (52.6%). This implies that about 52.6% variation in Employees' Job Outcomes (EJO) is explained by the Organizational Practices (OP). The remaining 48.1 per cent could be caused by other factors or variables not built into the model.

Table 5: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
3 Regression	10.223	1	10.223	43.502	.018 ^b
Residual	46.603	198	0.235		
Total	56.826	200			

a. Dependent Variable: OP

b. Predictors: (Constant), EJO

The F-Change is 43.502. This value is significant because the significance level is =.018 which is less than the 5%. This result implies that overall; regression model is statistically significant, valid

and fit; hence the hypothesis of a significant linear relationship between Organizational Practices and Employees' Job Outcomes. The implication of this is that the Organizational Practice estimated equation has an overall goodness-of-fit especially when the computed F-statistic (19.433) exceeds the critical value, easily passing the significance test.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
3 (Constant)	.611	.142		7.067	.001
OP	.398	.033	.349	6.229	.022

a. Dependent Variable: EJO

The coefficient table above shows that OP has a coefficient value of .349 with a p-value of .022. This result implies that increase in the OP will lead to increase in the Employees' Job Outcomes (EJO). The result is significant in view of the p-value which is less than the general significance level of 5%. Based on the above result, the null hypothesis which says that the Organizational practices do not influence employee job outcomes, is validly rejected.

Discussions of Findings

Empirical evidence from the inferential analyses revealed two (2) results based on the hypotheses tested.

Firstly, this study found out that organizational value has significant effect on employee job productivity. The finding that consistency is significantly related to job effectiveness is consistent with the studies of Wiewiora et al. (2018), who found that consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on performance. A culture of consistency is created by leaders in the organization who are meant to be role models. According to Auernhammer and Hall (2018) the stories leaders tell, the decisions they make, and the actions they take reveal an implicit cultural expectation for followers. Employees learn what is valued most in an organization by watching what attitudes and behaviors leaders pay attention to and

whether the leaders' own behavior is consistent with organizational values. Consistency, as an element of organizational culture cements positive aspects in an organization hence helps establish a strong culture which, by extension, leads to a high-performance organization. There is no doubt that organizations with a strong corporate culture have an almost unfair competitive head start.

Another finding of this study is that organizational practices influence employee job outcomes. There is evidence to suggest a direct positive relationship between organizational practices and employees' job outcomes (Atiku, et al., 2017; Engelen, et al., 2018) and work engagement (Andish, et al., 2017). Organizational practices impact favorably on these outcomes because they transmit positive signals regarding the extent to which employees are valued by the organization (Ezirim, et al., 2016; Eccles, et al., 2016). These signals may be transmitted through the Ability-Motivation-Opportunity model components of organizational practices. Thus, by enhancing employees' skills (e.g., through employee training), motivating employees to perform well, and providing opportunities for employees to utilize their skills; organizational practices influence employees' job outcomes as to how much the organization is concerned about their welfare. This in turn might enhance employees' job satisfaction (Flamholtz and Randle, 2016; Garmendia, 2018) and stimulate their level of work engagement. Pertinent here is the norm of reciprocity, a social exchange theory explaining the mutual expectation of reciprocity between management and employees (Givens, 2016). On this basis, Motilewa et al. (2015) found a direct positive relationship between organizational practices and employees' job outcomes.

CONCLUSION

Based on our findings, it is conclusive that employee job performance is a critical factor in every organization. It has come out clearly in this research work that knowledge is everything. One of the main reasons why employees do not perform is lack of knowledge and skills. Our study findings have shown that an organization can boost employee job performance through enhancing better communication, knowledge and understanding of tasks, and time management, among others. An organization's mission is its reason for existence. Therefore, knowing very well the reason why an organization exists, will give an employee the motivation to achieve the organizational objectives. This study has shown that high-performing organizations have a

committed workforce that is aligned with the organization's vision, values and practices. From the research objective, it is conclusive that when companies shift to the more open forms of participative management, they begin the process of empowering their employees; hence the employees will perform better. Employees are human beings with feelings, if they are treated with dignity and respect by the organization, they will tend to identify with the organization and by extension give their all efforts to the organization. The study has also found out that organizations with strong cultures help employees build "social currency" based on track record, reputation, knowledge of involvement in the organization under, and network; they provide continuity and clarity with respect to their vision.

RECOMMENDATIONS

The following recommendations were made:

- i. The organization invests in training and development of its employees to improve their human capability at all levels. At the same time, the management should emphasize the input and participation of its employees. In order to further its employee identification with the organization, the management should extend its employee involvement in decision-making that affects them, giving them the authority and ability to manage their own work.
- ii. It is proposed that managers should realize the importance of various HR practices to utilize the potential of human resources adequately. Management should focus more on training and empowerment of the employees, particularly females, dealing with customer care services in construction sector.
- iii. Senior executives set the tone by exerting core values that form the overall dominant culture shared by the majority of the members in the organization. If this is adhered to, the different functions and departments of the organization will be able to work together well to achieve common goals. We also recommend that during the hiring process the management should hire only those whose values and behaviors are consistent with those of my organization.

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