

Effect of Organizational Culture on Employees' Performance: A Study of Nigeria Communication Commission (NCC), Abuja.

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Abstract

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KEYWORDS: organizational culture, adaptability, Involvement, consistency, and mission, employee's performance in NCC Abuja, Nigeria.

This pilot study investigates how organizational culture influences employee performance at the Nigerian Communications Commission (NCC), Abuja, using Denison's four cultural dimensions: involvement, consistency, adaptability, and mission. A descriptive survey design was adopted, with data collected from a pilot sample of 90 employees, representing 10% of the proposed study population. A structured questionnaire utilizing a five-point Likert scale was employed to measure both organizational culture and employee performance. The instrument underwent rigorous validation procedures, including expert review for face and content validity, leading to refinement of several items for clarity and relevance. Reliability analysis using Cronbach's alpha yielded coefficients ranging from 0.803 to 0.899 across the cultural dimensions and 0.879 for employee performance, indicating high internal consistency, while normality tests confirmed suitable data distribution. Overall, the findings indicate that the instrument is valid and reliable, providing a strong foundation for the main study and helping to address gaps in research on organizational culture and performance in Nigerian public institutions.

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1 INTRODUCTION

Human resource management (HRM) is a key factor in determining an organization's success in achieving its goals. Various studies have acknowledged that effective HRM is one of the keys to organizational success in competing and delivering superior performance (Bratton et al., 2021). The overall performance of an organization heavily depends on the achievements of its employees; the higher the employee performance, the better the organizational performance (Salasiah et al., 2023). Therefore, organizational management must recognize that human resources are a crucial asset that must be managed professionally to ensure continuous improvement in their performance (Freddy & Renuga, 2022). The achievement of organizational goals heavily relies on employee performance, which includes quality, quantity, and responsibility in completing tasks (Omar et al., 2022).

Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2011). Employee performance has a crucial role in achieving the organization's strategic corporate goals; this performance directly affects the level of performance and quality of the organization's work results. The issue of poor employee's performance among organizations in

Nigeria has in recent years been a matter of great concern to the nation. Available evidence have shows that performance of most organization in Nigeria has remained very poor, hence this has contributes to the underdeveloped nature of the country (Olaoye, 2010).

For instance, the Nigerian Communications Commission (NCC) is the independent National Regulatory Authority for the telecommunications industry in Nigeria. The Commission is responsible for creating an enabling environment for competition among operators in the industry as well as ensuring the provision of qualitative and efficient telecommunications services throughout the country. NCC powers are derived from an Act (Nigerian Communications Act 2003) passed by the National Assembly. However, the telecom sector is facing one of its most turbulent periods in recent years, with increasing complaints from subscribers and shrinking investor confidence. With telecoms contribution to GDP dropping from 16.43 to 13.21, and with telecoms quality deteriorating and massive losses (Sahara Reporters, 2025). The development seems to have stirred up unease within the commission, especially as it follows a recent employment exercise that was conducted without transparency, raising concerns of regional favoritism and poor leadership in the commission. According to information obtained by Sahara Reporters from sources in the commission, the commission carried out the secret recruitment despite a backdrop of declining revenue and worsening service quality in the telecoms industry.

In a bid to address these prevailing poor employee's performance challenges in the Nigeria public sector, previous researchers have identified several factors that can influence employee's performance to include organizational culture (Pham, Phan, & Nguyen, 2024; Hasan, 2023; Rožman, Tominc, & Milfelner, 2023; Solarin, 2021). Organizational culture has been identified as a critical antecedent to employee performance outcomes in diverse contexts. A robust organizational culture fosters shared values and norms that motivate employees, leading to improved vigor, dedication, and task performance (Fidyah & Setiawati, 2020; Pham et al., 2024). In environments where culture emphasizes support, recognition, and open communication, engagement levels rise significantly, translating into higher employee performance.

This study adopts Denison's cultural model (Denison, 2000), which includes adaptability, engagement, consistency, and mission. This organizational model is relevant in providing an understanding of work culture. The model shows the capacity of organizations to adapt quickly, drive innovation, engage in global cooperation, and achieve outstanding performance (Bravo Acosta et al., 2021; Cancino & Yáñez, 2019, 2021; Wahyuningsih et al., 2019).

Despite investments in employee development, public institutions in Nigeria, including the NCC, continue to face bureaucratic inefficiencies, low morale, skill gaps, and weak performance (Otache & Inekwe, 2022; Eze et al., 2022; Okolie & Iloanya, 2023). Additionally, gaps often exist between organizational strategies—such as structure and career development—and actual improvements in performance (OECD, 2021; Onah & Ugwu, 2021; Adelakun & Oyekola, 2023; Akinwale, 2022). Poor organizational culture, marked by weak communication, lack of teamwork, and low job security, further contributes to reduced productivity and commitment.

Although prior studies have examined the relationship between organizational culture and employee performance, none have specifically focused on the NCC, creating a contextual research gap (Fidyah & Setiawati, 2020; Abbas, 2024; Samanta, 2021; Etalong & Chikeleze, 2023; Pham et al., 2024). Addressing this gap is necessary to better understand how organizational culture influences employee performance within the Commission and to improve its effectiveness in fulfilling its public service responsibilities (NCC Annual Report, 2023; Ajayi & Ogunyemi, 2022).

The general objective of this study is to assess the effect of organizational culture on employees' performance. Specific objectives include:

- i. To determine the extent to which involvement culture affects employee performance in Nigerian Communications Commission Abuja.
- ii. To determine the extent to which consistency culture affects employee performance in Nigerian Communications Commission Abuja.
- iii. To determine the extent to which adaptability culture affects employee performance in Nigerian Communications Commission Abuja.
- iv. To determine the extent to which mission culture affects employee performance in Nigerian Communications Commission Abuja.

2 LITERATURE REVIEW

2.1 Employee Performance

Employee performance is very important for organizations because it is directly proportional to the organization's performance development (Jaffari et al., 2024). It refers to the activities and tasks performed by an employee efficiently and effectively (Aslam et al., 2024). A dynamic environment requires organizations to find new ways to manage and foster employees for better performance (Jyoti & Choudhary, 2024). Employees can be said to work optimally when there is alignment between individual contributions and the achievement of organizational goals (Cao et al., 2024). Therefore, employee performance plays a crucial role in organizational success. Employee performance is enhanced by an organizational culture in which employees are viewed as intrinsic elements of the organization's growth process. In such cultures, employees align their aims and ambitions with organizational goals to support growth (Awadh & Saad, 2013 in Opoku, Hongqin & Aram, 2022).

2.2 Concept of Organizational Culture

Organizational culture is a collective concept that emerges from social interactions among individuals and groups (Opoku et al., 2022). Yusuf (2022) defines organizational culture as a system of common meaning shared by employees that differentiates one organization from another. Organizational culture can also be perceived as a set of values, beliefs, assumptions, and ways of interaction that develop over time and create a specific psychological and social environment that supports the organization's operations (Nzuva, 2022). Agu (2020) further describes it as beliefs and ideas about organizational goals and the appropriate standards of behavior used to achieve them.

2.3 Dimensions of Organizational Culture

This study adopts Denison's Cultural Model (Denison, 2000), which identifies four key cultural dimensions: Involvement, consistency, adaptability and mission. Each dimension contributes differently to employees effectiveness and performance.

2.3.1 Involvement

Mousavi et al. (2015) identified involvement as an important factor in effective organizational culture. Engelen et al. (2014) describe involvement as transparent communication, employee-focused leadership, and strong interpersonal relationships. O'Reilly et al. (2014) emphasize that managers encourage high employee participation in key organizational activities. Hacker (2015) found a positive relationship between employee involvement in decision-making and organizational performance.

2.3.2 Consistency

Consistency reflects the effectiveness of organizational culture (Givens, 2012). It represents internal systems and core values that support coordination, agreement, and efficiency within the organization. Clear guidelines and codes of conduct reinforce consistency. However, Nongo and Ikyanyon (2012) argued that a high degree of consistency does not directly influence employee commitment and organizational performance. Saffold (1988) suggested that consistent and cohesive organizations are more effective. Similarly, Denison et al. (2014) argued that organizations that develop a culture of consistency experience higher internal promotion levels. Zhang et al. (2008) concluded that organizations with strong cultures perform better because consistency creates uniform behavior.

2.3.3 Adaptability

Adaptability culture refers to the willingness and ability of individuals to adjust behaviors, cognitions, and emotions in response to changing work demands (Pulakos et al., 2020). In public sector reforms, adaptability enables employees to learn new skills, adopt technologies, and embrace new work processes, leading to performance improvement. Business managers frequently modify practices to respond to internal and external influences (Childress, 2013). O'Reilly et al. (2014) identified adaptability as a crucial element for enhancing corporate performance. Research shows that adaptability positively influences readiness to change and performance (Cahyani, 2026; Indriastuti & Fachrunnisa, 2021; Yean et al., 2022).

2.3.4 Mission

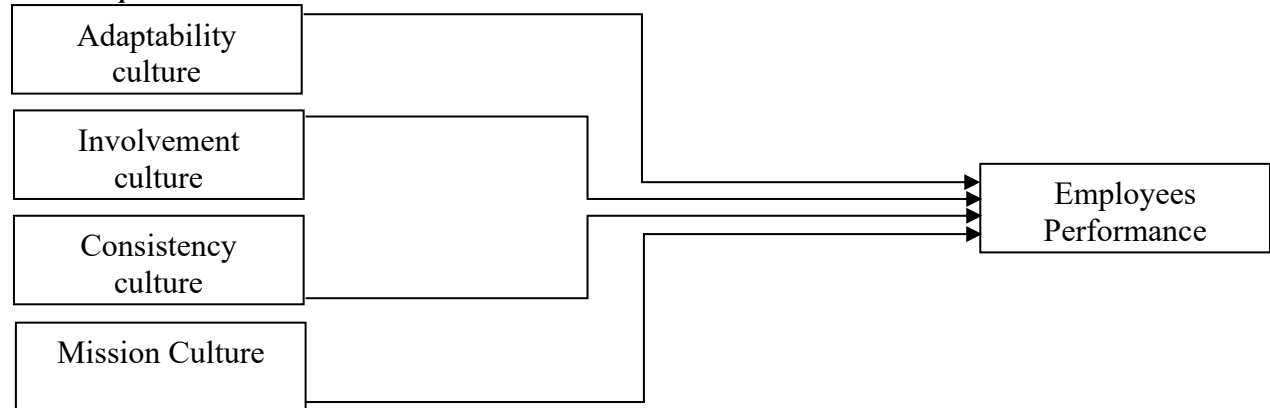
In effective organizational cultures, managers use mission and vision to establish short-term and long-term goals (Nongo & Ikyanyon, 2012). Mousavi et al. (2015) state that mission includes clear direction, strategic intent, and organizational goals that guide activities. Raza et al. (2014) emphasized alignment between mission and organizational goals to enhance performance and future direction. Denison (1990) described mission as including strategic direction, goals, and vision. Strong and stable organizations demonstrate commitment to their future intent and performance (Macedo et al., 2016). The mission positively influences organizational performance (Fey & Denison, 2003; Mousavi et al., 2015).

2.4 Theoretical Framework

This study is grounded in Denison's Model of Culture and Effectiveness. The model proposes that organizational values and beliefs give rise to management practices rooted in those values. These practices reinforce the dominant beliefs of the organization. The model identifies four key cultural traits: involvement, consistency, adaptability, and mission. Denison & Neale (1996), Denison & Young (1999), and Fey & Denison (2003) expanded the model to include three sub-dimensions for each trait, totaling twelve dimensions:

Involvement and adaptability indicate flexibility and responsiveness and are strong predictors of growth. Consistency and mission indicate integration and direction and are better predictors of profitability. All four traits significantly predict quality, employee satisfaction, and overall performance.

2.5 Conceptual Framework



3 RESEARCH METHODOLOGY

This study uses a descriptive survey design at the Nigeria Communications Commission (NCC), Abuja, to collect and analyze data from a large population. The study targets 900 employees, with a pilot test conducted on 90 respondents (10%) to ensure reliability and validity, using SPSS version 22 and Cronbach's alpha (Connelly, 2008; Sekaran & Bougie, 2010). Data were collected through a structured questionnaire using a five-point Likert scale, chosen for its reliability and ability to capture attitudes effectively (Alreck & Settle, 1995; Krosnick & Fabrigar, 1997; Schuman & Presser, 1981; Babakus & Mangold, 1992). The questionnaire consists of sections on demographics, employee performance, and organizational culture, with the latter covering involvement, consistency, adaptability, and mission dimensions.

4 RESULTS AND DISCUSSION

4.1 Results of Validity and Reliability Test

To ensure that the measurement items were appropriate, content validity was assessed through consultation with experts and a review by a small sample of typical respondents (Hair et al., 2007; Sekaran & Bougie, 2010). The draft questionnaire was evaluated for suitability, clarity, layout, and relevance to the constructs under investigation. Based on the feedback received, several items were rephrased to improve clarity and ensure accurate measurement.

Reliability refers to the extent to which a measurement instrument yields consistent results (Kothari, 2004). Cronbach's alpha coefficient was used to evaluate the internal consistency of the instrument, as it is the most commonly applied reliability test (Sekaran & Bougie, 2010). According to Zikmund, Babin, and Griffin (2010), alpha values between 0.8 and 0.95 indicate excellent reliability, values between 0.7 and 0.8 indicate acceptable reliability, and values between 0.6 and 0.7 suggest moderate reliability.

Following reliability analysis using SPSS version 22, the Cronbach's alpha coefficients were obtained as follows: employee performance (0.780), involvement culture (0.803), consistency culture (0.805), adaptability culture (0.825), and mission culture (0.899). These values meet the minimum acceptable threshold of 0.6–0.7 as recommended by Zikmund, Babin, and Griffin (2010). Therefore, the constructs demonstrate a high level of reliability and are suitable for the study.

Table 3.1: Below presents the reliability results in detail.

Construct	No of Items	Cronbach's Alpha
Employees Performance	6	0.879
Involvement culture	6	0.803
Consistency culture	6	0.805
Adaptability culture	6	0.825
Mission culture	6	0.899

4.2 Data Distribution

Most inferential statistical techniques require the assumption of normality to be satisfied (Tabachnick & Fidell, 2007). Normally distributed data are typically symmetrical and exhibit a bell-shaped curve, with a higher concentration of scores around the center and fewer observations at the extremes. Normality can be assessed using skewness and kurtosis statistics. Skewness measures the degree of asymmetry in the data distribution, while kurtosis indicates the extent to which the distribution is peaked or flat relative to a normal curve. Steinbrecher (2013), citing Brown (2006), suggests that acceptable skewness values range between -3 and +3, while kurtosis values are considered appropriate within the range of -10 to +10. Based on these criteria, the dataset can be regarded as reasonably normal. The skewness values for all items fall within the acceptable range, varying from -0.009 to -2.165, with none exceeding the threshold of ± 3 . Similarly, kurtosis values range from 0.017 to 6.959, which is well below the upper limit of 10 (George & Mallery, 2010).

5 CONCLUSION AND RECOMMENDATION

The primary objective of this study was to conduct a preliminary assessment of the validity and reliability of the research instrument, which is intended for use in a larger study aimed at evaluating the effect of organizational culture on employee performance. The findings of this pilot study support this objective and provide a foundation for subsequent statistical analysis. Data collected from the small-scale pilot test were analyzed, and following both content and face validity assessments, several items were revised for clarity. Furthermore, the inter-item reliability analysis indicated that all items were reliable, as evidenced by Cronbach's alpha values ranging from 0.803 to 0.899, which meet acceptable standards. Additionally, the normality assessment, based on skewness and kurtosis measures, demonstrates that the dataset exhibits an acceptable level of normality.

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