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Effect of Organizational Culture on the Performance of Hospitality Industries in South East, Nigeria

OBI, Chukwudi Nnamdi

Department of Business Administration,
Faculty of Management Sciences,
Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus, Nigeria

ABSTRACT
The study examined the effect of organizational culture on the performance, of hospitality industries in South East Nigeria. The study was anchored on dynamic capabilities theory. As a cross-sectional survey the research design a structured questionnaire instrument was developed and used for data collection by the researcher to which reflect such options as strongly agree, agree, undecided, disagree and strongly disagree, using five (5) points likert scale. It was used to obtain information from the respondents. The population of the study comprised of 6000 hospitality firm staff across the five South East States of Nigeria. A sample size of 1153 students was drawn from the population, using Borg & Gall formular of which 929 copies of questionnaires were duly completed and returned; showing 96% response rate. The hypotheses were tested using regression analysis which was carried out with the aid of Statistical package for social science (SPSS) version 23. Findings from the study show that. Power distance culture has significant effect on the performance, of hospitality industries in South East. Role culture dimension has significant effect on organizational performance of industries in South East. Achievement culture dimension has significant effect on the performance, of hospitality industries in South East. The study also recommends that organizations must help to generate a Power distance culture with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Since power distance was found to have positive relationship with performance output. Management should pay attention to role culture dimension. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Since role culture dimension has positive relationship with performance output.
Keywords: Power Distance, Culture Dimension, Achievement, Culture, Dimension, Performance

INTRODUCTION

Organizational culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provides a direction for the company. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things (Ojo, 2018). Organizational culture has been an important theme in management and business research for the past few decades due to its effect and potential impact on organizational performance. The contributions of organizational culture to the firms‟ growth in developed and developing countries have been acknowledged by professionals, researchers and scholars. According to Gray, Densten and Sarros (2013), organizational culture is used as a powerful tool that portrays many facets of a workplace as well as to quantify the way a business functions in today's business environment. Studies have confirmed that organizational culture is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interacting and performance in the organization (Ahmed, 2012).

According to Kotter and Heskett (2012), organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees. Gordon and Cummins (2019) defined organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. According to Agwu (2014), organizational culture provides a powerful mechanism for controlling behavior by influencing how we view the world around us. Organizations do not exist in a vacuum but in a specific culture or socio-cultural environment that influence the way their employees think, feel and behave (Agwu, 2014). The dominant culture in organizations depends on the environment in which the company operates the organization's objectives, the belief system of the employees and the company's management style. Therefore, there are many organizational cultures. For example, highly bureaucratic and well-structured organizations typically follow a culture with extensive controls.

Employees follow standard procedures with a strict adherence to hierarchy and well-defined individual roles and responsibilities. Those in competitive environments, such as sales, may forgo strict hierarchies and follow a competitive culture where the focus is on maintaining strong relationships with external parties. In this instance, the strategy is to attain competitive advantages over the competition. The collaborative culture is yet another organizational way of life. This culture presents a decentralized workforce with integrated units working together to find solutions to problems (Cascio, 2016). Strong corporate cultures indicate that employees are like-minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust quickly ensues. The bonds that the teams build help them avoid conflicts and focus on task completion. Strong corporate cultures ease communication of roles and responsibilities to all individuals. Employees know what is expected of them, how management assesses their performance and what forms of rewards are available.

Organizational cultures can have varying impacts on organizational performance and motivation levels of employee. Oftentimes, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. Different cultures operating in one company can also impact performance. For example, if the organization maintains a reserved "talk when necessary" culture, employees may work accordingly; however, if the organization allows one area, say the sales team, to be outspoken and socially active, the organization may experience rivalries among areas. Thus, allowing an area to set up their own culture can affect the performance of the employees deployed elsewhere in the company (Schein, 2014). However, organizations must structure their recruitment processes to attract and engage incumbents with the same beliefs and values that constitute the organization's culture. This ensures the new employee's assimilation to the company and further strengthens corporate culture. Companies should also ensure that they align corporate culture with performance management systems. When culture and management systems are not aligned, management must redirect them so that employee behavior results in the achievement of organizational goals.

Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Dave and Urich, 2011). With a strong organizational culture, employees do things because they believe it's the right thing to do and feel they'll be rewarded for their actions. However, if the leadership team lacks integrity or squelches diversity, powerful cultures can morph into cults, cliques, castes and insider clubs. Organizational culture can be treated as a series of distinctive characteristics of a specific organization. Some modern definitions of organizational culture are dynamic, directed at creativity, innovations and entrepreneurship. Organizational culture includes; a system of ideas and concepts, customs, traditions, procedures and habits for functioning in a specific macro culture» (Harris, 2011). Organizational culture is a series of values, standards and beliefs (Handy, 2016). Organizational culture is implicit, invisible, intrinsic and informal awareness of the organization which directs behaviour of individuals and which results from their behaviour (Scholz, 2017). In understanding organizational culture it is very important to

know all its elements. Authors are not unanimous about what are the elements of the organizational culture. According to Armstrong (Žugaj, Cingula, 2012) there are four important elements of organizational culture. These are; organization value, organization climate, Leadership style, work processes and system. The culture of an organization refers to the behaviour patterns and standards that bind it together Schein (2014). A company's culture tells the people who work for it what is right and wrong, what to believe, what not to believe, how to react and how to feel. And its actions speak louder than its words. However, the researcher seeks to assess the effect of organizational culture on the performance of hospitality industries in Nigeria.

Statement of the Problem

Today's world is represented by a large interaction among companies localized in all parts of the planet and by an intense movement of people, merchandise and services. In this context, the cultural dimension is constituted, in a crescent form, in a strategic component in the international businesses. These businesses require from the companies, contacts, trips and meetings among potential buyers, sellers and partners interested in developing commercial relations, negotiations and alliances for business success. In these activities, problems of a cultural nature emerge influencing, many times, the development of the negotiations. It is important that people who represent companies abroad become aware of the cultural differences and of the possible influences of these differences in the success of their jobs. Cultural factors are one of the most frequent and difficult barriers to be overcome by anyone doing business in an international arena.

One of the biggest challenges faced by hospitality firms that operate in Nigeria is the cultural differences. Another to problems facing is a successful adaptation of diverse cultures and their impact on employee job performance are Power distance, Individualism, uncertainty avoidance and Masculinity. Such adaptation requires an understanding of culture, cultural diversity, views, stereotypes and values.

Due to the existence of different cultures in the world, an understanding of the culture is critical for business performance. If business managers do not know the culture of an organization with whom or in which they operate, business performance can be extremely negative. Nevertheless, recognizing the importance of cultural differences helps managers understand their international partners and competitors and ultimately helps to improve their managerial skills. However, it is rather difficult to recognize a direct influence of culture on business. Organizational culture is a part of reality, so ignoring it is unproductive and undesirable, therefore the focal interest of the study is to examine the effect of organizational cultural on employees' job performance hospitality industries in South East.

Objectives of the Study

The main objective is to critically examine the effect of organizational culture on the performance, of hospitality industries in South East. The specific objectives of the study are to:

1. Assess the effect of power distance culture on the performance, of hospitality industries in South East.
2. Determine the effect of role culture dimension on the performance, of hospitality industries in South East.
3. Investigate the degree to which achievement culture dimension on the performance, of hospitality industries in South East.

Research Questions

The following research questions guided this study:

1. To what degree does power distance culture affect the performance, of hospitality industries in South East?
2. To what extent does role culture dimension affect the performance, of hospitality industries in South East?
3. To what level does achievement culture dimension on the performance, of hospitality industries in South East?

Research Hypotheses

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis

Ho_1: Power distance culture has no significant effect on the performance, of hospitality industries in South East.

Ho_2: Role culture dimension has no significant effect on the performance, of hospitality industries in South East

Ho_3: Achievement culture dimension has no significant effect on the performance, of hospitality industries in South East.

REVIEW OF RELATED LITERATURE

Conceptual Issues

Organizational Culture

Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. Values refer to what is believed to be important about how people and organizations behave. Norms are the unwritten rules of behaviour (Armstrong, 2011). The definition emphasizes that organizational culture is concerned with the subjective aspect of what goes on in organizations. It refers to abstractions such as values and norms that pervade the whole or part of a business, which may not be defined, discussed or even noticed. Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behaviour. These values have a strong influence on employee‘s behaviour as well as organizational performance. In fact, the term organizational culture was made popular in the 1980s when Peters and Waterman‘s best-selling book -In Search of Excellence‖ made the argument that company success could be attributed to an organizational culture that was decisive, customer-oriented, empowering, and people-oriented. Since then, organizational culture has become the subject of numerous research studies, books, and articles. Organizational culture is still a relatively new concept (Daft, 2013). In contrast to a topic such as leadership, which has a history spanning several centuries, organizational culture is a young but fast-growing area within management. The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture (Schein, 2015)

Role culture dimension

Mbwa.(2020) define role-oriented culture as “substituting system of structures and procedures for the naked power of the leader”. This type of culture focuses mainly on job description and specialization. In other words, work is controlled by procedures and rules that spell out the job description, which is more important than the person who fills the position Uddin, Luva, & Hossain (2012), however role-oriented culture as being high in both formalisation and centralisation on modes of operation. Aftab, Rana, & Sarwar, (2012). states that “the strength of a role culture lies in its functions or specialties (finance, purchasing, production and so forth) which can be thought of as a series of pillars which are co-ordinated and controlled by a small group of senior executives (the pediment)”. This implies that the foundation and pillars of such an organisation are the formalised and centralised functions; which are controlled by role and communication procedures Durgadevi, & Vasantha, (2017).

Role-oriented culture, This orientation can be described as being bureaucratic, rational and orderly with formalised procedures (Isa, Ugheoke, & Noor,. 2016). It is defined by Inienger, & Emem, (2018).as a system of structures and procedures which focuses on job description and specialisation. it is characterised by keeping a great importance to formalisation and centralisation on mode of operation. Work is mastered by low and well organised procedures thatunder lies Job description, which is more important than the person who fills the position or planed goals. Communication is related to the formal objectives and respects work procedures. A good manager in this type of culture is an impersonal, and correct person who avoids the exercise of his authority for his own advantages, he demands from subordinates only that whish is required by the formal system (Inienger, & Emem, 2018). Those roles descriptions are coordinated at the top by a narrow band of senior management. Some disadvantages of this type is that it is more important to avoid deviating from the norm than it is to do the right thing. Jobs are so highly defined that there is little room to contribute one’s unique talents and abilities, and this type can be represented as a hierarchical pyramid structure where power is derived from person’s position in

the organisation (Mbwa.2020). Role culture dimension is how cultures differ on the amount of tolerance they have of unpredictability (McCornack, 2017). Role culture dimension is one of five key qualities or dimensions measured by the researchers who developed the Hofstede model of cultural dimensions to quantify cultural differences across international lines and better understand why some ideas and business practices work better in some countries than in others. According to Hofstede, "The fundamental issue here is how a society deals with the fact that the future can never be known: Should we try to control it or just let it happen?" (McCornack, 2017).

The Role culture dimension relates to the degree to which individuals of a specific society are comfortable with uncertainty and the unknown. Countries displaying strong Role culture dimension believe and behave in a strict manner. Individuals belonging to those countries also avoid unconventional ways of thinking and behaving. Weak Role culture dimension societies display more ease in regards to uncertainty. People in cultures with high culture try to minimize the occurrence of unknown and unusual circumstances and to proceed with careful changes step by step by planning and by implementing rules, laws and regulations. In contrast, low Role culture dimension cultures accept and feel comfortable in unstructured situations or changeable environments and try to have as few rules as possible. People in these cultures tend to be more pragmatic and more tolerant of change Olise,. & Okolocha, (2021). According to Hofstede (2010), the Role culture dimension deals with the national culture's ability to tolerate ambiguity. Individuals in these culture dimension tend to be rigid and dogmatic. Life is perceived to have many risks, and the resultant stress needs to be lessened. So the cultures may rely upon such mechanisms as rules, customs, laws, and religion in pursuit of security.

Power Distance culture

According to Hofstede and Minkov (2010), in general terms power distance is "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Also, that distribution of power is explained on the basis of the actions of the members that have more power. Magdalena(2011) state that there are two extremes to which extent members of a society are willing to accept the inequality, and so: small power distance means that the extent to which less powerful people accept the social inequality is small, that is members of a society are treated as equal as possible in an unequal society (Hofstede, 2016). Large power distance means that a big inequality in power is considered by the less powerful members of a society as normal. It is important to remember that the table gives a description of two extreme environments and characteristics for majority of countries would lie somewhere in the middle. While some of the societies may find either small or large power distance description familiar some other may identify themselves with features described in both categories. Austria and Israel, for example, would be closest to the extreme model of small power distance society while Malaysia and Panama would represent the opposite category.

However, other countries like Italy or Spain, fall somewhere in between these two groups and this is the group the author would like to devote more attention to and describe how it affected methodology that she adopted. Kaloki (2011) also differentiate between high and Low power distance as follows: high power distance refers to employees place high value on independence, managers make decisions after consultation with subordinates, stronger perceived work ethics: strong disbelief that people dislike work, close supervision negatively evaluated by subordinates, managers like seeing themselves as practical, benevolent and systematic managers; they admit a need for support, power inequality in organizations should be minimized, employees are less afraid of disagreeing with their supervisors, employees are more cooperative, all should have equal rights, people at various power levels feel less threatened and more prepared to trust others, Powerful people should try to look less powerful than they are and cooperation among the powerless can be based on solidarity. While low power distance on the other hand, employees place high value on conformity, managers make decisions autocratically and paternalistically, weaker perceived work ethics; more frequent belief that people dislike work, close supervision positively evaluated by subordinates, managers like seeing themselves as decision- makers, There should be an order of inequality in this world in which everyone is in a rightful place. High and low are protected by this order, employees fear disagreeing with their bosses, employees are reluctant to trust each other power holders are entitled to privileges, other people are potential threats to one's power and rarely can be

trusted, powerful people should try to look as powerful as possible and cooperation among the powerless is difficult to bring about because of low faith in people's norm.

Achievement Culture

An achievement culture is one where people work hard to achieve goals and better the group as a whole. This culture generally consists of highly motivated people who need little to no supervision. Rules and procedures are limited as they may interfere with the accomplishment of work. (Durgadevi, & Vasantha, 2017). Achievement culture gives workers mutual vision and determination in the organization (; Alvesson, 2013). It is sometimes called "aligned organization" as it put its employee's behind a common vision or purpose (Martin,2016). Achievement oriented individuals have inner organizational commitment and they tend to like their work and want to make a contribution to the society. These individuals willingly give more or go an extra mile in their organizations to meet stated objectives and they are passionate, energetic, and engaged in company's activities (Harmse, 2017). Achievement culture orientation: This orientation can be defined by excellence and performance for satisfaction together with a personal commitment to the task. It is defined as the aligned culture that lines people up behind a common vision or purpose (Uddin, Luva, & Hossain, 2012). its mode of operating is characterized by high in formalisation and low in centralisation to maintains organisational members focusing on realising the set purpose and gaols of the organisation. The organisational structure is like a net, with some of the strands of the net thicker and stronger than others (Aftab, Rana,. & Sarwar, 2012).. A good leader in this type of culture is the egalitarian man who can be influenced in matters concerning the task, he use his authority to obtain the resources needed to get on with the job (Pheysey,2003), he is used to direct the energy of employees, determine allocation of financial resources and to define systems and structures required to accomplish its achievement (Olise, & Okolocha, 2021). This orientation can be represented by a matrix, some disadvantages of this type is that employees may become disillusioned if results are not continued or may experience burn out due to the pressure. The Achievement Orientation: An achievement type of organisational culture aligns employees with a common vision or purpose (Detert, Schroeder, & Mauriel, 2000).). The achievement orientation realises the organisation's common vision or purpose by using the organisation's mission to attract and release employees' personal energy in the pursuit of common goals, wherethe organisation's mission is used to focus the personal energy of the organisation's employees (Eric 2018). Systems and structures are necessary in an achievement-oriented organisation, and are in place to serve the organisation's mission (Elvis 2015) These systems and structures are altered when alterations in the mission occur, and are therefore more flexible than the rules of law of the role orientation (Ezirim, Nwibere, & Emecheta, 2019).

An advantage of this type of culture is that employees give more willingly to their organisation because employees make their contributions more freely in response to their commitment to their shared purpose, and as a result, the entire organisation prospers (Hailin, Haimeng, & Qiang 2018).) An achievement-orientation organisation also has advantages in the enthusiasm, high energy, and involvement of the employees of the organisation, yet these may also become disadvantages to the organisation (Elvis 2015). The high energy and involvement of employees within this culture type are often difficult to sustain because employees may be subject to burnout and disillusionment when results are not achieved (Amirreza, & Abdollah 2018). The achievement orientation also has a disadvantage in the fact that these organisations are often under-organised because employees lack the necessary time for objective planning, and they may rely on the common mission to organise their work (Harmse, 2001). When the mission takes on different forms for various parts of the organisation, the organisation may lose unity of effort (Elvis 2015)

Organizational Performance

Cole and Kelly (2011) describe organizational performance as a continuous process for improving the performance of individuals by aligning actual performance with that desired (and with the strategic goals of the organization) through a variety of means such as standard-setting, appraisal and evaluation both informally, day-to-day, and formally/systematically through appraisal interviews and goal-setting. Job performance is defined as the value of the set of employee behaviors that contribute, either positively or negatively to organizational goal accomplishment while task performance are employee behaviors that are

directly involved in the transformation of organizational resources into the goods or services that the organization produces (Colquitt, Lepine & Wesson, 2014).For organization, performance is one of the ways to measure the extent of its effectiveness. The need for the ability to set goals and objectives to achieve its performance and how to improve the overall organizational performance is undoubtedly the most important organizational goals and objectives. Definition and measurement of performance is a challenge for researchers because organizations have many, frequently conflicting, goals (Chow et al., 2014). Sarah and Tricia (2015) indicated that performance is often used to measure the overall status of the organization and its related policies. Organizational performance can be measured by both financial and non-financial performance (Yang et al., 2019). Venkatraman and Ramanujam (2016) considered three factors to corporate performance measurement, namely, financial performance (i.e. return on investment, earnings per share, etc.), operational performance (i.e. market share, product quality, etc.) and organizational effectiveness (i.e. employee's morale, work atmosphere, etc.). The dimension of employees is reflected in one form or another in all organizational diagnostic models, an aspect that reveals its importance to the success of an organization. Often management decisions may generate feelings of anger, frustration, grievance, and distrust, among employees, that may contribute to a potentially detrimental effect on the general organizational performance (Vasconcelos, 2011).

According to Lawler (2015), the relationship between organizations and employees should not only focus on the task itself. Organizations should take initiative to develop an effective motivation system to increase employees' motivation towards their work. This in turn will help to improve the efficiency and quality of work, enabling organizations to meet their performance outcomes. Urbanski (2016) used salary increment as a motivation tool and found that it effectively motivates employees and increase organizational performance. The flexibility in salary increment was also found to have a positive effect. Bhatti et al. (2011) studied the effect of motivation on individuals and how it contributes towards organizational performance with the conclusion that organizations should define clear strategy to link performance with rewards.

Theoretical Framework

This work is anchored on Dynamic Capabilities theory. In order to facilitate a well-grounded appreciation of organizational culture and its dynamics in an organizational setting, this section will provide an overview of the Dynamic Capabilities theory, upon which this research is based. Teece, Pisano and Shuen (1997)'s research work on Dynamic Capabilities and Strategic Management, was an important reference on the discussion of what constitutes competitive resources and capabilities in an organization (Bleady and Ali, 2018). The Dynamic capabilities theory has also been subject to varying definitions in an attempt to effectively capture what comprises sources of competitive advantages that can improve a firm's chances at surviving in the ever-changing business environment. According to Teece et al (1997), Dynamic Capabilities is defined as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments" (1997). Dynamic Capabilities allow corporations to develop and assign resources that sustain efficient business performance (Teece et al, 1997, (Eisenhardt and Martin, 2000; Teece, 2007).

Similarly, (Eisenhardt and Martin, 2000) defines Dynamic Capabilities as organizational practices that integrate, reconfigure, acquire and distribute resources in the quest for competitive advantages that would help to create flexibility in responding to market changes. Dynamic capabilities constitutes a system of resources which enterprises can integrate, reconfigure, remodel and assign for the purposes of achieving competitive advantage (Ludwig and Pemberton, 2011 cited in (Bleady and Ali, 2018). It is a set of configurable resources which a firm can utilize for the process of adapting in the business environment characterized by changes (Simon, Stockport, Smith, Klobas and Sohal, 2015). From the definition above, it is generally agreed that for a resource to be dynamically capable of responding to market changes, it must be readily configurable, adaptive, and transferable in order to respond adequately and timely to external conditions that may affect business's performance.

Furthermore, the Dynamic Capabilities framework establishes that maintaining superior business performance in a market characterized by technological changes can only be possible by refining internal

organizational and managerial policies and procedures. In addition, (Teece, 2007) argues that the high-flyers in the marketplace are those firms that have developed flexible structures and processes, coupled with effective management control, which allow them to deploy resources in order to achieve new sources of competitive advantage. The Dynamic Capabilities theory, which is an extension of the resource-based view theory (Eisenhardt and Martin, 2000; Bleady and Ali, 2018), suggest that competitive advantage of firms relies on the functionality of organizational and managerial processes, supported by their pool of tangible and intangible resources (Shuen and Sieber, 2009). Dynamic capabilities, which are a source of competitive advantage, consist of these organizational and managerial processes, which are further comprised of three core elements; coordination/integration, learning and reconfiguring (Teece et al, 1997; Teece, 2007). Out of these elements, 'Learning' resonates well with the elements of organizational culture defined by (Schein, 2010) as the shared system of values, beliefs and basic assumptions that have been developed and accepted by a given group before it is taught to new members as the proven way of solving internal and external problems . Learning is a process that is "intrinsically social and collective and occur due to joint contributions to the understanding of complex problems" (Teece, 2007).

Furthermore, this learning process can be described as organizational practices/patterns of interaction that exposes effective answers to peculiar problems. In other words, firms can develop competitive advantage through this process as it helps to generate solutions and strategies to tackle challenges that may hinder competitive survival. From the above, it could been implicitly assumed that organizational culture is a component of the dynamic capabilities framework, which is further supported by (Barney, 2011)'s view that organizational culture can be a source of competitive advantage provided they meet the conditions of being valuable, rare and imperfectly imitable.

Empirical Review

Njideka (2020) examined the effect of organizational cultural on employee performance in selected manufacturing firms in Anambra State, Nigeria. The study aimed to determine the effect of Power distance, uncertainty avoidance individualism masculinity on employee performance. Relevant conceptual theoretical and empirical literatures were examined. This study is anchored on Durkheim's Theory of culture. Survey research design was adopted. The population of the study consisted 1193 employees of the six selected manufacturing firms in Anambra State. Purposive sampling technique was employed to determine the sample sizes of 387.The data generated were analyzed using descriptive statistics. The hypotheses formulated were tested using multiple regression analysis. The study reviles that power distance has a significance effect on employees' performance in manufacturing firms in Anambra State. Uncertainty avoidance does not have significance effect on employee's performance in manufacturing firms in Anambra State, Nigeria Individualism has a significance positive influence on employees 'performance in manufacturing firms Anambra State, Nigeria. Individualism has a positive strong relationship with employee's performance in manufacturing firms in Anambra State Nigeria. The study concludes that organizational cultural has a positive effect with employee performance inmanufacturing firms in Anambra State, Nigeria. The study recommends that organizations must help to generate a culture supportive of Power distance with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Management should pay attention to uncertainty avoidance. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Management of manufacturing firms should pay attention individualism since individualism has a positive strong relationship with employee's performance in manufacturing firms. Every organization should give attention to masculinity has no significance influence employee performance in manufacturing firms in Anambra State, Nigeria

Agu, (2020) examined the effect of organizational cultural on employee performance in selected higher institutions in Edo State, Nigeria. The study specifically aimed to determine the effect of Power distance, uncertainty avoidance and individualism on employee performance. Relevant conceptual theoretical and empirical literatures were examined. This study is anchored on Durkheim‟s Theory of culture which explain how organizations can use different cultural aspects to influence their competitiveness in the industry. The population of the study consisted of 11934 employees of the six selected higher institution

in Edo State. The statistical formula devised by Taro Yamane's was employed to determine the sample size of 387. The hypotheses formulated were tested using multiple regression analysis. The study reviles that Power distance has a significant positive effect on employees‟ performance in high institution Edo State. Uncertainty avoidance does not significant positive effect on employee's performance in higher institutions Edo State, Nigeria. Individualism has a significant positive influence on employees performance in higher institutions Edo State Nigeria. The study concludes that organizational cultural has a positive effect with employee performance in higher institutions in Edo State, Nigeria. The study recommends that organizations must help to generate a culture supportive of Power distance with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Management should pay attention to uncertainty avoidance. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Management of higher institution should pay attention individualism since individualism has a positive strong relationship with employee "performance in high institution. Every organization should give attention to masculinity has no significant influence employee performance in higher institutions Edo State Nigeria

Mbwa (2020) examined the relationship between organisational culture and the performance of employees in Nigerian organisations, as most of the focus has been on organisational performance. It focuses on specific cultural traits of involvement, consistency, adaptability and mission, using the Denison Organisational Cultural Survey model, involving 139 employees of 7 offices of large-scale organisations in Jos metropolis. The data collected through structured questionnaires were analysed using the Pearson Correlation Coefficient, validated by Linear Regression Analysis, which resulted to significant positive relationships being established between involvement, adaptability and mission and the performance measures of quality output/service delivery, quantitative target achievement and job satisfaction. However, when subjected to regression analysis, only involvement and adaptability were found to have significant effect on employee performance. These results have been discussed, with appropriate recommendations and suggestions made

Tulcanaza-Prieto, Iliana and Carlos (2021) examined how organizational culture influences corporate performance in the Ecuadorian service sector. The study employs four organizational culture features and twelve concepts for corporate performance using a self-designed online questionnaire, which were supplied to postgraduate students from academic programs at Universidad de Las Americas (UDLA) inQuito, Ecuador. The respondents were working as managers or employees in small Ecuadorian service firms. The operational items of the questionnaire to measure organizational culture and corporate performance were designed using the Denison model. The findings reveal a statistically positive relationship between organizational culture and firm performance. Moreover, involvement, adaptability, consistency, and mission affect the non-financial performance of the Ecuadorian service sector. Involvement is the critical determinant of the influence of organizational culture on corporate performance, while training shows the strongest association with organizational culture. This study provides a perspective on long-term organizational strategies, vision, and performance. Future research should include the characteristics of the studied firms to increase the effectiveness of the proposed model.

Olise & Okolocha, (2021) determined the organizational culture and employee performance of selected banks in Anambra state. The specific objectives are to: determine whether supportive culture has a significant influence on employees' performance and evaluate the extent to which power culture has a significant influence on employees' performance. This study adopted a survey research design. The population of the study consists of seven selected commercial banks operating in Anambra State, Nigerian. A questionnaire was used to generate data from targeted respondents. Data collected for the study were analyzed by the researcher using five point likert's scale. The hypotheses were tested using a simple regression statistical tool with aid of SPSS version 20. At 5% level of significance. The result of the analysis specifies that supportive and power culture is positively influenced the employee's performance of Nigerian banks

Oboreh, (2020) examined the effect of organizational culture on firm performance in selected multinational companies in South-South Nigeria. Marketing (competition) culture, clan (supportive) culture, hierarchy culture and adhocracy culture were employed as the explanatory variables while firm

performance was applied as the independent variable. The study was anchored on resources based-view theory because it is germane in explaining the interaction between organizational culture variables and firm performance. The study adopted descriptive survey research design. The population of this study comprised 17716employees of four selected multinational companies in South-South Nigeria. Taro Yamane formula was applied to determine the sample size of 391. Questionnaire was applied as the instrument for data collection. The instrument was validated using face and content validity while its reliability was established using Cronbach Alpha. The research questions were analyzed using frequency tables and percentages while the hypotheses were tested using ordinary least square regression technique at 0.05 level of significance. The study found that marketing (competition) culture and hierarchy culture have significant positive effect on firm performance, clan (supportive) culture has significant negative effect while adhocracy culture has no significant positive effect on firm performance. The study concludes that organizational culture has significant positive effect on firm performance in the selected multinational companies in South-South Nigeria. The study recommends that market culture and hierarchy culture should be encouraged in multinational companies in South-South Nigeria since they were found to have significant effect on firm performance.

Dyke-Ebirika, and Barinua, (2021) determine the influence of dimensions of organizational culture (process oriented and result oriented cultures) on measures of employee commitment (affective and normative commitment). The study reviewed textbooks, articles and magazines exploring links between organizational culture and employee commitment. The findings revealed that there is a strong positive relationship between dimensions of organizational culture on measures of employee commitment. Based on the findings, the study concluded that various dimensions of organizational culture enhance employee commitment. The study recommended that management should maintain high level of process oriented culture to build the capacity of employee and improve their skills to accomplish established organizational goals. Further, management should give opportunities to employees, resolving performance challenges that would increase affective commitment of employees and promote normative commitment in the organization

METHODOLOGY

Descriptive research design was adopted in this study. Descriptive research design describe some phenomena because it aids a researcher in gathering, summarizing, presenting and interpreting information for the purpose of clarification while the causal research design was used to describe the effect of one variable on another that is establish cause and effect relationship (Mugenda & Mugenda, 2003). Primary and secondary source of data to make the work more reliable. The population of this study is 6000 staffs across the five South East states. This population figure was derived from NBS/SMEDAN MSME collaborative survey for 2021. The sample size consist of 1153 using the Borg & Gall (1973) formula. The instrument to be used for data collection for in this study is the questionnaire, the questionnaires were self-administered. Content and face validity was used in determining the validity of the study. The reliability of instrument was measured by test retest and Cronbach's alpha. Frequency count and percentages was be put to use in the analysis of research questions while research hypotheses was be tested using correlation analysis and simple regression analysis. The research hypotheses will be tested at 0.05 level of significance. Analysis will be carried out with the aid of Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Data generated from the respondents of selected hospitality industries were presented, analyzed and interpreted. One thousand one hundred and fifty-three (1153) questionnaires were distributed to the respondents, out of which nine hundred and twenty-nine (929) copies of questionnaire were properly filled and found relevant for the study.

Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

T-Statistics and Probability Value from the Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.163	.071		6.409	.000	1.024	1.302
	PDC	.195	.025	.242	7.743	.000	-.245	-.146
	RCD	.029	.012	.081	2.476	.013	-.052	-.006
	ACD	.066	.014	.149	4.879	.000	.039	.092

a. Dependent Variable: ORP

Economic a priori Criteria

The a'priori expectation is used to determine the existing economic theories and this indicates the signs and magnitude of our variables. From the result in table 1, the result shows a regression line intercept of 0.163. The value is positive and statistically significant 6.409 with p-value of 0.000 which is less than 0.05. Hence this is an indication that the organizational performance will be constant at 16.% per percent per annum when there is no change in the explanatory variables.

The regression result shown in Table 1, shows a positive relationship between power distance culture and performance. The value for power distance culture is 0.195 this implies that One percent increase in power distance culture, ceteris paribus, will lead to about 19 percent increase in organizational performance. This is consistent with apriori expectation. This result supports the fact that increasing power distance culture enhances performance output.

Role culture dimension has a positive impact with performance. The value for role culture dimension is 0.029; this implies that One percent increase in Role culture dimension ceteris paribus, will lead to about 29 percent increase in performance output. This is consistent with apriori expectation. This result supports the fact that increase in Role culture dimension improves the performance output.

Achievement culture dimension has a positive correlation with organizational performance. The value for Achievement culture dimension is 0.66; this implies that One percent increase in Achievement culture dimension, ceteris paribus, will lead to about 66 percent increase in performance output in Nigeria. This is consistent with apriori expectation. This result supports the fact that increase in Achievement culture dimension improves the performance output..

Statistical Criteria

From the results obtained, the power distance culture is revealed positive and statistically significant with their t- value and p-value of 7.743 (0.0000) respectively. This is because their p-value was greater than 5% level of significance. This result means that power distance culture is positive and has significant impact on performance output in Nigeria

Role culture dimension has a positive significant impact on organizational performance in Nigeria. This was revealed through their t-value which is 2.476 while the p-value of 0.013 was greater than five percent level of significance. This result means that Role culture dimension is positive and significant in causing changes in organizational output of hospitality firms in south east

The achievement culture dimension has a positive significant impact on organizational output in Nigeria. This was revealed through their t-value which is 4.879 while the p-value of 0.000, were greater than five

percent level of significance. This result means that achievement culture dimension has significant effect on organizational output of hospitality firms in south east

Test of Hypotheses

Test of Hypothesis One

Ho_1: Power distance culture has no significant effect on the performance, of hospitality industries in South East.

Power distance culture has a t-statistics of 7.743 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Power distance culture has significant effect on the performance, of hospitality industries in South East

Ho_2: Role culture dimension has no significant effect on the performance, of hospitality industries in South East

In testing this hypothesis, the t-statistics and probability value in table above is used. Role culture dimension have a t-statistics of 2.476 and a probability value of 0.013 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Role culture dimension has significant effect on organizational performance of industries in South East

Test of Hypothesis Three

Ho_3: Achievement culture dimension has no significant effect on the performance, of hospitality industries in South East.

Achievement culture dimension has a t-statistics of 4.879 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Achievement culture dimension has significant effect on the performance, of hospitality industries in South East

Summary of the findings

This study examines organizational culture and organizational performance- a study of selected hospitality industries in South East. In this research the following research findings were made

Power distance culture has significant effect on the performance, of hospitality industries in South East t-statistics of 7.743 and probability value of 0.000

Role culture dimension has significant effect on organizational performance of industries in South East. Table 4.7, t-statistics of 2.476 and probability value of 013

Achievement culture dimension has significant effect on the performance, of hospitality industries in South East. Table 4.7, t-statistics of 4.879 and probability value of 0.000

CONCLUSIONS

Well-structured organizational culture is fairly indefinite, even though it appears constructive as it is revealed in this study as a catalyst for Performance output, it can as well culminate into shutting of wits and limitation and decrease of independence, but as revealed in this study, if proper changes can be made, such culture can be effective and adaptive. It gives also course and simultaneously prevents the employees from considering reality. Therefore, well-structured organizational culture is a double sided blade that can slice through both the administrative and the workers in the organization. Similarly, the subject of effective organizational culture being adaptive should be centered on either it has been incorporated into the liability or asset. This study has beef up literature on the study of culture in organisations and its effect on employee commitment at a public sector organisation. It is hoped that the findings will offer some guide to both public and private organisations' management to undertake a self-check of the various organisational culture types that positively affects employee commitment. This action when done, could foster strong culture in the organisation and eventually minimise any high turnover

RECOMMENDATION

1.Organizations must help to generate a Power distance culture with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Since power distance was found to have positive relationship with performance output

2. Management should pay attention to role culture dimension. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Since role culture dimension has positive relationship with performance output.
3. Management of hospitality should pay attention achievement culture since achievement culture has a positive strong relationship with performance output

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