
Organizational Culture on Employee Performance of Aluminum Roofing Sheet Manufacturing Firms in Anambra State, Nigeria

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Abstract: *The study aimed at investigating organizational culture on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The specific objectives were to; determine the extent to which communication affects work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to evaluate the effect to which teamwork influences quantity of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria; to investigate the degree to which work environment influences quality of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria and to examine the effect of job security on work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The research work was anchored on Hofstede's cultural theory. Survey research design was adopted. The population of the study was 1781. The statistical formula devised by Borg and Gall (1973), was employed to arrive at a sample size of 342. The degree of correlation or relationships between variables were determined by the use of Analysis of Variance (ANOVA). Multiple Regression was used in testing the hypotheses. The result of the hypotheses shows that communication has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (3.976) and p.value (0.000). Teamwork has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (7.162) and p.value (0.005). Work environment has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.840) and p.value (0.001). Job security has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria with t-value (2.579) and p.value (0.010). The study concluded that organizational culture has a significant positive effect on employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. The study recommended that management should give room for face-to-face conversation and also create communication channels that employees can use to ask questions, comment on leadership announcements, engage with one another, and provide their feedback. Management should create team work recognition program by giving them an award in front of their peer, build diverse and inclusive team, clearly define roles and responsibilities for every team member, build trust within the team and sometimes give teams autonomy in decision-making.*

Keywords: *organizational culture, employee performance, communication, aluminum roofing sheet*

INTRODUCTION

Background of the Study

Employee performance is the most important dependent variable in industrial psychology and can be seen as a result of their ability, efforts, and ways of accomplishing tasks. According to Jiang, et al. (2021), the nature of employee performance reflects the abilities and capabilities of each individual employee in an organization. In this case, most competent and skilled employees tend to exhibit a high level of expertise and commitment on the job which leads to greater employee performance as compared to those with less expertise and skills. Most aluminum companies around the world especially in developing countries like Nigeria seek to develop and raise their performance.

Over the years, aluminum organizations have encountered a dynamic and challenging business environment caused by deregulation, the revolution in technology, competition from indigenous and foreign counterparts, the economy, and unstable market situations (Opoku, et al, 2022). Organizational culture is a dynamic and multidimensional phenomenon. 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 and for employees, it is either the glue that bonds people to an organization or what drives them away (Agwu, 2014). Organizational culture influences some specific variables such as productivity, absenteeism, turnover, organization citizenship and job satisfaction (Yusuf, 2022).

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. The rules and traditions of the culture have a great importance in any organization and have a great impact on the employee and the organization at large (Ekpenyong, et al, 2016). People are constantly surrounded by culture (often invisible) that forms the background of their work lives in organizations. Organizational culture provides a powerful mechanism for controlling behavior by influencing how we view the world around us (Agwu, 2014).

Strong organizational culture makes it easy to communicate openly and participate in most efficient and effective way in the decision-making process, encourage team work, build a positive work environment and increase employee's commitment. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the system of organization because proper understanding of organizational culture should lead towards improvement of employee's performance (Agu, 2020).

Several researches have been conducted over the decade as it relates to organizational culture and employees performance. Despite these studies, little empirical studies exist on organizational culture in manufacturing firms on developing countries especially in Nigeria. On

this premise, this study examines the link between organizational culture and employee performance of Aluminum roofing sheet manufacturing firms in Anambra State, Nigeria.

Statement of the Problem

Culture in any organization plays a significant role in realizing increased performance since it helps the employees to feel at home. Aluminum manufacturing roofing companies is seen as one of the leading business activities in Nigeria. Nigeria has been struggling for its development in both public and private sectors which aluminum companies are not exempted. Aluminum manufacturing firms in Nigeria that have a weak organizational culture are faced with poor job security, lack of teamwork among employees, poor working environment, bridge in communication, lack of integrity and so on. This has led to decreased productivity, high absenteeism, low morale, reduced commitment, and high employee turnover.

Although, effective strategies have been developed to curb shortcomings of the organizational culture in the Nigerian business environment. Manufacturing firms in recent times are still faced with all these challenges. It is against this backdrop that the study examined organizational culture and employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria.

Objectives of the Study

The overall objective of this research is to investigate organizational culture and employee performance of aluminum roofing sheet manufacturing firms in Anambra State, Nigeria. In order to achieve this, the research attempted to achieve the following objectives:

1. Determine the extent to which communication affects work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria.
2. Evaluate the effect to which teamwork influences quantity of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria.
3. To investigate the degree to which work environment influences quality of work in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria
4. Examine the effect of job security on work efficiency in aluminum roofing sheet manufacturing firms in Anambra State, Nigeria.

Conceptual Review

Organizational Culture

Several researchers have provided comprehensive definitions of the term 'Organisational culture. Organizational culture is a more collective rather than an individual concept; its substance emerges from social interactions among individuals and as members of groups (Opoku, et al, 2022). Yusuf (2022) defines organizational culture as a system of common meaning apprehended by employees which differentiate one company from another. Various scholars have linked strong organisational culture to high workforce productivity as a whole;

the effect on specific constructs of productivity is yet to be ascertained. Organisational culture can be perceived as a set of values, beliefs, assumptions, and ways of interaction within an organisation, which emerges with time in the creation of a specific functional psychological and social environment that supports the firm's offerings (Nzuva, 2022). Organizational culture is therefore, beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals (Agu, 2020). Widyawati, et al (2021) added that the content and form of organizational culture can arise spontaneously, when members of the organization carry out tasks, and intentionally if organizational leaders develop content and organizational culture as a strategy to achieve goals. Organizational culture is also described as the behavior or interaction of humans within an organization (Anozie, et al 2016).

The concept of organizational culture, in particular, has been generating a lot of interest in both research and practice in recent times. It has so far attracted significant interest in both the academic and business world because of a tantalizing promise: that culture may be a key to enhancing employee performance, Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization (Salihu, et al, 2016).

Communication

Communication in business entities can therefore be interpreted as the general process of disseminating or transmitting business information from one employee to another or from one business stakeholder to another (Kalogiannidis, 2020). Communication covers all activities that an individual does when he or she wants to make a change in someone else's mind. Communication is a process that contains expressing, listening and understanding (Ogundipe&Adelugba, 2022). Communication function is one of the means adopted by all managers in organizations as it is a means to achieve development and business goals. Therefore, it is the basis for making any business decision (Alalawi, 2022). Effective communication must be delivered successfully and achieving the same mission and goals.

Teamwork

Teamwork is viewed as work group with a common purpose for the achievement of goals/task and where individuals work in a cooperative environment in the interest of a common goal by sharing knowledge, skills and being flexible enough to serve multiple roles (Onyekwelu, et al. 2018). Team work is the ability to work together towards a common vision. Teamwork is a fuel that allows common people to attain uncommon results and poor team building and planning sessions bring disillusionment, low morale and negative motivation of the entire organization. (Boakye, 2015). Teamwork is aimed at working together harmoniously towards a defined goal by providing the necessary synergy where individuals get empowered in the working relationship to achieve continuous performance improvement and a better understanding of the importance of collective action towards career advancement. Company's teamwork is the only

way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control. As a result, for a department to attain its sub-objective geared towards the overall organization goals, the departments establish good teamwork relations enable the members of that specific team to operate in a given direction when carrying out their functions (Wanyeki, et al, 2019).

Work Environment

Workplace environment is the environment in which people work that include physical setting, job profile, culture and market condition while performance is the development of quantified objectives (Alemu, 2022). Gauchi, et al (2020) posit that there are two main components of work environment, the behavioral and the physical. The physical components are inclusive of those elements relating to the ability of occupants of a particular office to connect with the environment of the office. The behavioral environment are the elements relating to the way occupants of an office associate among themselves and how the office environment can affect the way a person behaves. Employees, in return, do their best to achieve the targets set by their organizations and they perform better in a given favorable working environment because employees who are satisfied with their work environment are more likely to have positive work output (Zhenjing, et al, 2022). Thus, in order to explore and understand more about employee performance, it is requisite to investigate the direct relationship between work environment factors and employee performance on a few components in working environment such as working hours, job safety and security, supervisor support, co-worker relationship and physical working environment (Saidi, et al, 2019).

Job Security

Job security is the probability of an employee to keep his/her job. Higher the probability of keeping employment, the higher the job security (Kumar, 2019). Wahyuni, et al (2019) defined job security as the expectations of employees for the continuity and continuity of their work, which includes important matters such as promotion opportunities, general working conditions and long-term career opportunities. Maintaining employee job security is also an important matter for manufacturing firms in Anambra State. Butali&Njoroge (2016) opine that job security has a significant effect on the overall performance of the team as well as the organization's performance and they noted that organizations with workers with low job security cause people to lose faith in their future which consequently affects performance.

Employee Performance

Kotter and Heskett (1992) in Mohammed (2017) opine that employee performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. Employee performance is enhanced by an organizational culture in which employees are viewed as intrinsic element of the organization's growth process; hence the employees match their aims and ambition to that of the organization to see to its growth (Awadh&Saad, 2013 in Opoku, Hongqin& Aram, 2022). Dike, et. al. (2021), opines that

management needs to understand the key benefits of employee performance so that they can develop consistent and objective methods for evaluating employees by determining the strengths, weakness and potentials of each employee.

Theoretical Framework

This research was anchored on Hofstede's cultural theory. Hofstede's theory was propounded by Dutch management researcher, Geert Hofstede in 1980. His aim was to determine the dimensions in which cultures vary. He pointed out that changing the level of aggregation, say from ethnic groups to nations, and also changes the concept of culture. For instance, the culture of American Africans is presumably, in conceptual terms, different from that of the American Indian culture. Cultures related to nations, societies and genders develop from early childhood and are more deeply embedded in the people's minds than say, occupational cultures (Alqarni, 2022). Hofstede's framework is the most widely used national cultural framework in psychology, sociology, marketing, or management studies (Zamanabadi, Kavousy& Tehrani, 2015).The relationship of this theory to this research is that it provides important information about differences in an organization and how to manage and communicate effectively cultural differences in the workplace. It helps management to identify and communicate organizational issues to employees of diverse cultural differences within the organization, show insight on how to design performance initiatives such as communication strategies designed to minimize conflict.

Theoretical Exposition

Communication and Work Efficiency

Work efficiency within organizations is increasingly becoming important. In the world arena, the workplace continues to feel falling communication costs, the growing expertise of knowledge-based work, globalization, and commitment in intra and inter companies. Employee communication is a vital means of accomplishing throughput and maintaining robust working associations in the different hierarchies of an organization. Very few public service organizations comprehend or have adequate knowledge on the management of communication networks that are a backbone of organizational commitment (Mihezo&Mukanzi, 2020). In establishing cooperation between people and improving their commitment within the organization, communication is needed provided that communication between employees is another important factor in running the organization or company by helping them to convey and receive what is delivered according to its purpose. Without effective communication, we tend to pass along wrong information and did not make it to deliver the right and valuable message. Mistakes that usually occur in communication include feelings of selfishness, a sense of non-openness between someone, and there are misunderstandings. (Agustriyana, Saudi &Sinaga, 2021). A bridge in communication between employees will result that productivity in the workplace will decrease together with morale and employees tend to be stress out along by requesting a sick day (Conrad, 2014). Bad communication is one of the sources of the work

problem that are hard to solve for many. Without effective communication, we tend to pass along wrong information and did not make it to deliver the right and valuable message (Akwannadin& Isa, 2021). Effective communication is a very reliable vehicle that helps employees to fulfill their organizational obligations and to enhance productivity in an organization, managers must be willing to promote free-flowing communication across the different departmental units in the organization (Kalogiannidis, 2020).

Teamwork and quantity of work

In today's world, most of the organizations are striving towards their goals by increasing their productivity due to globalization. Thus, for the company's growth teamwork plays an important role in every organization. Organizations are much more likely to perform well when their people work effectively as a team. This is because good teamwork creates synergy – where the combined effect of the team is greater than the sum of individual efforts. Working together a team can apply individual perspectives, experience, and skills to solve complex problems, creating new solutions and ideas that may be beyond the scope of any one individual (Lalitha, 2022).

Team Satisfaction is one of the main reasons in a partnership to achieve a reasonable degree of success in the workplace. If team trust is kept in the workplace, team leaders feel secure in expressing their opinions without fear of criticism or reward. The higher the Team's trust in the organization, the better the Team's success at work (Oteshova, et al, 2021). The success of any business enterprise or organization requires the fine force of teamwork because it helps the employees to empower and boost themselves and their potentials, as well as learning the suitable techniques to attain the required duties efficiently. Hence companies should beautify the idea of teamwork among its personnel to enlarge the level of productivity and creativity in order to earn competitive benefits and beautify each employee's performance (Sharma, 2019). Poor team organization, evaluation, reward system, and leadership will often bring about low morale and negative motivation towards individual performance. The employees usually take their activities sluggishly towards accomplishing basic actions and generally nothing important gets done (Wanyeki, et al, 2019).

Work Environment and quality of work

In order to remain competitive within a particular industry, companies need to pay more attention to the performance of their employees and provide them with an environment in which they can perform at their best. Having a workplace that is unsafe or unhealthy has a detrimental effect on performance at work (Shaari, et al, 2022). The physical work environment in a company is a working condition to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by a company. Poor working conditions have the potential to cause employees to get sick easily, stress easily, difficulty concentrating and decreased work productivity (Sitohang, 2019). Every organization is set up for a purpose and

such purpose which is generally referred to as the objective and this cannot be achieved if the environment looks unhealthy.

The absence of work conducive material as a result of non-availability of some necessary office facilities like air condition, rugs or tiles, good ventilation in some of the department in the company is a common feature. Some offices or departments look depressing and unstimulating. Some of them have no louvers, light and some with uncompleted roofs (Onwunyi&Mba, 2021). Employees' performance can be affected by physical working environment which include lightings, temperature, noise and office layout. All of those disturbances can cause health discomfort among the employees which lead to decreasing employees 'performances (Saidi, et al, 2019). Providing a good workplace environment increases employee performance in organizations. When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for learning, working and achieving (Alemu, 2022). A positive working environment is vital in ensuring employee productivity to avoid unnecessary stress to the employees thus affecting their work performances. Work environment is everything that exists in the environment around the workers and that can affect him in carrying out the tasks assigned to him (Fithri, et al, 2019).The success of any organization is closely tied to the job performance of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence performance (Alemu, 2022).

Job Security and Work efficiency

In an ever-growing society, where companies are redefining their concepts to keep up with the technological changes and the demand, it is common to experience job insecurity for the employees at the work place (Kumar, 2019). Job security plays an important role in employee satisfaction leading to enhanced performance at workplace. Job security is a necessity for most employees, as its absence causes employees to experience sustained stress because the psychological pain an individual undergoes as a result of losing a job is equal to the unpleasantness of unemployment itself (Domfeh&Hunsaker, 2020). Abdullah & Ramay, (2012) averred that job security is what every personnel wish for and want as job insecurity has effect on the job satisfaction and commitment of personnel to organisations (Ogunbajo, 2021). Job security has an important role in helping individuals or employees work and not worrying too much about future careers, promotions, and work security and safety. Job security is often associated with the safety and health of employees. According to (Mondy, 2010) the safety itself includes a protection for employees from injuries caused by accidents related to the implementation of their work (Wahyuni, et al, 2020). Job security creates a climate of confidence among employees which cultivates their commitment on the company's workforce. Job security requires a certain degree of reciprocity: firstly, a company must signal a clear message that jobs are secure; then, employees believing that this is true, feel confident and commit themselves to expend extra effort for the company's benefit; finally, a company that has learnt that job security contributes to its performance, invests again in job security (Butali&Njoroge, 2018).

Organisational Culture and Employee Performance

The effect of organizational culture on employees' performance partly depends on its strength (how widely and deeply employees hold corporate dominant values and assumptions). In a strong organizational culture, most employees across all subunits hold the dominant values. These values are also institutionalized through well-established artefacts, thereby making it difficult for those values to change (Agwu, 2014). The effect culture has on one's performances at the workplace is on the basic assumption that different cultures in an organization create different satisfaction and performance levels for workers. It is important to understand what motivates employees from an influencing point and balancing it with work and behavioral preferences is a more systematic method. The vice-versa leads unmotivated workers in companies to breed a dysfunctional atmosphere, which leads to job disintegration and employee underperformance (Opoku, et al, 2022). It is frequently argued that a distinct organizational culture contributes to performance through facilitating goal alignment – a common culture makes it easier to agree upon goals as well as appropriate means for attaining them. There are also positive effects on motivation a shared culture encourages people to identify with the organization and feel belongingness and responsibility for it, it is assured (Agbo&Okeoma, 2022).

Organizational culture, employee performance and job satisfaction is inter-related and for an organization to achieve its goals efficiently and effectively, it must pay proper attention to organizational culture and also other measures to determine employee performance and job satisfaction levels (Ekpenyong&Ekpenyong, 2016). Kizaalwa (2018) agrees that 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. He affirms that corporate culture is a very powerful force that influences an employee's work life since it holds the organization together. Therefore, managers and employees are governed, directed and tempered by the organization's corporate culture which greatly influences their performance magnitude at their work place.

Empirical Review

Opoku, Hongquin& Aram (2022) assesses the interactive effects of organizational culture and its magnitude of influence on the performance of employees in GCB bank Ghana. The study further evaluates how the relationship between organizational culture and employee performance is affected when job satisfaction (moderating variable) is considered. A descriptive cross-sectional survey was conducted for 339 employees of GCB Bank in all Greater Accra Region branches in Ghana. Multiple linear regression analysis indicated that organizational culture contributes to a substantial rise in employee performance, with entrepreneurial culture implementation causing a higher increase in employee performance as compared to consensual and bureaucratic culture. The introduction of a moderating variable (job satisfaction) further suggested that its presence increases employee performance in a well-structured cultured environment. In organizations, one culture may be more effective than the other; hence,

employees' performance could heighten or weaken from their satisfaction or dissatisfaction with a particular culture.

Yusuf (2022) determined the impact of organizational culture on the employees' performance in the telecommunication sector in Nigeria. Researchers applied and adopt previously used questionnaires for the purpose. Both independent variable organizational culture and dependent variable employee performance was divided to their sub-elements to measure them in targeted organizations. Data gathered were analyzed using regression model. The target population of this research is employees in the telecommunication sector which was about 2000 workforces. This study includes 211 employees of various telecommunication companies in Nigeria which are selected randomly. Findings show the existence of the relationships and influences of organizational culture on the employee performance as whole. The study recommended that change management, goal achievement, and others are needed in the sub-elements of organizational culture.

Agbo&Okeoma (2022) determined the impact of organizational culture on employee productivity with reference to Nigerian Breweries Plc, Enugu. Having analyzed the distributed 150 questionnaire to staff of Nigerian Breweries Plc, Enugu. Data gathered were analyzed using multiple regression model. The following findings were made; i) there was positive and significant impact of organizational culture on performance of employees of Nigerian Breweries Plc Enugu. ii) There was positive and significant effect of organizational culture on employee effectiveness of Nigerian Breweries Plc, Enugu. The study concluded that organizational culture had a great influence on the productivity of employees in organizations which leads to better performance and profitability organizations and it further recommended that management should enforce security measures to protect the interest of the organizations.

Ekpenyong &Ekpenyong (2016) examine the impact of organizational culture and its impact on employee performance and job satisfaction, using Niger Delta University as a case study. The objectives of the study were to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staff of Niger Delta University. A total of 120 questionnaire were distributed but only 100 were retrieved from the respondents. The data was analyzed using simple percentage, tab les and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents' agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also concluded that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction. It was recommended that an organization should practice either a clan or support culture because it tends to experience high

performance and satisfaction levels; this type of culture encourages employees to be innovative and also supports socialization and teamwork.

Salihu, Salihu& Musa (2016) examined the impact of organizational culture on employee performance. The objectives of the study were to examine the extent to which Employee Involvement, Consistency, and organizational mission, has impacted job efficiency, job effectiveness, job productivity. Data gathered were analyzed using Ordinary least square (OLS) simple regression method of analysis. Findings from study revealed that Consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness. Organizations mission was also found to have a significant impact on Job efficiency in Nigeria. That there is a direct and significant relationship between Employee involvement and employee job productivity. The study thus recommends that every organization should carry out regular appraisals to determine the performance of its employees; invests in training and development of its employees to improve their human capability at all levels, and the organization can take the said opportunity to address the shortfalls and help the employees unleash their full potentials. The study concluded that full responsibility of strengthening organizational culture lies entirely with the management.

METHODOLOGY

This study adopted the descriptive survey research design. This study was be carried out in Anambra State. With respect to this research work, the researcher made use of primary and secondary sources of data. Stratified sampling method was adopted in selecting fifteen manufacturing businesses from the three senatorial districts in Anambra State, Nigeria in this study due to the large number of aluminum roofing manufacturing firms and ease of accessibility and the population drawn was 1781. The sample size for the study was determined using Borg and Gall (1973) formula which is 342. For the analysis of data, percentages and tables were adopted. The degree of correlation or relationships between variables were determined by the use of Analysis of Variance (ANOVA) which is used when three or more categorical, independent groups is involved and Multiple Regression through the use of SPSS Computer Package Version 21. Three hundred and forty- two (342) copies of the same questionnaire were distributed, out of which 323 copies were returned.

Analysis of Data

Table 1 Communication is a meaning connection between an individual or individuals and organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	135	41.5	41.8	41.8
	A	72	22.2	22.3	64.1
	SD	24	7.4	7.4	71.5
	D	28	8.6	8.7	80.2
	U	64	19.7	19.8	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and thirty-five (135) respondents representing 41.8% strongly agreed that in our organization, we agree that Communication is a meaning connection between an individual or individuals and organization, while 22.3% of the respondents which represents seventy-two (72) agreed to that. Twenty-four (24) respondents which represent 7.4% strongly disagreed. Whereas, twenty-eight (28) respondents which represent 8.7% disagreed. Finally, sixty-four (64) respondents which represent 19.8% were undecided.

Table 2: Do you agree that communication is the basis for making any business decision?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	166	51.1	51.4	51.4
	A	129	39.7	39.9	91.3
	SD	9	2.8	2.8	94.1
	D	13	4.0	4.0	98.1
	U	6	1.8	1.9	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and sixty-six (166) respondents representing 51.4% strongly agreed that communication is the basis for making any business decision, while 39.9% of the respondents which represents one hundred and twenty-nine (129) agreed to that. Nine (9) respondents which represent 2.8% strongly disagreed. Whereas, thirteen (13) respondents which represent 4% disagreed. Finally, six (6) respondents which represent 1.9% were undecided.

Table.3 Communication is a crucial component for quality generation in an organization and this quality infuses commitment among organizational members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	117	36.0	36.2	36.2
	SA	110	33.8	34.1	70.3
	SD	41	12.6	12.7	83.0
	D	18	5.5	5.6	88.5
	U	37	11.4	11.5	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and seventeen (117) respondents representing 36.2% strongly agreed that communication is a crucial component for quality generation in an organization and this quality infuses commitment among organizational members, while 34.1% of the respondents which represents one hundred and ten (110) agreed to that. Forty-one (41) respondents which represent 12.7% strongly disagreed. Whereas, eighteen (18) respondents which represent 5.6% disagreed. Finally, thirty-seven (37) respondents which represent 11.5% were undecided.

Table4A A bridge in communication between employees will result that productivity in the workplace will decrease together with morale

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	165	50.8	51.1	51.1
	A	118	36.3	36.5	87.6
	SD	15	4.6	4.6	92.3
	D	17	5.2	5.3	97.5
	U	8	2.5	2.5	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and sixty-five (165) respondents which representing 51.1% strongly agreed that a bridge in communication between employees will result that productivity in the workplace will decrease together with morale, while 36.5% of the respondents which represents one hundred and eighteen (118) agreed to that. Fifteen (15) respondents which represent 4.6% strongly disagreed. Whereas, seventeen (17) respondents

which represent 5.3% disagreed. Finally, eight (8) respondents which represent 2.5% were undecided.

Table.5To manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	207	63.7	64.1	64.1
	A	83	25.5	25.7	89.8
	SD	25	7.7	7.7	97.5
	D	2	.6	.6	98.1
	U	6	1.8	1.9	100.0
	Total	323	99.4	100.0	
			.		

Source: SPSS Version 21, 2024

The table above indicates that two hundred and seven (207) respondents representing 64.1 strongly agreed that to manage the existing performance of the employees and to motivate them for better performance, efficient communication practices have become more important in all organizations, while 25.7% of the respondents which represents eighty-three (83) agreed to that. Twenty-five (25) respondents which represent 7.7% strongly disagreed. Whereas, two (2) respondents which represent 0.6% disagreed. Finally, six (6) respondents which represent 1.9% were undecided.

Table6Organizations are much more likely to perform well when their people work effectively as a team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	84	25.8	26.0	26.0
	SA	192	59.1	59.4	85.4
	SD	19	5.8	5.9	91.3
	D	14	4.3	4.3	95.7
	U	14	4.3	4.3	100.0
	Total	323	99.4	100.0	
			.		

Source: SPSS Version 21, 2024

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The table above indicates that eighty-four (84) respondents representing 26% strongly agreed that organizations are much more likely to perform well when their people work effectively as a team, while 59.4% of the respondents which represents one hundred and ninety-two (192) agreed to that. Nineteen (19) respondents which represent 5.9% strongly disagreed. Whereas, fourteen (14) respondents which represent 4.3% disagreed. Finally, fourteen (14) respondents which represent 4.3% were undecided.

Table.7 Good teamwork creates synergy – where the combined effect of the team is greater than the sum of individual efforts.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	203	62.5	62.8	62.8
	A	90	27.7	27.9	90.7
	SD	11	3.4	3.4	94.1
	D	11	3.4	3.4	97.5
	U	8	2.5	2.5	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that two hundred and three (203) respondents representing 62.8% strongly agreed that good teamwork creates synergy – where the combined effect of the team is greater than the sum of individual efforts. While 27.9% of the respondents which represents ninety (90) agreed to that. Eleven (11) respondents which represent 3.4% strongly disagreed. Whereas, eleven (11) respondents which represent 3.4% disagreed. Finally, eight (8) respondents which represent 2.5% were undecided.

Table.8 Working together a team can apply individual perspectives, experience, and skills to solve complex problems, creating new solutions and ideas that may be beyond the scope of any one individual.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	230	70.8	71.2	71.2
A	48	14.8	14.9	86.1
SD	28	8.6	8.7	94.7
D	10	3.1	3.1	97.8
U	7	2.2	2.2	100.0
Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that two hundred and thirty (230) respondents representing 71.2% strongly agreed that working together a team can apply individual perspectives, experience, and skills to solve complex problems, creating new solutions and ideas that may be beyond the scope of any one individual. While 14.9% of the respondents which represents forty-eight (48) agreed to that. Twenty-eight (28) respondents which represent 8.7% strongly disagreed. Whereas, ten (10) respondents which represent 3.1% disagreed. Finally, seven (7) respondents which represent 2.2% were undecided.

Table.9 It encourages team innovation with the mediating effects of knowledge sharing and team communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	175	53.8	54.2	54.2
SA	121	37.2	37.5	91.6
SD	20	7.1	6.1	98.8
D	3	0.9	0.9	
U	4	1.2	1.2	100.0
Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and seventy-five (175) respondents representing 52.4% strongly agreed that it encourages team innovation with the mediating effects of knowledge sharing and team communication. While 37.5% of the respondents which represents

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one hundred and twenty-one (121) agreed to that. Twenty (20) respondents which represent 6.1% strongly disagreed. Whereas, three (3) respondents which represent 0.9% disagreed. Finally, four (4) respondents which represent 1.2% were undecided.

Table.10If team trust is kept in the workplace, team leaders feel secure in expressing their opinions without fear of criticism or reward

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	86	26.5	26.6	26.6
	A	169	52.0	52.3	78.9
	SD	24	7.4	7.4	86.4
	D	21	6.5	6.5	92.9
	U	23	7.1	7.1	100.0
	Total	323	99.4	100.0	
			.		

Source: SPSS Version 21, 2024

The table above indicates that one hundred and eighty-six (86) respondents representing 26.6% strongly agreed thatIf team trust is kept in the workplace, team leaders feel secure in expressing their opinions without fear of criticism or reward. While 52.3% of the respondents which represents one hundred and sixty-nine (169) agreed to that. Twenty-four (24) respondents which represent 6.5% strongly disagreed. Whereas, twenty-three (21) respondents which represent 0.9% disagreed. Finally, twenty-three respondents which represent 7.1% were undecided.

Table11Poor working conditions have the potential to cause employees to get sick easily, stress easily

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	209	64.3	64.7	64.7
	A	50	15.4	15.5	80.2
	SD	28	8.6	8.7	88.9
	D	15	4.6	4.6	93.5
	U	21	6.5	6.5	100.0
	Total	323	99.4	100.0	
			.		

Source: SPSS Version 21, 2024

The table above indicates that two hundred and nine (209) respondents representing 64.7% strongly agreed thatpoor working conditions have the potential to cause employees to get sick easily, stress easily. While 15.5% of the respondents which represents fifty (50) agreed to that.

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Twenty-eight (28) respondents which represent 8.7% strongly disagreed. Whereas, fifteen (15) respondents which represent 4.6% disagreed. Finally, twenty-one respondents which represent 6.5% were undecided.

Table.12 Poor working conditions have the potential to cause difficulty concentrating and decreased work productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	218	67.1	67.5	67.5
	SA	51	15.7	15.8	83.3
	SD	9	2.8	2.8	86.1
	D	24	7.4	7.4	93.5
	U	21	6.5	6.5	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2023

The table above indicates that two hundred and eighteen (218) respondents representing 67.5% strongly agreed that poor working conditions have the potential to cause difficulty concentrating and decreased work productivity. While 15.8% of the respondents which represents fifty-one (51) agreed to that. Nine (9) respondents which represent 2.8% strongly disagreed. Whereas, twenty-four (24) respondents which represent 7.4% disagreed. Finally, twenty-one respondents which represent 6.5% were undecided.

Table13 A healthy environment increases productivity and competitiveness through efficient integration of innovative systems that have been tailor made to meet the needs of today's businesses.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	120	36.9	37.2	37.2
	A	157	48.3	48.6	85.8
	SD	18	5.5	5.6	91.3
	D	17	5.2	5.3	96.6
	U	11	3.4	3.4	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and twenty (120) respondents representing 37.2% strongly agreed that a healthy environment increases productivity and competitiveness through

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efficient integration of innovative systems that have been tailor made to meet the needs of today's businesses. While 48.6% of the respondents which represents one hundred and fifty-seven (157) agreed to that. Eighteen (18) respondents which represent 5.6% strongly disagreed. Whereas, seventeen (17) respondents which represent 5.3% disagreed. Finally, eleven respondents which represent 3.4% were undecided.

Table.14 The quality of the employees' workplace environment impacts on their motivation level and commitment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	112	34.5	34.7	34.7
	A	161	49.5	49.8	84.5
	SD	20	6.2	6.2	90.7
	D	8	2.5	2.5	93.2
	U	22	6.8	6.8	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and twelve (112) respondents representing 34.7% strongly agreed that the quality of the employees' workplace environment impacts on their motivation level and commitment. While 49.8% of the respondents which represents one hundred and sixty-one (161) agreed to that. Twenty (20) respondents which represent 6.2% strongly disagreed. Whereas, eight (8) respondents which represent 2.5% disagreed. Finally, twenty-two respondents which represent 6.8% were undecided.

Table15 Job security plays an important role in employee satisfaction leading to enhanced performance at workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	193	59.4	59.8	59.8
	SA	80	24.6	24.8	84.5
	SD	27	8.3	8.4	92.9
	D	12	3.7	3.7	96.6
	U	11	3.4	3.4	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

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The table above indicates that one hundred and ninety-three (193) respondents representing 59.8% strongly agreed that Job security plays an important role in employee satisfaction leading to enhanced performance at workplace. While 24.8% of the respondents which represents eighty (80) agreed to that. Twenty-seven (27) respondents which represent 8.4% strongly disagreed. Whereas, twelve (12) respondents which represent 3.7% disagreed. Finally, eleven respondents which represent 3.4% were undecided.

Table 16 Job security is a necessity for most employees, as its absence causes employees to experience sustained stress.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	141	43.4	43.7	43.7
	A	130	40.0	40.2	83.9
	SD	27	8.3	8.4	92.3
	D	16	4.9	5.0	97.2
	U	9	2.8	2.8	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that one hundred and forty-one (141) respondents representing 43.7% strongly agreed that job security is a necessity for most employees, as its absence causes employees to experience sustained stress. While 40.2% of the respondents which represents one hundred and thirty (130) agreed to that. Twenty-seven (27) respondents represent 8.4% strongly disagreed. Whereas, sixteen (16) respondents which represent 5% disagreed. Finally, nine respondents which represent 2.8% were undecided.

Table 17 Job security has an important role in helping individuals or employee work and not worrying too much about future careers, promotions, and work security and safety.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	106	32.6	32.8	32.8
	A	137	42.2	42.4	75.2
	SD	55	16.9	17.0	92.3
	D	13	4.0	4.0	96.3
	U	12	3.7	3.7	100.0
	Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

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The table above indicates that one hundred and six (106) respondents representing 32.8% strongly agreed that job security has an important role in helping individuals or employees work and not worrying too much about future careers, promotions, and work security and safety. While 42.4% of the respondents which represents one hundred and thirty-seven (137) agreed to that. Fifty-five (55) respondents which represent 17% strongly disagreed. Whereas, thirteen (13) respondents which represent 4% disagreed. Finally, twelve respondents which represent 3.7% were undecided

Table.18 Job security creates a climate of confidence among employees which cultivates their commitment on the company’s workforce

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	226	69.5	70.0	70.0
SA	62	19.1	19.2	89.2
SD	18	5.5	5.6	94.7
D	8	2.5	2.5	97.2
U	9	2.8	2.8	100.0
Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that two hundred and twenty-six (226) respondents representing 70% strongly agreed that job security creates a climate of confidence among employees which cultivates their commitment on the company’s workforce. While 19.2% of the respondents which represents sixty-two (62) agreed to that. Eighteen (18) respondents which represent 5.6% strongly disagreed. Whereas, eight (8) respondents which represent 2.5% disagreed. Finally, nine respondents which represent 2.8% were undecided.

Table19 The decline of job security has a reflection on the performance and the productivity of companies.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	153	47.1	47.4	47.4
A	90	27.7	27.9	75.2
SD	34	10.5	10.5	85.8
D	28	8.6	8.7	94.4
U	18	5.5	5.6	100.0
Total	323	99.4	100.0	

Source: SPSS Version 21, 2024

The table above indicates that two hundred and fifty-three (153) respondents representing 47.4% strongly agreed that the decline of job security has a reflection on the performance and the productivity of companies. While 27.9% of the respondents which represents ninety (90)

agreed to that. Thirty-four (34) respondents which represent 10.5% strongly disagreed. Whereas, twenty-eight (28) respondents which represent 8.7% disagreed. Finally, eighteen respondents which represent 5.6% were undecided.

Descriptive Analysis

This section presents the descriptive statistics of organisational culture. The aim of the analysis is to examine the organisational culture and employee performance - a study of selected aluminium roofing manufacturing firms in Anambra State. The analysis of the individual characteristics of these variables is presented in the table below:

Table 20 Descriptive Characteristic of the Variables

Descriptive Statistics

	Mean	Std. Deviation	N
EMP	1.39	.489	323
COMM	1.41	.842	323
TW	2.29	1.222	323
WE	3.08	.741	323
JS	2.96	1.253	323

Source: Author's Compilation from SPSS Version 21.0

This table present the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for employee performance is 1.39 while the standard deviation is 0.489. Communication and team work recorded a mean value of 1.41 and 2.29 with a standard deviation of 0.842 and 1.222 respectively. Work environment and job security have mean value of 3.08 and 2.96 with standard deviation of 1.222 and 1.253 respectively. It therefore concluded that organizational culture has a significant positive effect on employee performance in selected aluminum roofing manufacturing firms in Anambra State.

Summary of the Regression Result

The result of the multiple regression formulated in chapter three is presented in the tables 4.4 and 4.5 below.

Table 20: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.475 ^a	.5226	.5118	.432	.226	30.997	3	319	.000	1.721

a. Predictors: (Constant), COM, TW, WE, JS

b. Dependent Variable: ORG

Table 4.4 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 52%. This implies that 52% of the variation in organisational culture is explained by variations in communication, teamwork, work environment and job security. This was supported by adjusted R^2 of 51%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.721 in table 4.4 shows that the variables in the model are not auto correlated and that the model is reliable for predication.

Table 21: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.346	3	5.782	30.997	.000 ^b
	Residual	59.503	319	.187		
	Total	76.848	322			

a. Dependent Variable: WE, QW, QW, WE

b. Predictors: (Constant), COMM, TW, WE, JS

The f-statistics value of 30.997 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables have significant effect on dependent variables such that communication, teamwork, work environment and job security, can collectively explain the variations in organizational culture.

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 4.5.1 below.

Table 22: 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)	1.657	.150		11.055	.000	1.362	1.952
COMM	.114	.029	.196	3.976	.000	-.170	-.057
TW	.145	.020	.363	7.162	.000	.105	.185
WE	.095	.033	.144	2.840	.005	-.161	-.029
JS	.049	.019	.126	2.579	.010	-.087	-.012

a. Dependent Variable: WE,QW, QW, WE

Table 4.5.1 shows the coefficient of the individual variables and their probability values. Communication variable has regression t-value of 3.976 with a probability value of .000. This implies that communication has a positive and significant effect on work efficiency. Team work has a regression t-value of 7.162 with a probability value of 0.000 implying that team workvariable has a positive and significant effect on quantity of work.

On a similar note, work environmentvariable has a t-value of 2.840 and a probability value of 0.005. This shows that work environment has a positive and significant effect on quality of work. Lastly, job security has a regression coefficient of 2.579 with a probability value of 0.010. This implies that job security has a positive and significant effect on work efficiency.

Test of Hypothesis One

H₀₁: Communicationhas no significant effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

H₀₂: Communicationhas a significant effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

Communicationhas a t-statistics of 3.976 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Communicationhas a significant positive effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

Test of Hypothesis Two

H₀₁:Team work has no significant effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

H₀₂:Team work has a significant effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

In testing this hypothesis, the t-statistics and probability value in table above is used. Team workvariable has a t-statistics of 7.162 and a probability value of 0.005 which is statistically

significant. Therefore, we reject the alternative hypothesis and accept the null hypotheses which state that team work has a significant positive effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

Test of Hypothesis Three

H₀₁:Work environment has no significant effect on employee performance of aluminum manufacturing firms in Anambra State.

H₀₂:Work environment has a significant effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

Work environment has a t-statistics of 2.840 and a probability value of 0.001 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that work environment has a significant positive effect on employee performance of aluminum roofing manufacturing firms in Anambra State.

Test of Hypothesis Four

H₀₁:Job security has no significant effect on employee performance in aluminum roofing manufacturing firms in Anambra State.

H₀₁:Job security has a significant effect on employee performance in aluminum roofing manufacturing firms in Anambra State.

Job security has a t-statistics of 2.579 and a probability value of 0.010 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that job security has a significant positive effect on employee performance in aluminum roofing manufacturing firms in Anambra State.

SUMMARY OF FINDINGS

The major findings of the research work are as summarized below:

- 1.Communicationhas a significant positive effect on work efficiency of aluminum roofing sheet manufacturing firms in Anambra State with t-value (3.976) and p.value (0.000).
- 2.Teamwork has a significant positive effect on quantity of work of aluminum roofing sheet manufacturing firms in Anambra State with t-value (7.162) and p.value (0.005).
- 3.Work environment has a significant positive effect on quality of work of aluminum roofing sheet manufacturing firms in Anambra State with t-value (2.840) and p.value (0.001).
- 4.Job securityhas a significant positive effect on work efficiency of aluminum roofing sheet manufacturing firms in Anambra State with t-value (2.579) and p.value (0.010).

CONCLUSION AND RECOMMENDATIONS

According to the findings of the study, organizational culture positively and significantly affect performance of aluminum roofing sheet manufacturing companies. Culture is inevitable and must be addressed by every organisation because by propagating an inclusive cultural values

among employees within an organization thereby making employees to show commitment to work, increment of their morale to work harder to attain organizational objectives. Management should give room for face-to-face conversation and also create communication channels that employees can use to ask questions, comment on leadership announcements, engage with one another, and provide their feedback. Management should create team work recognition program by giving them an award in front of their peer, build diverse and inclusive team, clearly define roles and responsibilities for every team members, build trust within the team and sometimes give teams autonomy in decision-making. Management should promote a healthy work-life balance by offering flexible working hours, telecommuting opportunities, also provide opportunities for growth and development through workshops, seminars and mentorship programs, provide an ambient workspace such as adequate lightening, break rooms and ergonomic furniture. Management should promote job security policy by ensuring promotion, regular salaries and training and encourage career mobility by encouraging your employees to learn new set of skills and grow in their careers.

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