Impact of Organizational Culture on Employee Productivity (A Study of Nigerian Breweries Plc, Enugu) Enugu State, Nigeria

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Abstract: **This study 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, descriptive survey approach was adopted and analyzed using SPSS regressions. 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.**

Keywords: **Organizational Culture, Performance, Employee Productivity and Effectiveness.**

I. INTRODUCTION

1.1 Background of the Study

The term culture refers to as a general state or habit of mind closely allied to human perception. A cultured employee could be one who in character, behavior, speech and comportment could not be impeached but whose image and personality are examples to most members or groups of the organization. Culture is those vast apparatus, partly material and partly spiritual and partly human by which human societies are organized into permanent and recognizable groupings. In organization level, culture is described as the aggregate of the social, ethnical, intellectual, artistic, governmental and industrial attainments characteristics of a group, state or nation and compared with other groups or nations (Nnamani and Agu, 2012).

Organizational culture comprises the shared set of beliefs, expectations, values, norms and work routine that influence how members of an organization relate to one another and work together to achieve organizational goals. In essence, organizational culture reflects the distinctive ways organizational members go about performing their jobs and relating to others inside and outside the organization. It may, for example, be a distinctive way in which customers in a particular hotel are treated from the time they are greeted at check-in until their stay is completed; or it may be the shared work routines that research teams use to guide new product development. When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a *strong* organizational culture exists. When organizational members are not strongly committed to a shared system of values, beliefs, and routines, organizational culture is weak (Mohammad, Rumana and Hossian, (2013).

The bases of this phenomenon that make the understanding of different groups or people that comes together to pursue a common objectives is culture. The stronger the culture of an organization, the more one can think about it as being the "personality" of an organization because it influences the way its members behave. Organizations that possess strong culture may differ on a wide variety of dimensions that determine how their members behave toward one another and perform their jobs.

An organization's current customs, traditions and general way of doing things are largely due to what it has done before and the degree of success it has had with those endeavors. The founders of an organization traditionally have a major impact on that organization's early culture. They have a vision of what the organization should be. They are unconstrained by previous customs or ideologies. The small size that typically characterizes new organizations further facilitates the founders' imposition of their vision on all organizational members (Omukaga, 2016).

Culture creation occurs in three ways. First, founders hire and keep only employees who think and feel the same way they do. Second, they indoctrinate and socialize these employees to their way of thinking and feeling. And finally, the founders' own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values and assumptions. When the organization succeeds, the founders' vision becomes seen as a primary determinant of that success. At this point, the founder's entire personality becomes embedded in the culture of the organization. Culture at this level is the real driver for superior performance and a definite source of competitive advantage that is very difficult for competitors to emulate. The reason – companies could copy the management system in place but not the underlying

cultural strength rooted deep in the business philosophy of the company understanding customer value, identifying value stream, one piece flow, pull system and striving for excellence (Anozie, 2016).

Manufacturing started in Nigeria in 1946. Consequent to the aforesaid, Nigerian Breweries Plc., the Pioneer and largest brewing company in Nigeria, was incorporated in 1946 and recorded a landmark when the first bottle of Star Larger Beer rolled off the bottling lines in its Lagos brewery in June 1949. This was followed by Aba brewery which was commissioned in 1957, Kaduna brewery in 1963 and Ibadan brewery in 1982; they have adopted different culture for their survival and organizational growth. Kilmann (2010) opines that culture in the organizational context can be described as the collective behavior or styles of people, their attitude towards various constituents of business such as customers, co-workers, share-holders and so on and so forth and the common values that they share among themselves, which in fact acts like a binding force between them. One is actually observing the culture of]an organization, when he or she is using words such as hardworking, friendly, professional, ethical etc. to describe the general behaviour of the people.

Although the concept of organizational culture was popularized in the early 1980s, its roots can be traced back to the early human relations view of organizations that originated in the 1940s.

This renewed interest in organizational culture represented a return to the early organizational literature but it went far beyond this literature in contributing important new insights and ways of thinking about the role, importance and characteristics of organizational culture. Also, research on the effect of culture on organizational performance and investigations into how organizational culture are created, maintained, and changed received greater attention. The main difference was that organizational culture was now viewed less as a natural, organically emergent phenomenon and more as a manageable competitive asset (Salihu, Salihu and Umar, 2016).

1.2 Statement of Problem

In the effort to understand the forms and consequences of organizational culture, the researcher has explored how various internal processes such as individual and organizational selection and socialization, characteristics of powerful members such as the organization's founder or group of members influence the content and intensity of the consensus that exists about organizational values.

This study is embarked upon to look into the exogenous and endogenous cultural and human impediments that affect culture-performance relationships in Nigerian Breweries Plc, Enugu. In view of this, since organizational culture is a rational instrument designed by top management to shape the behavior of the employees in purposive way, it becomes imperative to investigate the problems militating against

organizational culture that cause ambiguity, inconsistency and bad leadership that affects organizational diversity for effective performance as it affects Nigerian Breweries Plc, Enugu and the extent to which an effective organizational culture can enhance the productivity of the workforce and the organization at large.

This study investigated the remote and immediate factors responsible for lack of commitment, bad leadership, inconsistency in employee's attitude, decrease in employee's morale and negative alignment to organizational goals that the organization receives unfavorable impact on output/performance and proffering the right panacea/antidote which serves as a platform for restoring a positive attitude for effective performance of organizations.

Based on these problems, the objectives of this study were formulated

1.3 Objectives of Study

The main objective of the study was to determine the impact of organizational culture on employee productivity, A Study of Nigerian Breweries Plc, Enugu. Other specific objectives of the study were to:

(i) As certain the impact of organizational culture on performance of employees in Nigerian Breweries Plc, Enugu?
(ii) Examine the impact of organizational culture on employee effectiveness in Nigerian Breweries Plc, Enugu?

1.4   Research Questions.

The following Research Questions were formulated for the Study

i.   What is the impact of organizational culture on performance of employees in Nigerian Breweries Plc, Enugu?
ii. How does organizational culture affect employee effectiveness in Nigerian Breweries Plc, Enugu?

1.5 Research Hypotheses

The following research hypotheses were formulated for the study.

Ho_1: Organizational culture does not significantly affect performance of employees in Nigerian Breweries Plc, Enugu.

Ho_2: Organizational culture has no significant impact on employee effectiveness in Nigerian Breweries Plc, Enugu.

II. REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

The literature on organizational culture is as relevant to public science management as it is to the management of private business organizations. Given a rapidly changing environment and continuing insights into organizational effectiveness, science organizations, as most other organizations, are

seriously rethinking what they do and how they can best define and accomplish their goals and objectives. Once goals are defined, it is necessary to address the type of culture that is necessary to advance these goals and objectives and ensure the successful implementation of the necessary changes. In addition, the organizational effectiveness literature has been increasingly emphasizing the importance of culture in motivating and maximizing the value of its intellectual assets, particularly is human capital. This is particularly important in of the organizational culture literature makes it clear that;

i. Culture is essential for both successful organizational change and maximizing the value of human capital
ii. Culture management should become a critical management competency, and
iii. While the right culture may be a necessary condition for organizational success, it is by no means a sufficient condition.

An important challenge for managers is to determine what the most effective culture is for their organization and, when necessary, how to change the organizational culture effectively.

The concept of organizational culture also appealed to organizational scientists and practitioners who had grown disillusioned with the prevailing formalistic, quantitative organizational research.

Organizational culture facilitates the acceptable solution to know the problems, which members learn, feel and set the principles, expectations, behaviour, patterns, and norms that promote high level of achievement. Indeed the study of organizational culture and performance is advantageous since the cultural values are observable and measurable. Thus it can be compared across organizations and directly related to individual and organizational performance. Undoubtedly, the organization's performance is a function of the potential return to the inculcation of strong culture into the organization's systems enabling it to execute its routines.

According to Schein, organizational culture is the learned result of group experiences, and it is to a large extent unconscious (Schein, 2002). Schein considers culture to be a three-layer phenomenon. The first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts that tell something about the organization's culture. The first level according to Schein is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behaviour – which is a cultural artifact, is also influenced by countless factors other than a company's culture (Schein, 2002).

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The emphasis on organizational culture shifted attention away from the functional and technical aspects (the so-called hard side) of management that could be more readily quantified and empirically analyzed to the interpersonal and symbolic aspects (the soft side) of management that required in-depth, qualitative studies of organizational life. This focus on the qualitative, symbolic aspects of organizations and management stimulated a large literature on leadership. In addition, specialized literatures emerged around particular variants of organizational culture considered increasingly important for success in the modern business world

Similarly, cultural artifacts can be considered to include accident statistics, sick leave and corresponding indicators, which correctly interpreted, can be used to form conclusions about the deeper characteristics of an organization's culture. This interpretation requires effective and diverse research methods and an understanding of the internal dynamics of the culture. The second cultural level in the Schein model consists of the organization's espoused values.

2.1.1 Effects of Organizational Culture on Performance

There are four views on the relationship between organizational cultures on performance. Perhaps, the most common one is the so–called strong–culture thesis. It has often been assured that commitment of an organizations employees and managers to the same set of values, beliefs and norms will have positive results – that the strength of corporate culture is directly correlated with the level of profits in a company.

Researchers adopting this hypothesis tend to place new kinds of human relations (involving employees in decision making, allowing them some discretion, developing holistic relations, etc.) at the core of organizational. 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 (Brown, 1995).

There are also, however, researchers that suggest the reverse relationship between culture and performance: that high performance leads to the creation of a strong corporate culture (cultural homogeneity). It is possible that success brings about a common set of orientations, believes and values. A particular work place spirit may develop and there may be little incentive or encouragement to questions "ways of doing things", thus forming broad consensus and possibly conformism. This culture may be more than just a by-product of high performance: values and meanings may reproduce a successful organization and thus contribute to performances. It may be a source of conservatism and a liability in situations calling for radical change.

Another idea draws upon contingency thinking to suggest that under certain conditions, a particular type of culture is appropriate, even necessary, and contributes to efficiency.

2.1.2 Maintaining an Organizational Culture for Effective Performance

Armstrong (2006) further opines that every organization has its own unique culture which every member is expected to abide by. There are three major factors that play a significant role in sustaining organizational culture. They are:

    i. Selection
    ii. Top management / Executives
    iii. Socialization

Selection: Selection process is concerned with luring people who have the skills, knowledge, abilities and capabilities to perform a job creditably in an organization. It is believed that those who are hired will match and fit in very well with the mapped out jobs and values of the organization. During the selection process, information provided to candidates about the organization and information about the candidates are given to the organization so as to know whether one fits in or mismatches. Selection is therefore a two way process, allowing either party to quit if felt otherwise. By an organization passing through a selection process, helps to sustain the organizational culture because they will select those candidates who meet the organizational values and requirements based on their culture.

Top Management/Executives: The executives of an organization contribute to a large extent in sustaining the organization culture. Their actions will speak louder than voice, through what they say, how they behave and how they go about their jobs. They institute the cultural norms as to whether taking risk is worth doing, adequate dressing code, actions that could likely lead to promotions, demotions etc.

Socialization: New employees need some orientation and indoctrination before they could properly fit into the organization well. New employees are most likely to question the organizational customs, beliefs and norms that are in place. It is the sole responsibility of the organization to help the new employees adapt to the culture of this organization and this is what is referred to as socialization. Non-conformist are always shown the ways out.

2.1.3 The Functions of Organizational Culture on Performance

Zhang (2010) highlight several functions of organizational culture;

a.   *The guiding function of organizational culture*: The guiding function of organizational culture refers to the culture that leads the whole organization and all the employee's personal value and behavioural orientation towards the goal of organization. The essence of the construction of outstanding organizational culture is to set up internal force mechanism. The construction of the mechanism makes vast staff recognize that the organization is striving for lofty goal, which not only can produce creative tactics but also can make staff dare to make individuals sacrifice for realizing organizational goal.

b.   *The standardizing function of organizational culture:* Through establishing common value system, organizational culture forms unified thought, make faith from a kind of tendency on the staff's psychological deep layer, and then a kind of response mechanism reconstructed in the transformation. As long as there is an inducement signal from outside, positive response will take place, and turn into the anticipated behaviour rapidly. By coordination and self-control, the collision of restrain to employees is weakened, the conflict of autonomy psychology with the reality of being managed is relieved, which makes a unifying, and harmonious organization from the top to the bottom.

c.   *The agglomerating function of organizational culture:* Organizational culture is the group consciousness created by the staff together. It is a kind of binder, unites the people of all respects and all levels around organizational culture, and makes cohesiveness and centripetal force to organization. Organizational culture connects employee's personal thoughts and feelings, and destiny with the safety of organization closely. At the same time, employee has a sense of ownership and acceptance to the organization.

d.   *The motivating function of organizational culture:* Organizational culture emphasizes on regarding people as the centre, its core is to create common values. Outstanding organizational culture means creating a kind of atmosphere that everybody is paid attention to and respected. Excellent cultural atmosphere usually may produce a kind of incentive mechanism which makes each member's contribution get other employees and leader's appreciation and reward in time. By this way, encouraging the employees dare to dedicate themselves, make unceasing progress and constant innovation in order to realize self-value and the development of organization. In addition, the establish of organizational culture, not only influence enterprise itself, but also have a certain impact on public, as well as domestic and international enterprises, it forms a part of social culture while improving enterprise's popularity, that is to say, organizational cultures has enormous radiating function.

2.2 Theoretical Framework

2.2.1 Organizational Culture Theory:

Organizational Culture Theory "has become a major theoretical rallying point" (Mumby, 2000). The theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization but their behaviors, activities, and stories.

Even more relevant to us in higher education, the theory has been used to study the stories of undergraduate students and their perceptions of "fitting in" at a college or university (Kramer and Berman, 2001). The approach is also useful

because much of the information from the theory (e.g., symbols, stories, rituals) has direct relevance to many different types of organizations and their employees. Because the theorists' work is based on real organizations with real employees, the researchers have made the theory more useful and practical.

2.2.2 Douglas McGregor's Theory X and Theory Y:

In his 1960 management book, "*The Human Side of Enterprise"* Douglas McGregor made his mark on the history of organizational management and motivational psychology when he proposed the two theories by which managers perceive employee motivation. He referred to these opposing motivational methods as *Theory X* and *Theory Y* management. Each assumes that the manager's role is to organize resources, including people, to best benefit the company.

However, beyond this commonality, they're quite dissimilar.

Theory X Management: According to McGregor, Theory X leadership assumes the following:

a. Work is inherently distasteful to most people, and they will attempt to avoid work whenever possible.
b. Most people are not ambitious, have little desire for responsibility, and prefer to be directed.
c. Most people have little aptitude for creativity in solving organizational problems.
d. Motivation occurs only at the physiological and security levels of Maslow's needs theory
e. Most people are self-centered. As a result, they must be closely controlled and often coerced to achieve organizational objectives
f. Most people resist change
g. Most people are gullible and unintelligent.

Essentially, theory x assumes that the primary source of most employee motivation is monetary, with security as a strong second.

The Problem with Theory X: Drawing on Maslow's Hierarchy of Needs, McGregor argues that a need, once satisfied, no longer motivates. The company relies on monetary rewards and benefits to satisfy employees' lower level needs. Once those needs have been satisfied, the motivation is gone. This management style, in fact, hinders the satisfaction of higher-level needs. Consequently, the only way that employees can attempt to satisfy higher level needs at work is to seek more compensation, so it is quite predictable that they will focus on monetary rewards. While money may not be the most effective way to self-fulfillment, it may be the only way available. People will use work to satisfy their lower needs, and seek to satisfy their higher needs during their leisure time. Unfortunately, employees can be most productive when their work goals align with their higher level needs. McGregor makes the point that a command and control environment is not effective because it relies on lower needs for motivation, but in modern society those needs are mostly satisfied and thus no longer motivate. In this situation, one would expect employees to dislike their work, avoid responsibility, have no interest in organizational goals, resist change etc., thus creating a self-fulfilling prophecy. To McGregor, motivation seemed more likely with the Theory Y model.

Theory Y: The higher-level needs of esteem and self-actualization are continuing needs in that they are never completely satisfied. As such, it is these higher-level needs through which employees can best be motivated. In strong contrast to Theory X, Theory Y leadership makes the following general assumptions:

a. Work can be as natural as play if the conditions are favorable.
b. People will be self-directed and creative to meet their work and organizational objectives if they are committed to them.
c. People will be committed to their quality and productivity objectives if rewards are in place that addresses higher needs such as self-fulfillment.
d. The capacity for creativity spreads throughout organizations.
e. Most people can handle responsibility because creativity and ingenuity are common in the population.
f. Under these conditions, people will seek responsibility.

Under these assumptions, there is an opportunity to align personal goals with organizational goals by using the employee's own need for fulfillment as the motivator. McGregor stressed that Theory Y management does not imply a soft approach.

McGregor recognized that some people may not have reached the level of maturity assumed by Theory Y and therefore need tighter controls that can be relaxed as the employee develops.

2.3 Empirical Framework

Mohammad, Rumana and Hossian, (2013), examined the impact of organizational culture on employee performance and productivity from the perspectives of multinational companies operating especially under the telecommunication sector of Bangladesh in South Asia. The paper applied qualitative methodology focusing on a case study of Grama phone (GP) (a subsidiary of Teleron in Norway), the leading telecommunication based subsidiary in Bangladesh. The study argued that organizational culture significantly influences employee performance and productivity in the dynamic emerging context.

Nnamani and Agu, (2012), examined the impact of organizational culture on employee performance as well as organizational productivity using some selected manufacturing industry in South Eastern Nigeria as case study. The study used survey research method. The case study manufacturing industry was selected using stratified and simple random sampling techniques, while the respondents were selected using simple random sampling techniques. The

findings of the study were that a large number of respondents (57.7%) strongly agreed that organizational culture has effect on employee performance and that 48.7% of the respondents also agreed that there are factors that influence employee performance and determine the productivity level of the organization. These finding smade us to accept our two alternate hypotheses and reject the null hypotheses because in both cases, the calculated values of Chi–square were greater than the tabulated values.

Dwirantwi, (2012), investigated the preferred as well as the existing organizational culture and its effect on productivity at LA Community bank. The research reviewed the various types of culture, how culture is created and ways in which culture can be sustained or changed. A twenty-four question (24) survey was conducted to investigate the issue of organizational culture and its effect on productivity at LA Community bank. Forty-one staff were randomly selected and nine heads of departments were purposively selected to participate. The data collected was analysis using Microsoft Excel. The key results of the research findings revealed that there was a need for management of LA Community bank to be creative in finding ways to attract top talents among diverse groups of the employees. Also there was a need for management to readily reward innovation. Management view about change and openness to suggestions were also looked at. Steps to be taking to integrate the various components of good organizational culture at in order to enhance productivity at LA Community bank were also made clear by the respondents according to the survey.

Anozie, (2016), identified how organizational culture had affected employee's performance in Singapore telecommunication; in this case the organizational performance had a lot to do with the organization culture. The study measured and identified how organizational culture affects the performance of its employees. A structured questionnaire was developed using the past literature as the bases, followed by a pilot test to check it validity and reliability as well as normality. Various independent variables was used to measure organizational culture like values, symbols, heroes and ritual and based on this research work the dependent variable was employee's performance. A descriptive research design was used for the purpose of this research work. A survey method was used for the purpose of this research work through survey questionnaire that contains 25 questions which a scale of 1 being disagreed and 5 being agree is being applied. A total of sample of 150 employees were sampled of which 60 of them were senior staff and 40 were from junior staff this is carried out in Singapore telecommunication company as an application of sample method was conveniently used. A descriptive data analysis was applied for the purpose of this research via SPSS 20.This study found out that organizational culture such as ritual, value and heroes had a huge and significant impact on employee's performance and through this research which

shows that symbols had little or no impact on employee's performance.

III. METHODOLOGY

3.1 Research Design

The researcher made use of descriptive survey design.

3.2 Sources of Data

Data collected for this study were sourced from both primary and secondary sources.

Primary Data: Primary data were original data collected basically for the purpose of the study. The primary sources of data for this research included questionnaires.

Secondary Data: Secondary data were both published and unpublished works. The published were obtained from library, textbooks, journals, internets, articles publications. The unpublished data was obtained from document of relevant institution such as Nigerian Breweries Plc Enugu.

3.3 Population of the Study

The population of Nigerian Breweries Plc Enugu consists of two hundred and forty staff (240) which constituted the total population of study.

3.4 Sample Size Determination

The sample size was obtained using Taro Yamane's formula to determine a workable sample for the study.

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

Where:

n = sample size

N = population size

e = level of significance

I = unity

$$= \frac{240}{1 + 240(0.0025)}$$

$$= \frac{240}{1.6}$$

$$= 150$$

3.5 Sampling Technique

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provided employees the same and known chances of being nominated.

3.6 Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized

3.7 Validity of Research Instrument

Validity is the extent to which a measuring instrument on application performs the function for which it is designed. To ascertain the validity of the instrument, content validity was adopted.

3.8 Reliability of Research Instrument

Reliability is the tendency toward consistency found in repeated measurements. The reliability of the instrument was ascertained using the internal consistency method. The questionnaires were given to the respondents, and after two weeks of interval, another questionnaire were issued out to the same respondent to check consistency and reliability. This is called the test re-test method.

3.9 Methods of Data Analyses

Objectives I, and ii, were analyzed with the aid of descriptive statistics while the hypotheses were tested with Pearson correlation moment with the aid of statistical packages for social sciences version 23.0.

3.10   Data Presentation and Discussion of Findings

Table 3.1   Distribution of questionnaire and response rate

Total copies of questionnaire	Respondents	Percentage (%)
Number returned	138	92
Number not returned	12	8
Total	150	100

Source: Field survey, 2020

From table 3.1, out of 15 questionnaire issued to the respondents 138 representing 92% were completely filled and returned while 12 questionnaire representing 8% were not returned. This implied that good number of the questionnaire were attended to by the respondents.

Hypothesis One

Table 3.2   H0$_1$: There is no Significant and Positive effect of organizational culture on performance of employees

Boosts morale of employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	73	40.3	40.3	100.0
	Agree	32	25.8	25.8	59.7
	Undecided	6	4.8	4.8	4.8
	Disagree	18	16.1	16.1	33.9
	Strongly Disagree	9	12.9	12.9	17.7
	Total	138	100.0	100.0	

		political factors influences productivity	technological factors influences productivity	Trade liberalization influences productivity
Boosts morale of employees	Pearson Correlation	1	.944[**]	.955[**]
	Sig. (2-tailed)		.000	.000
	N	124	124	124
Encourages authority and responsibility	Pearson Correlation	.944[**]	1	.983[**]
	Sig. (2-tailed)	.000		.000
	N	124	124	124
Encourages positive attitude to work	Pearson Correlation	.955[**]	.983[**]	1
	Sig. (2-tailed)	.000	.000	
	N	124	124	124
**. Correlation is significant at the 0.01 level (2-tailed).				

The result of Pearson Product Moment Correlation Coefficient on table 3.3, there was positive and significant impact of organizational culture on performance of employees of Nigerian Bottling Company Enugu, was observed to be positive with a coefficient of (0.944 and 0.955) and

statistically significant with a p-value of (0.000) which was lower than the acceptable 0.01% significance level. Therefore, the alternative hypothesis was accepted that there was a positive and significant impact of organizational culture on performance of employees of Nigerian Breweries Plc. Enugu.

H0$_2$: There is no Significant and Positive impact of organizational culture on employees' effectiveness

Boosts employee commitment to work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	69	32.3	32.3	100.0
	Agree	34	44.4	4r4.4	67.7
	Undecided	9	4.0	4.0	4.0
	Disagree	14	9.7	9.7	23.4
	Strongly Disagree	12	9.7	9.7	13.7
	Total	138	100.0	100.0	

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Enhances employee specialization	Between Groups	172.942	4	43.235	302.191	.000
	Within Groups	17.026	119	.143		
	Total	189.968	123			
Boosts employee input and output	Between Groups	143.630	4	35.908	296.861	.000
	Within Groups	14.394	119	.121		
	Total	158.024	123			

The result revealed a significant effect of organizational culture on employee effectiveness of Nigerian Breweries Plc, Enugu. The coefficient of the correlation was 0.119 and 0.123, with a sig. value of 0.000. The effect was significant since the sig. value of 0.000 was lower that the acceptable 0.01% significance level.

IV. FINDINGS

The major aim of this research was to examine the impact of organizational culture on employee productivity with respect to Nigerian Breweries Plc, Enugu.

Sequel to the analyses carried out, the following were deduced:

i. That there was positive and significant impact of organizational culture on performance of employees of Nigerian Breweries Plc Enugu.
ii. That there was positive and significant effect of organizational culture on employee effectiveness of Nigerian Breweries Plc, Enugu

V. CONCLUSION

Organizational culture has a great influence on the productivity of employees in organizations which leads to

better performance and profitability organizations.

It further revealed that there is positive and significant impact of organizational culture on performance of employees of Nigerian Breweries Plc Enugu. That there is positive and significant effect of organizational culture on employee effectiveness of Nigerian Breweries Plc, Enugu

VI. RECOMMENDATIONS

The following recommendations are made based on the findings of the study;

i. Managers must ensure they establish suitable work environment to boost the morale of employees in the organization
ii. Management should enforce security measures to protect the interest of the organizations.
iii. Also management must ensure they create a work environment that is conducive for workers with adequate working conditions as well as ensuring clear organizational goals in order to facilitate efficiency among employees.

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