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Effect of Organizational Culture on Employee Performance in Selected Manufacturing Firms Anambra State, Nigeria

NJIDEKA PHINA ONYEKWELU
Department of Business Administration & Mgt.,
Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus,
Anambra State.

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

Organizational culture has been distinct as the exact gathering of values and norms that are shared by employees and groups in organization and that regulate the way they interact with each other and with stakeholders outside the organization (Eddah, and Ng'eno 2017).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 (Eddah, and Ng'eno 2017). Culture develops organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another (Richard**,** 2003**).**Improvement of an organization has convinced factors that improve sustainability on basis of efficiency. The improvement in productivity leads to employee commitment through norms, values and objectives which help in improving culture of an organization (Eddah, and Ng'eno 2017). The system of an organization is based upon effective establishment of culture that keeps learning environment strong. The performance of employees improves by establishing a strong culture in an organization (Awadh and Saad, 2013). Raduan (2008) observes that, a high degree of employee performance is related a culture with well integrated and effective set of values, beliefs and behaviors. However, many investigators harmonize that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated (Awadh *et al*, 2013).

Attention to culture in the business environment is critical to the entry and sustainability of organizations performance, in the global marketplace. Virtually every structure, function, and operation of any successful business is influenced by its own home culture and the culture of its host country, e.g., strategic formulation, organizational design, human resource management, leadership, marketing, accounting, mergers and alliances, and the management of its supply chain (Wisma, 2011). Cullen and Parvoteeah (2008**)** reported that organizational performance is inseparable from the sphere of patterned cultural behaviors because culture is represented in terms of the pervasive and shared beliefs, norms, values, and symbols that guide the everyday life of different groups of people. Organizations have to decide to choose and adjust their strategies aligned with each country's culture. Culture exerts influence in businesses and in the administration of organizations, under different forms. When frontiers are crossed, it is common to meet a different, distinct reality with its own characteristics, up to then unknown by the visitor. The organizations, when intensifying relationships with employee job and when establishing themselves in other parts of the world, are subject to an increased influence of the cultural component in their businesses (Meyer, Bernardo and Jon, 2006). The importance of the culture is so big in the international scene that more and more it is affecting the relationships among organizational performance. For Huntington (2003) since the end of the cold war, international business has been reshaped by cultural forces.

Employee performance would be considered as backbone of the organization when it leads to its development effectively. The loyalty of an employee relies upon

knowledge and awareness of culture that improves behaviour of organization (Brooks, 2006). Organization culture was first identified by Administrative Science quarterly (Pettigrew, 1979 in Eddah, and Ng'eno 2017). The awareness of quality culture helps in improving organizational and employee development. 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. Management must try to always keep learning environment in the organization. Proper understanding of organizational culture should lead towards improvement of employee's performance. So organizations need to get the loyalty of their employees towards organization (Shahzad et al, 2012). The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. This study therefore took into consideration how organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations. Therefore a supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument promoting employees to perform smoothly and ensures better productivity. Therefore this study sought to examine the effect of organizational culture and employees' job performance in manufacturing firms in Anambra state, Nigeria

Statement of the Problem

Today's world is represented by a large interaction among companies localized in all parts of the planet and by an intense movement of people, merchandise and services. In this context, the cultural dimension is constituted, in a crescent form, in a strategic component in the international businesses. These businesses require from the companies, contacts, trips and meetings among potential buyers, sellers and partners interested in developing commercial relations, negotiations and alliances for business success. In these activities, problems of a cultural nature emerge influencing, many times, the development of the negotiations. It is important that people who represent companies abroad become aware of the cultural differences and of the possible influences of these differences in the success of their jobs. Cultural factors are one of the most frequent and difficult barriers to be overcome by anyone doing business in an international arena. One of the biggest challenges faced by manufacturing firms that operate in Nigeria is the cultural differences. Another to problems facing is a successful adaptation of diverse cultures and their impact on employee job performance are Power distance, Individualism, uncertainty avoidance and Masculinity. Such adaptation requires an understanding of culture, cultural diversity, views, stereotypes and values.Due to the existence of different cultures in the world, an understanding of the cultural is critical for business performance. If business managers do not know the culture of a organization with whom or in which they operate, business performance can be extremely negative. Nevertheless, recognizing the importance of cultural differences helps managers understand their international partners and competitors and ultimately helps to improve their managerial skills. However, it is rather difficult to recognize a direct influence of culture on business. Cultural diversity is a part of reality, so ignoring it is unproductive and undesirable, therefore the focal interest of the study

is to examine the effect of organizational cultural on employees' job performance in Anambra.

Objectives of the Study

The major objective of the study is to examine organizational cultural and employees job performance. The specific objectives include to:

1. Determine the effect of power distance on employee performance in manufacturing firms in Anambra state.
2. Examine the influence uncertainty avoidance on employee job performance in manufacturing firms in Anambra state.
3. Determine the effect of individualism on employee job performance in manufacturing firms in Anambra state.
4. Investigate the influence of masculinity on employee job performance in manufacturing firms in Anambra state.

Research Questions

The following research questions were formulated to guide this study.

1. To what extent does power distance affect employee job performance in manufacturing firms in Anambra state?
2. To what extent does the level of uncertainty avoidance affects employee job performance in manufacturing firms in Anambra state?
3. To what degree does the level of individualism employee job performance in manufacturing firms in Anambra state
4. To what degree does the degree of masculinity affect employee job performance in manufacturing firms in Anambra state?

Hypotheses

The hypotheses used in this study are in null form and are presented below:

1. Power distance has no significance effect on employee job performance in manufacturing firms in Anambra state
2. Uncertainty avoidance has no significance effect on employee job performance in manufacturing firms in Anambra state
3. Level of individualism has no significance effect on employee job performance in manufacturing firms in Anambra state
4. Degree of masculinity has no significance effect on employee job performance in manufacturing firms in Anambra state

Review of Related Literature
Conceptual Framework

Culture

Different authors from different scientific fields are trying to define culture by starting off from different levels and forms. Culture is the shared values and beliefs that enable its members understand their roles and norms of the organization (Hodgetts, Luthans

and Doh, 2006). Anthropologists see culture in many ways. Matijevic, Raguz and Filipovic (2012), one of the most widely used definition of culture is: Culture consists of explicit and implicit patterns, and behaviours acquired and transmitted symbols, which form the characteristic achievement group of people, including embodiments in artifacts; essential core of culture consists of traditional ideas and especially their values added; system of culture on the one hand can see as a product of action, on the other hand, as conditional elements of future action. Bahtijarevic-Siber and Sikavica (2001) note that culture can be defined as a general pattern of behaviour, based on the values and beliefs that develop over time in a given society. These are common knowledge, beliefs, values, norms of behaviour and ways of opinions of members of a society. One of the most commonly used definition of culture is the one given by Geert Hofstede, according to which culture is the collective programming of thought that the members of one group or category of people distinguished from others (Hofstede, 1980).

Culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artifacts; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, on the other, as conditioning elements of future action (Abimbola, Adekeye, Ajayi & Idowu, 2011). Shinnar, Giacomin, and Janssen (2012) defines culture as "a collective programming of the mind which distinguishes the members of one group or category of people, they assert that cultures exhibit an unequal distribution of power, strong hierarchies, control mechanisms and an emphasis to and obeying those in position of power.

Banutu-Gomez (2014) sees culture as "the collective programming of the mind which distinguishes the members of one group or category of people from another." Another definition is that Culture is defined as the specific learned norms of a group's attitudes, values, and beliefs (Daniels, Radebaugh, and Sullivan, 2011). Whiteley and England (2004) defined culture as "the knowledge, beliefs, art, law, morals, customs and other capabilities of one group distinguishing it from other groups". Bucurean et al,(2011) describe culture in three basic dimensions; excellence of taste in the fine arts and humanities, an integrated pattern of human knowledge through social learning and a set of shared attitudes, values, goals, and practices that characterise an institution, organisation or group. Recently, culture has been defined as a common set of beliefs and values shared by a social group in form of symbols, norms, laws, values, rituals, myths and behaviors that can influence peoples' thinking and actions (Bucurean et al, 2011).McDermott and O'Dell (2001) refer to culture as the beliefs, values and practices of the people in a society. Similarly, Arowomole (2000) defines culture as the people's beliefs, practices, attitude and values. Mohd (2005) also defined culture as consisting of people's beliefs and values. Therefore, culture deals with the practices, beliefs, attitude and values of the people within a given society. Rajesh (2006) reported that various authors have indicated many ways by which different societies with differing interests,

attitudes, systems of satisfaction and like, operate to produce various kinds of businessmen and entrepreneurs with various patterns of entrepreneurial behaviours.

Employee Performance

Employee performance is a central variable in employment relation. Employee performance mirrors the extent of goal achievement among employees of the organization. The attainment of these goals and objectives depends on the organization's capacity to develop strategies aimed at fostering organizational performance (Ricardo and Wade, 2001). Cascio (2006), on the other hand, defined performance as the extent of achievement of the mission of the organization that develops an employee job. To this degree, individual performance is a core concept within work and organizational psychology. Reviewing the relationship between organizational culture and employee performance, Sorensen (2002), John and Saks (2005), and Dasanayake and Mahakalanda (2008) note that the relationship between cultural elements and employee performance have been inconsistent over time.

The concept of employees' job performance has been based upon the idea that an organization is a voluntary association of productive assets, including human, physical, technological and capital resources, in order to achieve a common purpose (Barney 2002). According to Richard et al. (2008), performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added). The successful performance of manufacturing firms does not only depend on good economic performance, but rather on the way the entrepreneurs and employees work together and fulfill their activities and objectives in a joint and coordinated basis. According to Roper (1998), the entrepreneur is the development lever that determines whether any business venture will succeed or fail.The term organizational performance is used in three time- senses - the past, present, and the future. In other words, performance can refer to something completed, or something happening now, or activities that prepares for new needs. Profitability, for example, is often regarded as the ultimate performance indicator, but it is not the actual performance. Firms' performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Performance also refers to the metrics relating to how a particular request is handled, or the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. It is the outcome of all of the organization's operations and strategies (Venkatraman and Ramanujam, 1986). Performance measurement systems provide the foundation to develop strategic plans, assess an organizations' completion of objectives and goals (Alderfer, 2003).Good performance influences the continuation of the firm and can be divided to financial or business performance (Gibcus and Kemp, 2003). Financial performance is at the core of the organizational effectiveness domain. Accounting-based standards such as return on assets (ROA), return on sales (ROS) and return on equity (ROE) measure financial success. Business performance measures market-related items such as market share, performance, diversification, and product

development (Gibcus and Kemp, 2003).The organizational performance measures as indicated by Kaplan and Norton (2004) include excellence in internal business processes and effective timely and accurate data collection, quality workforce, quality work environment.

Theoretical Framework

This study is anchored on Durkheim's Theory. This theory was developed by Durkheim (1890). It defines culture as an emergent web of representations, holistically encompassing the deep set value, belief, and symbolic systems of a natural collectivity, such as the tribal societies to which he gave such close attention. The theory argues that an abundance of work in organizational sociology concerns the substance of what the culture concept seems to comprise, even if it takes pains to skirt the label. It is through the culture that an organization influences the tasks and achievement of organizational objectives. According to Wuthnow and Witten (1998), while subcultures may reinforce integration with the overall organization, they may also provide centers of dissent. Cultural cleavages are likely to occur on occupational, status, or divisional lines. Evidence for the existence of subcultures is found in different discursive practices in organizations: in the divergent accounts workers on different organizational levels give of organizational events in specialized language that professionals in some organizations share more fully with colleagues outside the organization than those within it; and in different expressive symbols around which subgroups converge in the production of their collective sense of mission (Zheng & McLean, 2010). These cultures in return affect how employees carry themselves around while undertaking their tasks. Hence their influence on organizational performance.

Theoretical Exposition
Power Distance and Employee Job Performance

To better understanding the power distance in case of organizational performance, the researcher has categorized power distance according to four aspects involving organizational structure, communication, decision making, and leadership.

This is the degree to which the less powerful members of a group or society accept and expect that the power in institutions and organizations is distributed unequally (Hofstede, 2001). Individuals with high power distance accept the inequality of power, perceive differences between superiors and subordinates as natural, and believe superiors are entitled to special privileges. In contrast, individuals from low power distance cultures are less likely to tolerate class distinctions, are more likely to prefer democratic participation, and are less afraid of disagreeing with superiors than are individuals from high power distance cultures (Lim, Leung, Sia, & Lee, 2004). In this dimension, inequality and power is perceived from the followers, or the lower level. A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power. Power distance represents the degree of inequality in the distribution of power within organizations to be considered socially acceptable, and is derived from the fact that power in institutions

and organizations is not evenly distributed (Hofstede, 2001). Organizations with high power distance accept large differences in power within the organization, staff show great respect for those who have the power, and the title, rank and status have considerable weight.

Uncertainty Avoidance and Employee Performance

This is the degree to which employee of an organization deal with tolerance for uncertainty and ambiguity, leading them to support beliefs promising certainty and to maintain institutions protecting conformity ((Hofstede, 1990). People in uncertainty avoiding countries are more emotional and motivated by inner nervous energy. In the opposite type, uncertainty accepting cultures are more tolerant of opinions different from what they are used to. Individuals with high uncertainty avoidance are more concerned with security in life, prefer clear hierarchical structures in organizations, feel a greater need for written rules and procedures, and are intolerant of deviations from standard practices. In contrast, individuals with low uncertainty avoidance are less concerned with security, rely less on written rules and procedures, and are more tolerant of uncertainty (Bhagat, Steverson, and Segovis, 2007). Societies that score a high degree in this index opt for stiff codes of behavior, guidelines, laws, and generally rely on absolute Truth, or the belief that one lone Truth dictates everything and people know what it is. A lower degree in this index shows more acceptance of differing thoughts/ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is more free-flowing (Hofstede, 2001). Uncertainty avoidance dimension measures "the extent to which the members of a culture feel threatened by uncertain and unknown situations". Uncertainty avoidance indicates the extent to which a society feels threatened by ambiguous situations and the extent to which a society tries to avoid these situations by adopting strict codes of behaviour, a belief in the absolute truths, establishing formal rules, and not tolerating deviant ideas and actions. Individuals with high uncertainty avoidance are concerned with security in life, feel a greater need for consensus and written rules, less likely to take risks while individuals in low uncertainty voidance societies are less concerned with security, rules and they are more risk tolerant (Hofstede, 1990).

Individualism and Employee Performance

Individualism is another aspect in values, and it reflects whether employees prefer working individually or within a group (Geert, et al., 2010). In order to measure this dimension, the researcher categorized it into two parts: working conditions upon individual work and group work, and conflict solving. Working conditions contain individual factors and group factors. This involves personal time, freedom, challenge, training, physical condition, use of skills, and communication. Personal time is time left outside work for employees' family life. On the other hand, Freedom, then again, refers to the idea that employees should have freedom to adapt their own approach to their jobs. Challenge refers to the idea that their jobs should be challenging enough, so that employees can feel a sense of achievement. Training relates to the notion that there should be training opportunities available, so that employees can improve their skills or

learn new skills. Physical conditions, on the other hand, refer to an organizations work spaces; for example, good ventilation and lighting, and adequate work space. Use of skills relate to the idea that employees should be able to fully use their skills and abilities in their jobs. Finally, communication refers to the notion that employees should communicate with each other. It also means that there are different means and media for communication, for example email, telephone and face-to-face communication. This is defined as the degree to which individuals are integrated into groups. In individualists' organization, the individual pursues self-interests, individual expression, and loose ties between individuals and the society and organizations to which they belong (Hofstede, 2001). Individualism refers to organization in which the ties between individuals are poor and every individual is expected to look after themselves and their immediate employee, while collectivism refers to organization in which employee from the same organization include the strong cohesive groups that are protected throughout their life in exchange for unquestioning loyalty. Hofstede has noted that the degree of individualism in a country complies the wealth of the country (Hofstede, 2001).

Masculinity and Employee Performance

Masculinity generally, is associated most strongly with the importance attached to the following work goal items: earnings, recognition, advancement, challenge, manager, cooperation, living area and employment security and it effect on employee performance. Earning system is an important part of the organization system. The importance of earnings is not only reflected in personal efforts and rewards, but it is also reflected in incentive effects. It plays an important role in stimulating employee motivation, enhances cohesion, improves employee productivity, and promotes the development of production. Reasonable earnings not only could effectively stimulate their enthusiasm, initiative and motivate employees to strive for the business goals, but may also attract and retain high-quality human resources within an organization, especially in a highly competitive society. The completion of such work allows an employee to get psychological rewards. Challengs at work can inspire employees' potential abilities, enhance self-confidence, and an employee can feel a sense of accomplishment and achievement. Challenging work can also motivate employees to acquire knowledge and skills, and enhance their abilities. Challenging work is the most effective way to inspire employees.

Masculine individuals are characterized as assertive, aggressive, ambitious, competitive, and materialistic, while feminine individuals, in contrast, are described as modest, humble, nurturing and responsible (Hofstede, 2001). Feminine individuals are also more interpersonally oriented, benevolent and less interested in recognition than masculine individuals, and define achievement in terms of close human relationships rather than material success (Bhagat, Steverson, & Segovis, 2007). Its counterpart represents "a preference for cooperation, modesty, caring for the weak and quality of life." Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than

the men. In other words, they still recognize a gap between male and female values. This dimension is frequently viewed as taboo in highly masculine societies. Masculinity refers to an organization in which one can clearly observe the employees social roles by gender towards performance (Hofstede, 2001). Since men are expected to be assertive, tough and focused on material success, while the women are expected to be modest, gentle and concentrated on quality of life. Femininity refers to a society in which gender roles overlap, and that of the women and men are expected to be humble, gentle, and focused on quality of life (Hofstede, 2005).

Empirical Review on the Effect Culture on Employee Performance

Omoregbe, and Umemezia, (2017) examined the relationship between organizational culture and employee performance in the Nigerian banking sector. The study analyzed primary data from field survey using the questionnaire instrument. The sample size for the study consisted of 392 employees drawn through convenience and systematic sampling techniques among employees of First Bank, Access Bank, Zenith Bank, Fidelity Bank, First City Monument Bank, United Bank for Africa, Diamond Bank and Guaranty Trust Bank, Nigeria. The model parameters used in the framework were estimated using Ordinary Least Squares (OLS). Collected data were analyzed using SPSS 22.0 by running both descriptive and inferential statistics. Findings from the study revealed that there is a high level of organizational culture practices in the Nigerian banking sector. Organizational culture dimensions all had positive effects on employee's performance. Thus, the study recommended that firms should adopt organizational culture that best enhances employee performance.

Oduol (2015) examined the effects of organizational culture on performance of subsidiaries of selected regional commercial banks headquartered in Kenya. The research problem was studied through a descriptive cross-sectional survey because it cuts across several commercial banks with subsidiaries within East African Community market. The research findings revealed that the provision of rules that provided clear instructions, processes and procedures for employees was the most prevalent culture. This would therefore be translated to imply that employees will subsequently diligently attend to their duties thus eliminate errors and hence better performance both on their part and also on the bank. This study concludes that for performance of firms to improve, present organization culture should be supportive and compatible with intended strategies and day to day running of activities of employees.

Wambugu (2014) analyzed the influence of organization culture on employees' performance with a focus on Wärtsilä Limited, a private organization in Kenya. The study employed a survey research design with the target population comprising of a stratified census sample of 63 members of staff from the organization at different levels. The results of this study suggest that managers should focus on the factors that have a significant effect on employee performance, if they want to enhance their businesses. Based on the results, this study was able to revealed that organizational values have a more significant effect to employees' job performance at Wärtsilä, than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organization culture and employee performance was

established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä having more effect to employees' performance. The sophisticated and extensive nature of the paper would add value to organization studies discipline by providing an important qualitative perception towards organizational culture and employee performance and would initiate further discussions to create an effective framework between organizational culture and its impact on performance.

Narayana (2017) examine the effect of organizational culture on employee performance and its evaluation has been identified by certain researcher's research. The main aim of research article is to identify and determine strong relationship between organizational culture and employee performance. Literature review is adopted as methodology to review the culture of an organization upon employee performance. The owners and top management of an organization generally tends to have a large impact on establishing a culture. The Organization's culture results from the interaction between the top management's assumptions and shared visions of cultural values and human behavior and what the employees of the organization learn from their own experiences. Managers relate organizational culture and employee performance to each other as they help in providing competitive advantage to the organizations. Hence Organizational culture plays a vital role in enhancing employee performance. Organizational culture must be binding on all members and employees of the organization as this will encourage uniformity among members of the organization and this enhance commitment, group efficiency and overall performance of employees.

Eddah, and Ng'eno (2017)examined the effect of organizational culture on employee performance in selected commercial banks in Kenya. A descriptive survey research design was used targeting 257 employees from selected commercial banks operating in Eldoret town. Simple random sampling technique was also used to select 156 employees. Six management respondents were also purposively selected thus a sample size of 162 respondents. Data collected was summarized and presented using percentages, means and standard deviation. Analysis of Variance (ANOVA) was conducted using SPSS 13. From the findings the study established that team orientation should be considered as the first option, since it is clearly best to ensure job performance executives, managers, and employees should be committed to their work and feel that they own a piece of the organization. People at all levels also should feel that they have at least some input into decisions that will affect their work. Based on the findings, the study recommends that banks should empower employees and reinforce team orientations, embrace integration, co-ordination, Organizational learning, agreement and core values and they should create competence development to promote employee performance.

Agu (2014) studied organizational culture and performance in manufacturing industry in South Eastern Nigeria. This study was centered in five states of South Eastern Nigeria (Enugu, Ebonyi, Abia, Anambra and Imo) selected through stratified sampling technique. The methodology of the study was descriptive survey research design. The instruments used for data collection were the combination of oral interview and questionnaire structured in line with 5-point Likert scale, interview schedule and research findings from available related literature. From a population of one thousand

one hundred and eight (1,108), a sample size of five hundred and eight (508) was acquired. Management and subordinates were issued questionnaire with 81% response rate. The result of the study showed that there is existence of a significant culture performance relationship in enhancing organizational performance through employees' commitment with right attitude to the objective(s) of the organization. Also the result proved that organizational culture reduces ambiguity in the organization for effective performance. The conclusion of this study is that organizational culture promotes the consistency to employee attitude towards performance through job satisfaction which is positively associated with the degree to which employees fit into both the overall culture and subculture in which they work.

Luís Pedro (2015) analyzed dimension of culture, uncertainty avoidance which was more associated to management and performance, and link it with two different measures of job performance, effort and quality, which will also help us to understand that job performance cannot only depend on one measure. We conducted a questionnaire on the citizens of two different countries, Portugal and Germany, as one is in the tail and the other in the head of Europe in the terms of development and growth). We used scales validated by other studies. We obtained a sample of 164 respondents, 57 German and 107 Portuguese. It was analysed the results based on correlations between national culture and job performance using Spearman's rho correlation test, by the comparison between the results of Portugal and Germany using the Mann-Whitney U test and by the comparison with previous results. We verified the existence of significant correlations between globe and job performance and the existence of different scores between the two countries. The significant findings allow us to tell that Portugal has better work effort and lower uncertainty avoidance as was expected by globe previous studies.

Methodology
This study adopted the survey research design. This approach is a research method that studies people or objects, their attitudes, belief system, opinions and other behavioral manifestations. This study covers the effect of organizational culture and employee performance in Anambra state Nigeria. The population of the study will comprise of 1193employees of the six selected manufactural firms in Anambra State, Nigeria.The sample size consists of 387 employees of the selected manufacturing firms in South East, Nigeria. The instrument to be employed for data collection is questionnaire constructed by the researcher. The researcher used face and content validity in this study. The reliability of the questionnaires used for data collection was also tested.

Method of Data Analysis
The tools used in analyzing the data collected include simple percentages, descriptive statistics and correlation analysis. The study also employed Multiple Regression Analysis (MRA) method to determine the imperativeness of culture in employees' performance. The regression model is represented as:
$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_n X_n + \text{ę}$
Where:

Y =   Employees performance (GBM)
α =   Constant Term
β=   Beta coefficients
X_1=   Power Distance (PD)
X_2=   Uncertainty Avoidance (UA)
X_3=   Degree of Individualism (DI)
X_4=   Degree of Masculinity (DM)
ẹ =   Error Term

Data Presentation and Analysis

The data generated from the employee of the sampled manufacturing firms were presented, analyzed and interpreted in this chapter. A total of three hundred and eighty-seven questionnaires were distributed to the respondents, out of which three hundred and eleven was properly filled and found relevant to the study. The 50 copies questionnaire were not properly fill and 27 copies got missing. Therefore, the analysis in this chapter will be based on the three hundred and eleven relevant copies.

Descriptive Analysis

This section presents the descriptive statistics on culture and employees performance. The aim of the analysis is to examine the performance of the culture variables in relation to employees' performance. The analysis of the individual characteristics of these variables is presented in the table below:

Table 1: Descriptive Characteristics of the Variables

Variables	Mean	Standard Deviation
Employees performance	20.28	3.330
Power Distance	17.82	4.255
Uncertainty Avoidance	17.86	3.697
Degree of Individualism	18.27	4.109
Degree of Masculinity	18.78	4.264

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 employees' performance is 20.28 while the standard deviation is 3.330. Power distance and Uncertainty avoidance recorded a mean value of 17.82 and 17.86 with a standard deviation of 4.255 and 43.697 respectively. Degree of individualism and degree of masculinity have mean value of 18.27 and 18.78 with standard deviation of 4.109 and 4.264 respectively.

Multiple Regression Analysis

Multiple regression result was employed to test the imperativeness of culture on employees' performance. The result of the multiple regression analysis is presented in the tables below.

Table 3 Summary of the Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.286[a]	.081	.570	3.212	1.767

a. Predictors: (Constant), Degree of Masculinity, Uncertainty Avoidance, Degree of Individuality, Power Distance
b. Dependent Variable: Employees performance
Source: SPSS Version 21.0

Table 3 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.081. This implies that 81% of the variation in employees' performance is explained by variations in degree of masculinity, uncertainty avoidance, degree of individuality, power distance. This is supported by adjusted R^2 of 0.570. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.767 in table 4.4 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

Table 4: ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.805	4	70.451	6.830	.000[b]
	Residual	3156.413	306	10.315		
	Total	3438.219	310			

a. Dependent Variable: Employees performance
b. Predictors: (Constant), Degree of Masculinity, Uncertainty Avoidance, Degree of Individuality, Power Distance
Source: SPSS Version 21.0

The f-statistics value of 6.830 in table 4 with f-statistics probability of 0.000 shows that the independent variables has significant relationship with the dependent variable. This shows that degree of masculinity, uncertainty avoidance, degree of individuality, power distance can collectively explain the variations in employees' performance in the selected manufacturing firms.

Table 5: Coefficients of the Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.325	1.834		9.994	.000
	Power Distance	.118	.044	.151	2.660	.008
	Uncertainty	.081	.051	.090	1.591	.113

Avoidance						
Degree Individuality	of	.091	.046	.109	2.980	.041
Degree Masculinity	of	.174	.045	.215	3.908	.000

a. Dependent Variable: Employees performance

Source: SPSS Version 21.0

Table 4.5 shows the coefficient of the individual variables and their probability values. Power distance has regression coefficient of 0.118 with a probability value of 0.008. This implies that Power distance is imperative in employee's performance in Nigeria. Uncertainty avoidance has a regression coefficient of 0.081 with a probability value of 0.113 implying that the level of uncertainty avoidance does not affect employees' performance in Nigeria.

Furthermore, degree of individuality has a regression coefficient of 0.091 with a probability value of 0.049. This implies that the level of individualism is not imperative in employees' performance in Nigeria. On a similar note, degree of masculinity has a coefficient value of 0.174 and a probability value of 0.000. This shows that the degree of masculinity affect employees performance in Nigeria.

Test of Hypotheses

The four hypotheses formulated in chapter one were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Test of Hypothesis One

Ho: Power distance has no significance effect on employees' performance in manufacturing firms Anambra State.

Hi: Power distance has a significance effect on employee's performance in manufacturing firms Anambra State.

In testing this hypothesis, the t-statistics and probability value in table 4.7 is used. Power distance has a t-statistics of 2.980 and a probability value of 0.041 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that power distance has a significance effect on employee's performance in manufacturing firmsAnambra State.

Test of Hypothesis Two

Ho: Uncertainty avoidance has no significance effect on employees' job performance in manufacturing firms Anambra State.

Hi: Uncertainty avoidance has a significance effect on employees' job performance in manufacturing firms Anambra State.

Level of uncertainty avoidance has a t-statistics of 1.591 and a probability value of 0.113 which is statistically insignificant. Therefore, we accept the null hypothesis and

reject the alternative hypotheses which state that uncertainty avoidance does not have significance effect on employees' job performance in manufacturing firms Anambra State.

Test of Hypothesis Three
Ho: Individualism has no significance influence on employees' job performance in manufacturing firms Anambra State.
Hi: Individualism has a significance influence on employees' job performance in manufacturing firms Anambra State.
Individualism has a t-statistics of 2.980 and a probability value of 0.041 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that the degree of individualism has a significance influence on employees' performance in manufacturing firms Anambra State.

Test of Hypothesis Four
Ho: Masculinity has no significance influence on employees' performance in manufacturing firms Anambra State.
Hi: Masculinity has a significance influence on employees' performance in manufacturing firms Anambra State.
The degree of masculinity has a t-statistics of 3.908 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that the masculinity has a significance effect on employees' performance in manufacturing firms Anambra State.

Discussion of Findings
This work examined organizational cultural and employees' performance using manufacturing firms in Anambra State, Nigeria. A total of six manufacturing firms in Anambra State, Nigeria were studied. The hypotheses formulated were tested using multiple regression analysis. At the end of the analysis, the following were discovered. Power distance has a significance effect on employees' performance in manufacturing firms Anambra State. This finding tallies with Lim, Leung, Sia, & Lee, 2004 that posit that, in dimension, inequality and power is perceived to have significance effect on employees' performance. A higher degree or the lower level of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. The finding disagrees with Hofstede, 2001 which state that individuals with high power distance accept the inequality of power, perceive differences between superiors and subordinates as natural, and believe superiors are entitled to special privileges.

The study also find out that uncertainty avoidance does not have significance effect on employees' performance in manufacturing firms Anambra State. This finding agree with Bhagat, Steverson, & Segovis, 2007 in their contrast, individuals with low uncertainty avoidance are less concerned with security, rely less on written rules and procedures, and are more tolerant of uncertainty. This finding disagree with Hofstede, 2001 who finding indicate that the degree to which employees deal with a organizations

tolerance for uncertainty and ambiguity, leading them to support beliefs promising certainty and to maintain institutions protecting conformity.

The findings show that degree of individualism has a significance influence on employees' performance in manufacturing firmsAnambra State. This finding disagree with Hofstede, 2001 who posit explores the index that degree to which employees in an organizations are integrated into groups and individualistic societies have loose ties that often only relate an individual to his/her immediate family. The finding agrees with Ang, Van Dyne, & Begley, 2003 that emphasizing employees' welfare, collectivists value reciprocation of favors, a sense of belonging, and respect for tradition of organizational performance.

Finally, the study finds out that masculinity has a significance influence on employees' performance in manufacturing firms Anambra State. This result disagrees with Hofstede, 2001 that stats masculine employees are characterized as assertive, aggressive, ambitious, competitive, and materialistic, that does impact to organizational performance. This finding agree with Bhagat, Steverson, & Segovis, 2007 that sees employees and individuals as more interpersonally oriented, benevolent and less interested in recognition than masculine individuals, and define achievement in terms of close human relationships rather than material success that yield to organization performance.

Summary of Findings

This work examined organizational cultural and employee's performance using manufacturing firms in Anambra State, Nigeria. A total of six manufacturing firms in Anambra State, Nigeria were studied. The hypotheses formulated were tested using multiple regression analysis. At the end of the analysis, the following were discovered.

1. Power distance has a significance effect on employees' performance in manufacturing firms Anambra State. Power distance and employees performance shows the value of 0.141 which is statistically significant at 0.01 level of significance. This indicates that power distance has a positive moderate relationship with employees performance

2. Uncertainty avoidance does not significance effect on employees performance in in manufacturing firms Anambra State, Nigeria. Uncertainty avoidance recorded a correlation coefficient of 0.49 with employee performance and this is statistically insignificant. This shows that shows that uncertainty avoidance has weak positive relationship with employees performance

3. Individualism has a significance positive influence on employees' performance in manufacturing firms Anambra State Nigeria. Individualism and employees performance recorded a correlation coefficient of 0.216 which is statistically significant at 0.05 level of significance. This indicates that individualism has a positive strong relationship with employees performance in manufacturing firms Anambra State Nigeria

4.   Masculinity has no significance influence employee performance in manufacturing firms Anambra State Nigeria. Masculinity recorded a correlation coefficient of -0.290 with employee performance. This shows that masculinity has a strong negative relationship with employees' performance.

Conclusion
This study examined organizational cultural and employees' performance using manufacturing firms in Nigeria. A total of six manufacturing firms in Anambra State using that power distance, uncertainty avoidance, individualism and masculinity on employee performance in in manufacturing firmsAnambra State, Nigeria.
From the analysis it was discover that power distance, individualism masculinity has a positive relationship with employee performance. While uncertainty avoidance does not significance effect on employees' performance in in manufacturing firmsAnambra State, Nigeria. Therefore, the study concludes that organizational cultural has a positive effect with employee performance in manufacturing firms in Anambra State, Nigeria

Recommendations
1.   Organizations must help to generate a culture supportive of Power distance with emphasis on enhanced communication in order to influence attitudes, opinions and beliefs. Since power distance was found to have positive relationship with employee performance
2.   Management should pay attention to uncertainty avoidance. Management must pay particular attention to autonomy, formalization, workload, recognition and financial rewards. Since uncertainty avoidance has weak positive relationship with employee performance.
3.   Management of manufacturing firms should pay attention individualism since individualism has a positive strong relationship with employees performance inmanufacturing firms.
4.   Every organization should give attention to masculinity has no significance influence employee performance in manufacturing firmsAnambra State Nigeria.

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