



DYNAMICS OF ORGANIZATIONAL CULTURE AND EMPLOYEES' PERFORMANCE IN MANUFACTURING SECTOR: A STUDY OF NIGERIAN BOTTLING COMPANY, KADUNA, KADUNA STATE

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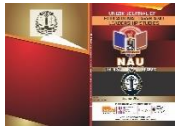
ABSTRACT

This study examined the effect of organizational culture on employee performance of Nigerian Bottling Company, Kaduna. The study focused on how organization culture elements affect employee collaboration, innovation, and productivity. A quantitative survey design was used, with 286 questionnaires distributed across departments to employees; 273 valid questionnaires were collected and analyzed using multiple regressions in SPSS version 22. Findings reveal that organizational culture significantly affects employee performance, with organizational structure ($\beta = 0.262, p < 0.005$), risk-taking ($\beta = 0.209, p < 0.00$), and teamwork ($\beta = 0.180, p = 0.002$) positively influencing employees' performance. Results show the advantage of actively managing organizational culture to encourage productivity and maintain competitive advantage. It is recommended that management maintain well-defined organization structures, foster calculated risk-taking, and encourage teamwork through collaborative initiatives. This study provides empirical evidence on how specific cultural dimensions influence employee performance in Nigerian manufacturing companies.

Keywords: *Organizational Structure, risk-taking, teamwork and employee performance*

Introduction

Culture is a fundamental concept that has shaped human societies over time and is commonly understood as a people's shared way of life, values, and worldview. While culture reflects collective beliefs, it is not entirely uniform, as individuals within a group may hold personal values that occasionally conflict with group norms. Thus, culture is complex and dynamic, combining collective, plural, and individual perspectives. It influences how people interact, generate and share knowledge, and responds to change within social and organizational settings. Organizational culture is pervasive and powerful. For the organizations, companies and business it is either a force for change or a definite barrier to it. For the employees, it is either the glue that bonds people to



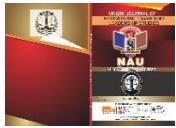
tan organization or what drives them away. Organizations, today, are increasingly challenged with changing their organization's culture to support ways of accomplishing work (Nkereuwem & Alfred, 2016)

Within organizations, culture defines shared expectations, underlying philosophies, values, and norms that guide employee behaviour and organizational practices. Organizational culture manifests in employees' self-image, internal processes, external relationships, and long-term expectations. It is built over time through traditions, shared experiences, and both formal and informal rules that continue to shape conduct and decision-making. As a managerial tool, organizational culture helps coordinate and regulate employee behaviour toward achieving organizational goals through cooperation and unified effort.

Organizational culture is intangible, yet it exists in a way that every employee recognizes it, and new recruits are expected to understand and adapt to it. An organization's culture forms a core part of its identity and significantly influences employee performance. Consequently, organizations deliberately uphold and strengthen their culture as a means of achieving superior performance and gaining a competitive advantage (Olalounpe, 2019). Organizations deliberately design unique cultures to reflect their identity, purpose, and strategic direction. However, achieving full employee commitment to organizational values remains challenging. When effectively developed and supported by strong leadership and clear strategies, organizational culture can enhance employee attraction, satisfaction, retention, and performance. In a way, poorly conceived or weakly managed cultures may negatively affect these outcomes, making culture a critical determinant of organizational success in today's competitive environment.

In response, business leaders increasingly emphasize the development of consistent, innovative, and well-defined corporate cultures as a basis for sustained performance. This is particularly relevant in competitive industries such as Nigeria's bottling sector, where organizations rely on strong cultural foundations to guide operations. Employee performance remains a central concern, as it determines the achievement of organizational goals and vision. Nkereuwem & Alfred, (2016) investigated the effect of organizational culture on employee performance and job satisfaction, using Niger Delta University as a case study. Data were collected primarily from university staff, with 120 questionnaires distributed and 100 successfully returned. The analysis was conducted using simple percentages and tables, while chi-square tests were employed to test the research hypotheses. The findings indicated that the majority of respondents agreed that organizational culture significantly influences both employee performance and job satisfaction.

Hanafi et al., (2019) explored the effects of organizational structure, job analysis, and leadership style on employee performance at SMK SMTI in Indonesia, involving 183 employees as respondents. Data were analyzed using Structural Equation Modeling (SEM) with AMOS software. The results indicated that all three factors organizational structure, job analysis, and leadership style have significantly affected employee performance, with leadership style exerting the strongest influence.



Kelemba et al., (2017) investigated the impact of teamwork practices on employee performance in Kenya's public service. A cross-sectional survey design was employed, targeting a population of 126,998 employees across twenty ministries. A sample of 225 employees was selected, of which 203 participated in the study. Due to the heterogeneous nature of the population, stratified and simple random sampling techniques were applied. Data were collected using a close-ended questionnaire, with content validity assessed and reliability confirmed through a Cronbach's alpha score of 0.75, indicating an acceptable and reliable instrument. Descriptive statistics were used to analyze the data, with quantitative responses coded in SPSS version 21 and presented through frequencies, percentages, and tables. The study concluded that teamwork promotes democratic practices in the workplace, facilitates change, encourages innovation and creativity, and supports effective decision-making and networking.

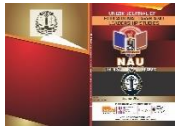
Wanyeki et al., (2019) primarily examined factors related to teamwork in the workplace and their impact on employee performance, as well as the overall performance of Kenyatta University. To incorporate perspectives on service quality, students were also included in the study. Data were collected from 100 respondents using questionnaires distributed across various schools and support units, including the cafeteria and health services. Respondents were selected purposively, with emphasis on their length of experience within the faculties. The study utilized both questionnaires and interactive interviews as data collection instruments. Findings revealed that teamwork is strongly associated with individual employee performance.

Employee Performance

The concept of employee performance can be traceable to from the disciplines of management and organizational psychology, where there is a consensus among scholars that organizational success largely depends on the effectiveness and contributions of employees. Employee performance refers to how well individuals carry out their duties and responsibilities in line with organizational expectations. Since employees are central to organizational operations, their performance directly affects the attainment of organizational goals and overall effectiveness (Deresso et al., 2024). Employee performance refers to the level of work accomplished by an employee in relation to assigned duties, work plans, and predetermined targets associated with their roles and responsibilities (Hanafi et al., 2019). This study considers employee performance as the degree to which an employee effectively and efficiently executes assigned duties and responsibilities in line with established work plans, performance targets, and organizational expectations, while also contributing through supportive behaviors such as teamwork, initiative, and commitment that enhance the achievement of organizational goals.

Organization Culture

Culture generally describes the collection of shared beliefs, values, attitudes, traditions, and patterns of behavior that define a group or society within a social context. It includes symbols, rituals, ideas, meanings, and practices that guide how people think, behave, and interact in their daily lives. These cultural elements shape individual behavior and influence collective actions within any social system (Nasir & Idris, 2020). Within organizations, culture takes a more specific form known as organizational culture. Organizational culture represents a unique system of shared



values and beliefs that distinguishes one organization from another. It plays a vital role in shaping employees' behavior, attitudes, and work practices. Organizational culture is seen as a key organizational variable because it affects how employees respond to policies, leadership, and work expectations (Kalaiarasi & Sethuram, 2017).

Organizational culture develops gradually through the influence of organizational founders, leaders, and members. It consists of shared norms, assumptions, philosophies, values, and habitual practices that are learned and passed on to new employees through socialization processes. These cultural elements guide employees' thinking, attitudes, and behaviors in performing tasks, delivering services, interacting with customers, and working toward the achievement of organizational objectives (Tannady & Budi, 2023). For the purpose of this study, organizational culture is defined as the shared system of values, beliefs, norms, assumptions, and habitual practices that evolve within an organization and guide how employees think, behave, and interact in the workplace

Organizational Structure

Organizational structure as the formal system of tasks and reporting relationships that directs, coordinates, and motivates employees to work collectively toward achieving organizational objectives. Organizational structure refers to the system through which individuals are connected and coordinated within an organization by defining roles, lines of authority, and the distribution of power. (Kanten et al., 2015). Organizational structure plays a crucial role in determining an organization's performance; therefore, anyone responsible for managing an organization must recognize the significance of establishing an effective structure (Eze et al., 2017).

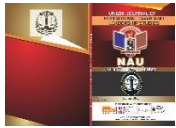
Risk Taking

Risk-taking can be defined as the willingness to engage in actions that involve potential negative outcomes or uncertainty, motivated by the pursuit of rewards such as excitement, achievement, or personal growth. In a business context, risk-taking involves allocating resources to ventures with uncertain outcomes, where the potential gains or losses are high, often driven by goals of innovation, growth, or competitive advantage. Innovation cannot thrive in an organization whose culture does not encourage risk-taking. Risk-taking is a critical factor that drives innovation by enabling the practical application of creative ideas. Employee risk-taking reflects the readiness to face uncertainties and potential mistakes while exploring new ideas and addressing challenges without clear solutions, ultimately enhancing the chances of achieving organizational goals (Olalounpe, 2019)

Teamwork

Teamwork is the process of individuals collaborating to achieve a common goal, combining their skills, knowledge, and strengths to contribute to the overall success of the group. It involves coordinated efforts, where each member fulfills their role while relying on effective communication and collaboration to accomplish shared objectives (Phuong & Huy, 2022)

Teamwork also encompasses mutual support, with members assisting one another, sharing resources and motivating each other to meet collective goals. Responsibility for outcomes is



distributed among all members, fostering a sense of shared accountability (Arifin, 2024). Teamwork is an essential element required to improve on the performance of a firm. Considering the advancement and innovation brought by technology that has led to complexity in organizational activities has made most of the organizational activities complex, team spirit is required to be developed among the employees (Khan & Al Mashikhi, 2017).

Conceptual Framework

Based on literature reviewed and the hypotheses development process, the conceptual framework (Figure 1) for this study was developed as shown in Figure 2.1 below. In the context of this study, the main objective was to determine how organizational culture affected employee performance with special emphasis on Nigerian Bottling Company, Kaduna, Kaduna State. Consequently, the predictor (independent) variable is organizational culture, while employee performance is the outcome (dependent) variable. As shown in the model, there are three dimensions of independent variables (organizational structure, risk-taking, teamwork) that are likely to influence the dependent variable (employee performance).

Independent Variables

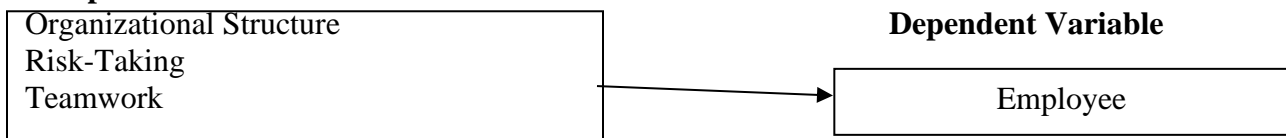
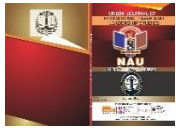


Figure 2.1: Conceptual framework showing hypothesized relationships

Source: The Researcher, 2026.

Employee performance remains a critical concern for organizations operating in competitive industries such as the bottling sector, where efficiency and productivity are essential for survival. At Nigerian Bottling Company, Kaduna Plant, variations in employee performance suggest that internal organizational factors may be influencing work outcomes. In particular, the extent to which organizational structure, risk-taking orientation, and teamwork affect employees' performance has not been clearly established. Rigid or unclear structures may hinder effective coordination, limited or excessive risk-taking may affect initiative and innovation, while weak teamwork can reduce collaboration and efficiency. The absence of sufficient empirical evidence on how these organizational culture dimensions affect employee performance at Nigerian Bottling Company, Kaduna underscores the need for a focused investigation to inform managerial practices and enhance organizational effectiveness.

Empirical studies have consistently shown that organizational culture significantly influences employee performance across different sectors and contexts. Research findings indicate strong positive relationships between organizational culture and employee performance (Nasir & Idris, 2020; Munir & Arifin, 2021; Mohamed & Abukar, 2013; Chairuddin et al., 2025; Deresso et al., 2024). However, most of these studies examined organizational culture as a general construct without disaggregating it into specific dimensions. This limitation creates a gap in understanding how particular cultural elements, such as organizational structure, risk-taking, and teamwork,



individually influence employee performance, specifically within manufacturing organizations. Further empirical evidence supports the relevance of these dimensions. Role conflict, innovation, employee participation, and cooperation, which are factors closely linked to organizational structure, risk-taking, and teamwork have been found to significantly affect employee performance (Nasir & Idris, 2020; Mulugeta, 2020; Ramadhan et al., 2024).

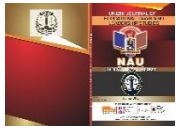
Theoretical Framework

The theoretical framework of this study is grounded in Schein's Model of Organizational Culture (1985) and Social Exchange Theory (Blau, 1964). These theories provide complementary perspectives for understanding the mechanisms through which organizational culture influences employee performance, particularly through dimensions such as teamwork and risk-taking. Schein's Model of Organizational Culture conceptualizes culture at three levels: artifacts, which are visible organizational practices, symbols, and procedures; espoused values, which are the declared norms, goals, and strategies guiding employee behavior; and underlying assumptions, which are deeply held beliefs that shape perceptions, decisions, and interactions within the organization. According to Schein, a strong alignment between these cultural levels and employee behavior promotes consistency, engagement, and productivity. In this study, Schein's model provides a foundation to understand how organizational culture shapes employee behaviors such as collaboration, innovation, and risk-taking, which ultimately influence overall performance. Social Exchange Theory (Blau, 1964) explains employee behavior as a function of reciprocal relationships with the organization. When employees perceive fairness, recognition, support, and opportunities for growth, they are motivated to reciprocate through higher commitment, proactive behaviors, and increased performance. Within this study, Social Exchange Theory underpins the understanding of how organizational practices and cultural values encourage employees to invest effort in teamwork, take calculated risks, and strive to achieve organizational goals.

By integrating these two theories, the framework posits that organizational culture influences employee performance both directly and indirectly through mediating factors such as teamwork and risk-taking. Schein's model explains why organizational culture shapes employee behavior, while Social Exchange Theory explains how employees respond to supportive and fair organizational practices. Together, these theories provide a robust foundation for examining the relationships between organizational culture, employee behaviors, and performance outcomes. Many studies on the subject have been conducted in educational institutions and other public organizations but with limited focus on industrial firms in Nigeria. This contextual and dimensional gap justifies the need to examine the extent to which organizational structure, risk-taking, and teamwork affect employees' performance at Nigerian Bottling Company, Kaduna State.

Purpose of the Study

The broad objective of the study was to examine the effects of the dynamics of organizational culture on employees' performance of Bottling Company in Kaduna, Kaduna State. The specific objectives of this study are to:



- i. Examine the impact of organizational structure on employees' performance at Nigerian Bottling Company, Kaduna, Kaduna State.
- ii. Determine the extent to which the level of risk-taking affects employees' performance at Nigerian Bottling Company, Kaduna, Kaduna State.
- iii. Investigate the degree to which the level of teamwork at Nigerian Bottling Company Kaduna, Kaduna State, affects employees' performance.

Research Questions

The following research questions were designed to guide the study:

- i. To what extent does the organizational structure affect employees' performance at Nigerian Bottling Company, Kaduna, Kaduna State?
- ii. To what extent does the level of risk-taking affect employees' performance at Nigerian Bottling Company, Kaduna, and Kaduna State?
- iii. To what level does teamwork affect in Nigerian Bottling Company Kaduna, Kaduna State, affects employees' performance

Research Hypotheses

The research hypotheses of this study are presented in null form.

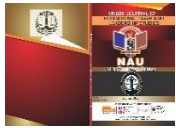
H0₁: Organizational structure has no significant effect on employees' performance at Nigerian Bottling Company, Kaduna, Kaduna State.

H0₂: Level of risk-taking has no significant effect on employees' performance at Nigerian Bottling Company, Kaduna, Kaduna State.

H0₃: Level of teamwork has no significant effect on employees' performance at Nigerian Bottling Company, Kaduna, Kaduna State.

Methodology

This study used a quantitative survey research design to examine the effect of organizational culture dimensions on employee performance. The population comprised 1,000 employees across various departments of Nigerian Bottling Company, Kaduna, from which a representative sample of 286 respondents was selected using the Taro Yamane formula to ensure accuracy and representativeness. Primary data were through collected using a structured Likert-scale questionnaire. Collected data were analyzed using SPSS version 22. Validity is the extent to which an instrument measures what it is supposed to measure (Babbie, 2011). The validity of research instruments was ensured by two experts in the field, including the supervisor, before pilot testing; and some items of the instruments that were deemed unsuitable were eliminated, while others were reworded. The study employed Cronbach's coefficient alpha (α) to determine the reliability of items in the questionnaire. After testing a dependable coefficient of 0.81 was found, indicating that the tool was deemed adequate in terms of reliability



Analyses and Discussion of Findings

Table 4.1: Model Summary for the Regression Analysis Predicting Employees’ Performance

Model	R	R ²	Adjusted R ²	SEE	Durbin–Watson
1	.432 ^a	.186	.177	1.116	1.367

Note. R = multiple correlation coefficient; R² = coefficient of determination; SEE = standard error of the estimate. Dependent variable: Employee performance.

Table 4.2: ANOVA Summary for Multiple Regression Analysis

Source	Sum of Squares	df	Mean Square	F	sig
Regression	77.052	3	25.684	20.616	.000 ^b
Residual	336.379	270	1.246		
Total	413.431	273			

a. Dependent Variable: Employee performance

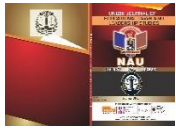
b. Predictors: (Constant), Team Work, Risk Taking, Organization Structure

Table 4.3: Regression Coefficients for Predictors of Organizational Performance

Predictor	B	SE B	β	t	P	Tolerance	VIF
Constant	-.763	.540		-1.412	.159		
Organization Structure	.393	.084	.262	4.666	.000	.953	1.049
Risk Taking	.404	.107	.209	3.762	.000	.972	1.029
Team Work	.265	.084	.180	3.168	.002	.938	1.067

Note. B = unstandardized coefficient; SE = standard error; β = standardized coefficient. Dependent variable: Employee Performance.

Table 4.1 presents the model summary for the multiple regression analysis examining the effect of organizational culture dimensions on employee performance at the Nigerian Bottling Company, Kaduna. The multiple correlation coefficient (R = 0.432) indicates a moderate positive relationship between the predictors (organizational structure, risk taking, and teamwork) and employee performance. The coefficient of determination (R² = 0.186) reveals that approximately 18.6% of the variation in employee performance is jointly explained by the selected dimensions of organizational culture. After adjusting for the number of predictors, the adjusted R² value of 0.177 confirms that the model maintains reasonable explanatory power. The standard error of the



estimate (SEE = 1.116) suggests a moderate level of prediction accuracy. The Durbin–Watson statistic of 1.367 indicates no serious autocorrelation problem in the residuals, confirming the suitability of the regression model.

Table 4.2 shows the ANOVA results for the regression model. The F-statistic ($F = 20.616$) is statistically significant at the 0.05 level, indicating that the regression model as a whole is a good fit for the data. This result implies that organizational structure, risk taking, and teamwork jointly have a significant effect on employee performance in the Nigerian Bottling Company. Hence, the null hypothesis that organizational culture dimensions do not significantly influence employee performance is rejected.

Table 4.3 presents the regression coefficients for the individual predictors. Organizational structure has a positive and statistically significant effect on employee performance ($\beta = 0.262$, $t = 4.666$, $p < 0.005$). This suggests that clear reporting lines, defined roles, and an effective organizational framework enhance employees' efficiency and output. Risk taking also shows a positive and significant relationship with employee performance ($\beta = 0.209$, $t = 3.762$, $p < 0.005$), indicating that an organizational culture that encourages innovation and calculated risk-taking improves employees' commitment and productivity. Similarly, teamwork has a positive and significant influence on employee performance ($\beta = 0.180$, $t = 3.168$, $p = 0.002$), implying that collaboration and cooperation among employees contribute meaningfully to improved performance outcomes.

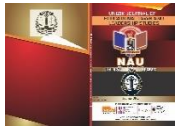
The multicollinearity diagnostics further confirm the robustness of the model. The tolerance values for all predictors are above 0.90, while the Variance Inflation Factor (VIF) values are well below the threshold of 10, indicating the absence of multicollinearity among the independent variables.

Discussion of Findings

This study examined the dynamics of organizational culture and employee performance in the manufacturing sector, using the Nigerian Bottling Company, Kaduna, as a case study. The findings show that organizational structure, risk-taking, and teamwork jointly and individually have a significant positive influence on employee performance. The regression model explains 18.6% of the variation in employee performance, confirming that organizational culture is an important predictor of employees' performance in the manufacturing context.

The positive and significant effect of organizational structure on employee performance aligns with earlier empirical findings. Studies by Hanafi et al. (2019) and Mulugeta (2020) similarly established that well-defined structures, clear roles, and formalized procedures enhance employee efficiency and effectiveness. In manufacturing companies such as Nigerian Bottling Company, structured workflows, defined reporting lines, and standardized operational processes are critical for productivity and quality assurance. The present finding reinforces the argument that organizational structure provides coordination and clarity that enable employees to perform optimally.

The study also found risk-taking culture to have a positive and significant effect on employee performance. This result is consistent with the findings of Mulugeta (2020), who reported that innovation and risk-taking significantly improve job performance in public service organizations, and Ramadhan et al. (2024), who identified innovation-oriented culture as a key driver of



employee performance. In a competitive manufacturing environment, encouraging calculated risk-taking promotes creativity, process improvement, and adaptability, which in turn enhance employee output and responsiveness to operational challenges.

Furthermore, teamwork emerged as a significant predictor of employee performance. This finding strongly corroborates the results of Kelemba et al. (2017), Wanyeki et al. (2019), Phuong and Huy (2022), and Adil et al. (2020), all of whom found that teamwork improves communication, cooperation, innovation, and decision-making, thereby enhancing individual and organizational performance. In the Nigerian Bottling Company, teamwork likely facilitates coordination across production, distribution, and quality control units, leading to improved efficiency and reduced operational bottlenecks.

The overall significance of organizational culture observed in this study supports broader empirical evidence that culture plays a central role in shaping employee behavior and performance. Similar conclusions were reached by Nkereuwem and Alfred (2016), Munir and Arifin (2021), Mohamed and Abukar (2013), and Chairuddin et al. (2025), all of whom reported a positive and significant relationship between organizational culture and employee performance across different sectors and countries. These consistent findings suggest that organizational culture remains a universal driver of performance, regardless of organizational size or national context.

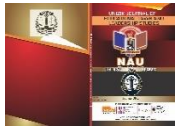
Although the explanatory power of the model is moderate, the results confirm that cultural factors are important performance determinants in the manufacturing sector. This implies that while other factors such as technology, employee skills, and compensation systems also influence performance, organizational culture remains a critical managerial tool for enhancing employee productivity and sustaining competitive advantage.

In summary, the findings of this study are largely consistent with existing empirical literature and provide further evidence that organizational structure, risk-taking, and teamwork are vital cultural dimensions for improving employee performance in manufacturing firms. The study therefore contributes to the growing body of knowledge by extending empirical validation of organizational culture–performance relationships within the Nigerian manufacturing sector.

Summary of the Study

This study examined the dynamics of organizational culture and employee performance in the manufacturing sector, using the Nigerian Bottling Company (NBC), Kaduna, Kaduna State, as a case study. The study focused on organizational culture, organizational structure, risk-taking, and teamwork and their effect on employee performance. A quantitative research design was used, and data were collected through structured questionnaires distributed to employees of the organization. Out of the questionnaires administered, 273 were successfully retrieved and found usable for analysis, representing a high response rate and providing a reliable basis for statistical analysis.

Data were analyzed using multiple regression techniques. The findings revealed a significant positive relationship between organizational culture and employee performance. Specifically, organizational structure, risk-taking, and teamwork were found to have significant individual and joint effects on employee performance. These results provide empirical evidence that organizational culture plays a vital role in shaping employee behavior and enhancing performance



within the manufacturing sector.

Conclusion

Based on the findings of the study, it is concluded that organizational culture significantly influences employee performance at the Nigerian Bottling Company, Kaduna. The results indicate that a well-defined organizational structure enhances clarity, coordination, and accountability among employees, thereby improving performance. In addition, a culture that encourages calculated risk-taking promotes innovation, adaptability, and proactive problem-solving, which are essential for organizational effectiveness in a competitive manufacturing environment. Furthermore, teamwork was found to significantly enhance employee performance by fostering collaboration, communication, and shared responsibility among employees.

The study also validates Schein's (1985) Model of Organizational Culture, demonstrating that visible cultural elements (organizational structure), shared values (risk-taking and teamwork), and embedded assumptions collectively shape employee performance. Although organizational culture does not account for all variations in employee performance, it remains a critical managerial tool for improving productivity and sustaining competitive advantage. Therefore, organizations that deliberately strengthen positive cultural practices are more likely to achieve improved employee performance.

Recommendations

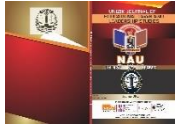
Based on the findings and conclusions of this study, the following recommendations are proposed:

- (i) Management of the Nigerian Bottling Company should continue to maintain and strengthen a clear organizational structure by clearly defining roles, responsibilities, and reporting lines. This will enhance coordination, reduce role ambiguity, and improve employee efficiency.
- (ii) The organization should promote a culture that supports innovation and calculated risk-taking by allowing employees to contribute ideas, experiment with improved work processes, and learn from mistakes without fear of undue punishment. This will enhance creativity and adaptability.
- (iii) Management should further encourage teamwork through team-based assignments, cross-functional collaboration, and regular team-building activities. Such practices will enhance cooperation, knowledge sharing, and overall employee performance.
- (iv) Organizational leaders should consistently demonstrate and reinforce desired cultural values through their actions and policies. Leadership commitment is essential for embedding cultural values into daily work practices.



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