Organizational Culture and Employees' Performance: Evidence from Intercontinental Distilleries, Plc., Ogun State, Nigeria

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ABSTRACT

Employees' performance is sacrosanct for measuring effectiveness and how much an organization is meeting its stated objectives. Several factors play dominant roles in making or marring performances and one of such core factors is organizational culture which operates as an invisible hand but with a loud voice through the means and process of coordination at work. It was on this note that this study investigated organizational culture and employees' performance with evidence from Intercontinental Distilleries Plc., Ogun State, Nigeria.

Theories underpinning this study are Durkheim's Theory of Culture, theory of organizational excellence and equity Theory. A total of 160 employees served as respondents for the study and were chosen using the convenience sampling technique. Findings provided that competitive culture have significant connection with employees' performance with (R^2= 0.909, p=0.000 <0.05), secondly, a significant relationship between entrepreneurial culture and adaptive performance with (0. 801: p= 0.000 <0.05); thirdly, a positive nexus was found between bureaucratic organizational culture and contextual performance with (0.859: p= 0.000 <0.05).

The study concluded that concluded that organizational culture is pertinent towards the improving the level of performance of employees and can assist in fostering and engendering positive contributions in task, adaptive and contextual performance of employees. Therefore, management should place emphasis on the establishment of cultures hinged on mentoring so as to enable skilled employees pass on their experiences, knowledge, and skills to new and existing employees to aid efficiency.

(Keywords: employee performance, mission, organizational culture, business philosophy and vision)

INTRODUCTION

Performance of employees is pivotal towards organizational advancement. In buttressing this point, among series of underlying factors bedeviling on the performance of employees wherein capabilities could be amplified is "organizational culture" and this is because organizational culture is a crucial factor for determining organizational success (Priyadharsan and Nithiya, 2020). As an essential component of every organization, various studies have stemmed up for the purpose of determining its level of importance on employees and how their performances are evaluated and sustained for the overall advancement of the firm (Xiong, Wang, Cui, and Wang, 2021).

Organizational culture is crucial within an organization because it serves as an important block for building organizational performance and a base for evaluating employees' degree of productivity (Abbas and Yaqoob, 2019). As a result of the studies examining the linkage between organizational culture and employees' performance are important and essential as it allows for researchers to comprehend what goes on in and within organizations, how such activities can be run effectively and how grey areas can be improved upon (Schein, 2016).

According to Joseph and Kibera, (2019), organizational culture is a silent mechanism

whose noise is only heard through the organizational processes; this explains that an organization's culture dictates its norms, values, philosophy, and all of these have a way of affecting employees' performance (Kumar, Kumar, and Aggarwal, 2021). Therefore, it is imperative to examine how much influence organizational culture has on employees' performance to aptly contribute to literature. Organizational culture is very crucial and serves as a factor very significant towards the attainment of optimal performance of employees for the realization of organizational vision and mission. Therefore, having employees is very essential for the formation and realization of goals at Intercontinental Distilleries Nigeria, Plc. but it should be noted that culture in this organization strategically plays a central role.

STATEMENT OF THE PROBLEM

The modern world is largely represented through several means of interaction which suffices and takes place among organizations that are domiciled in different parts of the universe, which then requires the intense migration of merchandise, services and people. In the process of these identified activities, challenges of cultural nature manifests, suffices and create a loud noise, which effects on many occasions the development inherent in negotiations. This expresses the importance of people who are representatives of organizations become aware and familiar with the cultural divergences as well as the possible influences it has on the success of their jobs/performances (Meyer, Bernardo, and Jon, 2006).

As posited by Meng and Berger (2019), cultural factors remain a core and one of the most frequent and challenges serving as barriers to be surmounted by anyone in the business terrain. Hence, the nature of organizations whether as a strong competitor, entrepreneurial and or bureaucratic is s a function of the operational culture. The challenges being faced by manufacturing organizations in the Nigerian context is the adoption of a system to adequately project the culture of their organizations to the employees, which invariable impedes on the performance of employees in several instances.

On this note, this study examined organizational culture and employees' performance: evidence from Intercontinental Distilleries, Plc., Ogun State, Nigeria with the aim of examining the relationship between competitive culture and task performance; assessing the relationship between entrepreneurial culture and adaptive performance and evaluating the relationship between bureaucratic culture and contextual performance of employees in Intercontinental Distilleries Nigeria, Plc.

CONCEPTUAL ANALYSIS

This section examined various dimensions through which these concepts have been investigated and defined.

Organizational Culture

It serves as a system for the creation of values only through the manners and behaviors of its constituents (individuals in the organization) but the collection of attitudes and behaviors being exhibited by the organization, as a whole (Ibrahim, Boerhannoeddin, and Kayode, 2017).

Chu, Wang, and Lai (2019) asserted that organizational culture is documented generally as a vital and critical component in the quest towards strategically implementing procedures at work, because it plays a very conscious and crucial roles in the controlling, directing, and refocusing attitudes and behaviors of employees towards the activities of the organization. The culture of an organization in the same manner furnishes employees with a sense of identity and arms them with behaviors, which are acceptable in the society where such business operates (Ibrahim, Boerhannoeddin, and Kayode, 2017).

Organizational culture refers to the collective effect of the common beliefs, behaviors, and values of the people within an organization (Groysberg, Lee, Price, and Cheng, 2018; Odita 2021).

According to Omeluzor (2018), it is made up of the organization's potentials, practices, beliefs, and values that binds it together. It combines principles and mannerisms that add to the unique social and psychological environment of an institution. Hence, those norms within any organization regulate how employees perform and serve customers, how they co-operate with one another, whether they feel motivated to meet goals, and if they are sincerely into the

organization's overall mission (Groysberg, Lee, Price, and Cheng, 2018). From the above submissions, it is not far from the truth to assert that the significance of organizational culture is rooted in the creation of frameworks that integrates several factors like attitudes, norms as well as performance standard within an organization (Maamari and Saheb, 2018).

Speaking from the ground of organizational theories, organizational culture has remained a significant phenomenon (Chu, Wang, and Lai, 2019). Organizational cultures speak to how things are done in a particular organization with respect to values, beliefs, and philosophies. It also defines the process, patterns or work and relationship, assumptions and attitudes which may not have been verbally expressed but goes a long way to shaping the ways and manner by which employees of an organization acts in the area of conduct and procedure for getting things done (Maamari and Saheb, 2018). Organizational culture is also a core significant element underlying the process of decision-making in the organization and the respected authorities handling each segment of work (Chu, Wang, and Lai, 2019).

Competitive Culture

Competitive culture as a dimension of organizational is based on rewards and recognition obtained by individuals. Therefore, if an organization encourages individual performance by heavily depending on rewarding profitable and productive behavior, such an organization could be said to be promoting a competitive culture. An example of this type of culture persists in the environment of sales departments. Competitive culture as a dimension of organizational has been widely used majorly by some of the most successful organizations as they have been known over the years for their hyper-competitive cultures where results are put first and serve as the only basis or metrics for spotting the degree of employees' performance. For instance, at Accenture and McKinsey, the organization's motto is "up or out." This implies that you either continue to perform optimally and advance your career in your said role or it is time to go. In the same vein, At GE, Jack Welch which famously established a culture which rated performance by weeding out the bottom ten percent of employees on a yearly basis.

Another significant example is the Amazon's culture which is described often as "the Purposeful Darwinism" where only the highest performing and relentless employees survive. A lot of leaders, supervisors and employees have put forward that the competitive dimension of organizational culture is highly compelling because it has the potency of motivating, fine-tuning, and increasing employees' performance through the setting of clear and unambiguous performance standards vis-a-vis rewards and consequences.

As outstanding at this dimension seems to be in terms of its proactive nature, scholars like Misigo, Were, and Odhiambo, (2019) posited that there exists some degree of pitfalls which can militate against its efficiency, and these are ethical breaches in ethics, increased risks and workplace stresses. For instance, many competitive cultures employ the usage of stacked ranking as mechanisms for comparing the performance of employees against one another.

Therefore, in such an environment, the gaze of employees is hinged on the official report or stance that they must focus more on individualism in terms of winning at all costs rather than looking at the best interests of their colleagues or for the organizations as a whole. It has also been reported by employees that competitive cultures inherent in an organization encourage a system of belief where results strongly outweigh desired behavioral norms and corporate values. In the case of Intercontinental Distilleries as the case study in the research, the organizational culture teaches resilience particularly among team members to meet target; and as a result, make compensation of several kinds available for the best performing teams or individuals. This is done for the purpose of ensuring prompt goal attainment.

Entrepreneurial Culture

Gupta and Batra (2016) investigated the effect of entrepreneurial culture from point of view of autonomy, risk-taking and level of proactive nature. It was revealed that top managers who dare to take risks, like activities filled with innovation, demonstrated highly proactive attitudes; this thus infer that the stronger the entrepreneurial culture, the higher it proves to significantly improve employees' performance.

Entrepreneurial activity is considered necessary in the performance of an organization, for instance, autonomy, risk-taking propensity, proactiveness, and innovation, which are essential features of an entrepreneurial culture (Fadda, 2018). Entrepreneurial culture could be used as a tool for the improvement of the performance of a workforce by increasing their entrepreneurial spirit, orientation, particularly in the area of risk-taking propensity, proactiveness, and innovation (Ha, 2022). Entrepreneurial culture operates in the case study of this research; it manifests in the aspect of welcoming innovative measures from employees to creatively map out a way to stand their organizations out.

Bureaucratic Culture

Under this form of organizational culture lies numerous layers of management, which allows for information to cascade down from senior executives through the regional and departmental managers all the way down to supervisors who run shifts and work alongside employees at the front-line. Based on the level of numerous layers of management involved, the process of decision-making and delegation of authority must pass through a larger number of numerous layers as compared to what is obtained in organizations that are not bureaucratic in nature. For instance, a decision for refund decisions may have to go from employees at the front-line through the shift supervisors and finally to managers at the store for a retail outlet operating a bureaucratic setting or culture (Augustrianto, Rahayu, and Wibowo, 2018).

In response to the arguments above, Alas and Ubius (2015), bureaucratic culture has a credible amount of compatibility with a structure that is formalized as it helps in presenting leaders that are highly skilled and effective that can act as good organizers and coordinators and ensure that the organization is smoothly ran and maintained. In this manner, such leaders' concerns are always aimed towards efficiency, predictability, stability and growth. According to Vasantha and Durgadevi (2017), the bureaucratic culture was found to positively affect the performance of employees and a similarly study also by Beyene (2018) found out that the bureaucratic culture positive affect and shares a significant relationship with employees' performance. This concept is in operation at Intercontinental Distilleries Nigeria, Plc. and this explains the expediency of this study.

Employees Performance

Employees performance from the paradigm of the organization has been perceived as the most crucial point of concern for every management, be it profit or non-profit organization. It has been very important for managers to examine performance so as to fully take responsibility towards the initiating the right step to gain competitive advantage. In explaining organizational performance as a concept, organizational researchers have variety of opinions; thereby, making performance a continuous contentious issue in both human resource management and organizational behavior parlance (Ittner and Larcker, 2021).

Employees' performance continues to gain traction and recognition based on its significant purpose in maintaining the existence of a changing environment that is competitive. For instance, when employees have been perceived as the veritable tools for achieving organizational goals, these employees as well represents the most difficult resource in the area of management and so, if organizations fail to evaluate correctly how employees should be appraised in terms of their performance, it may degrade performance and cause organizations great havoc. Therefore, an organization's ability to attain and reach their goals and thus provide competitive advantage over their rivals is realized by having high performing employees, who are skilled and effectively perform their duties; and contributing to the success of their workplace (Venkateswara, 2016).

The pertinence of employees' performance reflects how much effects it has on the advancement of an organization, and this continues to increase in modern day management as focus continues to increase about people management. Additionally, ensuring that high rate of job performance is demonstrated by individuals in their respective places of work, numerous pragmatic and theoretical studies have been launched towards understanding the concept of employees performance; as an avenue to revealing the element affecting the performance of jobs within certain predecessors, in order to correct such anomalies from hindering the successors to developing and sustaining a culture reinvigorating high performance rate (Kumar, Kumar, and Aggarwal, 2021; Nye, Ma, and Wee, 2022). Just like other elements of organizational culture, the bureaucratic

organizational culture is inherent in virtually all organizations and the case study which is Intercontinental Distilleries is no exception.

Employees Performance plays a dominant as well as an important role in the performance of any organization; as a result, effectively evaluating employees' performance is a necessary condition for appraising the success or otherwise of an organization (Kotter and Heskett, 1992). Therefore, through the continuous appraisal and evaluation, necessary data could be obtained by the management in defining their priorities, formulation of policies that are necessary for advancement and taking actions that are necessary in continuously upgrading the qualities of work produced by employees (Isychou, Chountalas, Magoutas, and Fafaliou, 2016). The foregoing clearly explains that employees' performance is a significant and crucial factor for goal attainment for any organization; and requires proper evaluation and corrective measures (Pawirosumarto, Setyadi, and Khumaedi, 2017).

Task Performance

Thus, related behaviors to task performance comprises elements such as planning, organizing and prioritization, showing an employees' level of responsibility, zeal for result-oriented and efficient task delivery (Harmanc, Seren, Tuna, and Eskin Bacaksız, 2018; Van Zyl, Van Oort, Rispens, and Olckers, 2021; Pattnaik and Sahoo, 2021; Arwab, Adil, Nasir, and Ali, 2022). From the above references, task performance has an important position in the process of achieving both individual and corporate results (Hultin, Jonsson, Härgestam, Lindkvist, and Brulin, 2019; Jonsson, Brulin, Härgestam, Lindkvist, and Hultin, 2021).

Task performance is being measured in the firm to spur employees to become effective contributors to organizational objectives.

Adaptive Performance

The above position represents further extension by Peeters, Arts and Demerouti, (2016) experimented on the adaptive dimension of employees' performance and concluded that an adaptive behavior include:

a. High level of creativity in solving problems;

b. Handling of ambiguous or unintended situations at work;

c. Mastering of tasks, technical tools, and procedures at work,

d. Maintenance of interpersonal relationships that are adaptive in nature;

e. Displaying cultural adaptability; and

f. Demonstration of physical adaptability;

g. Prompt management of emergencies/ crisis at work; and

h. Stress management.

Furthermore, because employees dedicate their attention and energies to their tasks, they become more mindful of their job. Thus, their mindful nature enables them to always anticipate new challenges or is able to recognize current deficiencies in the process of their jobs. Therefore, those who are more mindful of their jobs are the viewed as the prepared in addressing external challenges. As a result, it is assumed that an engaged employee also possesses the vigor and motivation to work particularly in work environments that are dynamic.

For instance, Uslu, Altınbas¸, Ozercan, and van Giersbergen (2019), explains that within the individual-level, it is very important and worthy of note to understand that adaptive performance can manifest at various degrees or scale. Much adaptive performance research has so much focused on the level of individual task change, reflecting a relatively granular context with a constrained set of adaptation demands. Therefore, employees' nature towards adapting to new roles, learning of new processes, tools and technologies, working under a new manager, or requiring performing one's job with decreased or limited resources may also be conceptualized as adaptive performance (Sieck, Pearl, Bright & Yen, 2020). This form of performance is in operation, and this explains the expediency of this study.

Contextual Performance

The above explanation expresses that contextual performance is not a part of the role defined and the organizational requirement; contextual performance only describes the social change process which encompasses voluntary behavior of individual employees which is targeted at favoring the organization **(**Erdilek, Karabay, Demirbilek, and Görmüş, 2020). With respect to contextual performance, it presents a positive type of behaviors that serves as tool for encouraging activities like helping others through collaborating and support. The voluntary participation at work by rendering assistance to co-workers, following organizational procedures and rules as well as adopting and defending organizational values and goals (Jiang, Wang, and Yan, 2022).

Organizational Culture and Employees Performance

The connection between organizational culture and performance of employees' jobs is a very crucial for organizational success (Shahzad, Iqbal, and Gulzar, 2013; Xiong, Wang, Cui, and Wang, 2021). A nexus has been found between organizational culture as it relates to employees performance by scholars such as Karamipour, Mehraban, and Jahani (2015), where their study concluded that the culture of an organization goals formulation, organizational performance, strategies, job satisfaction, motivation, innovations and creativity, process of decision making, entrepreneurship degree of employees' participation in organizational matters as well as the degree of commitment and satisfaction of employees at work.

The above explanations give credence to employees' performance as an element with huge significant impact how the success of organizations. In this context, employees' performance could be regarded as the level at which jobs are carried out by employee within the organizations' stated rules and exhibiting the expected behavior (Köroğlu, Kaba & Öztürk, 2021). Koopmans, Bernaards, Hildebrandt, Lerner, de Vet, and van der Beek, (2016) alluded that the behavior expected to be exhibited must conform to the process of contributing towards attaining organizational objectives Based on this opinion, authors such as Darvishmotevali, Arasli, and Kilic (2017) and Davidescu, Apostu, Paul, and Casuneanu (2020), further conceptualized employees performance as the degree of fulfilment on a job according to specified conditions, or employees behavioral pattern.

METHODOLOGY

Research Design

According to Creswell, (2015) cross-sectional research designs have three distinctive features: no time dimension, a reliance on existing differences rather than change following intervention and groups are selected based on existing differences rather than random allocation. The cross-sectional design can only measure differences between or from among a variety of people, subjects, or phenomena rather than change (Barratt and Kirwan, 2009). Based on this assertion, researchers employing the cross-sectional design can only employ a relative passive approach to making causal inferences based on findings. The study used the survey research design. According to Creswell and Clark, (2018) survey research is defined as "the process of collecting of information from a sample of individuals through their responses to questions".

Survey method of research allows for variety of methods to recruit participants, collect data, and utilize various procedures and techniques of instrumentation. The study adopted the survey style of research design because surveys are useful in describing the features of a large population. No other research method can provide this broad capability, which ensures a more accurate sample to gather targeted results in which conclusions can be drawn and important decisions can be made. Surveys can assist the researcher in gauging the representativeness of individual experiences and views. Thus, if adequately and appropriately done, surveys provide hard numbers on people's opinions and behaviors that can be used to make important decisions. Survey design was also adopted because this study was descriptive and cross sectional in nature, combining both primary (quantitative) and secondary materials.

Justification for the adoption of descriptive survey research design is due to its versatility and capability for obtaining information from populations with large sample sizes. This design will also be adopted for the purpose of adequately gathering accurate data on

demographics as well as the compositions of the sample. The study will adopt this design in order to identify, describe, explain as well as predict the state of affairs of the variables under investigation by examining their degree of natural interrelations. The adoption of both primary and secondary data is to enable the researcher to tap the advantages of both and to use the strength of one to support the weakness of the other. It was a cross sectional research because it comprised both contract and permanent employees that are recruited indirectly or directly by the employers, with at least two years working experience, the Heads of operations and Human Resource Managers of the selected organization was also be chosen for the study as unit of analysis.

Population

The study covered the population is five hundred and sixty (560) full staff only, which has the category such as management, senior and junior employees. Thus, respondents for this study cut across the above highlighted categories of employees at all levels.

Sample Size and Technique

According to Patton (2015) and Morgan (2017), sample size which is also referred to as sampling frame or unit if analysis involves the process of selecting small pertinent cases as respondents whose response will yield the most information whose outcome presented the greatest effect on the development of knowledge. Thus, from the target population, the required number of respondents was selected in order to make a sample. From the above population, sample size of two hundred and twenty-eight (228) employees was drawn at 95% confidence level and 0.5 rate of error using a sample size determination table by Krejcie and Morgan (1970).

According to Bhardwaj (2019) sampling techniques comprised of two types and these are probabilistic sampling techniques and non-probabilistic sampling technique. The probabilistic sampling techniques include simple random sampling, systematic random sampling, cluster sampling and stratified random sampling. The non-probability sampling comprises of quota sampling, self-selection sampling, convenience sampling, snowball sampling and purposive sampling (Collis and Hussey, 2018). For this

study, the convenience sampling technique was deployed. This was borne out of the fact that the employees have busy schedule and for the sake of availability, the convenience sampling technique was found suitable for the study.

Research Instrument

This study collected both primary data and secondary data. Primary data were collected using questionnaires, which the researcher with the aid of other trained research assistants were administer to respondents while secondary data which included sources of literatures and historical information on organizational culture and employees performance from the outlook of competitive culture, entrepreneurial culture and bureaucratic culture while on the part of employees performance the three dimensions from Pradhan and Jena (2017) such as task performance, adaptive performance and contextual performance. Therefore, for organizational culture, the scale developed by Deshpande and Farley (1999) dimension scale was used while the employee performance dimension used the scale developed by (Pradhan and Jena, 2017).

The questionnaire contained closed ended questions that were measured on a 5-point Likert Scale from "Strongly Disagree"=1 to "Strongly Agree" =5 and it were administered by the researcher with the help of trained research assistants who were specifically trained for the purpose of the study.

Validity of Research Instrument

The questionnaire should be in line with the definition used in the research. If a measurement is valid, then it is also reliable. According to Ugwu, Ifeanyieze, and Agbo (2015), in evaluating the validity of an instrument, several lines of evidence can be considered to support its validity. Three principal types of validity must be considered which are content validity, criterion validity, and construct validity (Morgan, 2017). Content validity refers to the degree that the items on a test accurately represent the domain that the test is aiming to measure. Building content validity into a test involves careful selection of items to include, with particular focus on the thoroughness of the item sample (Bhardwaj, 2019).

Criterion validity refers to the relationship between the test score and a criterion variable, such as other measures or outcomes, which has already been determined as valid (Saunders, Lewis, and Thornhill, 2012). Finally, construct validity refers to the extent to which a test accurately measures psychological constructs. It is evaluated by examining the correlations between the test and different measures of the same construct, as well as correlations between the test of interests and those designed to measure different constructs (Creswell & Clark, 2008). In compendium, validity test was carried out in this study for the purpose of achieving the content, construct, and criterion-related validity of the research instrument (Maarouf, 2019).

Reliability of the Research Instrument

The researcher selected a pilot group of 70 employees from two (2) selected manufacturing firms in Ogun State for testing the reliability of the research instrument. This was achieved by first of all stratifying the individual employees according to their status of employment. Gender equity was put into consideration by the researcher. Internal and external reliability tests were also carried out. The internal reliability assessed the consistency of results across items within the instrument test, while the external reliability focused on the assessment of the extent at which a measure varies from one use to another. The test-retest reliability method was employed in determining the authenticity of the results from the pilot study. Moreover, Cronbach alpha test measuring the credibility and consistency of the standard measures/scale used in the quantitative aspect of the study was done. It was ensured that the reliability test result did not yield below 0.70 co-efficient thresholds, which is the global standard practice for research (Visser, 2019). All these were aimed at ensuring that the objectives of the study measure accurately what they were intended to measure.

Method of Analysis

Data obtained during the field work were analyzed from the realm of both descriptive and inferential statistics. The formulated hypotheses were tested using the regression and correlation analyses with the assistance of the statistical package for Social Sciences (SPSS 25.0).

RESULTS AND DISCUSSION

This section focuses on the presentation of data that was obtained from the field. The data was analyzed, interpreted and the findings was discussed in line with the findings of other researchers in the field. A questionnaire served as the basis for statistical analysis in which data retrieved was analyzed using appropriate statistical analysis. The descriptive analysis of data involved the usage of tables and percentages, while the inferential statistics was carried out using simple linear equation.

RESULTS

Table 1: Result on Questionnaire Administration.

Detailed Response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
Total	228	179	19	160

Source: Field Survey, (2023)

The above table reflected that 228 copies of questionnaire were administered, 179 were retrieved and 160 were found usable; this showed a response rate of 70.1%.

Table 2: Biographic Information of Respondents.

Sex	Frequency	Percentage (%)
Male	91	56.9
Female	69	43.1
Total	**160**	**100**
Marital status	**Frequency**	**Percentage%**
Single	64	40.0
Married	32	20.0
Divorced/Separated	34	21.3
Widow	30	18.8
Total	**160**	**100**
Educational Qualification	**Frequency**	**Percentage%**
Grade II/NCE	42	26.3
BSC/HND	63	39.4
Postgraduate/Masters	40	25.0
Professional Qualifications	15	9.4
Total	**160**	**100**
Department/Unit	**Frequency**	**Percentage %**
Sales	12	7.5
HR/ Legal	26	16.3
Finance	25	15.6
Procurement	31	19.4
Manufacturing/ Operations	11	6.9
Marketing	13	8.1
ICT	9	5.6
Supply chain	17	10.6
Transportation	13	8.1
Others	3	1.9
Total	**160**	**100**

Source: Field Survey, (2023)

Analysis on sex revealed that 91 respondents representing (56.9%) were male while 69 respondents representing (43.1%) were female. Result shows that majority of the respondents were male with 91 (56.9%).

Analysis according to marital status revealed that 64 respondents representing (40.0%) were between the single, 32 respondents representing (20.0%) were married, 34 respondents representing (21.3%) were divorced/separated and 30 respondents representing (18.8%) were widows. Findings revealed that majority of the respondents were single with 64 (40.0%).

Analysis according to Department/Unit revealed that 12 respondents representing (7.5%) were between in the sales Department, 26 respondents representing (16.3%) were in the HR and legal Department, 25 respondents representing (15.6%) were in the finance Department, 31 respondents representing (19.4%) were in the procurement Department, 11 respondents representing (6.9%) were in the manufacturing/operations Department, 13 respondents representing (8.1%) were in the Marketing Department, 9 respondents representing (5.6%) were in the ICT Department, 17 respondents representing (10.6%) were in the supply Chain Department, 13 respondents representing (8.1%) were in the transportation Department and 3 respondents representing (1.9%) were in other Departments. Findings revealed that majority of the respondents were in the procurement Department with 31 (19.4%).

Hypotheses Testing with Correlation and Regression Analysis

In making further inferences from the data obtained for the study; the result for decision rule lies below.

Hypotheses One

H0₁: Competitive culture does not have any connection with task performance of employees in Intercontinental Distilleries plc in Nigeria.

Table 3: Regression Table Showing the Effect of Competitive Culture on Employee Task Performance in Intercontinental Distilleries, Plc. in Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.954ᵃ	.909	.909	.413	1715.088	.000ᵇ

The above model summary presented the extent at which competitive culture affected employee task performance in intercontinental distilleries plc in Nigeria. The coefficient of determination (R^2= 0.909, p-value <0.05) illuminated that 90.9% variation in employee task performance is accounted for by competitive organizational culture. This indicated that competitive organizational culture significantly affects employees' task performance in Intercontinental Distilleries plc in Nigeria.

Hypotheses Two

H0₂: There is no significant relationship between entrepreneurial culture and adaptive performance of employees in Intercontinental Distilleries plc in Nigeria.

Table 4: Correlation Analysis on Entrepreneurial Culture and Adaptive Performance of Employees in Intercontinental Distilleries, Plc. in Nigeria

Correlation Analysis		Entrepreneurial culture	Adaptive performance of employees
Entrepreneurial culture	Pearson Correlation	1	.801**
	Sig. (2-tailed)		.000
	N	160	160
Adaptive performance of employees	Pearson Correlation	.801**	1
	Sig. (2-tailed)	.000	
	N	160	160

Correlation table stated the relationship between entrepreneurial culture and adaptive performance of employees. It was revealed in the table that there was a positive and significant relationship between both variables with (0. 801: p= 0.000<0.05), which indicated that entrepreneurial culture has 90.1% degree of correlation with adaptive performance of employees. Therefore, the null hypothesis was rejected because finding

proved that entrepreneurial culture has positive relationship with adaptive performance of employees in Intercontinental Distilleries plc in Nigeria.

Hypotheses Three

H0₃: Bureaucratic culture does not have any relationship with contextual performance of employees in Intercontinental Distilleries, Plc. in Nigeria.

Table 5: Correlation Analysis on Bureaucratic Culture and Contextual Performance of Employees in Intercontinental Distilleries, Plc. in Nigeria.

Correlation Analysis		Bureaucratic culture	Contextual performance of employees
Bureaucratic culture	Pearson Correlation	1	.859**
	Sig. (2-tailed)		.000
	N	160	160
Contextual performance of employees	Pearson Correlation	.859**	1
	Sig. (2-tailed)	.000	
	N	160	160

Correlation table stated the relationship between entrepreneurial culture and adaptive performance of employees. It was revealed in the table that there was a significant relationship between bureaucratic culture and contextual performance of employees with (0.859: p= 0.000<0.05), which indicated that bureaucratic culture has 85.9% degree of nexus with contextual performance of employees. Therefore, the null hypothesis was rejected because finding indicated that bureaucratic culture shares a positively connection with contextual performance of employees in Intercontinental Distilleries plc in Nigeria.

DISCUSSION OF FINDINGS

The thrust of this study centered on organizational culture and employees' performance with evidence from Intercontinental Distilleries plc, Ogun State, Nigeria with **competitive culture, entrepreneurial culture and bureaucratic culture servings as indicators for organizational culture while task, adaptive and contextual performance served dimensions employees performance.**

For objective one, the finding agree with the position of Misigo, Were, and Odhiambo (2019), whose study holds that some degree of pitfalls exists which can militate against efficiency; this is because competitive cultures employ the usage of stacked ranking as mechanisms for comparing the performance of employees against one another.

For objective two, result of the study was also in agreement with the conclusion of Naranjo-Valencia et al., (2016) where it was posited that entrepreneurial organizational culture is linked with organization(s) that is innovatively stimulated coupled with an entrepreneurial mind-set with high level of imitative creativity and high propensity for risk taking. Such an organization is found to be positive on the performance of the employees and promote consistency and stability.

For objective three, finding from the study aligns with the position of Alas and Ubius (2015), whose study indicated that bureaucratic culture has a credible amount of compatibility with a structure that is formalized as it helps in presenting leaders that are highly skilled and effective who can act as good organizers and coordinators and ensure that the organization is smoothly ran and maintained.

In this manner, such leaders' concerns are always aimed towards efficiency, predictability, stability, and growth. The study result also tallies with the submission of Vasantha and Durgadevi (2017), the bureaucratic culture was found to positively affect the performance of employees and a similarly study also by Beyene (2018) found out that the bureaucratic culture positively affects and shares a significant relationship with contextual employees' performance,

Holistically, the outcome of this current study has a very strong correlation with the study by Klimas (2016) whose study concluded that a culture that facilitates and promotes a collaborating spirit within an organization is pertinent towards establishing inter-organizational connections and performance improvement on a long-term basis.

CONCLUSION

Based on the outcome of the study which stemmed from responses obtained from the respondents of Intercontinental Distilleries Nigeria Plc, it was conclude that in as much as organizations try to maintain a strong culture by being highly coordinated, well integrated, and consistent, emphasis must be placed on their entrepreneurial spirits of the employees as this will help in driving creativity and boost performance. This brings to fore the conclusion that employees prefer to be availed the freedom of creatively doing their jobs rather than being rigidly compelled in a manner that organizations may need requiring the maintenance of a strong organizational culture, which requires greater flexibility.

Generally based on the findings of the study, it can be concluded that organizational culture is pertinent and important towards the improvement in the level of performance of employees. This can assist in creating a positive contribution in task, adaptive and contextual performance of employees.

RECOMMENDATIONS

Based on the study outcomes, some pertinent recommendations that could assist management of Intercontinental Distilleries to leverage on how culture can contribute towards the improvement of employees' performance were made by the researchers.

i. Management of Distilleries Industry in Nigeria should emphasize adaptability, and high rate of involvement in order to promote task performance of the employees;

ii. High level of effort should be dissipated by management of intercontinental Distilleries, towards helping employees receive feedback; this could assist in enhancing their level of adaptive performance;

iii. A framework such as performance bonus should be made available by the management as this could help towards improving the level of inputs and improve outputs; and

iv. Culture that places premium on mentoring should be established in order for skilled employees to pass on their knowledge, experience and skills to those at the lower rank.

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