

Organisational Culture and Business Performance in Harmony Ventures and Supplies Limited, Ilorin, Nigeria

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Abstract

Organisational culture is the common assumption, belief and natural norm in the workplace. Therefore, understanding this concept is so fundamental to the knowledge of what is going on in the workplace as culture has a powerful impact on any establishment's innovativeness and long-term effectiveness. This study therefore examined the relationship between organisational culture and business performance in Harmony Ventures and Supplies Limited, Ilorin, Kwara State, Nigeria. The research instrument adopted for the study was structured questionnaire, while Pearson Product Moment correlation inferential statistical method was applied for the data analysis of 252 respondents who completed the questionnaire. Findings of the study showed a significant relationship between clan culture and workplace's effectiveness ($r = .754, p < 0.05$). It was also indicated that there was positive and significant relationship between the adhocracy culture and workplace's effectiveness ($r = .754, p < 0.05$) in the study area. The study therefore recommended re-shaping of the organisation's corporate culture in coherence with its strategy and structure. This is by ensuring a pleasant organisational image and concentration more on the adherence of the adhocracy culture.

Keywords: Business Performance; Employee's Commitment; Employee's Performance; Organisational Culture; and Organisation Values

Introduction

Employees' work performance in any establishment is a product of different contributing factors, of which organisational culture is one. This means the combination of expectations of the workplace's experiences, philosophies, values and guidelines for product's quality. This is in the case of production organisation, and improvement in punctuality, safety and other factors concerning the work environment (Denison, Haaland & Goelzer, 2004). However, the predominant and dynamic nature of organisations in the present world of work has posed enormous opportunities as well as challenges to the corporate practitioners and policy makers. Thus necessitating an in-depth understanding of such dynamism for the pursuance of the organisational strategic objectives as the world is rapidly changing. While the workers' level of expectation together with satisfaction also change consequently.

Organisational culture is therefore adapted to cope with such dynamic changes so as to meet the employees' varying demand of expectations and satisfactions. This is for the reason that a supportive culture is considered a motivational instrument that stimulates workforces to perform easily for the organisation's better productivity (Ritchie, 2000).

Human beings are continually associated with culture as this tends to be the background to their behaviours, attitudes and beliefs in the society and so also organisations across the globe as they do not subsist in a vacuum, but in a given culture or socio-cultural environment that impact on the employees' thinking, feeling and behaviours as these workforces are always surrounded by culture (mostly invisible) upon which the background of their work-lives is built. Culture however differs from individual interest group, religious background and territorial locations given that peaceful interaction and co-existence of individuals in a particular place lies heavily on the tolerance level and acceptability of the culture in place. Therefore, workplaces are the entities that integrate diverse workforces with dissimilar cultural values since no entity - be it an organisation or a person can exist in seclusion; hence a need for consistent, peaceful and working organisational culture since the knowledge of organisational culture is central to the understanding of what goes on in organisations, how to run them and how to improve them (Wasiu, 2018).

The knowledge of organisational culture has undeniably heightened consequent to the growth of workplaces and their extension overseas, where they have found themselves in rivalry with other national cultures (Lorincova, Miklosík & Hitka, 2022). Thus make the concept an integral aspect of so many fields of endeavor such as business, management, psychology and sociology, and has primarily become an essential phenomenon despite the extremely dynamic environment in the manufacturing sector of economy of any country. However, consequent to the rapid competitive rivalry in the workplaces coupled with the desire for the achievement of prime, and the need to know when and how the organisational set goals could be realized, it is then considered that once the goals are obviously defined, then it becomes vital to ascertain the kind of culture adoptable for incorporation towards the realization of the organisational effectiveness. This is owing to the fact that organisational effectiveness is deemed a means of stimulating and utilizing the organisation's value so as to influence what the workplace engages in, how it functions, its focus, and how it deals with customers, workforces, and shareholders expectation. Customarily, the culture of any organisation consists the customs, norms, beliefs, morals, values and ethics reproducible through the workplace's stories, language, signs (symbols), rituals and rites (Daft, 2000).

Nowadays, societies in which organisations are sited are confronted with massive changes in geographical, political, technological, economic, legal and social dimensions which make culture in the organisation to be considered a force deemed capable of unifying various elements into resilient practices given that thriving businesses are those that are managed and directed within a strong culture and values. So, to develop a balanced approach and as well deal with the changing dynamics of the society in the face of a stable force such as culture, it is expedient to cautiously realize this concept as an instrumental measure in a changing setting through unambiguous visions, creative synergic, shared objectives, team orientation, consistent policies, loyal workforces and strong culture, which prompts possibilities of prospect through competitive advantage (Sengottuvell & Aktharsha, 2016).

In relations to Chukwu, Aguwamba and Kanu (2017), in Nigeria, some organisations are performing less than stakeholders' expectations despite huge funds expended on them. This is consequent to the fact that they do not operate under strong corporate values and as a result of having cultures that are side stepped and maneuvered in pursuance of self - seeking interests in the short run and which has tendency to adversely affect the workplace itself in the long run. Chukwu, Aguwamba and Kanu (2017) add that in the country, establishments are operating under inconsistent cultures that lack good pattern

for secured future, thus making different individuals to doubt the workability of anything in the Nigerian organisations in particular and society at large. It is therefore believed that an organisation can only develop and promptly achieve its set goals through the effectiveness of its workforces where there is a strong culture reinforcing pillars of the workplace's continuous existence. While pulling down of cultural foundation upon which organisation stands just for self – enrichment by executives, directors and employees; have always been resulting in the collapse of establishments in the country. As indicated by Eaton and Kilby (2015), over 72 per cent of captains of industries in the country admitted the significance of organisational culture to the organisational performance, while it was only less than 25 per cent of them acknowledged an effective organisational culture for their workplaces. Besides this, it was equally pointed out that the inability of some managers to strategize for the establishment of an effective organisational culture for enhancement of performance: coupled with lack of an effective organisational culture have repeatedly led to poor performance and loss of productivity in the corporate group.

In an attempt to ensure prompt resolution of the aforementioned problems or challenges in the organisations all over the country; to enlighten on how existence of cultural differences within the group could serve as a key barrier to the corporate performance; and also to offer appropriate information to the people who are at the hem of the organisations' affairs, hence this study. Therefore, the study was conducted so as to examine the existing relationship between the organisational culture and corporate performance with a focus on the Harmony Ventures and Supplies limited, Ilorin, Kwara State, Nigeria. Harmony Ventures and Supplies limited is located in Ilorin, Kwara State, Nigeria. It is one of the subsidiaries of Harmony Holdings Limited, Ilorin. The establishment is into varying venture businesses extending from household goods, grains, general merchants and contractors, equipment leasing, buying agents, imports and exports, warehousing, and others.

Objectives of the Study

The general objective of the study was to explore the link between organisational culture and corporate performance of Harmony Ventures and Supplies limited, Ilorin, Kwara State, Nigeria.

The specific objectives of the study were to

- i. investigate the relationship between clan culture and the workplace's effectiveness; and
- ii. ascertain the relationship between adhocracy culture and the organisation's innovativeness in the study area.

Hypotheses of the Study

H₀₁: There is no significant relationship between the clan culture and workplace's effectiveness of Harmony Ventures and Supplies Limited, Ilorin, Kwara State, Nigeria.

H₀₂: There is no significant relationship between the adhocracy and organisation's innovativeness of Harmony Ventures and Supplies Ilorin, Kwara State.

Literature Review

Organisational Culture

In the first place, culture according to Akpa, Asikhia and Nneji (2021) can be referred to as a set of shared basic assumptions developed by a group as it handles challenges of external adaptation and internal integration, and that have proven to be legitimate enough to be taught to new members as the proper way to perceive, think, and feel about such issues. This is commonly considered as a people's way of life or worldview (Arogundade, 2020). Similarly, Boyd and Richerson (2005) opine that culture is an information that has capability of determining individuals' behaviour which could be acquired from other members of their kinds by imitation, teaching, and other methods of social transmission. However, information in this context comprises notions like ideas, knowledge, values, preferences, beliefs, skills, attitudes, and other socially transmittable mannerisms. This information is often in the form of mental conditions, but can equally be represented in shared notions of norms, stories, routines, technologies as well as in physical media, such as texts, blueprints, and artefacts (Brahm & Poblete, 2022).

Organisational culture as a term has been viewed and defined differently by various authors and most of who came to an agreement with the concept of culture as values, fundamental assumption, expectations, and definitions in which organisations and their workforces are characterized with (Ahsanullah, Najibullah & Sarwar, 2020). For examples, Owens (1987); and Schein (1990) consider organisational culture as arrays of shared values and beliefs over a period of time which generates behavioural norms that are used to solve problems given that these represent the organisation's internal environment and are also interpreted by the managers' and employees' assumptions and beliefs. This was corroborated by Gordon (2020)'s assertion that organisational culture operates as a vehicle of organisational influence on a person's identity and behavior. This is through socialization of individuals into definite norms and patterns of behaviour as it affects employee's learning, knowledge, inventiveness as well as innovation.

Also, Chenot (2007) refers organisational culture as a structure of knowledge and meanings that is developed into well taught out standards. This symbolizes the pool of beliefs, values, norms, attitudes and assumptions which dominate in the workplace and which do not have to be articulated (Katarzyna, 2021). More also, Ada and Cross (2021) see the term as a set of meanings that are shared by a group of individual that are largely implicit among members and are clearly pertinent and unique to the specific group which are as well handed over to the new members. This definition therefore suggests the culture's feature of being learnt and shared. Therefore, these formed standards make it possible for the workers to appraise their behaviour in comparison to others' behaviour in relations to the standards of the workplace given that this can unpleasantly or positively have effect on the implementation of the organisation's strategy (Patrick, Molefe & Zeleke, 2020).

Denison and Neale (2008) describe the concept as the core values, principles and beliefs that function as a basis for an organisation's management system, and also as a set of management practices and behaviours that show and strengthen those vital principles. More also, Schein (2010) see organisational culture as a pattern of shared rudimentary assumptions of the workplace learned by individuals as this answers its problems of both internal integration and external adaptation which has performed adequately well to be deemed valid and, then, to be imparted on new fellows as the correct means of perceiving, thinking, and feeling in relation to the problems. In the view of Cameron and Quinn (2011), culture connotes a socially created attribute of organisations which acts as the social glue that ties an organisation together as an entity. To Yasas (2019), organisational culture includes the norms that the members of an organisation experience and describe as their work settings. Commonly, it was concurred through all the given definitions with the concept of organisational culture being the values

and norms, beliefs and assumption that workforces share in their establishment as this is equally one of the factors that prompt development of workplace's innovation (Lourdes, María-Paz & Manuel, 2022).

Types of Organisational Culture

In accordance to Cameron and Quinn (2006), there exist four types of culture in the place of work. These are: clan culture, adhocracy culture, hierarchy culture, and market culture.

In the word of Cameron and Quinn (2006), high collectivism and collaboration with wholly involved and empowered workforces characterized clan culture, given that leaders in the clan culture tend to be selfless, patient, and helpful. In another way round, they are courageous, influential, and challengers. In relations to Yu and Wu (2009), clan culture could be employed as a tool when it is hard to assess performance (e.g., being at work under a high level of improbability or intricacy). Consistent with Ch et al. (2013), clan culture is one of the highly desired cultures among workers, where the leaders act as advisors and give emphasis to loyalty, teamwork, and long-term advantage from human resources. Clan culture therefore refers a formidable force that points to and grasps the organisation together (Santti et al., 2017). As maintained by Ogbonna and Haris (2000), loyalty is easily achievable through clan culture which in turn, will positively impact organisational performance.

In relations to Cameron and Quinn (2006), an organisation that possesses an adhocracy culture is expected to be able to innovate and adapt to continuous change in the external environment as leaders are promoting novel notions and resulting in originality. According to Yu and Wu (2009), adhocracy culture could be a momentary circumstance when new goals occurred. Additionally, it seems in industries for example software developments, consulting, and space flights. In line with Fitria and Andriani (2020), the responsibility of the business in adhocracy culture is to come up with its products and services toward a prominent firm in the future. Similarly, Valencia et al. (2011) reflected that an adhocracy culture facilitate innovation within the workplace.

Regards the market culture, this is concerned with competition within the external concentration so as to obtain the major market share and higher proceeds (Cameron & Quinn, 2006). Market orientation is therefore considered as corporate culture which is thought-out as a significant component of a business. This is to record greater performance as the market culture underscores goal fulfillment, productivity, performance, and attainment values as the purpose of establishments emphasizing the market culture is to fulfill definite goals like financial success (Yu & Wu, 2009). Likewise, leaders in the hierarchy culture act as coordinators who desire efficiency through consistency and aptness. This is occasioned by the fact that a business with a hierarchy culture is branded with high echelons of control where leaders are very organized and coordinated.

However, for the purpose of this study, clan culture and adhocracy culture were used as the sub – variables for the organisational culture.

Concept of Performance

As enunciated by Noora, Fatima, Mohammed, Ahmad and Mosab (2021), the term performance has always been considered a crucial topic given that it is a measure of an organisation's success. Therefore, the concept has been perceived variously by a number of scholars, but maximum number of them relay performance with measurement of transactional effectiveness and efficiency in the direction of organisational goals (Stannack, 1996; Barne, 1991). Cascio (2006) describes performance as the degree at which an employee is able to achieve fulfillment of his organisational mission at a

particular time as his job is built up by the amount of attainment of a specific mission or target that outlines boundaries of performance. (Daft, 2000) defines performance as the organisation's ability to realize its set goals through effective and efficient utilization of its scarce resources. In similarity to (Daft, 2000)'s definition, Richardo (2001) considers performance as the capability of the workplace to attain its desired goals and predetermined objectives.

In the view of Javier (2002), performance is correspondent to the well-known 3Es (economy, efficiency, and effectiveness) of a certain activity or programme. As maintained by Hefferman and Flood (2000), organisational performance has gone through both definition problem and conceptual challenge. They hold that as a concept in the contemporary management, organisational performance underwent clarity conceptual problem in many areas such as the area of definition and measurement as performance is most times considered as productivity. Ricardo (2001) therefore asserts that there is a distinction between performance and productivity. It is argued that productivity is a ratio illustrating the volume of work done in a particular time, while performance is a wider indicator that comprises productivity together with quality, steadiness and other factors. Ricardo (2001) adds that performance measures could encompass result-oriented behaviour and relative measures, concepts and instruments, training and education containing management development and leadership training which are the requisite for building attitudes and skills of performance management. Consequent to the given performance definitions, the concept is wider based as it bothered on efficiency, effectiveness, quality, economy, normative measures and consistency behavior and (Ricardo, 2001).

Nevertheless, for this study, innovativeness and effectiveness were employed as the sub – variables for the business performance.

Theoretical Review

In relations to Arogundade (2020), previously, different researchers have developed a number of theoretical frameworks so as to explain the concept of organisational culture. Among these theories were the Charles Handy model (1999), the Denison organisational culture model, the Deal and Kennedy model (1982), the Deal and Kennedy 6-D model (1980), the Edgar Schein model (1995), the Cameron and Quinn model (2011), and the Hofstede 6-D model (1995). However, this study was anchored on the Hofstede 6-D model as it was the sole reviewed theory for the study. Hofstede 6-D model was thought out to be suitable for this study following its aptitude to make known the condition under which culture could impact positively on the employees' work performance and ensure the realization of corporate goals.

Hofstede 6-D Model

In 1980, Hofstede propounded the 6-D model, often known as the model of national culture, which describes a range of organisational ideologies, rituals, and beliefs that distinguish it from other places of work. The culture of an organisation impacts how people behave, how they connect with one another and with the outside world, and how they engage in productive duties. Hofstede (1980) therefore identifies six (6) dimensions influencing organisational culture. They are the power distance index, the uncertainty avoidance index, masculinity vs femininity index, individualism versus collectivism index, long-term orientation versus short-term orientation index, and indulgence versus resistance index (Arogundade, 2020). Power distance orientation, or dimension 1, is concerned with the differences in organisational culture according to the authority given to individuals. Some businesses adhere to the idea of appointing team heads or managers to oversee their designated teams. They are also responsible for ensuring that team members execute to their fullest ability (Nigussie, 2018). Several questions were

utilized by Podrug, Pavicic, and Brati (2006) to demonstrate how the power distance index is calculated in an organisation. They question whether the supervisor is correct simply because they hold the title of "supervisor" (high/large power distance) or whether the supervisor is correct only when they have the correct responses (low/small power distance). Do employees perform their duties precisely because their supervisor demands it (significantly high/large power distance)? or because they consider it to be the best approach (significantly low/small power distance)? The organisational structure may include a configuration of this kind of power distance.

Measurement 2: Uncertainty Avoidance has to do with how comfortable a company is taking risks. Given that risk and return are now closely linked in firms, managers need to encourage a consistent degree of comfort with taking risks (Hofstede, 1980). According to Globe study (2014), the degree to which a group, organisation, or society relies on social norms, laws, and procedures to lessen the unpredictability of future activities is referred to as uncertainty avoidance. Individuals with a high level of uncertainty avoidance are concerned about their personal safety; they are also more likely to seek consensus and follow established rules. Those with low levels of uncertainty avoidance, on the other hand, tend to take greater chances and care less about safety and the law (Hofstede, 1980). Summarily, the risk-bearing disposition of an entity is the focus of the uncertainty avoidance index. Individualism vs. collectivism, the third dimension. This has to do with how strongly an entity fosters a group orientation and an interdependent mindset (as opposed to an independent mindset) within the entity. According to Nigussie (2018), some entities rely heavily on teamwork to complete specific tasks. People who are linked by a common interest, work together, and act as a team are frequently observed in these organisations. According to Hofstede (2010), a shared culture emphasizes the upkeep of a cordial relationship between employers and their employees. It views an entity as a family or a cohesive collection of people, which requires a significant amount of teamwork rather than solo effort (Irfan, 2016).

In summary, individual points of view are fostered in entities based on individuals because each individual has one vote. On the other hand, in a collectivism entity, the in-group controls viewpoints and votes. Likewise, in individualistic entities, task takes precedence over relationship, whereas in a collectivism entity, relationship takes precedence over task (Hofstede, 2011). Masculinity vs. femininity, or Dimension 4, refers to the differences between male and female values as they relate to organisational culture. There is a widespread perception that male employees are more aggressive (task-focused) than their female counterparts, who are thought to be more compassionate and empathic (people-focused). In this study, the competitiveness level is determined by aggressive or empathic behavior. The GLOBE study (2014) found that this dimension in organisations reveals how forceful, combative, and belligerent people are while interacting with others. While some organisations encourage cooperation and harmony among their personnel, others encourage competition (Dowling, Festing & Engel, 2017). According to Hofstede, masculine organisations are those that place a priority on possessions, wealth, and success in the job.

The fifth dimension, long-term vs. short-term orientation, refers to how much an entity or culture actually plans for the future or works to achieve short-term goals. According to Dowling et al. (2017), some entities are heavily dependent on short-term objectives like efficiency and profit maximization. Other organisations, on the other hand, are more concerned with long-term objectives, such as growing market dominance and technological advancements. This dimension is seen as the organisation's strategic goals orientation in this study. Indulgence vs. restraint, the sixth dimension, is related to the total amount spent and the satisfaction of organisational needs. An indulgent culture is likely to be more eager to spend more resources on the firm's activities, whereas a constrained culture is likely to have strict regulations and rules for using the firm's resources. This index or dimension assesses how

much an entity engages in future-oriented behaviors, such as delaying gratification and allocating resources to the future, on an individual basis (GLOBE study, 2014). However, this dimension is conceptualized in this study as the organisation's spending habit or spending culture. Gray (2018) asserts that spend culture, like the broader concept of corporate culture, is not one-size-fits-all as what is effective for one place of work or industry may not be effective for another.

Empirical Studies

In Somalia, Ali and Ahmed (2013) assessed the impact of organisational culture on employee's performance in Mogadishu Universities with the use of questionnaire administration on 70 respondents. The data extracted data were analyzed with SPSS. The finding of study indicated strong and positive connection between organisational culture and employee's performance in the studied Universities.

Also in Nigeria, Salihu, Salihu and Musa (2016) evaluated the impact of organisational culture on employee performance and made use of ordinary least square (OLS) and simple regression for the analysis of the gathered data. The finding showed organisational culture as a significant predictor of job effectiveness. It was as well confirmed from the finding that organisation's mission has considerable impact on job efficiency of the studied establishment, while it was equally reflected that there is a direct and significant link between employee involvement which is one of the variables of organisational culture and employees' performance.

Furthermore, Sengottuvel and Aktharsha (2016) investigated the influence of organisational culture on organisational performance in the information technology sector with a sample size of 210 employees taken from the population of 1200. The study adopted structured questionnaire for data collection, while Partial Least Square Path Modeling (PLS-PM) was utilized for the data analysis. The result therefore established strategic emphases as the significant predictor of organisational performance.

Likewise, Chukwu, Aguwamba and Kanu (2017) examined the impact of organisational culture on performance of some selected banks in Nigeria with the employment of questionnaire for the data collection. The instruments for the analysis of the data were multiple regressions. The findings of the study then showed a significant and positive relationship between organisational culture and corporate performance of the selected banks.

However, in view of the geographical locations and cultural settings of the organisations under the analysis in the above reviewed studies, and the variations in the views of the employees of these case study establishments, further studies on the relationship between organisational culture and work performance are necessary.

Methodology

The adopted research design for the study is survey method; while the population consisted of Nine Hundred and Forty (940) workforces of Harmony Ventures and Supplies Limited, Ilorin, Nigeria. The sample size therefore stands at Two Hundred and Eighty-One (281) which was established by the use of Taro Yamane formula for sample size determination. Questionnaire was made use of as the instrument of primary data collection, while textbooks and relevant journal articles were as well used. So, a total number of Two Hundred and Eighty-One (281) copies of the questionnaire were distributed to the respondents, but only Two Hundred and Fifty-Two (252) copies, that is, 90 per cent were suitably filled and returned. The statistical tools used for the data analysis were percentage for socio-demographic characteristics, and Pearson, Product Moment Correlation Coefficient (PPMC). The Cronbach alpha, that is to say, an instrument's reliability calculation of the sub-scales, is large. This is with coefficients between 0.73 and 0.87.

Research Design

This study is centered on the relationships of the organisational culture and business performance in Harmony Ventures and Supplies Limited, Ilorin, Kwara State, Nigeria. Through the adoption of a questionnaire, the study used the survey method to collect the appropriate information from the respondents. As a consequence of its ability to obtain quantitative information, the approach was used.

Population and Sample Size of the Study

The population of the study consisted of all staff members in the Harmony Ventures and Supplies Limited totaling 940 staff. The figure was based on the information collected during the process of conducting this research. The sample size of the analysis was 281 of the organisation's workers, as the formula of Taro Yamane was used to arrive at this figure, where

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

and n = Sample size,

N = Population of the study

e = Tolerable error (5per cent)

However, 252 copies out of 281 copies of the distributed questionnaire were correctly filled out, returned and analyzed for the study

Sources of Data

The study adopted primary data source by using a questionnaire to obtain the data needed from the respondents, during which some relevant textbooks and journals were also obtained and used for this study.

Research Instrument

The data collection instrument used for the study was questionnaire utilizing simple random sampling technique. The questionnaire includes two sections, Section A and Section B respectively. Section A was embodied with variables of bio-data, as it was intended to collect personal information from respondents, while Section B had two separate segments. Segment One included questions envisioned to investigate the relationship between clan culture and workplace 's effectiveness of Harmony Ventures and Supplies Limited, Ilorin; then the Segment Two featured questions pointed at ascertaining the relationship between adhocracy culture and organisation 's innovativeness in the study area as some of the questions were adopted from previous researches with a high coefficient of validity and reliability and were adjusted for the usage of the study. The questionnaire was revised and structured from the reviewed literature in a way that respondents could easily comprehend it, while being checked and okay by a professional with tremendous expertise in research questionnaire design.

Methods of Data Analysis

The research used statistics which were both informative and inferential. The descriptive statistics included basic percentages and frequency tables; while Pearson, Product Moment Correlation Coefficient (PPMC), was the inferential statistical method applied. The basic percentage and tables clarified the demographic characteristics of the respondents, while Pearson, Product Moment Correlation Coefficient was used to test hypotheses for the analysis.

Results and Discussion

The analysis of the sample is provided from Table 1 through Table 3 as the analysis of the collected data was based on 252 questionnaire copies correctly completed and returned from distributed copies of 281.

Table 1: Socio-Demographic Characteristics of the Participants

Variable	Level	n	per cent
Gender	Male	103	40.8
	Female	149	59.2
	Total	252	100.0
Age	Under 25 years	87	34.4
	26-35 years	160	63.7
	46 years	5	1.9
	Total	252	100.0
Education Qualification	NCE/OND	50	19.7
	First Degree	123	49.0
	Masters	74	29.3
	PhD	5	1.9
	Total	252	100.0
Work Experience	Less than 2 years	11	4.5
	2-5 years	159	63.1
	6-10 years	82	32.5
	Total	252	100.0
Department	Production	50	19.7
	Quality Assurance	55	21.7
	Marketing	61	24.2
	Operation/IT	47	18.5
	Human resource	20	8.3
	Others	19	7.6
	Total	252	100.0

Source: Authors' Fieldwork, 2023

The result in Table 1 reveals that 103 out of 252 respondents are males in Harmony Ventures and Supplies, Ilorin, which accounts for 40.8 percent of the total respondents, while 149 respondents are females, making up 59.2 percent of the total respondents. It is also suggested that the majority of the respondents in the organisation were females. Similarly, the above findings indicate that 87 out of 252 respondents are 25 years of age and under, representing 34.4per cent of the total respondents, while 160 respondents are between 26 and 35 years of age, representing 63.7per cent of the total respondents, 5 respondents are 46 years of age, representing 1.9per cent of the total respondents. Similarly, the result above reveals that 87 out of 252 respondents are of the age of 25 years and below, and this represents 34.4per cent of the whole respondents, while 160 respondents are between the age 26 - 35 years, and this constitutes 63.7per cent of the total respondents, then 5 respondents are of age 46 years, and this as well represents 1.9 per cent of the total respondents The inference, therefore, is that the company chooses to engage with experience of middle age for improved job engagement and prompt discharge of assigned duties.

Moreover, the table describes the distribution of respondents by educational status, showing that 50 respondents have NCE / OND qualifications, representing 19.7per cent of all respondents, 123 respondents have first degree qualifications, giving 49per cent of all respondents. However, 74 respondents have masters as qualification, comprising 29.3 percent of the total respondents, while 5 respondents have doctorate degree, and this is 1.9 percent of the total respondents. This means that most workers of the company have what they need to work or perform successfully at work, as they reflect an average score of 49 per cent.

As regard the department of the participants, 19.7per cent of the respondents work in the production department, while 21.7per cent of them work in quality assurance, then 24.2per cent work in marketing unit, whereas 18.5per cent work in operation/IT, 8.3per cent work in human resource, and 7.6per cent indicated other department, meaning that the marketing section of organisation has the highest numbers of staff as majority of the workers were engaged so as to strategize in ensuring prompt sales of the company's products so as for the company to maintain its position as one of the leading ventures not only in Ilorin metropolis, but also in Kwara State and its environs at large.

Test of the Hypotheses of the Study

Test of Hypothesis One

H₀₁: There is no significant relationship between the clan culture and workplace's effectiveness of Harmony Ventures and Supplies Limited, Ilorin.

Table 2: Result of the Relationship Clan Culture and Workplace's Effectiveness of Harmony Ventures and Supplies Limited, Ilorin, Kwara - State.

Variables		1	2
1	Clan Culture	1	.754*
2	Employees' Effectiveness	.754*	1

*= p <.05, N=252

Source: Authors' Computation (2023)

Table 2 shows the result of the relationship between the clan culture and workplace's effectiveness of Harmony Ventures and Supplies Limited, Ilorin. As presented in Table 2, the correlation coefficient (r) between the clan culture and workplace's effectiveness is .754. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between the clan culture and workplace's effectiveness (N = 252, r = .754, p < 0.05). This result concludes that there was a significant relationship between the clan culture and workplace's effectiveness of the establishment. This result is in validation with the finding of Salihu, Salihu and Musa (2016)'s study that confirmed organisational culture as a significant predictor of job effectiveness.

Test of Hypothesis Two

H₀₂: There is no significant relationship between the adhocracy culture and organisation's innovativeness of Harmony Ventures and Supplies Ilorin, Kwara - State.

Table 3: Result of the relationship adhocracy culture and organisation's innovativeness of Harmony Ventures and Supplies, Ilorin, Kwara State.

Variables		1	2
1	Adhocracy culture	1	.885*
2	Organisation's Innovativeness	.885*	1

*= $p < .05$, $N=252$

Source: Authors' Computation (2023).

Table 3 indicated the result of the relationship between the adhocracy culture and organisation's innovativeness of Harmony Ventures and Supplies, Ilorin. As revealed in Table 3, the correlation coefficient (r) between the adhocracy culture and organisation's innovativeness is .885. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between the adhocracy culture and organisation's innovativeness ($N = 252$, $r = .885$, $p < 0.05$) in the organisation. This result therefore concludes that there was a significant relationship between the adhocracy culture and organisation's innovativeness of Harmony Ventures and Supplies, Ilorin, Ilorin, Kwara State. This finding therefore is in corroboration with the outcomes of researches embarked on by Ali and Ahmed (2013); Sengottuvel and Aktharsha (2016); and Chukwu, Aguwamba and Kanu (2017) that established a positive and significant relationship between the organisational culture and corporate performances of the establishments under their respectively study.

Conclusion and Recommendations

Conclusion

Resulting from the findings of the study, it could be clearly understood that organisational culture is an open system technique that has an interdependent and collaborative relationship with the organisational success in the Harmony Ventures and Supplies Limited, Ilorin as effective organisational culture could be proven in the establishment. This is not only due to the fact that various characteristics of organisational culture have positive and significant effect on the clan culture, but also as a result of the employees' attitudes, standards, movements in ensuring performance in the workplace. It can therefore be concluded that there was a significant relationship between the organisational culture and business performance in Harmony Ventures and Supplies Limited, Ilorin.

Recommendations

Following the finding of the study that there is an effective organisational culture in place in Harmony Ventures and Supplies Limited, Ilorin, and therefore in an effort to full strengthening this for the improved employees' performance and also for the organisation's corporate accomplishment, it therefore recommended that:

- i. the Management of the enterprise should strive in playing a critical role of shaping the organisation's corporate culture in coherence with its strategy and structure. This is by first ensuring a pleasant organisational image and by also concentrating more on the adherence to the adhocracy culture. Therefore, the familiarity of the leadership of the establishment with the mission of the organisation will afford them with the opportunity of easily passing the mission down to their subordinates.

- ii. Management make should as a matter of importance work on the organisation's ethical practices such as credibility and integrity as these are catalysts to promote of an enhanced performance culture.
- iii. the Management of Harmony Ventures and Supplies Limited should invest not only in training of its workforces, but also on the staff's development. This is with a view to advance their human competence at all levels. This should be through emphasis on the input and participation of all workers as employees' involvement in the key workplace decision-making is as well necessary for the promotion of the workers' identification with the organisation vision and mission
- iv. Likewise, the objects that are tangible evidences of organisational culture such as workforce' handbook, organisation's logo, computers, and corporate wares capable of making workers to be known with the organisation should be introduced as these will go a very long way to boost the morale of the organisation's staff in been aligned to the organisation's economic agenda.

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