

**Topic: Critical and analytical study of the impact of organisational culture on
Effective Communication and Employee Performance: Case of two SMEs in
LAGOS**

ABSTRACT

Organisational culture is vital in every business organisation as it affects most aspects of the business that contribute to growth. The values, beliefs and attitudes of an organisation affect the experience of people within the organisation. Thus, this explained the study's objective of analysing the impact of the organisational culture on the effectiveness of communication and employee performance focusing on two SMEs in Lagos. To achieve this objective, the study employed quantitative methods, collecting data through a questionnaire survey in the form of online Google Forms. Further, the study analysed the obtained, using descriptive statistics such as frequencies and percentages employed to present the demographic data and inferential statistics like regression and correlation to analyse the processed data. Based on the analysis, the study found a positive significant relationship between organisational culture and employee performance and a positive significant relationship between effective communication and employee performance. Also, the findings showed that there was a negative relationship between effective communication and organisational culture about employee performance. Overall, the findings showed that a positive relationship between organisational culture and employee performance, as well as effective communication and employee performance, is indisputable. Based on the findings, employees are more likely to feel encouraged and like they have a purpose when the workplace (SMEs) has a strong organisational culture that supports beliefs and values that align with the mission of the business. This increased motivation and job satisfaction eventually lead to improved performance.

TABLE OF CONTENTS

ABSTRACT	i
LIST OF ABBREVIATIONS	vi
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction	1
1.2 Rational	4
1.3 Research scope	5
1.4 Methodology	7
1.5 Research Aim, Objectives and Central Research Questions	8
1.5.1 Research Aim	8
1.5.2 Research Objectives	8
1.5.3 Central Research Question(s)	9
1.6 Overview of the Chapters	9
CHAPTER TWO: LITERATURE REVIEW	10
2.0 Introduction	10
2.1 Definition of Organisational Culture	11
2.2 Critical Evaluation of the Organisational Culture	13
2.2.1 Hofstede's dimensions of cultural diversity	13
2.2.2 Schein's Theory	15
2.3 Definition of effective communication and employee performance	17

2.4	Critical Evaluation of effective communication and employee performance theories	19
2.4.1	Expectancy Theory	20
2.5	The evaluation of the impact of the organisational culture on effective communication and employee performance.	22
2.6	Knowledge gap	26
2.7	Conclusion	27
CHAPTER THREE: RESEARCH METHODOLOGY		30
3.0	Introduction	30
3.1	Research Philosophy - Positivism	30
3.3	Research Strategy- Survey research	32
3.4	Research Methods - Quantitative	32
3.5	Data Collection - Primary and Secondary Data	33
3.5.1	Primary Data Collection Techniques - Questionnaire	34
3.5.2	Secondary Data Collection Techniques	37
3.6	Analytical Approach	37
3.6.1	Analytical Approach for the Primary Data - Descriptive and Inferential	38
3.7	Reliability and Validity	39
3.7.1	Reliability of the instruments used to gather the data	39
3.7.2	Validity of the instruments used to gather the data	40

3.8	Ethics Considerations	41
3.9	Conclusion	42
CHAPTER 4: FINDINGS AND EVALUATION		43
4.0	Introduction	43
4.1	Part 1: Presentation of the Primary and Secondary Data	43
4.2	Fornell-Larcker Criterion	46
4.3	Descriptive statistics	49
4.4	Correlation Results	54
4.5	Regression Analysis	54
4.6	Presentation of the Secondary Data	56
4.7	Part 2: Evaluation	61
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION		67
5.0	Introduction	67
5.1	Key Findings	67
5.1.2	To examine the relationship between the organisational culture, and employee performance.	67
5.1.3	To examine the relationship between effective communication and employee Performance in SMEs in Lagos.	67
5.1.4	To analyse the impact of the organisational culture on the effective communication and employee performance of the SMEs in the LAGOS.	67
5.2	Recommendations	68

5.3	State the contribution of the research – Knowledge Contribution	69
5.4	Limitations	71
	REFERENCES	72
	APPENDIX A	88
	Questionnaire	88

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CR	Composite Reliability
ECO	Effective Communication
EPE	Employee Performance
OCU	Organisational Culture
SME	Small and Medium Enterprises

LIST OF TABLES

Table 4.1: Demographic profile of respondent	43
<i>Table 4.2: Reliability and validity measures for the constructs</i>	45
<i>Table 4.3: Fornell–Larcker Criterion</i>	46
<i>Table 4.4: Cross-factor loadings</i>	47
<i>Table 4.5: Effective Communication</i>	49
<i>Table 4.6: Organisational Culture</i>	50
<i>Table 4.7: Employee performance</i>	52
<i>Table 4.8: Correlation Results</i>	54
<i>Table 4.9: Regression analysis</i>	54
<i>Table 4.10: Study Selection</i>	58

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Organisational culture performs a crucial function in shaping various aspects of an organisation's operation (Tedla, 2016). One of the important dimensions influenced by organisational culture is effective communication, which in turn has a direct impact on employee performance (Nkrumah, 2018.) In the context of Small and Medium-Sized Enterprises (SMEs), which form the backbone of several economies including Lagos, Nigeria, understanding how organisational culture impacts communication and subsequently influences employee performance is of paramount importance. Therefore, the purpose of the study is to provide an overview of the study background, highlight the problem being addressed, and provide the rationale for the study, the aim and objectives of the study, the research questions being investigated as well as the significance and scope of the study. Additionally, the chapter presents an overview of the entire chapters of the study which focuses on how organisational cultures manifest and how they affect communication dynamics and employee outcomes. The study results will provide valuable insights for students studying human resource management, communication or organisational behaviour enabling them to understand the moderating role of organisational culture. Again, the outcome of the study will enable researchers to examine the particular cultural factors that impact the communication-performance relationship in diverse organisational environments.

1.2 Research Background

Organisational culture is vital in every business organisation as it affects most aspects of the business that contribute to growth (Tedla, 2016). Bamidele (2022) explained organisational culture as the beliefs, values and attitudes of an organisation. The values,

beliefs and attitudes of an organisation affect the experience of people with the organisation and this includes employees' commitment, employees' output, customers' experience, suppliers' experience with the company and others.

A great organisational culture is key to developing traits such as effective communication and employee performance which are necessary for business success (Akpa et al., 2021).

Thus, organisational culture is crucial for organisational success through factors such as effective communication and employee performance. The culture of an organisation determines how communication flows among people in an organisation (Hussain, 2020). Moreover, Hendrith (2018) emphasised that effective communication can be a factor that influences organisational culture since members of the organisation continually interact and communicate among themselves. This suggests that communication is part of human activity in an organisation and accordingly, organisational culture determines its effectiveness making communication and organisational culture interdependent.

Employee performance on the other hand is an organisational factor influenced by both effective communication and organisational culture. Employee performance refers to how an employee of a company fulfils assigned duties, completes given tasks and behaves in the workplace (Kumari, 2021). The performance of employees in an organisation is measured using indicators such as efficiency, quality and quantity of work. Organisational culture and effective communication influence employee performance by promoting productivity, engagement and employee experience (Hussain, 2020). Thus, a hostile organisational culture and poor communication at work can influence employee performance by negatively affecting productivity levels,

increasing turnover rate and increasing employees feeling disconnected from their work.

Additionally, the expectancy theory and diffusion of innovation theory relate to the study topic as they explain the connection between organisational culture, effective communication and employee performance. Thus, expectancy theory about organisational culture states that employees tend to find greater motivation when they can easily connect their exerted efforts and performance with the rewards they aspire to achieve, all within the framework of the cultural values of the company (Kingful and Nusenu, 2015). This suggests that when the culture of the company emphasises the connection between hard work, achievement, and receiving recognition and incentives, employees are more inclined to feel motivated to invest their energy towards attaining their objectives (Osafo et al., 2021).

Also, the diffusion of innovation theory emphasises that effective communication strategies that take into consideration the preferences of diverse adopter categories and address the unique features of the innovation can contribute to a successful adoption and integration process thereby resulting in improved organisational outcomes and employee performance (Kamau, 2014). This theory can be used in evaluating how communication strategies can be aligned with the preferences and characteristics of the various groups in an organisation.

A considerable amount of research has explored the relationship between organisational culture, effective communication and employee performance in diverse contexts. Thus, past studies have consistently shown that organisational culture significantly influences communication patterns within an organisation. Organisations with a culture that values open communication, transparency and collaboration tend to have more effective

internal communication (Musheke and Phiri, 2021). This minimises misunderstandings, facilitates the flow of information and promotes a sense of belonging among employees.

Also, the link between organisational culture and employee performance is well-documented in past studies. Positive cultures that promote a sense of belonging, autonomy and employee engagement tend to result in better performance (Priyadharsan and Nithiya, 2020). However, most of these studies have been conducted outside of Nigeria or have primarily concentrated on multinational corporations. For this reason, the study aims to examine the relationship between communication and employee performance in selected SMEs in Lagos, while considering the moderating role of organisational culture. The landscape of SMEs in Lagos is characterised by a wide array of business practices and industries. Therefore, research in this context seeks to understand how the cultural aspects of these SMEs affect employee performance. By critically analysing this relationship, the study seeks to examine whether culturally diverse SMEs in Lagos face specific challenges in creating a cohesive culture and how this impacts employee motivation and productivity.

1.2 Rational

Organisational factors such as organisational culture, effective communication and employee performance have seen several research concerns due to the role each factor plays in organisational success. The study conducted by Elifneh et al. (2023) assessed the effect of organisational culture on the performance of employees and found that there is a positive impact between organisational culture and employee performance. Also, Hussain (2020) also examined the relationship between effective communication, organisational performance and organisational culture. The study found that effective

communication positively affects organisational performance and organisational culture has a negative effect on organisational performance when it is not well supported. The relationship between communication and employee performance was also assessed by Kalogiannidis (2020) and results from the study indicated that effective communication has a strong positive impact on employee performance.

Perhaps, most existing studies (Elifneh and Embilo, 2023; Hussain, 2020; Kalogiannidis, 2020) have worked around the role of organisational culture, effective communication and employee performance in an organisation and how they relate to each other. However, there is more to consider to help close possible research gaps for a better representation of findings about how these variables relate to each other. For instance, the relationship between organisational culture, effective communication and employee performance has not been well assessed by past studies as data are scarce for further analysis. This affects the better generalisation of opinion on the relationship between organisational culture, effective communication and employee performance in Nigeria. For this reason, the current study examines the impact of organisational culture on effective communication and employee performance in SMEs in Lagos.

1.3 Research scope

Despite the substantial contribution of Small and Medium-sized Enterprises (SMEs) to Nigeria's economy, particularly in Lagos, there is a scarcity of research investigating the impact of organisational culture on effective communication and employee performance within this sector. Moreover, the impact of organisational culture in this relationship has not been extensively studied in the context of SMEs in Lagos. The lack of studies focused on SMEs in this setting indicates a gap in the literature and raises questions about the applicability of findings from multinational corporations to SME

environments. Consequently, this study aims to address this gap by examining the relationship between communication and employee performance in selected SMEs in Lagos, while considering the moderating role of organisational culture. This will contribute to the existing body of knowledge and offer valuable insights for practitioners and policymakers.

Hence, the study was delimited to the use of two SMEs in Lagos, specifically Paga and FoodCo as the target population to examine the impact of organisational culture on effective communication and employee performance. Thus, this implied that the study was delimited to the use of organisational culture theories, communication and employee performance theories.

These theories included Hofstede's dimensions of cultural diversity, Schein's theory and expectancy theory. Further, the study was confined to the use of a questionnaire to get responses from the target population.

Paga

Paga, a leading payments and financial services ecosystem in Africa, was established in early 2009 by entrepreneur Tayo Oviolu. With a vision to simplify access to money for one billion people, Paga has set out to address two prominent global challenges: the elimination of cash in transactions and the extension of financial services accessibility. Operating primarily from its first market in Nigeria, Paga has grown to serve over 20 million unique users. The company's innovative approach focuses on facilitating seamless payment processes for both consumers and sellers. In addition to offering direct payment solutions, Paga's Platform-as-a-Service (PaaS) opens doors for third parties to tap into the company's robust infrastructure, expanding the possibilities for financial transactions and services across the continent. By aligning its core mission

with the needs of modern consumers, Paga has positioned itself at the forefront of the African financial landscape.

Its dedication to providing accessible, efficient, and secure financial services continues to drive its expansion and influence, shaping the future of cashless transactions and financial inclusivity in the region.

FoodCo

Established in 1982 in Ibadan, FoodCo has grown to become a significant player in the Nigerian retail sector. Serving the entirety of Nigeria, FoodCo offers a diverse range of products to its consumers, from fresh bakery items and groceries to health and beauty products and general merchandise. Over the years, the company has dedicated itself to providing high-quality products and customer service, ensuring that the needs of the Nigerian populace are met efficiently and effectively. Their expansive product range ensures that every customer finds what they need, from everyday essentials to specialised items.

As of 2023, FoodCo has been serving the Nigerian market for 41 years, showcasing its resilience and commitment to the retail industry.

1.4 Methodology

The data collection process for the study conformed to a positivist research philosophy and deductive research approach. Also, the study targeted employees at two SMEs, Paga and FoodCo in Lagos. Consequently, the study involved a sample size of 308 personnel in the two SMEs in Lagos, selected through a simple random sampling procedure. Data collection was facilitated by primary data through a questionnaire survey in the form of online Google Forms administered to the chosen participants. The

answered survey was entered into the Statistical Packages for Social Sciences (SPSS vs 23) and SMARTPLS for processing.

The analysis encompassed descriptive statistics such as frequencies and percentages employed to present the demographic data and inferential statistics like regression and correlation to analyse the processed data.

Again, a rigorous assessment of reliability and validity was adopted to investigate the impact of organisational culture on effective communication and employee performance in two SMEs in Lagos.

1.5 Research Aim, Objectives and Central Research Questions

1.5.1 Research Aim

This research aims to critically analyse the impact of the organisational culture on the effectiveness of communication and employee performance focusing on two SMEs in Lagos.

1.5.2 Research Objectives

- i. To critically evaluate relevant theories and concepts of the organisational culture, effective communication and employee performance conceptualising the topic and understanding the state of the knowledge in the field.
- ii. To examine the relationship between organisational culture and employee performance in SMEs in Lagos.
- iii. To examine the relationship between effective communication and employee Performance in SMEs in Lagos.

- iv. To analyse the impact of the organisational culture on the effective communication and employee performance of the SMEs in the LAGOS.
- v. To recommend further improvement

1.5.3 Central Research Question(s)

- i. What are the impacts of organisational culture on the effective communication and employee performance of SMEs (Paga and FoodCo) in the LAGOS?

1.6 Overview of the Chapters

The study was arranged into five chapters. Chapter one of the study included an overview of the study background, a statement highlighting the problem being addressed, the aim and objectives of the study, the research questions being investigated as well as the significance and scope of the study. In Chapter Two, there was an in-depth examination of relevant literature related to the study including a conceptual review, theories pertinent to the study, an empirical review, a conceptual framework and a concluding segment. The third chapter outlined the methodology and research procedures employed to achieve the objectives of the study.

This segment covered aspects such as the research design, approach, target population, sample size, sampling technique, data collection instrument, data collection method, data analysis and ethical considerations. Chapter four dwelt on the interpretation and discussion of the research results obtained from the questionnaires administered. Lastly, chapter five focused on a summary of the research work, the conclusions drawn from the study and recommendations based on the findings.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter includes the literature review which seeks to provide comprehensive knowledge on the study topic. The study aims to critically analyse the impact of organisational culture on effective communication and employee performance focusing on two SMEs in Lagos. The review of existing literature will utilise various highly recommended sources such as scholarly journals, books and online articles to offer a thorough comprehension of the subject matter. Appropriate keywords and search phrases are utilised to pinpoint relevant articles and research. These include terms like ‘organisational culture’, ‘effective communication’, ‘employee performance’, and ‘impact of’.

The purpose of the literature review is to conceptualise the research topic by critically defining the meaning of organisational culture, effective communication and employee performance. Additionally, the chapter is supported by two relevant theories: Hofstede’s dimensions of cultural diversity and Schein’s theory shows how the theories link with the study topic. Furthermore, reviews of existing works that have been undertaken on the impact of the organisational culture on effective communication and employee performance are evaluated along with gaps identified in the literature. Finally, a summary of the key points discussed throughout the chapter is presented. The findings of the study will help policymakers understand the moderating role of organisational culture and thus aid in the design of frameworks and guidelines that encourage effective communication in organisations. Additionally, the results of the study will also bring to light the need for practitioners such as human resource professionals and managers to recognise the need to create a culture that corresponds

with effective communication practices like active listening, dissemination of information and teamwork to improve employee performance.

2.1 Definition of Organisational Culture

There are several definitions of organisational culture but universally, can be understood as the collective customs, principles, routines, convictions and behavioural patterns that determine how individuals inside an organisation engage with one another and those outside the organisation (Bamidele, 2022). It has an impact on the overall atmosphere, methods of making choices, professional values, exchange of information and ultimately the achievements and prosperity of the organisation (Bamidele, 2022). However, in grasping an in-depth understanding, three definitions of organisational culture, each focusing on leadership style from different angles are critically evaluated.

Firstly, organisational culture can be seen as the actions and values of leadership in a company (Tsai, 2011). This definition underscores the top-down impact of leadership on organisational culture by primarily shaping the team's conduct, attitudes and principles (So et al., 2018). Although this definition highlights the influence culture has on the contributions of individuals, their interpersonal dynamics and external elements, it is worth noting that culture is not exclusively moulded by leadership. Again, this perspective could foster a limited comprehension that disregards the possibility of culture arising and evolving naturally through interactions across all tiers of the company.

Secondly, organisational culture can be referred to as the shared assumptions and collective mindset that guide behaviour and decision-making, impacted by both informal and formal leadership (Galli, 2022). This definition acknowledges the diverse

facets of culture encompassing not only established leaders but also informal influencers and the dynamics within groups.

It underscores the cognitive dimension of culture by highlighting collective viewpoints and assumptions that propel conduct (Jie et al., 2020). Nonetheless, the decision-making stress may potentially overlook the interpersonal and emotional aspects of culture, which significantly shape behaviours. Moreover, this definition might not entirely capture the evolving and dynamic essence of culture, which can be influenced by the external environment and changes in leadership as time progresses.

Thirdly, organisational culture is known as the complex interplay between employee values, leadership style and external forces, creating a distinct social system that shapes work practices (Joseph and Kibera, 2019). This definition adopts a comprehensive perspective by recognising the interconnections between employee values, leadership and external circumstances. Thus, it underscores culture's role as a societal structure that moulds behaviours through connections and interactions (So et al., 2018). Therefore, by emphasising individuality, it acknowledges the distinctiveness of each organisation's culture. Nevertheless, this definition might be criticised for its lack of precision in outlining the precise mechanisms by which these components intersect and impact each other.

In summary, organisational culture is a complex concept involving the interplay of various factors such as employee interactions, leadership, values and external influences. While each of the definitions offers a valuable perspective on the relationship between organisational culture and leadership style, they also have limitations. This highlights the importance of understanding organisational culture by considering the various aspects and their dynamic interactions.

2.2 Critical Evaluation of the Organisational Culture

Organisational culture is the collective customs, principles, routines, convictions and behavioural patterns that mould how individuals inside an organisation engage with one another and those outside the organisation (Bamidele, 2022). Also, organisational culture encompasses the symbols, beliefs, and systems within a company that, when aligned with employees, create a sense of value and comfort (Oparanma, 2015). For a critical evaluation of the definition of organisational culture, it would be narrowed down to the two pertinent theories namely Hofstede's dimensions of cultural diversity and Schein's theory that support the study for a better understanding.

2.2.1 Hofstede's dimensions of cultural diversity

Hofstede's dimensions of cultural diversity, initiated by Dutch social psychologist Geert Hofstede, are a framework used to assess and compare cultural differences between societies and organisations (Eringa et al., 2015). Hofstede conducted thorough research in the 1960s and 1970s on the cultural values and behaviors of IBM employees in various countries, which led to the identification of six primary dimensions of culture namely individualism vs. collectivism, power distance, uncertainty avoidance, masculinity vs. femininity, long-term orientation vs. short-term orientation and indulgence vs. restraint (Hofstede, 2011). These dimensions explain how various cultures differ in their behaviours, values and attitudes. The individualism vs. collectivism dimension assesses the degree to which individuals in a society prioritise personal interests and autonomy versus group cohesion and interdependence. This implies that individualistic cultures value personal freedom and autonomy, while collectivist cultures emphasise group harmony and cooperation (Beugelsdijk et al., 2018).

Also, the power distance dimension assesses the extent to which less powerful members of a society accept and expect that power and wealth are distributed unequally. High power distance cultures tend to accept hierarchical structures and centralised decision-making, with a clear separation between those in authority and subordinates. On the other hand, low power distance promotes equality and believes in minimising power differentials, encouraging open communication and decentralised decision-making (Hofstede, 2011). Uncertainty avoidance evaluates the degree to which a society or organisation is comfortable with uncertainty, ambiguity and risk (Yi, 2021).

The masculinity vs. femininity dimension assesses the extent to which culture values traditionally masculine qualities like assertiveness, competitiveness, and material success, as opposed to feminine qualities like caring, nurturing, and quality of life (Özgür and Sebastian, 2022). Again, the long-term orientation vs. short-term orientation dimension addresses the differences in the approach of society to time and long-term planning (Alqarni, 2022). Finally, the indulgence vs. restraint dimension evaluates a society's attitude toward indulgence in pleasure and its willingness to allow relatively free gratification of basic human desires related to enjoying life (Enkh-Amgalan, 2016). Thus, cultures with high indulgence tend to be more permissive and relaxed, while cultures with high restraint place stricter controls on gratification.

In the context of organisational culture, Hofstede's dimensions emphasise that culture significantly affects how people within an organisation perceive leadership, teamwork, decision-making, risk-taking, and the overall work environment. By understanding these cultural dimensions, organisations can better manage diversity, tailor their leadership styles, and adapt their management practices to be more effective in multicultural contexts (Barkley and Eggertsson, 2016). Therefore, this concept stresses

the need for organisations to anticipate and address potential cultural clashes or misunderstandings that can arise in a diverse workforce or when operating in international markets.

According to Nilsson and Truong (2012), Hofstede's dimensions highlight the variations in cultural values, which can foster greater awareness and sensitivity to cultural differences. This awareness can help organisations avoid cultural misunderstandings and conflicts. Furthermore, by assessing an organisation's culture against Hofstede's dimensions, leaders can identify potential gaps or areas where the organisational culture may not align with the desired values (Goolaup and Ismayilov, 2012). This can inform efforts to bridge these gaps and align culture with organisational goals.

Although Hofstede's dimensions of cultural diversity may contribute to yielding the best results that enhance the effectiveness and success of the organisation, it is important to consider the limitations associated with it. The first limitation is that Hofstede's dimensions are primarily designed to assess national or societal cultures. Hence, applying these dimensions directly to organisational cultures may not always be appropriate, as organisations often have unique subcultures that may not align with the national culture (Dimitrov, 2014). Furthermore, there may be issues of oversimplification since culture can be influenced by a wide range of factors which is beyond Hofstede's dimensions (Eringa et al., 2015).

2.2.2 Schein's Theory

Schein's theory typically refers to Edgar H. Schein's work in the field of organisational psychology and culture. Schein is a prominent scholar known for his research and theories related to organisational culture, leadership, and career development. One of

his most well-known theories is the "Three Levels of Organisational Culture," which helps explain the different layers of culture within an organisation (Mamatha and Geetanjali, 2020). These three levels include artefacts and behaviours (surface level), espoused beliefs and values (intermediate level) as well as basic assumptions and unconscious values (core level) (Weber and Martensen, 2021). Artefacts and behaviours are the visible and tangible elements of an organisation's culture, including its physical environment, dress code, symbols, rituals, and observable behaviours. These artefacts and behaviours are readily noticeable to anyone who interacts with the organisation, but they may not fully understand the underlying meaning or significance (Lehman, 2017).

Espoused beliefs and values are the values and beliefs that an organisation claims to hold, often articulated in its mission statements, vision statements, and official policies (Lehman, 2017). Espoused values are what an organisation aspires to be and what it communicates to its members and the outside world. Nevertheless, they may not always align with the actual behaviours and practices within the organisation (Hadjor, 2014). Furthermore, the deepest and most fundamental layer of culture consists of basic assumptions. These are the unconscious, taken-for-granted beliefs, attitudes, and expectations that guide the behaviour of individuals within the organisation (Makumbe and Washaya, 2022). Basic assumptions are often deeply ingrained and are rarely questioned or discussed explicitly. They shape how people perceive reality, make decisions, and interact with each other (Trenn, 2016).

In the context of organisational culture, Schein's theory of organisational culture emphasises that culture is not just about what an organisation says or does on the surface, but rather about the underlying, shared assumptions and beliefs that shape behaviour and influence how the organisation functions (Owusu, 2014). Therefore,

understanding and managing these deep-seated cultural elements is crucial for effective leadership and organisational change. Again, Schein's model is practicable and actionable which implies that organisations can use it to diagnose their culture, identify areas for improvement and align their assumptions and values with their desired culture. In other words, leadership development programs can enhance their effectiveness by integrating Schein's model, emphasising the importance of cultural awareness and competence. When leaders grasp the various dimensions of culture, they can adeptly navigate and exert influence within the organisational landscape. This enables them to harmonise their actions and choices with the stated values, while also moulding the fundamental assumptions to cultivate a constructive and high-performing cultural environment (Szczepańska-Woszczyzna, 2015).

There are also some criticisms associated with Schein's theory. Thus, while Schein's model is good at diagnosing culture, it doesn't provide clear and prescriptive guidance on how to change or manage culture effectively. It lacks a step-by-step approach for practitioners (Natour, 2019). In addition, Schein's model was developed in a Western cultural context, and some critics argue that it may not adequately account for cultural variations in different parts of the world (Dauber et al., 2012). This means that it may not be universally applicable.

Overall, organisations should have a careful consideration of their culture by aligning it with the concept of Hofstede's dimensions of cultural diversity and Schein's theory together with the strengths and weaknesses associated with the theory.

2.3 Definition of effective communication and employee performance

Communication is the process of exchanging ideas, feelings, thoughts, information or messages among groups and individuals using diverse channels and mediums

(Abuarqoub, 2019). Again, communication can take place through various approaches including written and spoken language, and technology-mediated platforms such as phone calls, social media, emails, video conferencing and more (Kapur, 2020). Effective communication involves not only disseminating information but also active listening, and responding appropriately to the message and understanding (Eke, 2020). This means that communication is essential in professional, social and personal contexts since communication barriers can result in conflicts or misunderstandings in the organisational processes (Robertson, 2019).

Furthermore, performance can be explained as the extent to which a system, process, activity or task meets its intended objectives, standards or goals (McMahon, 2013). In other words, it is a measure of how efficiently or effectively something is achieved.

Performance can also be assessed at diverse levels including organisational and employee levels (Samwel, 2018). In this context, the definition of employee performance will be critically evaluated from three different perspectives for a thorough understanding.

Firstly, employee performance can be referred to as the continual enhancement and development of individual abilities, resulting in improved proficiency and value over time (Lopez-Cabarcos et al., 2022). This definition emphasises the concept that performance is a dynamic process, highlighting continuous growth and learning. Thus, it advocates for a concentration on skill building, enhancing the worth of workers and adapting to evolving demands. Nevertheless, it may not completely address the need for instant results or accomplishments in roles bound by time constraints. In other words, organisations may encounter difficulties in harmonising long-term objectives

with short-term deliverables which may probably lead to misalignment between organisational needs and employee efforts.

Secondly, employee performance can be understood as the consistent demonstration of attitudes, behaviours and skills that contribute positively to the work setting (Tamunomiebi and Oyibo, 2020). This interpretation acknowledges that employees should not only attain specific outcomes but also participate in fostering a productive and healthy work atmosphere thereby highlighting the significance of measurable and immeasurable inputs (Tamunomiebi and Oyibo, 2020). Nevertheless, it may be unclear as it may not fully capture the influence of the efforts of employees on the bottom line of the organisation.

Thirdly, employee performance is defined as the attainment of predetermined targets and goals set by the organisation (Nassazi, 2013). This description highlights the significance of measuring results in alignment with performance based on organisational objectives (Nassazi, 2013). This approach is geared towards accomplishing outcomes and provides a clear framework for examining success. Although the concentration may be on quantifiable targets, it may overlook essential qualitative dimensions such as flexibility and teamwork. Despite this limitation, it contributes significantly to the general success of the organisation.

Overall, each of these definitions offers a unique perspective on employee performance suggesting the need for organisations to have an extensive performance evaluation framework to integrate elements from different angles for a more holistic assessment of employee performance.

2.4 Critical Evaluation of effective communication and employee performance theories

Effective communication is the efficient, clear and accurate exchange of ideas, thoughts and information between groups and individuals (Abuarqoub, 2019). This implies that effective communication plays a critical role in enhancing employee performance in an organisation. Employee performance on the other hand is the extent to which tasks, objectives and responsibilities associated with a particular role in an organisation are accomplished (Omar et al., 2022). It includes aspects like attitude and behaviour, job responsibilities and tasks, productivity, quality of work, collaboration and communication, learning and adaptability among others.

For a critical evaluation of the definition of effective communication and employee performance, it would be narrowed down to a prominent theory which is the expectancy theory.

2.4.1 Expectancy Theory

Expectancy theory is a motivation theory that explains the behaviours and choices of individuals based on their perceptions of the relationships between performance, effort and rewards (Lunenburg, 2011).

The theory was proposed by Victor Vroom in 1964 and implies that individuals are motivated to act in a particular way if they believe that their actions will lead to desired rewards and outcomes (Supatn and Puapradit, 2019). The theory comprises three major components namely valence, expectancy and instrumentality (Lokman et al., 2022). Valence shows the desirability or value that a person places on the rewards or outcomes (Lunenburg, 2011). Thus, it concerns the extent of an individual's desire for or appreciation of potential rewards. When a person places significant importance on the results, the valence is characterised as high. Conversely, if the person is relatively indifferent towards the results, the valence is considered low.

Also, expectancy is the notion that investing effort will lead to successful performance. In other words, people consider whether their efforts will result in attaining the intended level of performance (Supatn and Puapradit, 2019). This means that when they believe that their efforts will probably yield success, the expectancy is high. On the other hand, when they believe that their endeavours won't make a difference, the expectancy is low. For instrumentality, it refers to the notion that favourable outcomes will follow from effective performance (Osafo et al., 2021). Thus, it dwells on the belief that if they attain the desired performance level, they will receive the rewards or outcomes they desire.

For instance, if individuals believe that commendable performance leads to rewards, instrumentality is high but if they believe that performance won't be rewarded, instrumentality is mostly low. Expectancy theory about organisational culture states that employees tend to find greater motivation when they can easily connect their exerted efforts and performance with the rewards they aspire to achieve, all within the framework of the cultural values of the company (Kingful and Nusenu, 2015).

This suggests that when the culture of the company emphasises the connection between hard works, achievement, effective communication and receiving recognition and incentives, employees are more inclined to feel motivated to invest their energy towards attaining their objectives (Osafo et al., 2021). Take, for example, if a company has a culture that promotes fairness, transparency and performance-based rewards, workers are more likely to have a strong conviction that their efforts will result in successful performance. On the other hand, if the organisational culture does not align with performance outcomes, workers tend to be demotivated as they may not see a clear connection between their efforts and the rewards they wish for (Rehman & Afzal,

2019). In simple words, Schein's theory emphasises that effective communication and performance within an organisation are closely tied to its culture.

Therefore, in evaluating effective communication and performance through the lens of the expectancy theory, organisations must recognise the impact of culture on communication, promote the values and behaviours that align with their goals, and have leadership that fosters a culture conducive to effective communication and high performance. Furthermore, organisations should define key performance indicators that align with their desired culture and use them to evaluate the effectiveness of their communication efforts (Osafo et al., 2021). Additionally, companies need to understand the importance of ethical communication, as unethical communication practices can undermine trust, employee morale, and long-term performance.

Again, organisations should analyse the distribution of rewards as to whether they are equitable and fair among workers and lastly, the need to consider whether the individual goals of the workers align with the company's overall goals (Lokman et al., 2022).

However, the expectancy theory has been criticised for being oversimplified in assuming that people are solely motivated by rewards and thus, ignoring other factors like job satisfaction, personal development and intrinsic motivation (Rehman & Afzal, 2019). Overall, organisations should understand the essence of culture in effective communication and performance and align it with the expectancy theory in conjunction with the strengths and weaknesses associated with the theory.

2.5 The evaluation of the impact of the organisational culture on effective communication and employee performance.

In every organisation, culture plays a critical function in shaping the dynamics of communication and influencing the performance of its employees (Usman, 2019). This is because when the organisational culture is centred on transparency, collaboration, and information sharing among workers, it reduces misunderstandings and fosters an environment where employees feel heard and valued (Tsai, 2011). Thus, the idea of promoting a great organisational culture becomes useful in such situations and accordingly, some studies (Usman, 2019; Hussain, 2020; Jie et al., 2020; Elifneh and Embilo, 2023; Onyekwelu, 2019; so et al., 2018) have shown how organisational culture affects effective communication and employee performance.

In Pakistan, Usman (2019) studied organisational culture, organisational communication and supervisor support on the job satisfaction of employees. The study aimed to assess the impact of organisational culture on communication among workers in online IT-based distance learning institutions. A survey questionnaire in the form of online Google Forms was used in collecting data from 215 individuals.

The statistical tools employed for the analysis of data were regression, correlation, descriptive statistics and exploratory factor analysis. The findings of the study indicated that organisational culture positively influences communication among employees in the organisation. The impact of organisational culture on effective communication and organisational performance was assessed by Hussain (2020) in Islamabad. The study gathered information from 64 individuals employed in Telecom and IT sector organisations.

The quantitative approach through questionnaires was adopted in the data collection process. Again, the data collected was analysed using descriptive and inferential statistics. The results of the study indicated that a positive and supportive organisational

culture has a significant influence on effective communication and performance. Furthermore, the impact of organisational culture on employee performance was studied by Jie et al. (2020) in Malaysia. Information was collected for the study using a correlational research design and quantitative approach via questionnaires. The collected data was processed through the Statistical Package for Social Sciences version 25 and analysed using inferential statistics. The findings of the study indicated that a positive and healthy organisational culture assists in facilitating the participation, improvement and commitment of workers resulting in enhanced performance. The results, therefore, imply that organisational culture positively influences employee performance.

Moving on to Africa, Elifneh and Embilo (2023) studied the impact of organisational culture on employee performance in Ethiopia. The study included 302 workers of the Institute of Agricultural Research in the process of data collection and analysis using regression analysis.

Using a survey questionnaire and convenience sampling approaches, the study found that organisational culture improved employee performance as the organisation had different types of organisational culture implemented which are adhocracy, clan, hierarchy and market cultures which significantly enhanced the productivity and morale of workers. Also, Onyekwelu (2019) examined the influence of organisational culture on employee performance in Nigeria. The study utilised the survey research design and included 387 workers of manufacturing firms in Anambra State. The collected questionnaires were analysed using descriptive and inferential statistics. The results of the study indicated that a supportive organisational culture improved employee performance by ensuring that they perform smoothly and attain better productivity.

Similarly, Briteny and Kungu (2020), in Kenya, the findings revealed that communication that is transparent, open, and effective communication in an organisation will create a sense of openness that builds trust across employee levels. Again, Kalogiannidis (2020) investigates the effect of communication on employee performance. The study adopted a quantitative research approach and sampled 100 respondents using a simple random sampling technique.

A questionnaire was used to collect data from the respondents, which were analysed using descriptive and inferential statistics. Findings revealed that effective communication in any business entity has a great influence on employee performance.

Additionally, Alalawi (2022) examined the effect of communication on employee performance. The study adopted a quantitative research approach, in which 70 employees were selected using a simple random sampling technique. A questionnaire was deployed to gather the data and analyse using descriptive statistics. Findings revealed that the majority of the findings show that good communication at work is crucial and enhances worker performance. As a means of improving employee performance and the overall work environment, effective communication is crucial to attaining the company's goals and boosting its profitability. Again, Otoo (2015) assessed the effect of communication on employee performance in Ghana. The study adopted a quantitative research approach, in which 200 employees from the Ghana Revenue Authority were selected using a simple random sampling technique. A questionnaire was deployed to gather the data and analyse using descriptive and inferential statistics. It was discovered that different metrics of effective organisational communication connect with different employee performance indicators. If communication system bottlenecks are reduced or eliminated, employee performance

can be further improved. Similarly Opele et al., (2022) in Nigeria, the findings showed that there was a positive statistically significant relationship between specific aspects of effective communication and the performance of SMEs. In addition, Stacho et al. (2019) who investigated the relationship between effective communication and employee performance, discovered that when the nature of the work necessitates cooperation between numerous personnel, effective communication flow is extremely crucial. It is also employed when information flow needs to be accelerated when better comprehension of an announcement is required, and when coordinated efforts are needed.

Conversely, in a study conducted by So et al. (2018) in Indonesia, the findings showed that there was no influence of organisational culture on employee performance which contradicts the above studies (Jie et al., 2020; Elifneh and Embilo, 2023; Onyekwelu, 2019). The study assessed the effect of organisational culture on employee performance. The questionnaire was used in collecting data from 300 workers in the broadcasting industry. The data gathered was analysed using inferential statistics of correlation and regression analysis. Overall, the findings of the studies above provided valuable insights into the impact of organisational culture on effective communication and employee performance.

2.6 Knowledge gap

A growing body of empirical reviews has been conducted on organisational culture, effective communication and employee performance thus, providing valuable insights for further research in varying contexts. Nevertheless, the knowledge gap identified is that the studies were conducted in different countries like Kenya, Ghana, Pakistan, Indonesia, Malaysia, Islamabad, Slovak, Ethiopia, and Nigeria with varying social,

economic and cultural backgrounds (Usman, 2019; Hussain, 2020; Jie et al., 2020; Elifneh and Embilo, 2023; Onyekwelu, 2019; So et al., 2018). Additionally, these studies cover a range of industries including telecom, manufacturing, IT, agriculture and broadcasting suggesting that the studies were more focused on larger organisations. Furthermore, while the studies focus on the direct relationship between organisational culture and effective communication as well as organisational culture and employee performance, there is a lack of studies on the impact of organisational culture on the relationship between effective communication and employee performance.

Also, there were mixed results concerning the impact of organisational culture on effective communication and employee performance while some studies (Usman, 2019; Hussain, 2020; Jie et al., 2020; Elifneh and Embilo, 2023; Onyekwelu, 2019) suggest a positive influence, a study by So et al. (2018) in Indonesia contradicts these findings suggesting the need for an in-depth investigation to understand the underlying factors contributing to the discrepancies. Again, the methodologies (research approach and sample sizes) used in the studies cited above differed although the quantitative method was primarily utilised.

Therefore, by conducting this study, the knowledge gap will be bridged as the study intends to critically analyse the impact of the organisational culture on the effectiveness of communication and employee performance focusing on two SMEs in Lagos. This is because Lagos, being a dynamic and culturally diverse city, may have its unique organisational challenges that can influence effective communication and employee performance. This will be done by employing a quantitative approach through a questionnaire survey and a sample size of 308 workers in the two SMEs in Lagos.

2.7 Conclusion

The chapter presented a comprehensive overview of various concepts related to organisational culture, effective communication and employee performance. It critically evaluates different definitions and theories within each concept, providing insights into their implications for employees and organisations. The chapter defines organisational culture as a collection of shared customs, principles, beliefs, and behavioural patterns that influence how individuals interact within and outside the organisation. It further discusses three distinct definitions of organisational culture, each focusing on leadership styles from three different angles.

The definitions covered organisational culture as leadership actions and values, shared assumptions and collective mindset as well as a complex interplay of employee values, leadership and external forces.

Additionally, the chapter covered a critical evaluation of organisational culture by narrowing it down to two pertinent theories that underpin the study. The theories included Hofstede's dimensions of cultural diversity and Schein's theory as they contribute to understanding and evaluating organisational culture's impact on employee performance. Also, the chapter provided the definitions of effective communication and employee performance. Effective communication is defined as the clear and accurate exchange of information, ideas and thoughts. Employee performance is also defined from three perspectives which are continual enhancement of abilities, demonstration of positive behaviours and the attainment of predetermined goals. Again, the chapter provided a critical evaluation of effective communication and employee performance by narrowing down to the theory that guides the study. Thus, the expectancy theory was the theory used to analyse the impact of effective communication on employee performance.

Furthermore, related studies were reviewed on the impact of organisational culture on effective communication and employee performance. The majority of the studies (Usman, 2019; Hussain, 2020; Jie et al., 2020; Elifneh and Embilo, 2023; Onyekwelu, 2019) indicate that a positive and supportive organisational culture enhances effective communication and employee performance. On the other hand, So et al. (2018) study found that there was no influence of organisational culture on employee performance. The chapter further identifies a knowledge gap from the diverse contexts in which the studies on organisational culture, effective communication and employee performance have been conducted.

This highlights the need for subsequent research to understand how organisational culture influences the relationship between effective communication and employee performance, focusing on two SMEs (Paga and FoodCo) in Lagos.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The study sought to critically analyse the impact of the organisational culture on the effectiveness of communication and employee performance focusing on two SMEs in Lagos. To achieve this aim, the study evaluated relevant theories and concepts of organisational culture, effective communication and employee performance, the relationship between organisational culture, effective communication and employee performance, and the impact of organisational culture on effective communication and employee performance of SMEs.

This chapter achieved these central research questions by presenting the philosophical assumptions that underpin the research, as well as introducing the research methods and techniques to utilise various highly recommended sources such as scholarly journals, books and online articles specifically, Saunders et al., (2019), Bryman and Bell (2014), Easterby-Smith and Lyles (2015) and Gray (2015) to offer a thorough comprehension of the subject matter.

3.1 Research Philosophy - Positivism

Research philosophy alludes to the beliefs underpinning perspectives or points of view research takes (Saunders et al., 2015). There are four major trends of research philosophy which include positivism, interpretivism, pragmatism and realism (Handema et al., 2023). Positivism is rooted in the idea that the only valid knowledge is derived from empirical observation and measurable phenomena. It emphasised objectivity, quantifiable data, and the use of scientific methods (Gannon et al., 2022).

Positivists sought to discover universal laws and causal relationships. Interpretivism also focuses on understanding the subjective meanings and interpretations people give to their experiences and the world around them (Mauthner, 2020). Interpretivists believe that reality is socially constructed, and they aim to uncover the meanings and contexts that shape human behaviour and actions. Pragmatism is a research philosophy that emphasises practicality and the use of mixed methods to address research questions (Handema et al., 2023). Researchers adopting a pragmatic approach aim to find solutions to real-world problems by combining both quantitative and qualitative methods, using whatever approach works best for a given situation. The realism approach relies on the idea of independence in terms of reality from the human mind. This is based on the need for a scientific approach to the development of knowledge. The study adopted a positivist approach, which suggests that knowledge is independent of the subject under study. In other words, research can only be conducted objectively; it does not need to include subjective ideas. The positivist approach was adopted for the study because it allowed for clear comparison and statistical analyses. Thus, when studying the impact of organisational culture on communication and performance, standardised metrics and performance indicators were easily quantified.

3.2 Research Approach - Deductive

Saunders et al. (2019) delineate three distinct research approaches or modes of logical reasoning: the deductive approach aligned with positivism, the inductive approach linked to interpretivism, and the abductive approach associated with pragmatism. The deductive approach refers to creating a hypothesis based on existing literature and gradually testing it to determine its validity in specific contexts (Goswami, 2010). The deductive approach involves moving from the general to the specific (Proudfoot et al.,

2022). The inductive approach starts with specific observations or data and then develops a general theory or explanation. This process involves moving from the specific to the general. The deductive research approach was effective for the study as a measure to collect and analyse systematic data to answer the research questions of the study.

3.3 Research Strategy- Survey research

The study employed the survey research strategy. A survey refers to gathering information using relevant questions from a sample to understand a population as a whole (Jones et al., 2013). Survey research typically follows a structured questionnaire or interview format to obtain standardised responses from participants (Ponto, 2015). Surveys can be administered through various methods, such as face-to-face interviews, telephone interviews, online surveys, mail surveys, or mixed-mode approaches (Zhang et al., 2017). Nevertheless, the choice of the survey method depends on various factors, including research objectives, budget constraints, target population, and the level of control and interaction needed with respondents (Stantcheva, 2022).

The reason for the selection of the survey strategy is that it allowed individuals to collect data from a large number of respondents quickly and cost-effectively (Taherdoost, 2021). Again, surveys generated numerical data, making it suitable for statistical analysis and hypothesis testing (Mohajan, 2020). The study used the survey research strategy because it delivered reliable and valuable primary data for the study's objective of examining the impact of organisational culture on the effectiveness of communication and employee performance.

3.4 Research Methods - Quantitative

Research methods encompass systematic strategies and methodologies employed for the acquisition and examination of data to address research inquiries, assess hypotheses, and enhance comprehension of diverse phenomena (Goundar, 2012). There are several research methods, each suited to different types of research questions and objectives and they are qualitative, mixed-methods and quantitative research (Taherdoost, 2022). Qualitative research focuses on non-numerical data like observations, interviews, ethnography, case studies, discourse analysis and textual analysis (Mohajan, 2018). Quantitative research involves experiments, surveys and statistical analysis (Eyisi, 2016). Mixed-methods research on the other hand collects and analyses both qualitative data and quantitative data to answer research questions (Almalki, 2016).

The study employed a quantitative method. The use of a survey research strategy informs the study's choice of a quantitative method because of the use of methods like questionnaires that use numerical evaluations. Quantitative methods emphasise accuracy in measurements, statistical, mathematical, or numerical analysis of data gained via polls, surveys, and other types of research, and the manipulation of previously acquired statistical data (Stockemer et al., 2019). The study employed a quantitative method because it produced numerical data, which helped to test or examine the relationship between organisational culture, the effectiveness of communication and employee performance.

3.5 Data Collection - Primary and Secondary Data

Data collection refers to gathering and measuring data on variables of interest in a systematic and defined manner to answer specific research questions, test hypotheses and examine results. There are two data collection techniques: primary data collection and secondary data collection (Kabir, 2016). Primary data collection entails the

collection of data directly from sources. In other words, it is the process of gathering information that is not previously collected, published, or accessible elsewhere (Taherdoost, 2021). Primary data collection allows researchers to have control over the data quality, relevance, and specificity of their research objectives. Nevertheless, it can be time-consuming and expensive (Schneider et al., 2023). Moreover, secondary data collection includes the use of existing data that was collected by someone else for a different purpose. This data can come from various sources, including government agencies, online databases, academic institutions, publications, research organisations, and publications (Lowry, 2015). Secondary data collection is generally more cost-effective and less time-consuming than primary data collection (Rahman, 2017). However, the data collected may contain incomplete records or outdated information. Therefore, this study employed both the primary data and secondary data collection techniques. This was because combining primary and secondary data allows researchers to access a wider range of information while leading to greater credibility of the research.

3.5.1 Primary Data Collection Techniques - Questionnaire

Primary data collection technique refers to collecting data or getting information directly from a first-hand source (Ajayi, 2017). Surveys through questionnaires, interviews, observations and focus groups are examples of primary data collection techniques.

Before collecting data from personnel in the two SMEs, the study first determined the sample size. Sample size refers to the number of completed responses from the sample of the target population (Masuku, 2014). The two SMEs (Paga and FoodCo) in Lagos

have a staff strength of 98 and 95 respectively. Therefore, to determine the sample size, the study employed Yamane’s (1967) sample size formula:

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

Using this formula, ‘n’ is the sample size, ‘N’ is the population, 1 is a constant and ‘e’ is the desired level of precision or the margin of error. In this study, the margin of error was 0.05 or 5%.

Table 3.1: Sample size determination:

Company	Population	Sample Size Formula	Sample Size
Paga	98	$n = \frac{98}{1+98(0.05)^2}$	78.7
FoodCo	95	$n = \frac{95}{1+95(0.05)^2}$	76.8
Total	193		155.5

Thus, the sample size was approximately 156 personnel. Further, the study employed the simple random sampling technique. The use of this sampling technique meant that each member or personnel from the two SMEs had an equal chance of being included in the study.

Further, the research objectives and questions were clearly stated. Thereafter, a set of well-structured close-ended questionnaires were appropriate primary data collection techniques. The study used a questionnaire to collect data from personnel in the two SMEs (Paga and FoodCo) in Lagos. The questionnaire included close-ended questions

that ensured that the target population (employees in Paga and FoodCo) did not give unnecessary answers. The study delivered the questionnaires online, using Google Forms. The questionnaire contained Likert scale statements that addressed the relevant theories and concepts of organisational culture, effective communication and employee performance, effective communication and employee performance, the relationship between organisational culture, effective communication and employee performance, and the impact of organisational culture on effective communication and employee performance of SMEs. The Likert scale used a five-point rating system to evaluate the responses of the personnel in the two SMEs: strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Before including respondents in the data collection process, their consent was initially obtained. Also, the participants played a role in making decisions related to the data collection process, including aspects like timing, risk assessment, communicating results, and voluntary participation. Again, the study participants were assured that the information they provided would be treated with complete anonymity and confidentiality. They were informed that any data they shared would be kept confidential, with no possibility of their identities being revealed. The questionnaire was transformed into a Google Form and then distributed to participants online and later retrieved. Upon retrieval, all incomplete responses were discarded and the completed questionnaires were coded for further analysis.

Furthermore, a pilot test was carried out involving employees of Tropical General Investment Ltd in Nigeria. The pilot test was carried out to evaluate comprehension levels for the different questions in the questionnaire. The primary purpose of the pilot test was to pinpoint and rectify any unclear questions present in the questionnaire

designed for the study. Hence, a total of 20 workers from Tropical General Investment Ltd were sampled for data collection using the convenient sampling procedure.

3.5.2 Secondary Data Collection Techniques

Secondary data refers to information already collected from primary sources and readily available for academics to use in their research (Perez-Sindin, 2017). This type of data is characterised by its previous collections or sources. Books, personal sources, journals, government sources, newspapers and websites are all examples of secondary data (Martins et al., 2018).

In the context of the current study, previous studies or literature on the central research questions represented the secondary data. These included studies on the relevant theories and concepts of organisational culture, effective communication and employee performance, effective communication and employee performance, the relationship between organisational culture, effective communication and employee performance, and the impact of organisational culture on effective communication and employee performance of SMEs.

3.6 Analytical Approach

The analytical approach refers to the techniques used in collecting, analysing and interpreting data to make inferences and draw conclusions (Taherdoost, 2022). The study, therefore, employed analytical approaches for the primary data and secondary data collected on the impact of organisational culture on the effectiveness of communication and employee performance.

3.6.1 Analytical Approach for the Primary Data - Descriptive and Inferential

The study employed a comprehensive method for data analysis, utilising both descriptive and inferential statistical techniques. Descriptive statistics are used to summarise and describe the characteristics of a data set, such as measures of central tendency (e.g., mean, median) and measures of variability (e.g., standard deviation). These statistics provide a snapshot of the data (Alabi and Bukola, 2023). Inferential statistics, on the other hand, go beyond description. They involve using sample data to make predictions, draw conclusions, or test hypotheses about the population from which the sample was drawn (Guetterman, 2019). Here, primary data were gathered through questionnaires, which were made accessible to respondents via a Google Forms link.

The initial phase of analysis involved the utilisation of SPSS version 26, a widely-used statistical software package for statistical analysis of data (Rahman and Muktadir, 2021). Data collected through Google Forms were first organised into an Excel file, meticulously structured in the appropriate tabular forms. This Excel file served as the primary repository for all collected data, facilitating a smooth transition to the analytical stage.

Upon the preparation of the Excel file, the data were imported into SPSS version 26 for in-depth analysis. Specific commands were executed within the programme to perform the required statistical procedures, and the results were subsequently retrieved.

Descriptive statistics, including frequencies and percentages, were employed to present the demographic data of the respondents, who were personnel within the SMEs under study. These methods facilitated a clear understanding of the sample's characteristics.

Inferential statistics, specifically correlation and regression analyses, were applied to further investigate the data. The study used correlation to explore the relationships between various variables, providing insights into how they interconnect. Regression analysis was then employed to assess the moderating impact of organisational culture on the relationship between effective communication and employee performance. The results were presented in tables.

3.7 Reliability and Validity

Reliability and validity are two foundational elements that ensure the quality and trustworthiness of research findings. While reliability pertains to the consistency with which an instrument assesses the characteristic it aims to measure, validity deals with the extent to which the instrument measures what it was specifically designed to measure (Taherdoost, 2016).

3.7.1 Reliability of the instruments used to gather the data

The reliability of the instruments used to gather data in this research was assessed through the employment of specific statistical measures, including Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).

Cronbach's Alpha: This coefficient is widely used to measure the internal consistency of a set of scales or test items (Bujang et al., 2018). In this study, Cronbach's alpha was calculated to gauge the inter-correlations among the questionnaire items. An alpha value closer to 1 typically indicates a high level of internal consistency, assuring that the items collectively provide a reliable measure of the underlying construct.

Composite Reliability (CR): Beyond Cronbach's alpha, Composite Reliability was also utilised. CR is considered a more robust measure as it does not assume equal

loadings for all items (Peterson and Kim, 2013). It offers a nuanced view of reliability by taking into account the actual loadings of the items on the construct. A value above 0.7 is generally considered acceptable for CR, showing that the items consistently represent the latent variable.

Average Variance Extracted (AVE): AVE assesses the amount of variance that a construct explains relative to the amount of variance due to measurement error (Valentini and Damasio, 2016). An Average Variance Extracted (AVE) value of 0.5 or higher is usually deemed acceptable, indicating that the construct explains more than half of the variance of its indicators. This measure contributed to ensuring that the questionnaire was not only consistent but also reliable in its measurement.

Together, these measures provided a comprehensive assessment of the reliability of the instruments used in the data collection process. By adhering to widely accepted thresholds for Cronbach's alpha, CR, and AVE, the research ensured that the gathered data accurately and consistently reflected the constructs under investigation. This rigorous approach to reliability assessment further lends credibility and robustness to the overall research findings.

3.7.2 Validity of the instruments used to gather the data

Validity is a fundamental aspect of research that speaks to the degree of accuracy with which an instrument measures what it intends to measure (Taherdoost, 2016). In this study, the validity of the instruments used to gather data was carefully assessed through the use of the Fornell-Larcker Criterion and Cross-Factor Loadings.

Fornell-Larcker Criterion: This criterion is employed to evaluate the discriminant validity, which is the extent to which a construct is distinct from other constructs (Henseler et al., 2015). By comparing the square root of the Average Variance

Extracted (AVE) with the correlations among the constructs, the Fornell-Larcker Criterion ensures that a construct shares more variance with its indicators than with any other construct in the model.

Satisfying this criterion affirms that the questionnaire items are not just measuring their intended constructs, but are doing so in a way that is distinct from other constructs.

Cross-Factor Loadings: The examination of cross-factor loadings involves comparing the loadings of an item on its assigned construct with its loadings on other constructs (Sass, 2010). This process helps to ascertain that an item correlates more strongly with its intended construct than with others. An item's higher loading on its designated construct relative to its loadings on other constructs confirms that the item is more related to what it is supposed to measure, ensuring a sound convergent validity.

3.8 Ethics Considerations

The Economics and Social Research Council's (ESRC) framework for research ethics was used in the study. The ESRC is based on six guiding principles: independence of research, rights and dignity of people and groups, benefits to society and people, voluntary involvement, integrity and transparency in research, and responsibility and accountability (Wiles, 2012).

A participant information sheet and a consent form were used to create lines of responsibility and accountability before data collection. In regards to the independence of the research, all participant interests (responses) came first at all times. In the end, this served to retain the study's integrity and transparency by preventing bias.

The study's participants were made aware of the ability to decline participation or to end at any time to assert their human rights and dignity. Except for a token of appreciation after the data collection procedure, there were no incentives.

3.9 Conclusion

This chapter describes the research methodology, including the research philosophy, research approach, research methods, data collection, analytical approach, reliability and validity and the ethical considerations of the study. Specifically, the study used a survey strategy and quantitative methods. Questionnaires were administered by the researcher to collect data from 308 personnel from two (154 each) SMEs (Paga and FoodCo) in Lagos. The personnel were selected using a simple random technique. Further, the data collected from the personnel were analysed using SPSS, descriptive statistics and inferential statistics. The findings generated during the data collection and analysis are stated in the next chapter.

CHAPTER 4: FINDINGS AND EVALUATION

4.0 Introduction

This chapter presents the findings and evaluation of three research questions for the study. The chapter was segmented into the presentation of the primary and secondary data. The primary data consist of the demographic profile of the respondents, results from the fornell-larcker criteria, descriptive statistics and regression analysis. The secondary data consists of an evaluation of theories, concepts, results and recommendations.

4.1 Part 1: Presentation of the Primary and Secondary Data

Presentation of the Primary Data

This section presents the primary data which consists of the demographic profile of the respondents, results from the fornell-larcker criterion, descriptive statistics and regression analysis

Demographic profile of respondents

The demographic profile consists of age, educational background, length of service in the company, position in the company, the level of culture bonding in the company, and factors motivating or giving employees satisfaction in the company.

Table 4.1: Demographic profile of respondent

		Frequency (N=156)	Percentage (%)
Gender	Female	37	23.7
	Male	119	76.3
Age	30 - 39 years	34	21.8
	40 - 49 years	4	2.6
	50 - 59 years	1	0.6
	Less than 30 years	117	75.0

Educational background	Basic/Primary	6	3.8
	Bsc	2	1.3
	Professional	101	64.7
	Tertiary	47	30.1
Length of service in the company	1 - 5 years	79	50.6
	11 - 15 years	5	3.2
	16 - 20 years	2	1.3
	6 - 10 years	70	44.9
Position in the company	Junior staff	56	35.9
	Middle-level staff	50	32.1
	Senior staff	50	32.1
What is the level of cultural bonding in the company?	High	84	53.8
	Low	6	3.8
	Very high	60	38.5
	Very low	6	3.8
Which of the following factors motivate or give you satisfaction in this company?	Achievement	41	26.3
	Culture	12	7.7
	Money	92	59.0
	Recognition	11	7.1

As shown in Table 4.1, the majority of respondents are male 119 (76.3%), while 37 (23.7%) are female. This indicates a male-dominated workforce in the company. The largest age group among the respondents is "Less than 30 years" 117 (75.0%), followed by "30-39 years" 34 (21.8%). There are very few respondents in the older age categories (40-49 years and 50 -59 years), suggesting a relatively young workforce.

In terms of educational background, a significant portion of the respondents have a "Professional" educational background 101 (64.7%), followed by "Tertiary" 47 (30.1%). Only a small percentage have a "Basic/Primary" or "BSc" qualification. The majority of respondents have been with the company for 1-5 years 79 (50.6%), while a substantial number have been with the company for 6-10 years (44.9%).

Relatively few respondents have longer tenures of 11-15 years or 16 to 20 years. Again, the distribution of positions in the company is fairly balanced, with a similar number of

respondents in "Junior Staff", "Middle-level staff", and "Senior staff" positions. Furthermore, a significant proportion of respondents perceived a "high" 84 (53.8%) or "Very High" 60 (38.5%) level of culture bonding in the company. Only a small percentage of respondents perceived a "Low" or "Very Low" level of culture bonding. The most commonly cited motivating factor is "Money" 92 (59.0%), followed by "Achievement" 41 (26.3%). "Recognition" and "Culture" are mentioned less frequently as motivating factors.

The demographic profile provides insights into the composition of the company's workforce, highlighting a predominance of males, a relatively young age distribution, and a higher proportion of employees with professional or tertiary educational backgrounds. The majority of employees have shorter tenures of 1-10 years. Regarding motivation and satisfaction, "Money" appears to be the primary motivator for most employees, followed by "Achievement". This suggests that financial rewards play a significant role in motivating the workforce. The relatively high perception of culture bonding in the company is a positive sign, as it can contribute to employee engagement and satisfaction.

Table 4.2: Reliability and validity measures for the constructs

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Effective Communication (ECO)	0.761	0.773	0.838	0.509
Employee Performance (EPE)	0.795	0.800	0.858	0.549
Organisational Culture (OCU)	0.784	0.799	0.861	0.610

Table 4.2 shows the reliability and validity measures for the constructs: Effective Communication (ECO), Employee Performance (EPE), and Organisational Culture (OCU). The Cronbach's alpha values for all three constructs are above the commonly accepted threshold of 0.7, indicating satisfactory internal consistency. For Effective Communication, Employee Performance, and Organisational Culture, Cronbach's alpha values are 0.761, 0.795, and 0.784 respectively. The composite reliability measures, both rho_a and rho_c, also exceed the recommended value of 0.7 for all constructs, underscoring the reliability of the constructs. Effective Communication has values of 0.773 (rho_a) and 0.838 (rho_c), Employee Performance records 0.800 (rho_a) and 0.858 (rho_c), and Organisational Culture achieves 0.799 (rho_a) and 0.861 (rho_c). Lastly, the Average Variance Extracted (AVE) values for the three constructs surpass the benchmark value of 0.5, signifying that more than half of the variance of the indicators is captured by the constructs. The AVE for Effective Communication is 0.509, for Employee Performance is 0.549, and for Organisational Culture is 0.610. These figures collectively establish the convergent validity of the constructs used in the study.

4.2 Fornell-Larcker Criterion

Table 4.3: Fornell–Larcker Criterion

	Effective Communication	Employee Performance	Organisational Culture
Effective Communication (ECO)	0.714		
Employee Performance (EPE)	0.695	0.741	
Organisational Culture (OCU)	0.667	0.736	0.781

As shown in Table 4.3, the Fornell–Larcker Criterion was used to evaluate the discriminant validity of the constructs: Effective Communication (ECO), Employee Performance (EPE), and Organisational Culture (OCU). The diagonal values represent the square root of the AVE for each construct and should be larger than the off-diagonal values in the respective rows and columns for adequate discriminant validity.

For Effective Communication (ECO), the square root of the AVE is 0.714, which is higher than its correlations with Employee Performance (EPE) at 0.695 and Organisational Culture (OCU) at 0.667, indicating discriminant validity.

Similarly, for Employee Performance (EPE), the square root of the AVE is 0.741, which surpasses its correlation with Effective Communication (ECO) at 0.695 and with Organisational Culture (OCU) at 0.736, suggesting discriminant validity.

Lastly, for Organisational Culture (OCU), the square root of the AVE stands at 0.781, which is higher than its correlations with both Effective Communication (ECO) at 0.667 and Employee Performance (EPE) at 0.736. This confirms the discriminant validity of the Organisational Culture (OCU) construct.

Overall, the constructs exhibit adequate discriminant validity as indicated by the Fornell–Larcker Criterion.

Table 4.4: Cross-factor loadings

	Effective Communication	Employee Performance	Organisational Culture	Organisational Culture x Effective Communication
ECO1	0.747	0.601	0.570	-0.320
ECO2	0.659	0.390	0.409	-0.028
ECO3	0.734	0.516	0.477	-0.207
ECO4	0.657	0.407	0.343	0.007
ECO6	0.765	0.523	0.534	-0.341
EPE1	0.711	0.744	0.612	-0.344
EPE2	0.399	0.712	0.547	-0.347

EPE5	0.504	0.690	0.529	-0.402
EPE6	0.438	0.755	0.473	-0.351
EPE7	0.460	0.798	0.611	-0.550
OCU1	0.558	0.594	0.827	-0.408
OCU2	0.585	0.642	0.831	-0.315
OCU3	0.545	0.613	0.796	-0.424
OCU7	0.369	0.504	0.655	-0.243
Organisational Culture x Effective Communication	-0.279	-0.540	-0.450	1.000

As depicted in Table 4.4, which outlines the cross-factor loadings, we observe a clear pattern in the relationships among Effective Communication (ECO), Employee Performance (EPE), and Organisational Culture (OCU) items. Each ECO item, such as ECO1 with a loading of 0.747, predominantly loads more significantly on the ECO construct than its cross-loadings on EPE and OCU. This trend is consistent for all ECO items. Likewise, the EPE items, for instance, EPE1, which has a robust loading of 0.744 on its intended EPE construct, consistently displays stronger relationships with the EPE construct compared to their relationships with ECO and OCU. The Organisational Culture (OCU) items follow a similar pattern; each item, like OCU3 with a 0.796 loading, associates more firmly with the OCU construct than with ECO or EPE. Furthermore, the interaction term "Organisational Culture x Effective Communication" distinctly stands out with a perfect loading of 1.000, suggesting a unique variance it encapsulates. Overall, the prominent loadings of each item on its designated construct compared to other constructs confirm the discriminant validity of the measurement model.

4.3 Descriptive statistics

Table 4.5: Effective Communication

Latent variables	N	Min	Max	Mean	Std. Dev
Communication from management is clear and transparent	156	1.00	5.00	3.37	1.18
Team members openly share feedback and opinions without fear of backlash	156	1.00	5.00	3.44	1.18
The tools and channels provided for communication are effective	156	1.00	5.00	3.44	1.12
Cross-departmental communication is smooth and efficient	156	1.00	5.00	3.35	1.01
Communication training or workshops are provided to enhance employee skills	156	1.00	5.00	3.39	1.03
ECO	156	1.40	5.00	3.40	0.79

Regarding the statement, that communication from management is clear and transparent, the mean score is 3.37, which suggests that, on average, employees perceive the clarity and transparency of communication from management to be neutral. However, the relatively high standard deviation (1.18), indicates some variability in responses, implying that while some employees may find communication from management clear and transparent, others may not.

Regarding the statement, that team members openly share feedback and opinions without fear of backlash, the mean score of 3.44 suggests that employees generally feel that their team members are open to sharing feedback and opinions without fear of backlash. The standard deviation (1.18) indicates some variability in responses, implying that while some employees may find team members openly sharing feedback and opinions without fear and backlash, others may not.

The statement, the tool and channels provided for communication are effective, had a mean score of 3.44, and a standard deviation of 1.12. Employees tend to perceive the tools and channels for communication as relatively effective. Again, there is some variation in how employees perceive this statement.

Regarding the statement, cross-department communication is smooth and efficient, with a mean score of 3.35, indicating that, on average, employees see cross-departmental as moderately smooth and efficient. The standard deviation (1.01) suggests that responses are somewhat consistent.

With the statement, that communication training or workshops are provided to enhance employee skills, the mean score of 3.39 suggests that employees generally feel that communication training or workshops are provided to enhance their skills. The standard deviation (1.03) indicates some variability in responses.

ECO (Effective Communication Overall) seems to be a composite score that captures how successful communication is seen to be overall inside SMEs. With a neutral mean score of 3.40, employees generally view communication within the chosen SMEs as being moderately successful. The low standard deviation (0.79) indicates that results for this overall measure are mostly consistent.

Organisational Culture

Table 4.6: Organisational Culture

Latent variables	N	Min	Max	Mean	Std. Dev
The company's culture promotes innovation and creativity	156	1.00	5.00	3.37	1.31
The company's values and beliefs align with my values and beliefs.	156	1.00	5.00	3.45	1.05
The company provides ample opportunity for cultural training and immersion	156	1.00	5.00	3.63	1.13
	156	1.00	5.00	3.76	1.06

My company's culture recognizes and respects diverse backgrounds and perspectives					
OCU	156	1.75	5.00	3.55	0.89

As shown in Table 4.6, with the statement, that the company's culture promotes innovation and creativity, the mean score for this statement is 3.37, with a standard deviation of 1.31. This suggests that, on average, employees perceive that the company's culture is somewhat supportive of innovation and creativity, but there is notable variability in responses.

Additionally, the assertion that the company's values and beliefs coincide with my values and beliefs received a mean score of 3.45 and a reasonably low standard deviation of 1.05 for its accuracy. This shows that generally speaking, workers believe that the company shares some of their values and beliefs.

Regarding this statement, the company provides ample opportunity for cultural training and immersion. This statement has a mean score of 3.63 and a standard deviation of 1.13. With some variation in responses, this shows that, on average, employees believe the organisation provides adequate opportunity for cultural training and immersion.

Once more, this assertion—that the culture of my organisation values people from all backgrounds and viewpoints—had a mean score of 3.76 and a standard deviation of 1.06. This shows that generally speaking, employees believe the corporate culture to be inclusive and tolerant of people from all backgrounds and viewpoints.

The mean score for overall organisational culture (OCU) has a lower standard deviation of 0.89 and a mean score of 3.55 overall. With less variation in replies compared to the individual statements relating to organisational culture, this shows that employees generally have a reasonably favourable impression of the culture in their workplace.

This suggests that while SMEs seem to have a solid foundation for a strong culture, not all employees have the same opinions regarding the culture of the company.

Employee Performance

Table 4.7: Employee performance

Latent variables	N	Min	Max	Mean	Std. Dev
I consistently meet or exceed my performance targets and objectives	156	1.00	5.00	3.27	1.18
I feel confident in my ability to handle my job responsibilities effectively	156	1.00	5.00	3.96	1.16
My decision-making skills have positively impacted my team or department	156	1.00	5.00	3.67	1.14
My contributions have directly led to improvements or successes in the projects I have been involved in	156	1.00	5.00	4.04	1.05
I am often considered a go-to person or expert in my area of responsibility within the company	156	1.00	5.00	4.00	1.20
EPE	156	1.60	5.00	3.79	0.85

As shown in Table 4.7, the statement, I consistently meet or exceed my performance targets and objectives, had a mean score of 3.27, indicating that on average, employees' self-assessments suggest they are somewhat below the midpoint of the scale. The relatively high standard deviation of 1.18 suggests that there is significant variation in how employees perceive their performance in meeting or exceeding targets.

Regarding this statement, I feel confident in my ability to handle my job responsibilities effectively, the mean score is 3.96, indicating that, on average, and employees feel moderately confident in their ability to handle job responsibilities. The standard deviation of 1.16 suggests some variability in confidence levels among employees.

This statement, my decision-making skills have positively impacted my team or department, had a mean score of 3.67, indicating that, on average, employees perceive their decision-making skills as having a somewhat positive impact. The standard

deviation of 1.14 suggests variability in how employees view the impact of their decision-making skills.

Again, this statement, that my contributions have directly led to improvements or successes in the projects I have been involved in, had a mean score of 4.04, suggesting that, on average, employees believe their contributions have had a positive impact on projects, which is above the midpoint of the scale. The relatively low standard deviation of 1.05 indicates that there is relatively less variability in employees' perceptions regarding the impact of their contributions on projects.

Additionally, this statement, I am often considered a go-to person or expert in my area of responsibility within the company, had a mean score of 4.00, indicating that, on average, employees feel that they are often considered experts or go-to persons in their areas of responsibility. The standard deviation of 1.20 suggests some variability in the extent to which employees feel they are recognised as experts.

Regarding EPE (Employee Performance Evaluation), the mean score is 3.79, indicating that, on average, employees' self-assessed performance falls slightly below the midpoint of the scale. The standard deviation of 0.85 suggests moderate variability in employee's self-assessed performance evaluation. In other words, the data suggest that employees generally have moderate to positive perceptions of their performance and contribution within the company.

4.4 Correlation Results

Table 4.8: Correlation Results

	1	2	3
1. ECO	1		
2. OCU	.649**	1	
3. EPE	.669**	.749**	1

** . Correlation is significant at the 0.01 level (2-tailed).

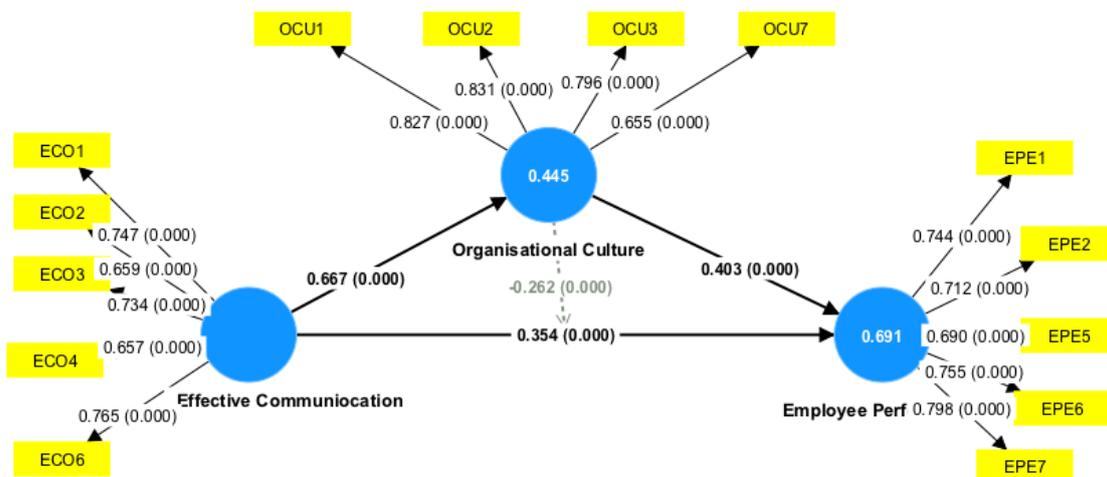
Table 4.8 displays the correlation results for ECO, OCU, and EPE. The analysis reveals that the correlation coefficient between ECO and OCU stands at $r=0.649$, signifying a positive significant relationship between them. Furthermore, a pronounced positive significant relationship is apparent between OCU and EPE, evidenced by the correlation coefficient of $r=0.749$. Lastly, the correlation coefficient between ECO and EPE is $r=0.669$, highlighting yet another positive significant association. Considering the data, it is worth noting that all relationships among the variables are below 0.8. This indicates that the correlations adhere to the rule regarding multicollinearity strength. In situations where multicollinearity strength is not present and correlation analysis is high, it can potentially hinder the precise interpretation of the involved variables.

4.5 Regression Analysis

Table 4.9: Regression analysis

	β	STDEV	T statistics	P values
Effective Communication -> Employee Performance	0.354	0.069	5.151	0.000
Effective Communication -> Organisational Culture	0.667	0.043	15.373	0.000
Organisational Culture -> Employee Performance	0.403	0.077	5.255	0.000
Organisational Culture x Effective Communication -> Employee Performance	-0.262	0.042	6.240	0.000

The regression analysis outlined in Table 4.9 is geared towards achieving three primary objectives. Firstly, it seeks to scrutinise the association between organisational culture and employee performance within SMEs in Lagos. Secondly, it delves into the correlation between effective communication and the performance of employees in these SMEs. Lastly, the analysis aims to decipher the impact of organisational culture on the nexus between effective communication and employee performance in the selected SMEs in Lagos. As the results delineate, both Effective Communication and Organisational Culture exhibit a significantly positive relationship with Employee Performance. For the effect of Effective Communication on Employee Performance, the relationship is significant ($\beta = 0.354$, $t = 5.151$, $p < 0.001$), and similarly, the influence of Organisational Culture on Employee Performance also proves significant ($\beta = 0.403$, $t = 5.255$, $p < 0.001$). Additionally, Effective Communication demonstrates a substantial positive correlation with Organisational Culture ($\beta = 0.667$, $t = 15.373$, $p < 0.001$). However, an intriguing observation is the negative interaction between Effective Communication and Organisational Culture about Employee Performance ($\beta = -0.262$, $t = 6.240$, $p < 0.001$). This suggests a nuanced relationship where the combined effects of Organisational Culture and Effective Communication on Employee Performance may diverge from their singular impacts. The high statistical significance across all coefficients, supported by p-values less than 0.001 and robust t-statistics, reaffirms the validity of these findings and underscores the pivotal roles of Effective Communication and Organisational Culture in influencing Employee Performance in Lagos-based SMEs.



4.6 Presentation of the Secondary Data

Objective 1: To critically evaluate relevant theories and concepts of the organisational culture, effective communication and employee performance conceptualising the topic and understanding the state of the knowledge in the field.

The theories relevant to organisational culture, effective communication and employee performance are Hofstede’s dimension of cultural diversity and Schein’s theory.

In the field of organisational culture, two well-known frameworks—Hofstede’s Dimensions of Cultural Diversity and Schein’s Theory—offer useful insights into how culture affects numerous aspects of an organisation, including successful communication and employee performance.

Regarding Hofstede’s Dimensions of Cultural Diversity, take, for instance, the dimension of power regarding organisational culture, effective communication and employee performance (Minkov and Hofstede, 2011).

It matters to organisational culture because it affects decision-making, how leaders appear to people, and how people view authority (Hofstede, 2011). In the same way, when it comes to effective communication, the dimension of power also matters. For

instance, in high-power cultures, formal and hierarchical communication may be more common, while in low-power distance cultures, communication may be more open and egalitarian (Matusitz and Musambira, 2013). As a result, organisations should modify their communication procedures accordingly. Concerning employee performance, cultural dimensions can affect what motivates employees, leadership styles and conflict resolutions in an organisation. For example, in individualistic cultures, individual rewards and recognitions are more motivating than in collectivist cultures, where group rewards and recognitions may be more effective in promoting employee performance (Matusitz and Musambira, 2013).

In summary, Hofstede's Dimensions of Cultural Diversity are relevant to organisational culture, effective communication and employee performance in specific contexts. Thus, organisations must use these dimensions as a starting point for cross-cultural analysis and adapt their activities and operations to build a work environment that is more inclusive and effective.

In the case of Schein's theory, first, it is a framework for understanding its relevance to organisational culture, effective communication and employee performance. Regarding culture, the theory acknowledges that it (culture) encompasses deeper layers of shared values and assumptions that shape behaviour in addition to the more obvious surface-level artefacts such as office layout and dress code of the organisation (Hogan and Coote, 2014). Organisations can evaluate and analyse their current cultures using Schein's approach, which also enables them to pinpoint the values and presumptions that influence employee behaviour. This understanding is essential for dealing with possible problems and promoting culture change. Concerning effective communication, it is worth mentioning that the theory's emphasis on shared values highlights how

common language and understanding are crucial within an organisation (Hogan and Coote, 2014).

For example, employees can communicate more easily and efficiently when they are in the same cultural setting. Finally, on employee performance, Schein’s theory emphasises that organisations with adaptive cultures are better able to adjust to shifting situations (Akpa et al., 2021). Employee performance may increase as a result of feeling empowered and encouraged to adjust to new opportunities and difficulties.

Overall, understanding and strengthening organisational culture, effective communication, and employee performance all benefit greatly from Schein's idea of organisational culture. It highlights the crucial importance of culture in affecting employee behaviour and performance while also providing a thorough framework for identifying, overseeing and changing culture. Schein's ideas can help organisations create a successful and sustainable culture.

But it is crucial to remember that while Schein's theory provides insightful information, effective cultural change implementation necessitates diligent planning and preparation, and persistent work.

Objective 2: To identify the relationship between the organisational culture, effective communication, and employee performance.

Table 4.10: Study Selection

author(s) (year)	Purpose of study	methodology (research design, population, sample and analysis approach) and location of study	Findings
To identify the relationship between the organisational culture, effective communication, and employee performance.			

Usman (2019)	Examined organisational culture, organisational communication and supervisor support on the job satisfaction of employees	Quantitative methods, a population of 215 employees, questionnaire in the form of Google Forms for data collection and regression, correlation, descriptive statistics and exploratory factor analysis for data analysis	The study's findings showed that organisational culture had a favourable impact on employee communication and supervisor support on job satisfaction in the organisation.
Hussain (2020)	Assessed the impact of organisational culture on effective communication and organisational performance	The research collected data from 64 individuals who worked in organisations within the Telecom and IT sectors. The data collection process utilised a quantitative approach, employing questionnaires. Once more, the gathered data underwent analysis employing both descriptive and inferential statistical methods. Once more, the gathered data underwent analysis employing both descriptive and inferential statistical methods.	The study's findings showed that an encouraging and constructive organisational culture plays a crucial role in shaping effective communication and performance outcomes.
Jie et al. (2020)	Examined the impact of organisational culture on employee	Data was gathered for the research through the utilisation of a correlational	The study's results reveal that a positive and robust organisational culture plays a

	performance	research design and a quantitative methodology involving the distribution of questionnaires. The data gathered underwent analysis utilising inferential statistics within Statistical Package for Social Sciences version 25.	pivotal role in enabling employee participation, advancement, and dedication, ultimately leading to improved performance. Consequently, it can be inferred that organisational culture has a beneficial impact on employee performance.
Elifneh and Embilo (2023)	Examined the impact of organisational culture on employee performance in Ethiopia.	The research involved 302 employees from the Institute of Agricultural Research who participated in data collection and analysis through the utilisation of regression analysis techniques. Before the analysis, the study employed a survey questionnaire for the collection of data	The research revealed that variations in organisational culture, such as adhocracy, clan, hierarchy, and market cultures, led to notable enhancements in employee performance. These diverse cultural approaches positively impacted worker productivity and morale within the organisation.
Onyekwelu (2019)	Examined the influence of organisational culture on employee performance in Nigeria.	The research employed a survey research design and involved 387 employees from manufacturing companies located in Anambra State. The data collected through questionnaires was analysed using both descriptive	The study's findings revealed that an encouraging organisational environment enhanced employee performance by promoting seamless execution and achieving higher productivity

		and inferential statistics.	levels.
So et al. (2018)	Assessed the effect of organisational culture on employee performance in Indonesia.	The survey was employed to gather information from 300 individuals working in the field of broadcasting. The collected data was subsequently analysed using inferential statistical methods, specifically focusing on correlation and regression analysis.	The results indicated that organisational culture had no impact on employee performance

4.7 Part 2: Evaluation

To examine the relationship between organisational culture and employee performance in SMEs in Lagos

The study result reveals that there is a positive significant relationship between organisational culture and employee performance ($\beta = 0.403$, $t = 5.255$, $p < 0.001$). The significant relationship between organisational culture and employee performance emerged from the company's ability to promote innovation and creativity, align their values and beliefs with employees' values and beliefs, provide ample opportunities for cultural training and immersion, and recognise and respect diverse backgrounds and perspectives.

According to Jie et al., (2020), promoting innovation and creativity have a significant influence on the performance of its employees. Usman (2019) claimed that in a situation

where employees are encouraged to think creatively and contribute innovative ideas, they are more likely to be engaged and motivated.

They feel that their ideas are valued and that they have a meaningful impact on the company's success (Usman, 2019).

Similarly, employees who feel that their values are in sync with the companies are generally more satisfied with their jobs (Elifneh, & Embilo, 2023). This job satisfaction can lead to increased commitment to the organisation, reduced turnover rates, and a more stable workforce (Elifneh, & Embilo, 2023).

Furthermore, a company that provides ample opportunities for cultural training and immersion helps employees develop a deeper understanding of different cultures, including their customs, values and communication styles (Onyekwelu, 2019).

Onyekwelu (2019) claimed that cultural competence can be invaluable in a globalised business world where employees may interact with colleagues, clients, and partners from diverse backgrounds. Employees who can navigate cultural differences effectively are more likely to build strong relationships and communicate more successfully (So et al., 2018). Finally, when employees feel that their backgrounds and perspectives are recognised and respected, they are more likely to be engaged in their work. This engagement leads to higher productivity, job satisfaction and overall performance (So et al., 2018).

This result is in line with the expectancy theory which states that employees tend to find greater motivation when they can easily connect their exerted efforts and performance with the rewards they aspire to achieve, all within the framework of the cultural values of the company. Again, the result is consistent with studies conducted by Jie et al., (2020) and Hussain (2020) who revealed that a positive and healthy

organisational culture assists in facilitating the participation, improvement and commitment of workers resulting in enhanced performance.

To examine the relationship between effective communication and employee Performance in SMEs in Lagos

Similarly, the study result reveals that there is a positive significant relationship between effective communication and employee performance ($\beta = 0.354$, $t = 5.151$, $p < 0.001$). This implies that a unit increase in effective communication will cause an increase in employee performance by 0.354. The significant relationship between effective communication and employee performance was attributed to communication from management being clear and transparent, team members openly sharing feedback and opinions without fear of backlash, the provision of tools and channels for effective communication, cross-departmental communication being smooth and efficient, as well as investing in communication training or workshops to enhance employee skills.

Communication plays a crucial role in influencing employee performance within an organisation. Effective communication can have a significant impact on various aspects of employee performance. In an organisation, when management communicates clearly and transparently about organisational goals, priorities, and individual job expectations, employees can better understand what is expected of them (Kalogiannidis, 2020). This alignment ensures that employees focus their efforts on tasks that contribute to the company's success, leading to improved performance (Kalogiannidis, 2020). Similarly, when team members feel safe sharing their thoughts and concerns, there is a higher level of communication within the team (Britney, & Kungu, 2020). This leads to better collaboration, idea-sharing, and problem-solving, all of which can enhance overall performance.

Additionally, genuine feedback and open criticism are crucial for both professional and personal development (Stacho et al., 2019). Employees are more likely to make changes to their jobs and perform better over time when they can give and receive feedback without feeling threatened (Britney & Kungu, 2020). Employees are more likely to comprehend their roles, responsibilities, and goals when they have access to communication tools and channels that enable clear and transparent communication (Alalawi, 2022). This clarity can lessen misunderstandings and mistakes, which can ultimately enhance work output.

SMEs frequently have to react swiftly to shifting market circumstances or commercial demands (Alalawi, 2022). Using efficient communication methods helps ensure that staff are informed of changes within the company and can alter their job accordingly (Opele et al., 2022). Opele et al. (2022) asserted that excellent cross-departmental communication increases the likelihood that staff members from various departments will work together on tasks and projects. This teamwork can result in more creative solutions and quicker problem-solving, which improves performance overall (Otoo, 2015).

This result is in line with Schein theory which comments that in evaluating effective communication and performance through the lens of the expectancy theory, organisations must recognise the impact of culture on communication, promote the values and behaviours that align with their goals, and have leadership that fosters a culture conducive to effective communication and high performance. Also, the study result is consistent with studies (Otoo, 2015; Alalawi, 2022) which revealed that effective communication is of great importance at work and improves employee

performance. Effective communication was an important performance in achieving the company's goals and increasing the company's profitability.

To analyse the impact of the organisational culture on the effective communication and employee performance of the SMEs in Lagos

Finally, the study result reveals that there is a negative relationship between effective communication and organisational culture about employee performance ($\beta = -0.262$, $t = 6.240$, $p < 0.001$). The result implies that a unit in organisational culture and effective communication will cause a decrease in employee performance by -0.262 . The negative significant relationship was attributed to the employees' uncertainty to consistently meet or exceed their performance targets and objectives, being confident in their ability to handle job responsibilities effectively, team and department impacted positively by their decision-making skills, projects being successful and improved due their contributions, and being considered a go-to person or expert in the area of responsibility within the company.

Organisational culture and effective communication play crucial roles in helping employees meet or exceed their performance targets and objectives. Elifneh and Embilo (2023) claimed that a strong organisational culture helps ensure that employees are aligned with the company's mission, values and objectives. When employees understand and believe in the company's purpose, they are more motivated to work towards achieving performance targets (Onyekwelu, 2019). Also, communication channels that facilitate regular feedback and performance evaluations are essential. Employees need feedback to understand where they stand about their targets (So et al., 2018). Constructive feedback can help them make necessary improvements and adjustments to meet or exceed their objectives (So et al., 2018).

Similarly, Jie et al., (2020) stated that an organisational culture that values clarity and effective communication ensures that employees understand their roles and responsibilities. When employees know what is expected of them, they are more likely to feel confident in performing their job tasks, as they have a clear roadmap to follow (Jie et al., 2020). Also, a positive organisational culture promotes open communication and a supportive atmosphere (Onyekwelu, 2019). When employees feel comfortable sharing their concerns, asking questions, or seeking guidance, they are more likely to receive the information and support they need to excel in their roles.

This support boosts their confidence in handling job responsibilities (Onyekwelu, 2019). Regarding teams and departments impacted positively by their decision-making skills, Usman (2019) stated that a culture that values collaboration and teamwork encourages employees to work together when making decisions. When individuals from different backgrounds and departments collaborate, they bring diverse perspectives to the table, leading to well-rounded decision-making (Usman, 2019).

Finally, Onyekwelu (2019) stated that a strong, project-supportive culture can ensure that all team members share common values, priorities, and objectives. When the project aligns with the prevailing culture, employees are more likely to be motivated and engaged in its success. The result is consistent with a study conducted by Elifneh and Embilo (2023) and Onyekwelu (2019) found that organisational culture improved employee performance as the organisation had different types of organisational culture implemented which are adhocracy, clan, hierarchy and market cultures which significantly enhanced the productivity and morale of workers.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter summaries the research findings, provide conclusion and recommendation for the study. The chapter further discusses the limitation and states the contribution of the research.

5.1 Key Findings

5.1.2 To examine the relationship between the organisational culture, and employee performance.

The study result reveals that there is a positive significant relationship between organisational culture and employee performance ($\beta = 0.403$, $t = 5.255$, $p < 0.001$).

5.1.3 To examine the relationship between effective communication and employee Performance in SMEs in Lagos.

The study result reveals that there is a positive significant relationship between effective communication and employee performance ($\beta = 0.354$, $t = 5.151$, $p < 0.001$).

5.1.4 To analyse the impact of the organisational culture on the effective communication and employee performance of the SMEs in the LAGOS.

The study result reveals that there is a negative relationship between effective communication and organisational culture about employee performance ($\beta = -0.262$, $t = 6.240$, $p < 0.001$).

5.1.2 Conclusion

Based on the findings, the study concludes that

There is a positive significant relationship between organisational culture and employee performance ($\beta = 0.403$, $t = 5.255$, $p < 0.001$). This implies that a unit increase in organisational culture will cause an increase in employee performance by 0.403. This underscores the paramount importance of fostering a conducive and supportive organisational culture, as it holds the potential to amplify employee productivity and overall performance.

The study result concludes that there is a positive significant relationship between effective communication and employee performance ($\beta = 0.354$, $t = 5.151$, $p < 0.001$). To put this in perspective, any strategic improvement in communication mechanisms or channels within an organisation would likely yield a 0.354 unit enhancement in employee performance. This highlights the critical role of clear, transparent, and open communication in nurturing an environment where employees can thrive and excel.

Finally, the study result concludes that there is a negative relationship between effective communication and organisational culture about employee performance ($\beta = -0.262$, $t = 6.240$, $p < 0.001$). This suggests a nuanced dynamic where increased emphasis on both effective communication and organisational culture might, in some scenarios, have a diminishing effect on employee performance by -0.262 units. This aspect merits further exploration, perhaps hinting at the need for a balanced approach to nurturing both organisational culture and communication strategies.

5.2 Recommendations

The following recommendations were outlined based on these current findings:

- i. The study reveals that there is a positive significant relationship between organisational culture and employee performance ($\beta = 0.403$, $t = 5.255$, $p < 0.001$). This implies that a unit increase in organisational culture will cause an

increase in employee performance by 0.403. Therefore, the study recommends that SMEs should actively cultivate and promote a positive organisational culture that aligns with the company's values, mission and objectives. This culture should be inclusive, supportive, and conducive to employee well-being and engagement.

- ii. The study result reveals that there is a positive significant relationship between effective communication and employee performance ($\beta = 0.354$, $t = 5.151$, $p < 0.001$). This implies that a unit increase in effective communication will cause an increase in employee performance by 0.354. Hence, the study recommends that SMEs should implement and maintain clear and accessible communication channels within the organisation to increase employee performance. The channels should include digital communication platforms for dispersed teams or remote, regular team meetings, and feedback sessions.
- iii. The study result reveals that there is a negative relationship between effective communication and organisational culture about employee performance ($\beta = -0.262$, $t = 6.240$, $p < 0.001$). The result implies that a unit in organisational culture and effective communication will cause a decrease in employee performance by -0.262. Therefore, the study recommends that SMEs should invest in training and development programs that enhance both effective communication skills and cultural understanding. Employees should be equipped with the tools to navigate communication challenges within the organisation's culture.

5.3 State the contribution of the research – Knowledge Contribution

- i. The research contributes to existing knowledge by confirming that there is indeed a positive relationship between organisational culture and employee

performance. Before this study, while there were indications of such a relationship, the empirical evidence was limited or inconclusive. The research provides robust statistical evidence supporting this link.

- ii. The research suggests that by fostering a positive and conducive organisational culture, employers can expect an improvement in employee performance. This knowledge can guide managerial decisions and strategies aimed at enhancing workplace culture, which can, in turn, lead to better overall organisational outcomes.
- iii. The study has contributed by identifying a relationship between two critical factors in effective organisational dynamics-effective communication and organisational culture. These findings have practical implications for organisations. Understanding that a negative relationship exists between effective communication and organisational culture about employee performance can inform management and HR strategies. For example, organisations may need to focus on improving communication strategies when seeking to enhance employee performance in cultures that are less supportive or adaptive
- iv. The results suggest that investing in strategies to improve communication within the workplace can lead to tangible improvements in employee performance. This knowledge can guide decision-makers in implementing effective communication practices and training programs.
- v. Again, this research contributes to the theoretical understanding of the link between communication and employee performance. It adds to the body of knowledge by providing empirical data to support previously established theories or by potentially challenging existing assumptions.

5.4 Limitations

- i. **Generalisation:** The study's findings may only be applied to the specific context in which it was conducted. Results from one organisation or industry may not be generalizable to others with different cultures, structures, or work environments.
- ii. **Sampling bias:** The study might suffer from sampling bias if the participants are not representative of the broader population. For example, if the study only included employees from a specific industry or organisation, the results may not apply to other settings.
- iii. **Limited causative insights:** Even if there is a statistically significant relationship, the study may not provide detailed insights into the specific aspects of organisational culture that drive employee performance improvements.

REFERENCES

- Abuarqoub, I. A. S. (2019) 'Language barriers to effective communication', *Utopía y Praxis Latinoamericana*, 24(6), pp. 64-77.
- Adam, N.A., and Alarifi, G. (2021) 'Innovation practices for the survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support'. *J Innov Entrep* 10, p 15. <https://doi.org/10.1186/s13731-021-00156-6>
- Agyeiwaa, O. E., and Arboh, F. (2022) 'The role of effective communication on organization performance: a case study of Ghana's National Health Insurance Scheme', *International Journal of Healthcare Sciences*, 10(1), pp 366-376.
- Ajayi, V. O. (2017) 'Primary sources of data and secondary sources of data', *Benue State University*, 1(1), pp.1-6.
- Akpa, V. O., Asikhia, O. U. and Nneji, N. E. (2021) 'Organisational culture and organisational performance: A review of the literature', *International Journal of Advances in Engineering and Management*, 3(1), 361-372.
- Alalawi, S. F. (2022). Studying the impact of effective communication on the work environment and employee performance. *Global Scientific Journals* 10(6), pp. 1697 - 1704
- Alabi, O., and Bukola, T. (2023) 'Introduction to descriptive statistics, DOI: 10.5772/intechopen.1002475
- Alas, R. (2005) 'Organisational change from learning perspective', Available at: <https://www.ajindex.com/dosyalar/makale/acarindex-1423906273.pdf>
- Almalki, S. (2016) 'Integrating quantitative and qualitative data in mixed methods research - challenges and benefits', *Journal of Education and Learning*, 5(3), pp. 288-296.

- Alqarni, A. M. (2022) 'Hofstede's cultural dimensions about learning behaviours and learning styles: A critical analysis of studies under different cultural and language learning environments', *Journal of Language and Linguistic Studies*, 18(Special Issue 1), pp. 721-739.
- Alshamari, S., (2017) 'Organisational culture and organisational performance in the primary health care sector in Qatar: a proposed theoretical framework'. *CrossCultural Management Journal*, 16(2).
- Ángeles López-Cabarcos, M., Vázquez-Rodríguez, P., and Quiñoá-Piñeiro, L. M. (2022) 'An approach to employees' job performance through work environmental variables and leadership behaviours', *Journal of Business Research*, 140, pp. 361-369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Bamidele, R. (2022) *Organisational culture*. Available at: https://www.researchgate.net/publication/357605292_ORGANIZATIONAL_CULTURE#:~:text=Organizational%20culture%20is%20a%20framework,A%20specific%20culture (Accessed: 10 August 2023)
- Barkley, D. L., and Eggertsson, M. (2016) 'Using Hofstede's model to improve multicultural management in the European Union, Available at: https://www.researchgate.net/profile/David-Barkley/publication/317397455_USING_HOFSTEDES_MODEL_TO_IMPROVE_MULTICULTURAL_MANAGEMENT_IN_THE_EUROPEAN_UNION/links/59ef2040458515ec0c79db84/USING-HOFSTEDES-MODEL-TO-IMPROVE-MULTICULTURAL-MANAGEMENT-IN-THE-EUROPEAN-UNION.pdf

- Beugelsdijk, S., and Welzel, C. (2018) 'Dimensions and dynamics of national culture: Synthesizing Hofstede with Inglehart', *Journal of Cross-Cultural Psychology*, 49(10), pp. 1469-1505. <https://doi.org/10.1177/0022022118798505>
- Britney, I. M., and Kungu, P. (2020). Effects of communication on the growth of SMEs in Wakulima market, Nairobi County, Kenya. *International Journal of Research and Innovation in Social Science* 4(2), pp. 2454 - 6186
- Bujang, M.A., Omar, E.D. and Baharum, N.A. (2018) 'A review on sample size determination for Cronbach's alpha test: a simple guide for researchers, *The Malaysian Journal of Medical Sciences: MJMS*, 25(6), p.85.
- Dauber, D., Fink, G., and Yolles, M. (2012) 'A configuration model of organisational culture', *SAGE Open*, 2(1), 215824401244148. <https://doi.org/10.1177/2158244012441482>
- Dearing, J. W., and Cox, J. G. (2018) 'Diffusion of innovations theory, principles and practice', *Health Affairs*, 37(2), 183-190. <https://doi.org/10.1377/hlthaff.2017.1104>
- Dimitrov, K. (2014) 'Geert Hofstede et al's set of national cultural dimensions - popularity and criticisms', Available at: <https://arxiv.org/ftp/arxiv/papers/1810/1810.02621.pdf>
- Eke, G. J. (2020) 'Effective communication processes: a panacea for organisational success', *IOSR Journal of Business and Management*, 2(8), pp.42-54. <https://www.iosrjournals.org/iosr-jbm/papers/Vol22-issue8/Series-2/E2208024254.pdf>
- Elifneh, Y. and Embilo, T. (2023) 'The effect of organizational culture on employees' performance in research institutes: evidence from Ethiopian Institute of

- Agricultural Research', *Brazilian Journal of Operations & Production Management*, 20(2), 1603-1603. <https://doi.org/10.14488/BJOPM.1603.2023>
- Enkh-Amgalan, R. (2016) 'The indulgence and restraint cultural dimension: a cross-cultural study of Mongolia and the United States, Available at: <https://dc.etsu.edu/cgi/viewcontent.cgi?article=1354&context=honors>
- Eringa, K., Caudron, L. N., Rieck, K., Xie, F., and Gerhardt, T. (2015) 'How relevant are Hofstede's dimensions for inter-cultural studies? A replication of Hofstede's research among current international business students', *Research in Hospitality Management*, 5(2), pp. 187-198. <https://doi.org/10.1080/22243534.2015.11828344>
- Eyisi, D. (2016) 'The usefulness of qualitative and quantitative approaches and methods in researching problem-solving ability in Science education curriculum', *Journal of Education and Practice*, 7(15), pp. 91-100.
- Galli, M. (2022) *Organisational culture and its importance*. Available at: https://www.researchgate.net/publication/359195738_Organizational_Culture_and_Its_Importance (Accessed: 10 August 2023)
- Gannon, M. J., Taheri, B., and Azer, J. (2022). Contemporary research paradigms and philosophies. In *Contemporary research methods in hospitality and tourism* (pp. 5-19). Emerald Publishing Limited. <http://dx.doi.org/10.1108/978-1-80117-546-320221002>
- Goolaup, S., and Ismayilov, T. (2012) 'The influence of power distance on leadership behaviours and styles - Case studies of Japanese and French companies operating in Sweden', Available at: <https://www.diva-portal.org/smash/get/diva2:502384/fulltext01>

- Goswami, U. (2010) 'Inductive and deductive reasoning', *The Wiley-Blackwell Handbook of Childhood Cognitive Development*, pp.399-419.
- Goundar, S. (2012) 'Research methodology and research method', Available at: https://www.researchgate.net/publication/333015026_Chapter_3_-_Research_Methodology_and_Research_Method
- Guetterman, T. C. (2019). Basics of statistics for primary care research. *Family Medicine and Community Health*, 7(2), e000067. <https://doi.org/10.1136/fmch-2018-000067>
- Hadjor, G. T. (2014) 'The influence of organisational culture on information security policy success', Available at: <https://www.diva-portal.org/smash/get/diva2:1025968/FULLTEXT02>
- Hakami Y. M. (2022) 'The relationship between organisational culture and organisational performance. *International Journal of Entrepreneurship*, 26(4), pp 1-18
- Handema, M., Lungu, J., Chabala, M., and Shikaputo, C. (2023). Conceptualising the Philosophical Underpinning of the Study: A Practical Perspective. *Open Journal of Philosophy*, 13(2), 257-268. <https://doi.org/10.4236/opp.2023.132017>
- Hendrith, M. (2018) 'The effects culture and communication have on businesses', Available at: <https://core.ac.uk/download/pdf/158221587.pdf>
- Hofstede, G. (2011) 'Dimensionalizing cultures: The Hofstede model in context', *Online Readings in Psychology and Culture*, 2(1), p.8.
- Hogan, S.J. and Coote, L.V. (2014) 'Organizational culture, innovation, and performance: A test of Schein's model', *Journal of Business Research*, 67(8), pp.1609-1621.

- Hussain, M. Z. (2020) '*The impact of effective communication on organisational performance with moderating the role of organisational culture*, Available at: <http://dx.doi.org/10.13140/RG.2.2.22101.35048>
- Ibrahim, R., Boerhannoeddin, A., and Kayode, B. K. (2017) 'Organisational culture and development: Testing the structural path of factors affecting employees' work performance in an organisation'. *Asia Pacific Management Review*, 22(2), pp 104–111.
- Inuwa, M. (2015) *The impact of job satisfaction, job attitude and equity on employee performance*. Available at: https://www.researchgate.net/publication/321966670_The_Impact_of_Job_Satisfaction_Job_Attitude_and_Equity_on_Employee_Performance (Accessed: 11 August 2023)
- Jie, I. L. C., Djubair, R. A. and Harun, M. Z. M. (2020) 'Impact of Organizational Culture on Employees' Performance: A Study in Multinational Corporations in Sarawak', *International Journal of Business and Technopreneurship*, 10(2), pp. 133-152.
- Jones, T.L., Baxter, M.A.J. and Khanduja, V. (2013) 'A quick guide to survey research', *The Annals of The Royal College of Surgeons of England*, 95(1), pp.5-7.
- Joseph, O. O., and Kibera, F. (2019) 'Organisational culture and performance: Evidence from Microfinance institutions in Kenya', *SAGE Open*, 9(1), 215824401983593. <https://doi.org/10.1177/2158244019835934>
- Kabir, S. M. S. (2016) 'Methods of data collection, Available at: https://www.researchgate.net/publication/325846997_METHODS_OF_DATA_COLLECTION

- Kalogiannidis, S. (2020) Impact of effective business communication on employee performance. *European Journal of Business and Management Research*, 5 (6).
<https://doi.org/10.24018/ejbmr.2020.5.6.631>
- Kamau, L. M. (2014) ‘Applying Rogers’ Diffusion of Innovations Theory to Investigate Technology Training for Secondary Mathematics Teachers in Kenya’, *Journal of Education and Practice*, 5(17), pp.19-30.
<https://core.ac.uk/download/pdf/234635865.pdf>
- Kapur, R. (2020) *The types of communication*. Available at:
https://www.researchgate.net/publication/344235361_The_Types_of_Communication (Accessed: 11 August 2023)
- Kumari, K., Barkat Ali, S., Un Nisa Khan, N., and Abbas, J. (2021) 'Examining the role of motivation and reward in employees' job performance through the mediating effect of job satisfaction: An empirical evidence', *International Journal of Organisational Leadership*, 10(4), pp. 401-420.
<https://doi.org/10.33844/ijol.2021.60606>
- Lehman, D. W. (2017) ‘*Organisational cultural theory and research administration knowledge management*’, Available at:
<https://files.eric.ed.gov/fulltext/EJ1161988.pdf>
- Lowry, L. D. (2015) ‘*Bridging the business data divide: Insights into primary and secondary data use by business researchers*’, Available at:
<https://core.ac.uk/download/pdf/92480472.pdf>
- Makumbe, W., and Washaya, Y. Y. (2022) ‘Organisational culture and innovation: Testing the Schein model at a private university in Zimbabwe’, *Cogent Business & Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2150120>

- Mamatha S.V., and Geetanjali P. (2020) ‘Founder leaders and organisation culture: A comparative study on Indian and American founder leaders based on Schein’s model of organisational culture’, *IIM Kozhikode Society & Management Review*, 9(1), 23-33. <https://doi.org/10.1177/2277975219890932>
- Martins, F. S., Cunha, J. A., & Serra, F. A. (2018). Secondary data in research – Uses and opportunities. *PODIUM Sport, Leisure and Tourism Review*, 7(3), I-IV. <https://doi.org/10.5585/podium.v7i3.316>
- Matusitz, J. and Musambira, G. (2013) ‘Power distance, uncertainty avoidance, and technology: analyzing Hofstede's dimensions and human development indicators’, *Journal of Technology in Human Services*, 31(1), pp.42-60.
- McMahon, G. (2013) *Performance Management in Human Resource Management*. Available at: <https://arrow.tudublin.ie/cgi/viewcontent.Cgi?article=1018&context=buschmanbk> (Accessed: 11 August 2023)
- Minkov, M. and Hofstede, G. (2011) ‘The evolution of Hofstede's doctrine’, *Cross-Cultural Management: An International Journal*, 18(1), pp.10-20.
- Mohajan, H. (2018) 'Qualitative research methodology in social sciences and related subjects, Available at: https://mpa.ub.uni-muenchen.de/85654/1/MPRA_paper_85654.pdf
- Mohajan, H. (2020) ‘*Quantitative research: A successful investigation in natural and social sciences*, Available at: <https://mpa.ub.uni-muenchen.de/105149/1/>
- Musheke, M. M., and Phiri, J. (2021) ‘The effects of effective communication on organisational performance based on the systems theory’. *Open Journal of Business and Management*, 09 (02), pp 659-671. <https://doi.org/10.4236/ojbm.2021.92034>

- Muszyńska, K. (2018) "A concept for measuring the effectiveness of communication in project teams". *Journal of Economics and Management*, 33(3), pp 63-79.
- Naqshbandi, M. M., Kaur, S. and Pin Ma, (2015) 'What organisational culture types enable and retard open innovation?' *Qual Quant*, 49: pp 2123–2144.
- Natour, A. W. (2019) '*Organisational culture management: reality or myth*', Available at:
https://www.researchgate.net/publication/332569673_Organizational_Culture_management_Reality_or_Myth
- Nilsson, S., and Truong, X. D. (2012) 'The recurring understanding of cultural intelligence', Available at: <https://www.diva-portal.org/smash/get/diva2:796729/FULLTEXT01.pdf>
- Nassazi, A. (2013) *Effects of training on employee performance*. Available at: <https://core.ac.uk/download/pdf/38098025.pdf> (Accessed: 11 August 2023)
- Nigerian Bureau of Statistics (2018) *National Survey of micro, small, and medium enterprises (MSMEs) 2017*. Available at: www.nigeriastat.gov.ng (Accessed: 20 April 2020).
- Nkrumah, K. (2018) '*Impact of organisational culture on employee performance: The case of Twifo Praso Government Hospital*', Available at: <https://ir.ucc.edu.gh/xmlui/bitstream/handle/123456789/4877/NKRUMAH%202018.pdf?sequence=1&isAllowed=y>
- Omar, S. N., Che Cob, C. M., Sakarji, S. R., Thani, A. K., and Abu Bakar, A. (2022) 'A preliminary study of factors influencing on employee performance', *International Journal of Academic Research in Business and Social Sciences*, 12(1). <https://doi.org/10.6007/ijarbss/v12-i1/12234>

- Onyekwelu, N. P. (2019) *Effect of organisational culture on employee performance in selected manufacturing firms in Anambra State, Nigeria*. Available at: https://www.researchgate.net/publication/355080403_Effect_of_Organizational_Culture_on_Employee_Performance_in_Selected_Manufacturing_Firms_Anambra_State_Nigeria (Accessed: 14 August 2023)
- Oparanma, A. O. (2015) 'Organisational culture: creating the influence needed for strategic success in health care organisations in Nigeria', *Developing Country Studies*, 5(17), pp.15-19. <https://core.ac.uk/download/pdf/234682554.pdf>
- Opel A, M, Ajayi M, A. and Akinyele A, O (2022) "Organisational communication and performance of SMEs in Lagos state Nigeria". *Journal of Academic Research in Economics* 14 (2), pp 410- 422
- Osborne, S., and Hammoud, M. S. (2017) 'Effective employee engagement in the workplace'. *International Journal of Applied Management and Technology*, 16(1), p 4.
- Otoo, F. (2016). *Effect of communication on employee performance at Ghana Revenue Authority, Kumasi* (Doctoral dissertation). Available at <https://ir.knust.edu.gh/server/api/core/bitstreams/b5eeeada-6d0f-4227-811d-35dfd9d3bc62/content>
- Owusu, P. (2014) '*Organisational culture of the Ghana Revenue Authority: A study of the Okaishie Office, Accra*', Available at: <https://ir.ucc.edu.gh/xmlui/bitstream/handle/123456789/3247/PRISCILLA%20OWUSU.pdf?sequence=1&isAllowed=y>
- Özgür, A., and Sebastian, E. L. (2022) 'The effect of the dimension of culture masculinity/femininity in communication in multinational projects', Available at: <https://www.diva-portal.org/smash/get/diva2:1683694/FULLTEXT01.pdf>

- Peterson, R.A. and Kim, Y. (2013) 'On the relationship between coefficient alpha and composite reliability', *Journal of Applied Psychology*, 98(1), p.194.
- Perez-Sindin, J. S. (2017) 'Secondary data: sources, advantages and disadvantages, DOI: [10.4135/9781483381411.n557](https://doi.org/10.4135/9781483381411.n557)
- Pham Thi T, D, Ngo T, A, Duong N, T, and Pham V, K (2021) 'The Influence of Organisational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam'. *Journal of Asian Finance, Economics and Business* 8 (5), pp 1031–1038
- Ponto, J. (2015) 'Understanding and evaluating survey research', *Journal of the Advanced Practitioner in Oncology*, 6(2).
<https://doi.org/10.6004/jadpro.2015.6.2.9>
- Priyadharsan, S., and Nithiya, P. (2020) 'Association between the organisational culture and employees' performance', *International Journal of Research and Innovation in Social Science*, 4(8), pp. 2454-6186.
- Proudfoot, K. (2023). Inductive/Deductive hybrid thematic analysis in mixed methods research. *Journal of Mixed Methods Research*, 17(3), 308-326.
<https://doi.org/10.1177/15586898221126816>
- Rahman, M. (2017) 'What are the advantages and disadvantages of primary and secondary research?', Available at: <https://www.howandwhat.net/advantages-and-disadvantages-of-primary-and-secondary-research/>
- Rahman, A., and Muktadir, G. (2021) 'SPSS: An imperative quantitative data analysis tool for social science research', *International Journal of Research and Innovation in Social Science*, 5(10), pp. 300-302.
- Schneider, A., Wagenknecht, A., Sydow, H., Riedlinger, D., Holzinger, F., Figura, A., Deutschbein, J., Reinhold, T., Pigorsch, M., Stasun, U., Schenk, L., & Möckel,

- M. (2023). Primary and secondary data in emergency medicine health services research – a comparative analysis in a regional research network on multimorbid patients. *BMC Medical Research Methodology*, 23(1). <https://doi.org/10.1186/s12874-023-01855-2>
- Stantcheva, S. (2022) '*How to run surveys: A guide to your own identifying variation and revealing the invisible*', Available at: https://scholar.harvard.edu/files/stantcheva/files/How_to_run_surveys_Stantcheva.pdf
- Robertson, A. (2019) *The importance of communication during organisational transformation*. Available at: <https://www.diva-portal.org/smash/get/diva2:1371860/FULLTEXT01.pdf> (Accessed: 11 August 2023)
- Sai, A. A. (2018) 'An exploratory study of innovation adoption in Estonia', *Open Journal of Business and Management*, 06(04), pp. 857-889. <https://doi.org/10.4236/ojbm.2018.64064>
- Samwel, J. O. (2018) 'An assessment of the impact of performance management on employee and organisation performance- Evidence from selected private organisations in Tanzania', *International Journal of Human Resource Studies*, 8(3), p. 199. <https://doi.org/10.5296/ijhrs.v8i3.13415>
- Saunders, M.N., Lewis, P., Thornhill, A. and Bristow, A. (2015) 'Understanding research philosophy and approaches to theory development', in Saunders, Mark N. K.; Lewis, Philip and Thornhill, Adrian (eds.) *Research Methods for Business Students*. Harlow: Pearson Education, pp. 122–161.
- Sass, D.A. (2010) 'Factor loading estimation error and stability using exploratory factor analysis', *Educational and Psychological Measurement*, 70(4), pp.557-577.

- So, I. G., Noerlina, Djunggara, A. A., Fahrobi, R., Simamora, B. H. and Ruangkanjanases, A. (2018) 'Effect of Organisational Communication and Culture on Employee Motivation and Its Impact on Employee Performance', *Pertanika Journal of Social Science and Humanities*, 26(2), pp. 1133-1142.
- Stacho, Z., Stachová, K., Papula, J., Papulová, Z., & Kohnová, L. (2019). Effective communication in organisations increases their competitiveness. *Polish Journal of Management Studies*, 19.
- Stockemer, D., Stockemer, G. and Glaeser, J. (2019) *Quantitative methods for the social sciences* (Vol. 50, p. 185). Cham, Switzerland: Springer International Publishing.
- Szczepańska-Woszczyzna, K. (2015). Leadership and organisational culture as the normative influence of top management on employee behaviour in the innovation process. *Procedia Economics and Finance*, 34, 396-402. [https://doi.org/10.1016/s2212-5671\(15\)01646-9](https://doi.org/10.1016/s2212-5671(15)01646-9)
- Taherdoost, H. (2016) *Validity and reliability of the research instrument; how to test the validation of a questionnaire/survey in research. How to test the validation of a questionnaire/survey in a research.* Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3205040 (Accessed: 14 August 2023).
- Taherdoost, H. (2021) 'Data Collection Methods and Tools for Research; A Step-by-Step Guide to Choose Data Collection Technique for Academic and Business Research Projects', *International Journal of Academic Research in Management (IJARM)*, 10 (1), pp. 10-38.

- Taherdoost, H. (2022) 'Different types of data analysis; data analysis methods and techniques in research projects', *International Journal of Academic Research in Management*, 9(1), pp.1-9.
- Taherdoost, H. (2022) 'What are different research approaches? A comprehensive review of qualitative, quantitative and mixed method research, their applications, types and limitations', *Journal of Management Science and Engineering Research*, 5(1), pp. 53-63.
- Tamunomiebi, M. D., and Oyibo, C. (2020) 'Work-life balance and employee performance: A literature review', *European Journal of Business and Management Research*, 5(2). <https://doi.org/10.24018/ejbmr.2020.5.2.196>
- Tedla, T. B. (2016). *The impact of organisational culture on corporate performance*. Retrieved from <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=3612&context=dissertations>
- Thorgren, S., and Williams, T. A. (2020) 'Staying alive during an unfolding crisis: How SMEs ward off impending disaster'. *Journal of Business Venturing Insights*, 14, e00187. <https://doi.org/10.1016/j.jbvi.2020.e00187>.
- Tian, H., Shuja Iqbal, S. A., Qalati, S. A., Anwar, F., and Khan, M. A. S. (2020) 'The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation Through Organisational Citizenship Behavior and Communication'. *Frontiers in Psychology*, 11
- Trenn, A. (2016) 'Employee motivation through the perspective of organisational culture, Available at: <https://core.ac.uk/download/pdf/80992277.pdf>

- Tsai, Y. (2011) 'Relationship between organisational culture, leadership behaviour and job satisfaction', *BMC Health Services Research*, 11(1).
<https://doi.org/10.1186/1472-6963-11-98>
- Usman, K. (2019) 'Impact of organisational culture, organisational communication and supervisor support on the job satisfaction of employees working in online IT based distance learning institutions of Pakistan', *Open Praxis*, 11(2), p. 143.
<https://doi.org/10.5944/openpraxis.11.2.931>
- Vagnani, G. and Volpe, L. (2017) 'Innovation attributes and managers' decisions about the adoption of innovations in organisations: A meta-analytical review', *International Journal of Innovation Studies*, 1(2), pp. 107-133.
<https://doi.org/10.1016/j.ijis.2017.10.001>
- Valentini, F. and Damasio, B.F. (2016) 'Average Variance Extracted and Composite Reliability: Reliability Coefficients/Average Variance Extracted and Composite Reliability: Accuracy Indicators', *Psychology: Theory and Research*, 32(2), pp.NA-NA.
- Weber, G., and Martensen, M. (2021) '*Transforming organisational culture amidst a diverse workforce: A qualitative study in the service industry*', Available at:
<https://www.econstor.eu/bitstream/10419/231359/1/174837818X.pdf>
- Wood, C. (2017) *Barriers to innovation diffusion for social robotics start-ups and methods of crossing the chasm*. Available at: <http://www.diva-portal.org/smash/get/diva2:1234344/FULLTEXT01.pdf> (Accessed: 11 August 2023)
- Yi, J. (2021). Revisiting Hofstede's uncertainty-avoidance dimension: A cross-cultural comparison of organisational employees in four countries. *Journal of*

Intercultural Communication, 21(1), 46-61.

<https://doi.org/10.36923/jicc.v21i1.5>

Yuan, A., and Chayanuvat, A. (2021) 'Analysis of organisational learning obstacles and how to make organisations learn', *International Journal of Arts and Social Science*, 4(4), pp.147-151. <https://www.ijassjournal.com/2021/V4I4/4146575862.pdf>

Zabihullah, A., and Ataullah, M. (2019) "Effective communication as a strategy for enhancing organizational performance". *Kardan Journal of Economics and Management Sciences* 2(1), pp 1-19

Zhang, X., Kuchinke, L., Woud, M. L., Velten, J., and Margraf, J. (2017) 'Survey method matters: Online/offline questionnaires and face-to-face or telephone interviews differ', *Computers in Human Behavior*, 71, pp. 172-180. <https://doi.org/10.1016/j.chb.2017.02.006>

APPENDIX A

Questionnaire

Critical and analytical study of the impact of organisational culture on Effective Communication and Employee Performance: Case of two SMEs in Lagos

Dear Sir/Madam

This questionnaire is part of the research being conducted on the effect of organisational culture on effective communication and employees among SMEs. You are invited to complete this questionnaire, as your views would be very helpful to the research and help understand how to improve communication and performance among employees in SMEs.

Your completion of this questionnaire is entirely voluntary. The information collected will be anonymous

Section A: Demographic Profile

1. Gender

1. Male b. Female

2. Age

1. Less than 30 years b. 30 - 39 years c. 40 - 49 years d. 50 - 59 years e. 60 and above

3. Educational background

1. Basic/Primary b. Secondary c. Tertiary d. Professional
e. Any other

4. Length of service in the company

1. 1 - 5 years b. 6 - 10 years c. 11 - 15 years d. 16 - 20 years
e. 21 and above

5. Position in the company

1. Junior staff b. Middle-level staff c. Senior staff

6. What is the level of cultural bonding in the company?

1. Very high [] b. High [] c. Very low [] d. Low []
7. Which of the following factors motivate or give you satisfaction in this company?
1. Money [] b. Achievement [] c. Recognition [] d. Culture []

Section B: Organisational culture

Rate the extent to which the following statements on organisational culture apply to your company (SME). Check one box for each level: Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Code	Statement	1	2	3	4	5
OCU1	The company's culture promotes innovation and creativity					
OCU2	The company's values and beliefs align with my values and beliefs.					
OCU3	The company provides ample opportunity for cultural training and immersion					
OCU4	Collaboration and teamwork are fostered by our company culture					
OCU5	The company's culture encourages continuous learning and growth					
OCU6	There is a sense of belonging and inclusivity in my company					
OCU7	My company's culture recognizes and respects diverse backgrounds and perspectives					

Section C: Effective communication

Rate the extent to which the following statements on effective communication apply to your company (SME). Check one box for each level: Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Code	Statement	1	2	3	4	5
ECO1	Communication from management is clear and transparent					
ECO2	Team members openly share feedback and opinions without fear of backlash					
ECO3	The tools and channels provided for communication are effective					
ECO4	Cross-departmental communication is smooth and efficient					
ECO5	There are regular opportunities for team collaboration and brainstorming					
ECO6	Communication training or workshops are provided to enhance employee skills					
ECO7	Barriers to effective communication are addressed promptly					

Section D: Employee performance

Rate the extent to which the following statements on employee performance apply to your company (SME). Check one box for each level: Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Code	Statement	1	2	3	4	5
EPE1	I consistently meet or exceed my performance targets and objectives					
EPE2	I feel confident in my ability to handle my job responsibilities effectively					
EPE3	I regularly receive positive feedback from colleagues and superiors on my job performance					
EPE4	I can effectively prioritise and complete tasks within given deadlines					

EPE5	My decision-making skills have positively impacted my team or department					
EPE6	My contributions have directly led to improvements or successes in the projects I have been involved in					
EPE7	I am often considered a go-to person or expert in my area of responsibility within the company					

Thank you