

**Organisational Culture Dimensions And Employee Performance In
Nigerian Fast Food Restaurants****Friday Ogbu Edeh**

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Abstract

This study investigates the effect of organisational culture dimensions on employee performance in Nigerian fast food restaurants using cross-sectional survey. Forty fast food restaurants were selected using simple random sampling. Nine hundred and twenty five employees were surveyed. Sample size of two hundred and seventy two was ascertained with Krejcie and Morgan. Method for data collection is questionnaire. Two hundred and thirty nine copies of questionnaire were retrieved out of two hundred and seventy two copies administered. Simple linear regression was used to analyse the hypotheses with the aid of IBM SPSS 20.0. This study found that organisational culture dimensions predicted with clan culture and market culture has a positive significant effect on employee performance. It concludes that organisational culture dimensions measured in terms of clan culture and market culture engenders employee performance through effectiveness and efficiency. One of the practical implications is that Nigerian fast food restaurant practitioners should clearly define their clan culture for newcomers to imbibe to enable them increase their performance.

Keywords: Organisational culture, employee performance, clan culture, market culture, effectiveness, efficiency.

INTRODUCTION

The hospitality industry is a major contributor to Nigeria's economy with estimated annual revenue of two hundred and thirty billion naira equivalent to \$600 million (Okoghenun, 2015). The industry has over the years provided employment to teeming Nigerian youths in the areas of processing and retailing levels thereby reducing the high rate unemployment in the country (Ekwujuru, 2013). Okoghenun (2015) argue that the above contributions of Nigerian hospitality firms would not have been made possible if their employees are not effective in the discharge of their duties. Caol and Hutagalung (2015) added that even when the employees are guided by customer service quality dimensions such as responsiveness and reliability; organisational culture remains the lubricant for moving the organisation to expected destination. Thus, every organization distinguishes itself from another through its philosophical assumptions holds by its stakeholders that contribute to its objectives quite apart from goals (Jones and George, 2017; Robbins and Judge, 2018; Stoner, Freeman and Gilbert, 1995; Weirich, Cannice and Koontz, 2008).

Service-oriented organization such as fast food restaurants in Nigeria are not exceptional as most of them possess cultural attribute that distinguished them from another either in terms of service delivery, pricing customer attraction, retention and environmental sustainability policies (Chesser, 2016; Akande, 2014). Organisational culture has contributed positively to firms' growth and development. Supporting this argument, Robbins and Judge (2018) affirmed that corporate culture creates distinctions between firms. It also transfers a meaning of belonging for members of the same organisation; facilitates emotional attachment to something greater than ones interest; and energizes the resilient of organisational system (Robbins and Judge, 2018). Ehteshamul and Muhammad (2011) asserted that corporate culture helps members of a particular organisation to understand what their firm stands for, its operation, and its area of focus as well as scope of practice. In addition, McShane and Von

Glinow (2018) argued that corporate culture assist workers make sense of what goes on and why things happen in the firm; and also it serve as social glue that bonds individuals together and makes them feel part of the firm experience.

However, the culture of every organization can either be strong or weak. Jones and George (2017) asserted that when organizational members share an intense commitment to cultural values, beliefs as well as procedures and apply them to achieve their goals, a strong organizational culture exists but when organizational members are not strongly committed to a shared system of values, beliefs and procedures transmitted to them by founding members, corporate culture is termed to be a weak one. Tsai (2011) added that a firm with a strong culture possesses common values and ethical behaviour for its workers, which assist them to accomplish their objectives. On another hand, corporate culture that motivates employees' effectiveness is the one that recognizes their efforts through compensation (Tsai, 2011; Kinicki and Kreitner, 2003). However, a research by O'Reilly, Chatman and Caldwell (1991); and Chatman and Jehn (1994) revealed that organisational culture of most firms is characterized with innovation and risk taking; attention to detail; outcome orientation; people orientation (respect for people); team orientation; aggressiveness; and stability. But Cameron and Quinn (1999) typology showcases the culture obtainable in service oriented organizations such as fast food restaurants which include clan culture, market culture, adhocracy culture and hierarchy culture (de Pablos, Tennyson and Zhao, 2012; Gaol and Hutagalung, 2015; Chesser, 2016; and Akande, 2014).

This study focuses on two major dimensions of organisational culture as obtainable in the hospitality industry across Nigeria. These indicators include clan culture and market culture. Since food is one of the physiological needs of man; hospitality firms gives it precise attention in terms of cleanliness, tastefulness and quality standards (Gaol and Hutagalung,

2015; Chesser, 2016). Clan culture exists in most hospitality firms as teams are usually involved in every section of the industry beginning from the production to service departments (Chesser, 2016; de Pablos, Tennyson and Zhao, 2012). Nevertheless, it has been shown that one of the objectives of every firm is for their culture to improve the performance of their employees' that is measured on effectiveness and efficiency (McShane and Von Glinow, 2018). Kinicki and Kreitner (2003) affirmed that for managers to ascertain whether an employee is performing, effectiveness is an indicator to use. Therefore, if an employee can complete his/her assignment at the time expected with available resources, then such employee is said to have performed or accomplished stated goals (Weirich, Cannice and Koontz, 2008). On the other hand, if that employee uses minimal resources to achieve the objective, the employee is said to be efficient (Jones and George, 2017). Hence, employee performance is dependent on the culture of the organization which stimulates the employees to work as teams as well as pay adequate attention to every detail as may be prescribed by the manager, supervisor or any other superior in the workplace (Luthans, 2011). The existence of organisational culture is for every employee to know what the leaders or owners or founders of the firm really believed in (Nwachukwu, 2000). This is how culture is metamorphosed into assumptions, values and belief systems which make one firm to be unique and distinct from the other (Stoner, Freeman and Gilbert, 1995; Luthans, 2011; Weirich, Cannice and Koontz, 2008).

However, researchers such as Omoregbe and Umemezia (2017); Awadh and Saad (2013); Poku and Owusu-Ansah (2013); Aina, Adeyeye and Ige (2012); Seyed, Yashar, Mohammadreza and Jamshid (2012); Tsai (2011); Hartnell, Ou and Kinicki (2011) has empirically investigated organisational culture with other organisational variables in other industries using different approaches but failed to address how organisational culture can enhance employee effectiveness in hospitality firms through clan culture and market culture

as dimensions of organisational culture; and effectiveness and efficiency as measures of employee performance. This is what propels the researchers to investigate the effect of organisational culture dimensions on employee performance in Nigerian hospitality firms.

LITERATURE REVIEW

Organisational culture

Over the years, scholars in different fields of study have given credence to culture as concept of its own as well as organisational culture. However, the contentions of various schools of thoughts such as organisational behaviourists, human resource management scholars, sociologists, anthropologist and other social scientist will be sought concerning culture and organisational culture. Organisational behaviourists Ancona, Kochan, Scully, Van Maanen and Westney (2009) argued that culture refers to what a group of individuals acquire over a period of time as the group in question discovers solutions to their own problems for survival in both external and internal environment.

From the foregoing, Jones and George (2017) perceived organisational culture as the set of values, norms, and standards of behaviour that govern the way individuals and groups interact and carry their task together so as to achieve corporate objectives and goals. McLean and Marshall (1993) cited in Mullins (2011) asserted that organisational culture is the collection of doctrines, attitudes, beliefs, policies and values that make up a pervasive context for everything people do and think in a firm. For Sinding and Waldstrom (2014) corporate culture is a set of distributed, not valued implicit suppositions that a group of individuals holds that determines how they view, thinks about and reacts to its various environments. In a similar vein, Griffin and Moorhead (2014) affirmed that organizational culture is the set of values that helps the organization's employees understand which actions are considered acceptable and those considered unacceptable. But McShane and Von Glinow (2018) contended that it consists of shared values and assumptions. Other organisational

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behaviourists also contended that corporate culture refers to a system of distributed meaning held by corporate members that distinguishes them from other corporate firms (Robbins and Judge, 2018). In terms of features, Dessler (2013) asserted the organisational culture is the characteristic values, traditions, and behaviours that are shared by employees of a firm. In clarification, Dessler (2013) contended that a value is a basic belief about what is right or wrong or about what an individual should or shouldn't do in the workplace. On another development, Tsai (2011) viewed organisational culture as the beliefs and values that have existed in an enterprise for a long period of time, and to the beliefs of the workers and the foreseen value of their work that will influence their attitudes and behaviour. But for Thokozani (2017), corporate culture is an enterprise's socialization towards its workers and customers, including written and verbal distributed rules that guide the employees' behaviour in addition to stable beliefs, values and principles enhanced and distributed within the firm. On another hand, Hill, Jones and Schilling (2014) stressed that corporate culture involves the collection of norms and value shared by members of the firm.

However, previous investigations on organisational culture have shown its effect, impact, influence and relationships with other organisational variables by investigators across the globe. Sharma (2017) examined organizational culture as a predictor of job satisfaction; the role of age and gender in India. Sharma's result shows that corporate cultural values such as justice, opportunities for growth and reputation of organization have a positive effect on job satisfaction. Poku and Owusu-Ansah (2013) examined the association between corporate culture and organisational performance from money deposit banks in Ghana. Their results show that corporate culture has positive relationship with performance banks in Ghana. Hartnell, Ou and Kinicki (2011) investigated the relationship between corporate culture and organizational effectiveness. Their finding indicated that clan, adhocracy, and market cultures have positive associations with effectiveness. Esra, Isk and Mithat (2011) investigated the

effect of corporate culture on organizational efficiency with a moderating role of corporate environment and chief executive officer's values of health firms in Turkey. Findings of their study revealed that corporate culture is associated with organizational efficiency. Mohammad, Rumana and Saad (2013) examined the impact of organizational culture on employee performance and productivity in telecommunication organizations in Bangladesh. Awadh and Saad (2013) investigated the impact of organizational culture on employee performance. Their finding revealed that organisational culture helps to internalize relationship between the employees and management which translate to effectiveness.

Features of Organisational Culture

Scholars such as O'Reilly, Chatman and Caldwell (1991); and Robbins and Judge (2018) have enumerated seven characteristics of organizational culture to include; innovation and risk taking which is the degree to which workers are encouraged to be innovative, take risks, opportunity seeking with few rules and low cautiousness (Lejeune and Vas, 2009; Mohammad, Rumana and Saad, 2013). Attention to detail refers to the degree to which workers are expected to analyse every decisions, precision, and pay attention to every detail that are required for achieving organisational goals (Fakhar, Rana, Ayesha and Lalarukh, 2012). Outcome orientation which is the degree to which organisation focuses on results, expectations or outcomes other than the technique, processes and modes of operations used to achieve them (Osibanjo and Adeniji, 2013; Robbins and Judge, 2018). People orientation (respect for people) is the extent to which organisation's decisions take into consideration the effect of results on individual within the organization (Mohammad, Rumana and Saad, 2013). Team orientation is the degree to which firms organized work activities around work teams rather than individuals to hasten performance (Nwachukwu, 2000). Aggressiveness refers to degree to which employees are encouraged to be aggressive, competitive in pursuing goals rather than easygoing with low emphasis on corporate social responsibility (Lejeune and Vas,

2009; Osibanjo and Adeniji, 2013); and stability is the degree to which firms emphasizes stability other than growth which maybe as a result of high performance recorded at the time expressed in the mission statements (Kotter and Heskett, 1992).

Ways of Transmitting Organisational Culture to Employees

Robbins and Judge (2018) elucidated that culture can be transmitted to employees in a number of forms within the workplace through; stories, rituals, material symbols, and language. **Stories:** during the process of socialization, newcomers usually tell stories on how they came to the firm and how they were able to fit into the workplace (Mullins, 2011). The founders of the organization also communicate their beliefs to incoming members of the firm through stories (Robbins and Judge, 2018). **Rituals and ceremonies:** Rituals includes include how clients are greeted, how often senior executives visit subordinates, how people communicate with each other, how much time employees take for lunch, and so on (McShane and Von Glinow, 2018). Robbins and Judge (2018) add that rituals are repetitive sequences of activities that express and reinforce the key values of the organization - what goals are most important and/or which people are important versus which are expendable. **Symbols:** Symbols such as size of offices, servicescape attributes, perks, and attire. Robbins and Judge (2018) asset that firm symbols convey to workers who is important, the degree of egalitarianism top management desires, and the kinds of behaviour that are appropriate, such as risk taking conservative, authoritarian, participative, individualistic, or social. **Language:** Language here refers to how workers talk to each other, describe customers, express anger, and greet stakeholders are all verbal symbols of shared values and assumptions (McShane and Von Glinow, 2018). Thus, firms employ language to help their members identify with their culture, attest to their acceptance of it, and help preserve it (Robbins and Judge, 2018). Some firms use unique terms such as 'slangs' to describes their office equipment, colleagues, profit or loss, customers or products that relate to the business.

Typologies of Organisational Culture

There are various typologies of organisational culture as can be found in the literature but this study shall focus on Handy (1993); Cameron and Quinn (1999) and Denison (1990) models.

Handy (1993) cited in Mullins (2011) describes four main typologies of organisational cultures which are power culture; role culture; task culture; and person culture. Power culture is mostly found in small entrepreneurial firms and relies on empathy, trust and interpersonal communications for its effectiveness (Mullins, 2011). In power culture, control is centralized at the management apex by choosing few individuals that management deemed fit to use in achieving their goals. Another feature of power culture is that; rules and procedures are usually minimized with little bureaucracy in place. Role culture rests mostly on the strength of strong enterprise foundations; that is the functions of specialists in, for example, finance, purchasing and production (Mullins, 2011). Role or job description is usually more significant than that of the worker, and job position is where power is drawn (Mullins, 2011). Task culture is like a net where some strands are stronger than others, and with much of the power and influence at the interstices. Task culture is aimed at attracting the needed resources as well as individuals, and utilizes the uniqueness of the group in achieving firm goal. Person culture is where the worker is the central focus and any other structure that exists to serve the worker who exercises the power (Mullins, 2011). For instance, when a group of employees decide that it is in their own interests to come together to do their job and share equipment, office space, network or clerical personnel, then the resulting firm would have a person culture (Mullins, 2011).

On another dimension, Cameron and Quinn (1999) typology of organizational culture include adhocracy culture, market culture, clan culture and hierarchy culture. Adhocracy culture gives more opportunity for individuals to develop themselves, as long as they are congruence with the goals of the firm (Esra, Isık and Mithat, 2011). Hartnell, Ou and Kinicki (2011)

contended that the assumption of adhocracy cultures is that innovation and ideas motivates organisational members to embark on risk taking and creativity. Clan culture is known as family culture (Cameron and Quinn, 1999). Seyed, Yashar, Mohammadreza and Jamshid (2012) opined that clan culture is characterized with team work, partnership, and corporate commitment amongst the workers. Esra, Isik and Mithat (2011) added that clan culture consist of common goals, shared values, collectivism, altruism, empowerment and workers involvement. In clan culture, sense of family is strong teamwork is emphasized; organization focus is to maintain stability, loyalty, team cohesiveness and participation (Esra, Isik and Mithat, 2011). Hierarchy culture is based on Weber's theory of bureaucracy which focuses on cooperation, internal efficiency as well as sticking to dominant features (Seyed, Yashar, Mohammadreza and Jamshid, 2012). Hartnell, Ou and Kinicki (2011) contended that the main assumption of hierarchical cultures is that stability, control and predictability engenders efficiency; and workers meet expectations when their roles are clearly stated Market culture focuses on external business environment more. Thus, firms with this type of culture imbibe the spirit of observation and struggle to reach apex level of competitiveness and productivity (Seyed, Yashar, Mohammadreza and Jamshid, 2012). Esra, Isik and Mithat (2011) added that the goal of the firm that possesses market culture is to make profits through market competition and effectiveness is the culture in achieving goals.

The third organisational culture typology is Edgar Schein's (2004) model of organizational culture which include artifacts, espoused beliefs and values; and basic underlying assumptions. Artifacts culture include the architecture, beautification of the workplace, careful design, servicescapes, fittings and maintenance, walk ways for movement, functionality, attractive visuals, elegance, furniture etc (Hattangadi, 2017). For Schein (2004), artifacts culture includes the visible products of the group, such as the architecture of its physical environment; its language; its technology and products; its artistic creations; its

style, as embodied in clothing, manners of address, emotional displays, and myths and stories told about the organization; its published lists of values; its observable rituals and ceremonies; and so on. Espoused beliefs and values is concerned with how organisational members represent the enterprise both in terms of their behaviour and e shared values (Hattangadi, 2017). When a group is first created or when it faces a new task, issue, or problem, the first solution proposed to deal with it reflects some individual's own assumptions about what is right or wrong, what will work or not work (Schein, 2004).

Basic underlying assumptions refer to organisational belief system (Hattangadi, 2017). In an occupation such as engineering it would be inconceivable to deliberately design something that is unsafe; it is a taken-for-granted assumption that things should be safe (Schein, 2004). Another example is a group whose basic assumption is that the individual's rights supersede those of the group members would find it inconceivable that members would commit suicide or in some other way sacrifice themselves to the group even if they had dishonored the group (Schein, 2004).

Drawing from the above, the fourth typology of organisational culture is Denison (1990) organisational culture which includes involvement culture, consistency culture, adaptability culture and mission culture. The assumption of involvement culture that high levels of involvement and participation will contribute to a sense of responsibility and ownership resulting in greater commitment to an organization (Shobhana, 2011). The assumption of consistency culture holds that a common perspective; shared beliefs and communal values among enterprise members will increase internal coordination, promote meaning and also increase sense of identification to firm members (Denison and Fey, 2003). The assumption of adaptability culture holds that norms and beliefs support an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development (Denison and Fey,

2003).The assumption of mission culture holds that a shared sense of purpose, direction and strategy can coordinate and shape behaviour towards collective goals (Denison, 2000).

Table 1: Dimensions of organisational culture

Author(s)	Dimensions	Meaning
Handy (1993)	Power culture	Organisational rules and procedures are minimized with little bureaucracy in place.
	Role culture	This is the strength of organisational foundations; that is the functions of specialists in, for example, finance, purchasing and production
	Task culture	needed resources are attracted as well as individuals utilizes the uniqueness of the group to achieve organisational goal.
	Person culture	the worker is the central focus and any other structure that exists to serve the worker who exercises the power.
Cameron and Quim (1999)	Adhocracy culture	innovation and ideas motivates organisational members to embark on risk taking and creativity.
	Clan culture	In clan culture, sense of family is strong; teamwork is emphasized; organization focus is to maintain stability, loyalty, team cohesiveness and participation
	Hierarchy culture	stability, control and predictability engenders efficiency; and workers meet expectations when their roles are clearly stated.
Schein (2004)	Market culture	market culture is characterized with profit making through market competition and effectiveness.
	Artifacts	visible products of the group, such as the architecture of its physical environment; language; technology and products; artistic creations; style, manners of address, emotional displays, and myths and stories told about the organization; its published lists of values; its observable rituals and ceremonies
	Espoused beliefs and values	how organisational members represent the enterprise both in terms of their behaviour and shared values
Denison (1990)	Basic underlying assumptions	Organisational or group members belief system in the workplace
	Involvement culture	high levels of involvement and participation will contribute to a sense of responsibility and ownership resulting in greater commitment to an organization
	Consistency culture	shared beliefs and communal values among enterprise members will increase internal coordination, promote meaning and also increase sense of identification to firm members
	Adaptability culture	norms and beliefs support an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development
	Mission culture	shared sense of purpose, direction and strategy can coordinate and shape behaviour towards collective goals

Source: Author's compilation

EMPLOYEE PERFORMANCE

Employee performance is a measure of how efficiently and effectively employees use available resources to satisfy customers and achieve organizational goals (Jones and George, 2017). Edeh and Dialoke (2018) perceived employee performance as the input exerted by an employee in the course of carrying out the work that is assigned to him/her. It can also be viewed as the extent to which an employee completes the assignment given to him/her by a superior on a daily basis (Edeh and Dialoke, 2018). Okwudili and Edeh (2017) perceived employee performance as the input exerted by an employee in the course of carrying out the work that is assigned to him/her. For Silas, Adim, and Ihunda (2018) argued that employee performance is when employees complete their task assigned to them by their supervisor or management following an advance defined standards of effectiveness and efficiency. However, for employees to be efficient, they must have done the right thing at the right time which effectiveness. Therefore, for performance to be in tandem with organisational congruency, efficiency and effectiveness must be the philosophy of employees. However, in this study employee performance focuses on how well employees in the fast food restaurant are doing their job rightly with minimal resources at their disposal. For instance, production department of fast food restaurant requires raw materials to produce food needed by direct consumers and suppliers. Their effectiveness will be depended on finance department to approve what they require to purchase raw materials for production. If production department want to produce five thousand meat pies in a day and if it costs about \$500 to produce that quantity while finance department approved only \$300 for the purchase of raw materials that will meet the customer demand, the production department may not achieve their target and this will imply that their effectiveness will not be achieved.

Measures of Employee Performance

In this study, the measures of employee performance include efficiency and effectiveness as accentuated by scholars such as Kinicki and Kreitner (2003); and Robbins, Judge and Sanghi (2009). Efficiency is a measure of how resources are used judiciously to achieve a particular goal. Robbins and Judge (2018) argued that efficiency is the degree to which an enterprise can achieve its results at a low cost with little resource at their disposal. In addition, Mullins (2011) added that efficiency is concerned with 'doing things right' and associates with inputs and what the employee or manager does. Employees are efficient when they minimize the amount of input resources (such as labor, raw materials, and component parts) or the amount of time needed to produce a given output of goods or services (Jones and George, 2017). Sinding and Waldstrom (2014) asserted that efficiency is achieved when a certain output is realised with the lowest costs; while costs can be monetary value but also resources and time.

On the other hand, effectiveness is the degree to which an enterprise meets the needs of its customers (Robbins and Judge, 2018). Also, Mullins (2011) added that effectiveness is 'doing the right things' and associates with outputs of the job and what the employee or manager actually achieves at the end. On another hand, effectiveness has been viewed as the degree to which an enterprise achieves its stated goals as prescribed in the strategic intent (Daft, 2013; Giti and Suhaida, 2012). For Jones and George (2017), it is a measure of the appropriateness of the goals that managers have selected for the firm to pursue as well as the degree to which the firm achieves them. Jones and George (2017) went further to argue that employees are effective when they choose appropriate goals and then achieve them simultaneously.

ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE

The culture of service organizations has a strong influence on the behaviour and performance of its employees (Kotter and Heskett, 1992; Fakhar, Rana, Ayesha and Lalarukh, 2012; Mohammad, Rumana and Saad, 2013). Thus, corporate culture creates harmony amongst all employees through their values and norms enshrined by founding members of the organization thereby stimulating the performance of its employees (Hartnell, Ou and Kinicki, 2011; Osibanjo and Adeniji, 2013; Kotter and Heskett, 1992). Daft (2013) asserts that firm culture shapes and motivates employees' behaviour towards a specific direction of attaining performance. Tharp (2009) assumed that enterprise culture can be employed as a competitive advantage, productivity and employee performance (Tharp, 2009). It has been shown by Sackman and Bertelsman (2006) and Denison (1990) that that employee performance can be enhanced by building and creating a particular dimension of firm cultures. It has been affirmed that organisational culture helps in improving the performance of its employees (Awadh and Saad, 2013; Omoniyi, Salau and Fadugba, 2014; Agwu, 2014). Fakhar, Rana, Ayesha and Lalarukh, (2012) affirmed that well fitted culture is a driven force for employee performance. Supporting the above argument, Shakil (2012) elucidate that a positive and strong culture has the capacity of making an employee perform and achieve excellent results compared to negative and weak culture that causes another employee to achieve nothing. This implies that strong organisational culture supports sustainability, effectiveness and profitability (Nwadukwe and Court, 2012). Kotter and Heskett (1992) found that any firm that its culture accommodates their stakeholders' outperformed their counterparts that do not encapsulate their members. This assertion has shown that organisational culture is glue that solidifies the unity and spirit de corps of service enterprises. In line with the above Thokozani (2017) added that corporate culture can be used by managers to motivates their employees intrinsically.

RESEARCH HYPOTHESES

Based on the review of literature, the following hypotheses were formulated.

H1: organisational dimensions (clan culture, market culture) has significant effect on effectiveness of employees in Nigerian fast food restaurant

H2: organisational dimensions (clan culture, market culture) has significant effect on efficiency of employees in Nigerian fast food restaurant

RESEARCH METHODOLOGY

Research design employed in this study is cross-sectional research survey. A research design is a blueprint or plan for the collection, measurement, and analysis of data, created to answer your research questions (Sekaran and Bougie, 2016). A survey is a system for collecting information from or about people to describe, compare, or explain their knowledge, attitudes, and behavior (Fink, 2003). Sekaran and Bougie (2016) accentuates that a cross-sectional survey is a study undertaken by a researcher in which data are gathered just once, perhaps over a period of days or weeks or months, in order to answer a research question.

Population and Sampling

Target population for this study comprises of fast food restaurants operating in Nigeria. Sample frame (accessible population) of forty (40) fast food restaurants were selected using simple random sampling. A total of nine hundred and twenty five (925) employees were surveyed from forty fast food restaurants which make up the total population. From the sample frame, sample size of two hundred and seventy two (272) was ascertained using Krejcie and Morgan (1970).

Data Collection

Questionnaire was used to collect data from the employees of fast food respondents' in Nigeria. Two hundred and seventy two (272) copies of questionnaire were administered but

two hundred and thirty nine (239) copies were retrieved and found useful. Face and content validity was used to ascertain the validity of the instrument, while Cronbach Alpha test was employed to determine the reliability of the instrument. Nunnally and Bernstein (1994) affirmed that the benchmark for instrument reliability is between 0.7 and 0.8.

Measures

Eight (8) items was used to measure clan culture and market culture based on Organizational Culture Assessment Instrument (OCAI) by Cameron and Quinn (1999) as adopted by previous studies (Deshpande and Webster, 1989; Obenchain and Johnson, 2004; Lau and Ngo, 2004), while effectiveness and efficiency were measured with eight (8) items based on Work Performance Questionnaire (IWPQ) developed by Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek and de Vet (2013). Each dimensions were scaled on five point Likert ranging from 5=Very great extent, 4=Great extent, 3=Moderate extent, 2=Low extent, 1=Very low extent.

Method of data analysis

IBM SPSS Statistics (20.0) was employed in the analyses. Descriptive statistics was used to analyse respondents' demographic characteristics. Simple linear regression was used to analyse the hypotheses. Each dependent variable (effectiveness) and (efficiency) was entered at the dependent variable column in the SPSS while the independent variables (clan culture, market culture) were entered into the independent(s) column.

ANALYSIS AND RESULTS

Table 2: Demographics characteristics of respondents'

	Frequency	Percentage (%)
Gender		
Male	66	27.6
Female	173	72.4
Working Experience		
1-5 years	117	49.0
6-10 years	111	46.4
11 years & above	11	4.6
Age bracket		
41 years & above	15	6.3
31-40 years	33	13.8
21-30 years	150	62.8
18-20 years	41	17.2
Educational Qualification		
Diploma	121	50.6
Bachelor degree	91	38.1
Others	27	11.3

Source: SPSS Output (2019)

Table 1 above shows results of respondents' demographic characteristics. 66 respondents representing 27.6% were males while 173 respondents representing 72.4% were females. 117 respondents representing 49.0 have worked in fast food restaurant from 1-5 years; 111 respondents' representing 46.4% have worked in fast food restaurant from 6-10 years; 11 respondents' representing 4.6% have worked in fast food restaurant from 11 years and above. On age bracket, 15 respondents' representing 6.3% falls within 41 years and above; 33 respondents' representing 13.8% falls within 31-40 years; 150 respondents' representing 52.8% falls within 21-30 years; 41 respondents' representing 17.2% falls within 18-20 years. Educational qualifications of the respondents shows that 121 respondents' representing 50.6% holds diploma certificates; 91 respondents' representing 38.1% holds bachelor degrees; 27 respondents' representing 11.3% holds other educational qualifications.

Table 3: Descriptive statistics

	Items	Mean	Std. Deviation	Cronbach α coefficients
Clan culture	8	1.8243	1.25125	.83
Market culture	8	1.8703	1.35811	.78
Effectiveness	8	1.9833	1.27999	.84
Efficiency	8	1.8996	1.21197	.81

Source: SPSS Output (2019)

Table 2 above shows descriptive statistics of organisational dimensions and measures of employee performance as well as Cronbach α result. The highest mean values of organisational culture dimensions show that market culture has 1.8703 with standard deviation of 1.35811 followed by clan culture 1.8243 with standard deviation of 1.25125. On the other hand, effectiveness has the highest mean value of 1.9833 with standard deviation of 1.27999 followed by efficiency mean value of 1.8996 with standard deviation of 1.21197. However, in line with Nunnally and Bernstein (1994) affirmation on the benchmark for instrument reliability, the four variables fall within the acceptable benchmarks of 0.7 and 0.8.

Table 4: Regression analysis of organisational culture dimensions on effectiveness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.624	.78516

a. Predictors: (Constant), Market culture, Clan culture

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	244.446	2	122.223	198.264	.000 ^b
1	Residual	145.487	236	.616		
	Total	389.933	238			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Market culture, Clan culture

Model	Coefficients ^a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	.405	.094		4.305	.000
	Clan culture	.494	.054	.483	9.087	.000
	Market culture	.362	.050	.384	7.215	.000

a. Dependent Variable: Effectiveness

Table 3 above shows the linear regression analysis between organisational culture dimensions (market culture, clan culture) and effectiveness. F-ratio in the ANOVA table revealed that the independent variables (clan culture, market culture) have positive significant effect on dependent variable (effectiveness) $p < 0.05$ (.000 < 0.05); $F(2, 236) = 3.035$, $R^2 = .627$. The result revealed high degree of organisational culture dimensions effect on effectiveness ($R = .792^a$). Thus, F calculated (198.264) > tabulated (3.035), which implies that null hypothesis is rejected and alternate hypothesis accepted

Table 5: Regression analysis of organisational culture dimensions on efficiency

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.571	.567	.79717

a. Predictors: (Constant), Market culture, Clan culture

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199.616	2	99.808	157.058	.000 ^b
	Residual	149.974	236	.635		
	Total	349.590	238			

a. Dependent Variable: Efficiency

b. Predictors: (Constant), Market culture, Clan culture

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
	(Constant)	.476	.096		4.976	.000
1	Clan culture	.409	.055	.423	7.412	.000
	Market culture	.362	.051	.406	7.116	.000

a. Dependent Variable: Efficiency

Table 3 above shows the linear regression analysis between organisational culture dimensions (market culture, clan culture) and efficiency. F-ratio in the ANOVA table revealed that the independent variables (clan culture, market culture) have positive significant effect on dependent variable (efficiency) $p < 0.05$ ($.000 < 0.05$); $F(2,236) = 3.035$, $R^2 = .571$. The result shows high degree of organisational culture dimensions effect on efficiency ($R = .756^a$). Therefore, F calculated (198.264) > tabulated (3.035), which means that null hypothesis is rejected and alternate hypothesis accepted.

DISCUSSION OF FINDINGS

Based on the results above, this study found that organisational culture dimensions have positive significant effect on employee performance measured in terms of effectiveness and efficiency. This implies that as managers of fast food restaurants promote their organisational culture; the employees reciprocate through increase performance that is engendered by effectiveness and efficiency. The finding of this study is in consonant with previous results on organisational culture dimensions. Poku and Owusu-Ansah (2013) result revealed that corporate culture has positive relationship with performance banks in Ghana. Hartnell, Ou and Kinicki (2011) finding also indicated that clan, culture and market culture have positive significant association with effectiveness. Previous findings also show that organisational dimensions predicted effectiveness of employees (Esra, Isik and Mithat, 2011). Awadh and Saad (2013) finding revealed that organisational culture helps to internalize relationship between the employees and management which translate to effectiveness. Mohammad,

Rumana and Saad (2013) result shows that organizational culture has significant effect on employee performance.

CONCLUSION AND IMPLICATIONS

In line with discussion of findings above, this study concludes that organisational culture dimensions measured in terms of clan culture and market culture engenders employee performance through effectiveness and efficiency in hospitality firms. Based on the conclusion, the following practical implications were highlighted.

- 1) Hospitality practitioners especially in fast food restaurant in Nigeria and sub-Saharan Africa should clearly define their clan culture for newcomers to imbibe to enable them increase their performance.
- 2) Managers, supervisors and departmental heads of fast food restaurant in Nigeria and sub-Saharan Africa should state the market culture of the organization to subordinates in order to enhance their performance.

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