

Corporate Culture as a Correlate of Organizational Success in the Brewing Industry in Nigeria's South-South Region

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Abstract

Original Research Article

This study examined the connection between organizational success and corporate culture, particularly the elements of consistency and adaptation, in Nigeria's South-South brewing sector. A correlational study design was used, and information was gathered from 300 employees from International Breweries Plc, Guinness Nigeria Plc, and Nigerian Breweries Plc, who were chosen by the simple random sampling method. Two structured questionnaires were used for data collection, and the responses were analyzed using Pearson's Correlation and Coefficient of Determination to address the research questions. The findings revealed a very high positive relationship between adaptability and organizational success, as well as between consistency and organizational success. The results of the hypothesis testing confirmed that these relationships were statistically significant. Based on the findings, the study concludes that both adaptability and consistency, as elements of corporate culture, play a critical role in enhancing organizational success in the brewing industry. The study recommends that breweries periodically assess and adjust their corporate culture to ensure continued alignment with organizational goals and market demands, and that they foster a work environment that supports flexibility and operational consistency.

Keywords: Adaptability, Brewing Industry (South-South Nigeria), Consistency, Corporate Culture, Organisational Success.

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1.0 INTRODUCTION

Brewing industries in Nigeria have long served as significant employers and contributors to the national economy. This implies that the industry's growth not only fosters broader economic development but also ensures employment opportunities for Nigeria's growing youth population. According to Nnorom (2022), in 2019 alone, the beer industry contributed \$2.294 billion to Nigeria's GDP, positioning Nigeria 30th among the world's top 70 beer markets. Prominent brewing companies include Nigerian Breweries Plc, Ama Brewery, Premier Breweries, Guinness Nigeria Plc, and International Breweries Plc, among others. These companies have established operations across various regions, including the South-South zone of Nigeria.

Along with being the industry leader in oil and gas, the South-South region is home to several major brewing operations such as Nigerian Breweries Plc, Guinness Nigeria Plc, and International Breweries Plc. These

breweries constantly strive to maintain optimal production levels despite confronting numerous operational challenges.

According to Dajo and Akor (2022), these challenges include but are not limited to: competition for market share, legal and regulatory hurdles, weak agricultural value chain partnerships, and environmental instability. Among these, environmental instability holds particular relevance for brewing industries operating in the South-South. The Nigerian brewing sector as a whole operates in a volatile environment characterized by exchange rate fluctuations, rapid technological changes, insecurity, and inflation (Armed Conflict Location & Event Data Project [ACLED], 2022). For example, Okadigbo (2016) notes that terrorist attacks in northern Nigeria, such as the Abuja bombing in April 2014, significantly disrupted brewery operations, leading to the closure of pubs and bars and interfering with product distribution.

Despite its geographical distance from these northern

episodes, the South-South is nevertheless susceptible to its own kind of insecurity. Brewing companies in this region must remain alert, as militancy, armed violence, secessionist movements, and political unrest could potentially disrupt operations, distribution, and consumer demand (Dajo & Akor, 2022). These contextual challenges can significantly undermine profitability, productivity, and long-term organizational success for breweries in the region.

No organization is established to fail. To this end, firms structure their workforce and implement various strategic initiatives aimed at achieving consistent and enhanced results. Organizational success is typically assessed by examining an institution's alignment with its goals and mission (Haldane, 2017). Bylahalli (2017) suggests that successful organizations often focus on four pillars: customer orientation, organizational culture, credibility, and core competencies. Achieving these outcomes requires the integration of multiple enablers such as logistics, finance, technology, and human resources (Gozukara, 2016).

Okoli, Nnabuife, Adani, and Ugbo (2021) describe a number of indicators, such as staff competences, brand image, communication, customer relations, employee satisfaction, and trust, that are used to evaluate the performance of an organization.

They also highlight four leadership strategies essential for ensuring success beyond simply reacting to challenges: (a) clearly defining objectives, (b) crafting context-specific plans, (c) avoiding distractions, and (d) regularly reviewing and communicating progress. However, in a volatile environment like the South-South, attaining organizational success might rely more on internal strengths, most notably corporate culture, than on external circumstances.

Pettigrew originally presented the idea of corporate culture in scholarly writing in the *Administrative Science Quarterly* in 1979. Originally, it was used to explain why Japanese companies were able to outperform American companies, claiming that this was due to a workforce that shared values and beliefs (Ilie & Gavrea, 2020). With roots in anthropology and sociology, corporate culture has emerged as a key area of organizational research, according to Maleka, Kambuwa, and Karodia (2015). Wambugu (2014) describes corporate culture as a set of distinctive organizational characteristics, including the values and norms that guide employee behavior. Luthans, Luthans, and Luthans (2021) assert that adherence to these shared norms is essential for employee acceptance and effectiveness within the organization.

Corporate culture, as defined by Bendak, Shikhli, and Abdel-Razek (2020), involves a set of shared assumptions that help a group address issues related to internal integration and external adaptation. According to Joseph and Kibera (2019), Schein goes on to define it as thought and behavior patterns that have been created over time and that are passed onto newly hired employees as the proper way to handle organizational difficulties. In the same way, Gyebi (2016) asserted that organizational culture

encompasses the values and norms that influence workplace behavior and attitudes. These cultural norms evolve as employees adapt to changes and external pressures.

In the present-day extremely competitive corporate world, including the brewing industry, organizations must continuously innovate to survive. A strong corporate culture distinguishes one organization from another through its unique values, belief systems, and behavioral expectations. It also plays a dual role: promoting internal cohesion and enabling adaptability to external changes (Schein, 2016).

In light of these facts, corporate culture becomes a strategic advantage rather than just a setting for performance. While external threats like insecurity may be outside an organization's control, internal variables such as corporate culture can be shaped, strengthened, and leveraged for competitive advantage. The ability of South-South brewers to successfully manage external challenges could be greatly improved by an internal culture that promotes resilience, adaptation, and cohesiveness.

Therefore, the purpose of this study is to investigate the relationship between organizational success and corporate culture in the brewing sector of South-South Nigeria. In particular, it aims to:

1. Determine the relationship between adaptability and organizational success in South-South brewing industries.
2. Examine the relationship between consistency and organizational success in South-South brewing industries.

1.1 Statement of the Problem

Notwithstanding the substantial economic and national GDP contributions made by the brewing industries in South-South Nigeria, these businesses still have to contend with enduring operational difficulties like political unpredictability, market volatility, and insecurity. Organizations cannot always control external influences, but internal dynamics, especially corporate culture, may have unrealized potential for success and stabilization. However, empirical research on the exact connection between corporate culture and organizational effectiveness in this specific geographic context is still lacking. Lack of such focused insight leaves a knowledge vacuum on how South-South brewing companies might use internal cultural factors to boost resilience and performance. By examining the degree to which corporate culture affects organizational success in this unstable and cutthroat environment, this study aims to close this gap.

2.0 LITERATURE REVIEW

Corporate Culture: An Overview

A meaningful discussion about an organization may not be held without reference to corporate culture. According to Ugboya and Odiamenhi (2019), corporate culture refers to the shared values, beliefs, attitudes, and

behaviours that define a company and guide its interactions with employees, customers, and stakeholders. It is the unique personality of an organization, shaped by its history, leadership, and experiences. A company's corporate culture serves as its unifying factor, affecting the thoughts, emotions, and behaviors of its workforce and eventually influencing its performance. Fundamentally, corporate culture, according to Ekwulugo (2020), is about fostering an atmosphere where workers feel appreciated, involved, and inspired to contribute to the success of the company. Employees are encouraged to share ideas, take chances, and create since it is based on an environment of open communication, trust, and respect. A good corporate culture makes workers feel a part of the company's mission, values, and objectives, creating a sense of community and belonging (Samuelson, 2021).

Stress levels, burnout, and mental health are all impacted by corporate culture (Maslach & Leiter, 2019). It has a significant impact on sustainability, ethics, social responsibility, and organizational behavior. Corporate culture can be a key driver of business success, influencing customer satisfaction, loyalty, and retention (Reichheld & Sasser, 2020). Strong organizational cultures encourage flexibility, fortitude, and creativity in the face of change (Hornsey, 2020). They promote diversity, equity, and inclusion, recognizing the value of diverse perspectives and experiences. Corporate culture can impact leadership effectiveness, influencing decision-making, communication, and leadership style (Yukl, 2020). It influences organizational performance, including productivity, efficiency, and profitability. This was why Latham and Budworth (2019) said corporate culture can shape employee attitudes and behaviours, influencing job satisfaction, engagement, and turnover. Effective corporate cultures foster a sense of purpose and meaning, recognizing the importance of work-life balance. They promote continuous learning and development, recognizing the importance of employee growth and development.

It is the foundation upon which a company builds its reputation, attracts and retains talent, and drives business performance. A strong corporate culture is built on trust, respect, and open communication, and is intentional, deliberate, and continuous. It is the key to unlocking employee potential, driving innovation, and achieving exceptional results. Corporate culture is also shaped by the company's history, values, and beliefs (Oyenuga, 2020). It is influenced by the industry, market, and economic conditions in which the company operates. The culture of a company can be formal or informal, and it can be influenced by leadership style, management practices, and employee behaviours. The concept of corporate culture emerged as a consciously cultivated reality in the 1960s alongside related developments like the social responsibility movement-itself the consequence of environmentalism, consumerism, and public hostility to multinationals (Latham & Budworth, 2019). Latam and Budworth (2019) added that awareness of corporate culture was undoubtedly also a consequence of growth, not

least expansion overseas-where corporations found themselves competing in other national cultures. The U.S. competition with Japan, with its unique corporate culture, was yet another influence. So was the rise to prominence of management gurus the dean of whom was Peter Drucker. As corporations became aware of themselves as actors on the social scene, corporate culture became yet another aspect of the business to watch and to evaluate alongside the "hard" measures of assets, revenues, profits, and shareholder return (London & Smither, 2019).

However, it wasn't until the 1980s that the concept of corporate culture took off. This was largely due to the work of authors such as Peters and Waterman, who wrote about the importance of creating a strong corporate culture in their bestselling book (Peters & Waterman, 2019). The idea of business culture has developed and expanded ever since. It is now acknowledged as a crucial element in deciding whether an organization succeeds or fails. "Culture is the glue that holds an organization together and the key to unlocking its potential," according to author and consultant Edgar Schein (Sharma & Good, 2019). Additionally, as employees desire greater autonomy and flexibility in their professions, remote work and flexible work arrangements are anticipated to increase. Those who are unhappy with their selection may always think about taking a professional career test to increase their possibilities.

Nigerian Corporate Culture Aspects

In Nigeria, corporate culture has a significant impact on the effectiveness and success of organizations. It pertains to the common values, attitudes, and practices that characterize an organization and direct its dealings with stakeholders, including customers, employees, and others. A complex fusion of traditional, cultural, and religious elements shapes corporate culture in Nigeria, affecting how companies function and engage with their surroundings. One of the key features of corporate culture in Nigeria is the importance of relationships and networking. In Nigerian business culture, Jacobs (2020) posited that personal relationships and connections are highly valued, and building trust and rapport with colleagues, customers, and partners is essential for success. This emphasis on relationships is reflected in the concept of "ubuntu," or the idea that a person is a person through other people (Jacobs, 2020).

Another important aspect of corporate culture in Nigeria is the role of hierarchy and authority. In many Nigerian organizations, there is a strong emphasis on respect for authority and tradition, which can sometimes lead to a top-down approach to decision-making and communication (Oliver, 2019). However, employees who appreciate the direction and advice given by their leaders also feel stable and secure under this hierarchical system. The concept of "asabiya" or collective solidarity is also a key feature of corporate culture in Nigeria. This refers to the idea that the collective interests of the group are prioritized over individual interests and that the success of the organization is dependent on the contributions of all employees

(Simpson, 2020). This sense of shared responsibility and collective ownership is a powerful motivator for employees, who are encouraged to work together towards common goals.

Furthermore, Nigeria's rich cultural legacy and customs have an impact on the country's corporate culture. For instance, the idea that people should make an effort to be decent citizens, family members, and community members is known as "omoluabi," or good character, and it is highly prized in Nigerian society (Adebola, 2020). This emphasis on character and integrity is reflected in the way Nigerian organizations conduct business, with a strong focus on ethical behaviour and social responsibility.

Components and Objectives of a Company Culture

A distinctive culture encompasses more than just the company's values or mission. Company history, vision, brand, code of conduct, value proposition, organizational behavior, and communication style are some of the elements that make up corporate culture. Olufemi (2020) lists the following as important considerations: What is the company's vision? What are the company's goals, measurements, and strategic objectives? What are the company's common values? What are the mission, aims, and tactics of the organization?

Examining how the elements of the company culture are expressed, embodied, and applied is necessary after they have been defined. A business culture can greatly reduce staff turnover by fostering customer loyalty and employee confidence when it is implemented both inside and externally and is honest and real (Asamoah, 2020). Any kind of corporate culture is a common framework that helps make decisions, promotes alignment, and is necessary to make positive changes. Collins and Porras (2019) explain that the typical objectives of a corporate culture are: recruiting or retaining employees more effectively; increasing employee engagement; improving team collaboration; increasing autonomy and accountability; succeeding in remote work; communicating more authentically and effectively; and successfully transforming the business.

Leadership's Impact on Corporate Culture and Organizational Performance

The corporate culture of a business is greatly influenced by its leadership. The vision, values, and actions of a leader shape the culture of the organization and impact how its people behave. The creation of a positive business culture that encourages innovation, collaboration, and success is largely dependent on leadership, according to experts like Kouzes and Posner (2019). The culture of a firm is built upon the vision of its leaders. It outlines the organization's direction and purpose and motivates staff to strive toward a common objective. A good business culture that sustains over time requires a compelling and unambiguous vision, as stated by Collins and Porras

(2019). Additionally, leaders are essential in creating an organization's values. They need to show that they are committed to ethical leadership and set an example for the conduct they want from their staff. As stated by Brown (2019), leaders must prioritize ethical leadership and create a culture of integrity, respect, and transparency.

Furthermore, leaders must also promote a culture that is creative and adventurous. Employees must be encouraged to accept failure, take risks, and learn from their mistakes. In today's fast-paced business environment, innovation is essential for success, according to authors such as Drucker (2019), and CEOs must cultivate an inventive culture. Leaders also need to prioritize employee engagement and growth. A culture that values outstanding work and promotes worker growth must be established. Gostick and Elton (2019) assert that a company's success depends on its employees, and CEOs should prioritize fostering a positive work environment that inspires and motivates employees. Lastly, leaders need to set a good example and show that they are dedicated to lifelong learning and development. They must be willing to adjust and alter as necessary and keep abreast of industry developments and best practices. Senge (2019) contends that leaders ought to foster a culture of ongoing learning and development and be lifelong learners themselves. They must be willing to adjust and alter as necessary and keep abreast of industry developments and best practices.

Organization: An Overview

According to Yirdaw (2019), a structured system that enables individuals to work together to achieve a shared vision. It is an entity that utilizes resources to achieve specific goals and objectives. Weber and Tarba (2020), organizations can also be classified into different types based on their purpose, size, and scope. A non-profit organization might be more concerned with resolving social or environmental issues, whereas a business organization might be more concerned with making money for its owners or shareholders. Similarly, a small organization may have a limited number of employees and a narrow scope of operations, while a large organization may have thousands of employees and a global presence. In addition to their internal structure and culture, organizations also interact with their external environment in complex ways (Smith, 2020). Among other things, this can involve dealings with clients, vendors, rival businesses, and governmental organizations. To accomplish its objectives, the company must carefully manage these relationships, which can have a big impact on its success or failure.

Organizational Success

The concept of organizational success is complex and includes many facets of an organization's effectiveness and influence. The ability of an organization to accomplish its goals and objectives, maintain itself over time, and generate value for its stakeholders is the fundamental definition of organizational success. Financial performance is a crucial component of organizational success (Arora & Singh, 2019). A financially successful

organization can make money, control its costs, and turn a profit. Numerous indicators, including revenue growth, profitability, and return on investment (ROI), can be used to gauge this financial performance.

Another important aspect of organizational success is customer satisfaction. An organization that is successful in satisfying its customers can build a loyal customer base, retain customers over time, and attract new customers through positive word-of-mouth. Customer satisfaction can be measured through various metrics such as customer retention rates, customer satisfaction surveys, and net promoter scores (Ashkanasy & Dorris, 2019).

The efficiency of an organization's operations is another factor that determines its success. An operationally successful company can consistently innovate, optimize its operations, and manage its resources effectively. Several variables, including productivity, efficiency, and innovation rates, can be used to gauge this operational success. Additionally, according to Bamel & Bamel (2019), employee motivation and engagement are critical to the success of a firm. A company that successfully engages and motivates its workforce may draw in and keep top talent, boost worker happiness, and increase productivity. Numerous measures, including employee satisfaction surveys, employee turnover rates, and employee productivity metrics, can be used to gauge employee motivation and engagement (Barakat & Al-Shammari, 2019). Barakat and Al-Shammari (2019) further added that organizational success is also influenced by its social and environmental impact.

Measures of Organizational Performance and Corporate Culture

Adaptability, consistency, engagement, and mission are just a few examples of business culture indicators. Adaptability as an important aspect of corporate culture is of great essence. An adaptable organizational culture is characterized by a willingness to shift ways of working, thinking, and behaving in response to changing market demands (Gomes, Wojahn & Machado, 2021). This adaptability enables businesses to foresee and react to outside developments instead of being caught off guard. Additionally, Gomes et al. (2021) noted that organizational learning, customer focus, and creating change are the three main components of an adaptive corporate culture. This means that instead of sticking to the status quo, organizations should be open to new ideas and willing to try different approaches. They should also prioritize meeting and understanding customer needs rather than being internally focused. Finally, they should encourage employees to keep learning, gain new skills, and develop new knowledge.

According to Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2019), an adaptable corporate culture - one that embraces change, focuses on customers, and promotes continuous learning - is a key driver of innovation and overall firm performance. Companies that can cultivate this type of flexible, responsive culture are better positioned to thrive in dynamic, fast-changing environments. Naranjo et al. (2019) added that cultural adaptability in terms of creating change, customer focus,

and organizational learning positively impacts a firm's innovation capabilities and positively affects the overall business performance.

Consistency is another aspect of corporate culture that could predict an organization's performance. According to Ismail and Al Hosni (2021), consistency in an organization's values, norms, and behaviours could help create stability and predictability, which can lead to improved employee attitudes, performance, and even productivity. According to Ghumiem, Alam, Aldahdouh, and Alrawadieh (2022), organizational consistency could promote internal integration as it could help organizations adapt to external changes, given that an organization's response to new conditions is shaped by its current culture. Ghumiem et al (2022) further averred that consistent cultures provide a stable foundation that allows the organization to better coordinate activities and integrate processes, ultimately enhancing performance. Little wonder, According to Lu (2019), organizational efficiency was positively correlated with the consistency dimension of organizational culture, and corporate culture has a significant influence on employee work performance, attitudes, and behaviors.

Adaptability and Organizational Success

Organizational performance depends heavily on adaptability, especially in dynamic and uncertain situations. Adaptability, which is defined as the capacity to modify internal business operations in reaction to changes in the environment, helps firms stay robust and competitive. Gibson and Birkinshaw (2004) and Denison and Mishra (1995) stress that adaptation entails adjusting corporate operations, procedures, and tactics to better fit the evolving environment. Organizations must have this flexibility to prevent complacency and to support employee behaviors that encourage adaptability, initiative, and taking risks when needed (McMullen & Shepherd, 2006; Uhl-Bien & Arena, 2018).

For instance, businesses are better positioned to outperform rivals and attain superior financial performance if they consistently enhance their business models and adjust their product offers in response to market developments (ESSBAA et al., 2025). To comprehend its influence on organizational achievement, it is crucial to investigate the function of adaptability in the corporate cultures of brewing organizations in this area. In the context of the brewing sector, environmental instability, which includes elements like inflation, exchange rate changes, and insecurity, poses serious obstacles, especially in the South-South region of Nigeria.

Consistency and Organizational Success

The alignment of common beliefs, customs, and behaviors that direct workers' decisions and activities is referred to as organizational culture consistency. A consistent culture can improve efficiency and effectiveness by ensuring that everyone in the organization is working toward the same objectives and following the same rules. According to Muange, Okello, and Juma (2019), a consistent corporate culture can result in improved alignment between strategy and execution. They

observed that consistent cultural qualities have a substantial impact on how well insurance firms implement their strategies.

Consistency is essential in the brewing sector, especially in the South-South region of Nigeria, to guarantee quality control, satisfy legal requirements, and provide customers with a dependable product. Improved performance and organizational success can result from a consistent culture that encourages unity among staff members and supports the application of standard operating procedures. Furthermore, consistency in corporate culture can promote employee satisfaction and retention by creating a stable and predictable work environment (Adekoya et al., 2019). Therefore, investigating the role of consistency within the corporate culture of brewing companies in this region is essential for understanding its contribution to organizational success.

The Relationship between Organizational Success and Corporate Culture

Organizations are always trying to succeed and keep a competitive edge in the fast-paced, cutthroat world of business. While various factors contribute to an organization's success, one crucial element stands out: corporate culture. The culture of an organization is the backbone of its operations, shaping the values, beliefs, and behaviours of its employees and influencing its overall performance (Bhatti & Khan, 2020).

A good corporate culture may stimulate creativity, increase productivity, and draw in top personnel, all of which will ultimately contribute to an organization's success, claim Bhuiyan and Islam (2020). On the other hand, organizational success is a complex idea that includes many facets of an organization's operation. Among other things, it can be evaluated in terms of social responsibility, market share, customer satisfaction, staff involvement, and financial performance. Effective leadership, strategic planning, and a culture that encourages creativity, teamwork, and ongoing development are all necessary for success in various fields (Bhutto & Ahmed, 2020).

Understanding the Brewery Industry

The brewing industry is a complex and fascinating sector that has been around for centuries. From traditional breweries to modern craft breweries, the industry has evolved significantly over the years. In this discussion, we will delve into the history of the brewing industry, the brewing process, types of breweries, industry trends, challenges, and opportunities. The brewery industry is a vibrant and dynamic sector that has been a part of human culture for thousands of years. According to Smith (2019), brewing is one of the oldest industries in the world, dating back to ancient civilizations in Egypt, China, and Mesopotamia. Nowadays, there are thousands of breweries operating in practically every nation in the world, making the beer sector a worldwide phenomenon. Beer manufacturing and sales are at the heart of the brewery business.

According to writers and beer specialists, "beer is not just

a drink, it's a culture, a community, and a way of life" (Papazian, 2020). A vast array of operations, from malting and brewing to bottling and distribution, are included in the intricate and diverse brewery industry. "The business of brewing, packaging, and distributing beer" is the definition of the brewery industry given by the Brewers Association (2022), a trade association that advocates for small and independent brewers in the United States. But the complexity and breadth of the sector are far greater than this definition suggests. Daniels (2020) notes that the brewery industry is a dynamic and constantly evolving sector that is influenced by a wide range of factors, including consumer preferences, technological innovation, and government regulations. To truly understand the brewery industry, one must consider these factors and how they intersect and interact.

Apart from making and selling beer, the brewery industry also includes a variety of other businesses, like making brewing supplies, selling brewing materials, and offering brewing services. This was why Mallett (2019) affirmed that the brewery industry is a complex web of relationships and interactions that involve a wide range of stakeholders, including brewers, suppliers, distributors, and consumers. Despite its complexity, the brewery industry is united by a shared passion for beer and a commitment to quality, innovation, and community. The brewery industry is a vibrant and dynamic sector that is driven by a shared passion for beer and a commitment to excellence (Oliver, 2019).

2.2 Theoretical Framework

The Systems Theory was used in this investigation. Ludwig Von Bertalanffy was the main proponent of systems theory, which was introduced in 1950. According to the system theory, every organization is composed of numerous subsystems, parts, and other units. These subsystems or parts are interdependent and related to one another, and they all carry out different activities that are all intended to help the organization reach its objectives. According to the systems theory, an organization like the brewery must function both independently and jointly for its various components to achieve the objectives for which it was founded.

According to the theory, no component can function independently of the others or subsystems, and every change that impacts one component inevitably impacts the others and the system as a whole. The accomplishment of the organization as a whole will result from the sum of the actions and capabilities of its various components or subsystems. As a result, the systems theory concentrates on the connections and links between the subsystems that influence the overall achievement of an organization's objectives.

Applying this approach to the current study, the brewing business functions as a system composed of a group of individuals as well as operational ethics and principles. One such concept that could have a significant impact on an organization's success is corporate culture. As agents of change in an organization, personnel are required to follow specific codes (corporate culture) that they may not have much control over.

2.3 Empirical Review

Dedi (2023) investigated the impact of corporate culture on employee performance using a quantitative research methodology. Data analysis and hypothesis testing were conducted using SPSS version 25. The study was carried out at a government agency located in the Riau Province, with office workers comprising the research population. A saturated sampling technique was employed, involving all 35 employees, as the entire population was used due to its size being fewer than 100 individuals. The results indicated that organizational culture had a significant influence on employee performance. Specifically, organizational culture accounted for 26.6% of the variance in performance, while the remaining 73.4% was attributed to other factors not examined in this study.

Ghumie, Alawi, Al-Refaei, and Masaud (2023) examined the influence of corporate culture on organizational performance, using multi-group analysis with data from developing countries. A quantitative research design was adopted to address the study's objectives. The research sample consisted of 408 employees from the General Electric Company of Libya (GECOL), who participated during the data collection phase. Structural Equation Modeling (SEM) was employed to assess the relationship between organizational culture and performance. The findings revealed a significant positive effect of organizational culture on corporate performance, with the impact being more pronounced among administrative employees compared to technical staff.

Adeolu-Akande, Sanya, Olanrewaju, and Oyedokun (2021) explored the impact of employee attitudes on organizational performance within selected public sector establishments in Ibadan, Oyo State, Nigeria. Grounded in self-determination theory and supported by a review of relevant theoretical and empirical literature, the study employed a descriptive ex-post facto survey design. Using Taro Yamane's (1967) formula, a sample size of 342 was calculated from a population of 2,345 staff across six purposively selected state ministries. Stratified random sampling was used for participant selection. Of the distributed questionnaires, 318 were deemed valid, resulting in a 93.00% response rate. Data were analyzed using descriptive statistics and regression analysis via SPSS to examine the relationship between employee attitudes and organizational performance. The findings revealed a statistically significant positive correlation ($r = 0.517$, $p < 0.05$), indicating that favorable employee attitudes are strongly associated with enhanced organizational performance. The authors concluded that promoting positive employee attitudes can lead to increased productivity. They recommended that managers adopt diverse and context-appropriate strategies to create a work environment that fosters learning, engagement, and employee empowerment.

Yasmine (2022) investigated the relationship between organizational culture and organizational performance in small and medium-sized enterprises (SMEs) in Saudi Arabia. The study employed the Organizational Culture Assessment Instrument (OCAI), which is based on the Competing Values Framework (CVF), encompassing four

cultural types: clan, adhocracy, market, and hierarchy. A quantitative, survey-based approach was used for data collection, with responses gathered via questionnaire and analyzed using SPSS. A total of 43 employees from over 30 SMEs participated in the study. The findings revealed a positive and direct relationship between organizational culture and organizational performance in the SME sector. The study offers valuable insights for entrepreneurs, highlighting the importance of identifying both the existing organizational culture and the desired culture aligned with strategic goals to enhance performance outcomes.

Tsai (2011) examined the relationships among organizational culture, leadership behavior, and job satisfaction through a cross-sectional study conducted among hospital nurses in Taiwan. Data were collected using a structured questionnaire, with 300 distributed and 200 valid responses received. The reliability of the instrument was assessed using Cronbach's alpha and confirmatory factor analysis. Correlation analysis was conducted to explore the relationships between organizational culture, leadership behavior, and job satisfaction. The results indicated significant positive correlations: organizational culture was positively associated with both leadership behavior and job satisfaction, and leadership behavior was also positively correlated with job satisfaction. The study emphasized the critical role of organizational culture in shaping a positive work environment. When leaders effectively communicate and reinforce organizational values, employee acknowledgment and alignment with those values can positively influence their attitudes and behaviors. Furthermore, strong interaction between leadership and employees was found to enhance communication, collaboration, and commitment to organizational goals, thereby increasing overall job satisfaction.

3.0 METHODOLOGY

This study employed a correlational research design to investigate the relationship between corporate culture and organizational success within the South-South brewing industry of Nigeria. A simple random sampling method was used to select 100 employees each from Nigerian Breweries Plc, Guinness Nigeria Plc, and International Breweries Plc, resulting in a total sample size of 300 respondents. Data were gathered using structured questionnaires designed to assess various dimensions of corporate culture alongside key indicators of organizational success. The analysis was conducted using the Pearson Product-Moment Correlation Coefficient (PPMC) to determine the strength and direction of the relationships between the variables. Additionally, the Coefficient of Determination (r^2) was utilized to quantify the proportion of variance in organizational success that could be attributed to corporate culture traits.

4.0 DATA ANALYSIS AND RESULTS

Research Question One: What is the Relationship between Adaptability and Organizational Success in South-South Brewing Industries?

Table 1: Pearson Correlation between Adaptability and Organizational Success

S/N	Source of Variation	N	r	Remark
1	Adaptability vs. Organizational Success	300	0.88	Very High Positive Relationship

Table 1 displays the results of the Pearson Product-Moment Correlation analysis conducted to examine the relationship between adaptability and organizational success in the South-South brewing industry. The computed correlation coefficient of 0.88 indicates a very strong positive relationship, suggesting that higher levels of adaptability are significantly associated with increased organizational success among brewing firms in the region.

This finding underscores the importance of adaptability as a critical factor in enhancing performance and sustaining growth within the industry.

Research Question Two: What is the Relationship between Consistency and Organizational Success in South-South Brewing Industries?

Table 2: Pearson Correlation between Consistency and Organizational Success

S/N	Source of Variation	N	r	Remark
1	Consistency vs. Organizational Success	300	0.84	Very High Positive Relationship

As shown in Table 2, the Pearson correlation coefficient between consistency and organizational success is **0.84**, indicating a **very high positive relationship**. This means a stronger culture of consistency is associated with higher organizational success in South-South brewing companies.

Hypotheses

Hypothesis One: There is no significant relationship between adaptability and organizational success in South-South brewing industries.

Table 3: Test of Significance of Pearson Correlation

S/N	Source of Variation	N	r	p-value	Remark
1	Adaptability vs. Organizational Success	300	0.63	0.00	Significant

Table 3 indicates that the correlation between adaptability and organizational success is **statistically significant** at $p < 0.05$. The correlation coefficient ($r = 0.63$) suggests a **strong positive relationship**, and the p-value of **0.00** confirms significance. Hence, the null hypothesis is

rejected.

Hypothesis Two: There is no significant relationship between consistency and organizational success in South-South brewing industries.

Table 4: Test of Significance of Pearson Correlation

S/N	Source of Variation	N	r	p-value	Remark
1	Consistency vs. Organizational Success	300	0.59	0.02	Significant

Table 4 reveals a **moderate positive correlation** ($r = 0.59$) between consistency and organizational success. The p-value of **0.02**, which is below 0.05, indicates statistical significance. Thus, the second null hypothesis is also **rejected**.

DISCUSSION OF FINDINGS

Relationship between Adaptability and Organizational Success in South-South Brewing Industries

This study investigated the relationship between adaptability, as a key component of corporate culture, and organizational success within the brewing industry in Nigeria's South-South region. The results indicated a very strong positive relationship between adaptability and organizational success, with hypothesis testing confirming a statistically significant link and leading to the rejection of the null hypothesis. This suggests that organizational success in the brewing sector is closely tied to fostering adaptability within corporate culture. These findings are consistent with those of Jina and Hye-Sun (2019), who examined the impact of employee competencies and organizational culture on perceived stress. They concluded that organizations seeking to enhance adaptability should cultivate a clan-oriented culture, while those prioritizing customer orientation should adopt a market-oriented culture. Similarly, Mohammed et al. (2021) found that organizational culture and marketing innovation positively influenced performance in the Palestinian banking sector, with marketing performance partially mediating the relationship between organizational culture and bank performance. Based on these findings, it is recommended that brewery management focus on creating and sustaining a culture of adaptability that fosters innovation and supports long-term organizational success.

Relationship between Consistency and Organizational Success in South-South Brewing Industries

This study also examined the relationship between consistency, another critical component of corporate culture, and organizational success within South-South brewing industries. The findings revealed a very strong positive relationship between consistency and organizational success. Hypothesis testing further confirmed the statistical significance of this relationship, leading to the rejection of the null hypothesis. These results align with Yasmine's (2022) study on organizational culture and performance in Saudi Arabian SMEs, which found a direct positive relationship between organizational culture and performance. Yasmine emphasized the importance of aligning organizational culture with company goals to improve outcomes. Similarly, Dedi (2023) demonstrated that organizational culture significantly impacted employee performance, explaining 26.6% of the variance, while other unexamined factors accounted for the remaining 73.4%. Additionally, the

findings are consistent with those of Ghumiem et al. (2023), who reported that corporate culture positively influenced performance in developing countries. These findings highlight the crucial role of fostering a consistent organizational culture in enhancing productivity and ensuring long-term success in the brewing industry.

5.0 CONCLUSION, RECOMMENDATIONS, AND SUGGESTIONS FOR FURTHER STUDIES

5.1 Conclusion

Based on the analysis of data, the study concludes that corporate culture, specifically the dimensions of adaptability and consistency, has a strong positive relationship with organizational success in South-South Nigerian brewing industries. Among these, adaptability demonstrated a slightly higher correlation with organizational success than consistency, indicating that the ability of an organization to respond to environmental changes plays a particularly crucial role in its performance. The hypothesis tests confirmed that both adaptability and consistency have statistically significant relationships with organizational success. These findings emphasize the importance of fostering a culture that is both flexible in facing external pressures and consistent in its internal operations. For brewery firms in the volatile South-South region, strengthening these cultural dimensions can enhance resilience, strategic alignment, and overall performance.

5.2 Recommendations

Based on the findings of this study, the following recommendations are proposed to enhance organizational success through improved corporate culture in South-South Nigerian breweries:

1. **Foster a Culture of Adaptability:** Breweries should encourage organizational flexibility by promoting a workplace culture that values innovation, responsiveness, and openness to change. This includes empowering employees to propose and implement new operational approaches, especially in response to market shifts and external pressures such as inflation or security challenges.
2. **Promote Consistency in Organizational Practices:** Management should ensure that core organizational values, procedures, and standards are consistently applied across all departments and operations. Clear communication, training programs, and reinforcement of shared norms will help align employee behavior with strategic goals, ultimately boosting productivity and brand reliability.
3. **Regularly Evaluate Cultural Effectiveness:** Organizations should periodically assess the alignment of their corporate culture with business objectives using employee feedback, performance metrics, and workplace audits. This ongoing evaluation will help maintain a

productive balance between adaptability and consistency as the business environment evolves.

5.3 Suggestions for Further Research

1. **Examine Other Cultural Dimensions:** Future studies could explore additional components of corporate culture, such as mission, involvement, or communication patterns, and their impact on organizational success in the brewing or other manufacturing sectors.
2. **Comparative Studies across Regions:** Researchers may consider conducting comparative studies between breweries in the South-South region and those in other geopolitical zones of Nigeria to assess whether regional factors influence the relationship between corporate culture and organizational success.

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