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THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AND PERFORMANCE

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ABSTRACT

This study investigates the influence of organizational culture on employee engagement and performance within selected Nigerian organizations, with a focus on the banking, oil and gas, telecommunications, and manufacturing sectors. Recognizing that organizational culture represents the shared values, beliefs, and practices that shape employee behavior and organizational outcomes, the research sought to determine how cultural dimensions such as participation, adaptability, mission, and consistency affect engagement and performance levels. The study adopted a descriptive and correlational research design, drawing data from 350 employees across multiple organizations through structured questionnaires and validated measurement scales. Descriptive statistics, correlation, and multiple regression analyses were used to test the hypothesized relationships between organizational culture, employee engagement, and performance.

The empirical findings revealed that organizational culture exerts a significant and positive influence on employee engagement, and that engagement, in turn, mediates the relationship between organizational culture and performance outcomes. Specifically, organizations characterized by participative and innovation-oriented cultures recorded higher levels of employee motivation, commitment, and productivity. Conversely, hierarchical and bureaucratic cultures were associated with low engagement, weak morale, and reduced performance efficiency. The results affirm that organizational culture is not only a symbolic reflection of corporate identity but a strategic lever that determines workforce energy, creativity, and productivity. The study concludes that developing inclusive, learning-driven, and transparent cultural systems enhances psychological ownership and employee engagement, which subsequently lead to improved individual and organizational performance. It recommends that Nigerian organizations institutionalize participatory leadership, foster continuous learning, and align reward systems with core cultural values to sustain engagement and optimize performance outcomes. The study contributes to organizational behavior scholarship by contextualizing the culture–engagement–performance nexus within an African socio-economic and institutional framework, offering theoretical and practical insights for managers, policymakers, and scholars.

Keywords: Organizational Culture; Employee Engagement; Employee Performance; Participative Management; Nigerian Organizations

INTRODUCTION

Globally, organizational culture has long been recognized as a vital determinant of employee attitudes, engagement, and performance. According to Schein (2010), culture represents the "pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration." These shared assumptions influence how members perceive, think, and act in organizations. Across developed economies such as the United States, the United Kingdom, and Japan, empirical research demonstrates that an organization's culture substantially shapes employee behavior, innovation, and productivity (Denison, 1990; Cameron & Quinn, 2011). For example, firms that nurture a culture of participation, learning, and continuous feedback have been found to experience higher levels of engagement and commitment among employees (Bakker & Demerouti, 2007). In the global context of the 21st century, organizational culture has evolved from being an abstract notion to a strategic tool that drives competitiveness and adaptability. With the growing emphasis on human capital and organizational learning, scholars such as Abduraimi (2023) assert that "culture serves as the invisible architecture of organizations, guiding actions, shaping motivation, and aligning individual goals with corporate objectives." The integration of culture with leadership, digital transformation, and employee wellbeing has become a defining factor in sustaining engagement and high performance in today's volatile, uncertain, complex, and ambiguous (VUCA) business environment.

Within the African context, organizational culture plays a particularly significant role due to the continent's socio-cultural diversity, communal orientation, and the prevalence of hierarchical and collectivist systems. Mensah (2022) explains that "in African organizations, social and institutional norms such as respect for authority, collective decision-making, and communal relationships largely determine employee engagement and commitment." This implies that leadership and cultural congruence are key determinants of how African employees respond to motivation and performance expectations. However, challenges such as weak institutional frameworks, inconsistent HR policies, and limited employee voice often constrain the positive effects of culture on performance (Mensah, 2022). In the Nigerian context, organizational culture has emerged as a strategic variable for explaining variations in employee behavior, productivity, and retention. According to Ogunyemi and Okeke (2024), "the dominant culture within many Nigerian organizations reflects hierarchical power distance, communal ties, and respect for authority," which may either support or constrain engagement depending on the leadership approach and reward systems in place. Similarly, Nwosu and Bamidele (2022) emphasize that "organizational culture in Nigeria significantly determines how employees interpret management intent, perceive fairness, and respond to performance expectations." These observations suggest that culture functions both as an enabler and a constraint, shaping employees' cognitive and emotional connection to their work.

Recent studies between 2021 and 2025 have consistently linked participative culture, transparent communication, and innovation-oriented values to higher engagement and better task performance in Nigerian organizations (Eze & Afolabi, 2023; Idowu & Salami, 2022; Okorie, 2025). For instance, Eze and Afolabi (2023) found that "banks in Lagos with open and adaptive cultures reported significantly higher employee engagement and service performance," while Okorie (2025) observed that "organizational learning culture has a stronger positive effect on performance when leadership behavior supports autonomy and recognition." These findings underscore that Nigerian organizations must view culture as a dynamic asset rather than a static tradition if they are to achieve sustained engagement and superior performance outcomes.

Organizational culture, as defined by Hofstede (1991) and revisited by Adedeji and Balogun (2023), represents the "collective programming of the mind" that distinguishes one organization from another. It encompasses shared assumptions, beliefs, and behavioral norms that guide how work is conducted. Adedeji and Balogun (2023) further argue that "culture in organizations often reflects broader societal norms, where communal relationships and leadership charisma influence employee behavior more than formal structures." In the African and particularly Nigerian context, culture often reflects national value orientations such as high power distance, collectivism, and paternalistic leadership. These cultural dimensions influence employees' motivation, participation, and performance outcomes. Employee engagement, as defined by Schaufeli et al. (2002), refers to a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption. Nigerian scholars such as Olatunji and Aremu (2024) describe engagement as "an outcome of employees' emotional connection with their organization's culture, leadership, and values." Engagement therefore extends beyond task involvement it encompasses affective commitment, discretionary effort, and alignment with organizational vision. Performance, on the other hand, involves both task performance (achieving core job objectives) and contextual performance (engaging in extra-role behaviors such as teamwork, innovation, and problem-solving). Ibrahim and Odogwu (2023) found that "employees who perceive cultural alignment with organizational goals exhibit stronger performance and reduced turnover intentions." Similarly, Yusuf and Oyetunde (2025) concluded that participatory and feedback-rich cultures lead to higher performance through enhanced engagement and intrinsic motivation.

Empirical research across the globe and in Nigeria continues to affirm the positive correlation between culture, engagement, and performance. Globally, Denison's (1990) cross-cultural studies established that involvement, adaptability, and consistency are the strongest cultural predictors of performance. Cameron and Quinn's (2011) Competing Values Framework also posits that clan (collaborative) and adhocracy (innovative) cultures yield higher engagement and innovation compared to hierarchical or market-driven cultures. In Nigeria, Eze and Afolabi (2023) examined ten deposit money banks in Lagos and reported that participative and innovation-oriented organizational cultures significantly improved employee engagement and customer service performance. They concluded that "employees who perceive fairness, voice, and autonomy in their workplace display stronger engagement and lower turnover intentions." Similarly, Nwosu and Bamidele (2022), studying fifteen manufacturing firms in Anambra State, found that teamwork, trust, and collaboration increased job satisfaction and engagement by 28%. These results echo Blau's (1964) Social Exchange Theory that reciprocal relationships promote positive employee outcomes. Okorie (2025), in a study of the Nigerian telecommunications sector, discovered that transformational leadership mediates the relationship between culture and performance by translating cultural values into daily practices. In the oil and gas industry, Ogunyemi and Okeke (2024) observed that a safety-oriented and recognition-driven culture predicted higher engagement and lower turnover intentions, reinforcing the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007). Adeniran and Yusuf (2023) found that culture accounted for 42% of the variance in engagement levels among SMEs in Abuja and Lagos, identifying open communication and leadership accessibility as key predictors. Similarly, Olatunji and Aremu (2024) revealed that learning-oriented cultures reduced burnout and increased engagement in Nigeria's financial sector, while Adedeji and Balogun (2023) reported that rigid bureaucratic structures hinder employee voice and innovation in the public sector. Collectively, these findings affirm that Nigerian organizations with participative, learning-oriented, and trust-based cultures experience superior employee engagement and performance outcomes, though governance inconsistencies and economic instability sometimes weaken these effects.

Denison's Organizational Culture Theory (Denison, 1990) identifies four key dimensions involvement, consistency, adaptability, and mission that link organizational culture directly to performance. In Nigerian contexts, Adeniran and Yusuf (2023) validated this framework in SMEs, showing that employee involvement and adaptability enhance engagement and productivity. Eze and Afolabi (2023) similarly confirmed that participative cultures improve engagement in banking institutions, consistent with Denison's assertion that internal participation and shared mission strengthen commitment and performance. Social Exchange Theory (Blau, 1964) provides another lens for understanding these dynamics. It posits that when employees perceive fairness, recognition, and respect, they reciprocate with loyalty, engagement, and improved performance. In Nigerian organizations, Idowu and Salami (2022) found that trust-based cultures foster loyalty and discretionary effort, while Nwosu and Bamidele (2022) showed that teamwork-oriented cultures enhance emotional investment and job satisfaction. Together, these theories illuminate how Nigerian organizations can strengthen engagement and performance by fostering participatory, fair, and supportive cultural environments that align employee motivation with organizational goals.

Statement of the Problem

Organizational culture is a fundamental yet intricate factor that influences employee engagement and performance across global, regional, and national contexts. In developed economies, extensive research and corporate experience have shown that organizations with participative, innovative, and adaptive cultures tend to record higher levels of employee engagement, job satisfaction, and performance outcomes. These cultures typically emphasize teamwork, open communication, recognition, and continuous learning, thereby fostering employee commitment and organizational success. However, the dynamics of organizational culture and its impact on employee engagement and performance within developing nations such as Nigeria remain inadequately understood. The Nigerian work environment presents a distinctive context characterized by diverse socio-cultural norms, hierarchical structures, and evolving management practices. Despite various human resource reforms aimed at improving productivity and employee satisfaction, many Nigerian organizations still grapple with low engagement levels, weak motivation, and inconsistent performance results.

A significant challenge lies in the persistence of rigid communication systems, excessive power distance between management and subordinates, and limited opportunities for employee participation in decision-making. These factors weaken psychological safety, discourage innovation, and diminish employees' sense of belonging and purpose. The cultural orientation in many Nigerian organizations continues to reflect strong respect for authority and collectivist values, which, although beneficial for maintaining order and unity, may also restrict employee voice and creative expression when not properly balanced. Moreover, high employee turnover, inadequate recognition systems, and unstable socio-economic conditions further complicate the ability of organizations to sustain engagement and performance. While several studies have explored aspects of leadership, motivation, or job satisfaction, very few have comprehensively examined how organizational culture influences both engagement and performance simultaneously within the Nigerian context. This lack of holistic and contextualized research limits the development of effective cultural strategies that align organizational values with employee expectations and national work realities. Therefore, there exists a critical research gap in understanding how the various dimensions of organizational culture such as participation, adaptability, mission, and consistency shape employee engagement and influence performance outcomes in Nigeria. Addressing this gap is vital for providing empirical evidence that can guide managers, policymakers, and human resource practitioners in building organizational cultures that inspire commitment, innovation, and sustainable productivity across sector

Purpose of the Study

The primary purpose of this study is to examine the influence of organizational culture on employee engagement and performance in selected Nigerian organizations. Specifically, the study aims to:

i. Analyze how different dimensions of organizational culture (such as participation, adaptability, consistency, and mission) influence levels of employee engagement.
ii. Evaluate the effect of employee engagement on individual and organizational performance outcomes.
iii. Identify the moderating roles of leadership style and human resource practices in strengthening or weakening the culture engagement performance linkage.

Research Questions

This study is guided by the following research questions

i. To what extent does organizational culture influence employee engagement in Nigerian organizations?
ii. How does employee engagement mediate the relationship between organizational culture and employee performance?

Research Hypothesis

In line with the research objectives and questions, the study will test the following hypothesis stated in the null form:

$\mathbf{H_{01}}$**:** There is no significant relationship between organizational culture and employee engagement and performance in Nigerian organizations.

Methodology

This study adopted a descriptive survey research design considered most suitable for investigating the relationships among organizational culture, employee engagement, and performance within their natural workplace settings. The design facilitated the systematic collection of quantitative data from employees across different industrial sectors in Nigeria, allowing the researcher to objectively evaluate how various cultural dimensions influence engagement and performance. Since the research sought to analyze existing phenomena rather than manipulate variables, the descriptive survey approach ensured that findings reflected authentic organizational realities. The study incorporated cross-sectional and correlational elements to explore both the magnitude and direction of relationships among variables.

The research framework was anchored on Denison's Organizational Culture Theory (1990) and Social Exchange Theory (Blau, 1964), providing a theoretical foundation for understanding how cultural elements such as involvement, adaptability, and fairness shape employee engagement and, in turn, affect performance outcomes. The study population comprised employees from the banking, oil and gas, telecommunications, and manufacturing sectors in Nigeria. These sectors were selected because they represent diverse organizational structures and management systems where culture strongly influences employee behavior and performance. The target population included managerial and non-managerial staff who had worked for at least one year in their respective organizations, ensuring adequate familiarity with internal processes and work culture. Using the Krejcie and Morgan (1970) sample size determination table, a sample of 357 respondents was selected from an estimated population of about 5,000 employees across the chosen sectors. The sample was stratified proportionately across industries, job levels, and departments to ensure representativeness. A stratified random sampling technique was applied, followed by simple random selection within each stratum to minimize selection bias and improve the external validity of findings.

Data were gathered using a structured questionnaire divided into four sections. Section A contained demographic information such as gender, age, educational qualification, job level, and years of experience. Section B measured organizational culture using Denison's Organizational Culture Survey (DOCS), which assesses involvement, consistency, adaptability, and mission using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Section C assessed employee engagement using the Utrecht Work Engagement Scale (UWES), focusing on vigor, dedication, and absorption. Section D evaluated employee performance through both self-assessment and supervisor-rated indicators, emphasizing task performance, innovation, and organizational citizenship behavior. The instrument underwent content and construct validation through expert review by specialists in organizational behavior and human resource management. A pilot study involving 30 respondents outside the main sample was conducted to test the clarity, reliability, and internal consistency of the questionnaire. The Cronbach's alpha coefficients for all constructs exceeded 0.80, indicating high reliability. Questionnaires were distributed both physically and electronically through Google Forms to increase accessibility and response rates. Out of 357 questionnaires distributed, 326 were retrieved, and 312 were valid for analysis, representing a high response rate of 87.4%.

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) version 26. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to describe respondents' demographic characteristics and summarize perceptions of organizational culture, engagement, and performance. Inferential statistical techniques were employed to test the study hypotheses. Pearson's correlation coefficient was used to determine the direction and strength of relationships among the variables. Multiple regression analysis was conducted to evaluate the predictive influence of organizational culture on employee engagement and performance, while mediation analysis using Hayes' PROCESS Macro (Model 4) tested whether engagement mediates the relationship between organizational culture and performance. The hypotheses were tested at a 0.05 level of significance. Diagnostic tests for normality, linearity, and multicollinearity were performed to ensure compliance with regression assumptions. The results were presented in tables and graphical formats to enhance interpretability. Ethical considerations were strictly observed, including informed consent, confidentiality, and voluntary participation, ensuring the integrity and credibility of the research process

RESULTS

Research Question 1 To what extent does organizational culture influence employee engagement in Nigerian organizations?

To examine the extent to which organizational culture influences employee engagement, a Pearson Product-Moment Correlation and a simple linear regression analysis were conducted using data collected from 312 respondents across the banking, oil and gas, telecommunications, and manufacturing sectors.

Table 1: Correlation between Organizational Culture and Employee Engagement

Variable	**Employee Engagement (r)**
Organizational Culture	0.684**

N = 312; $p < 0.01$ (2-tailed)

The result in Table 1 reveals a strong positive and statistically significant correlation ($r = 0.684$, $p < 0.01$) between organizational culture and employee engagement. This implies that organizations with well-structured, participative, and adaptable cultural values tend to record higher levels of employee engagement. The positive correlation suggests that employees are more likely to demonstrate vigour, dedication, and absorption when the organizational culture supports collaboration, open communication, and fairness. To further quantify the predictive strength, a simple linear regression was performed.

Table 2: Regression Analysis of Organizational Culture on Employee Engagement

Model Summary	
R	0.684
R^2	0.468
Adjusted R^2	0.466
Std. Error of Estimate	0.412
ANOVA	
F (1,310)	273.84
Sig.	0.000
Coefficients	
Constant (β_0)	1.243
Organizational Culture (β_1)	0.711
t-value	16.55
Sig.	0.000

The regression model is statistically significant ($F = 273.84$, $p < 0.001$), indicating that organizational culture explains approximately 46.8% ($R^2 = 0.468$) of the variance in employee engagement. The standardized beta coefficient ($\beta_1 = 0.711$) suggests that a one-unit increase in organizational culture practices leads to a 71% increase in employee engagement, holding other factors constant. This demonstrates that culture is a major predictor of how committed and emotionally invested employees are in their organizations. Thus, the findings provide empirical evidence that organizational culture has a significant and positive influence on employee engagement in Nigerian organizations.

Research Question 2: How does employee engagement mediate the relationship between organizational culture and employee performance?

To determine the mediating role of employee engagement between organizational culture and employee performance, a mediation analysis was conducted using Hayes' PROCESS Macro (Model 4) with 5,000 bootstrap samples at a 95% confidence interval.

Table 3: Mediation Analysis of Employee Engagement between Organizational Culture and Employee Performance

Path	**Standardized Coefficient (β)**
Organizational Culture → Employee Engagement (a)	0.711
Employee Engagement → Employee Performance (b)	0.654
Organizational Culture → Employee Performance (c) (Direct Effect)	0.423

Table 3: Mediation Analysis of Employee Engagement between Organizational Culture and Employee Performance	
Indirect Effect (a × b)	0.465

The results show that organizational culture significantly predicts employee engagement ($\beta = 0.711$, $p < 0.001$), and engagement significantly predicts employee performance ($\beta = 0.654$, $p < 0.001$). The direct effect of organizational culture on employee performance ($\beta = 0.423$, $p < 0.001$) remains significant, but the indirect effect through employee engagement ($\beta = 0.465$; 95% CI [0.382, 0.541]) is also substantial. Since the confidence interval for the indirect effect does not include zero, this confirms a partial mediation effect. This means that employee engagement acts as a significant mediating variable, explaining part of the mechanism through which organizational culture influences performance. Employees embedded in a positive and inclusive organizational culture are more likely to exhibit higher engagement, which, in turn, enhances their performance levels.

Research Hypothesis

H_{01}: There is no significant relationship between organizational culture and employee engagement and performance in Nigerian organizations.

Table 4: Summary of Hypothesis Testing

Test Statistics	**Results**
Correlation between Organizational Culture and Employee Engagement	$r = 0.684$, $p < 0.01$
Regression (Organizational Culture → Engagement)	$F = 273.84$, $p < 0.001$
Mediation (Organizational Culture → Engagement → Performance)	Indirect Effect = 0.465, CI [0.382, 0.541]
Decision	Reject H_{01}
Interpretation	There is a statistically significant relationship between organizational culture and employee engagement and performance in Nigerian organizations.

The hypothesis test results indicate that organizational culture has a significant positive relationship with both employee engagement and performance. Since p-values are less than 0.05 across all analyses, the null hypothesis (H_{01}) is rejected. The findings confirm that organizational culture substantially shapes employee engagement, which in turn enhances performance outcomes. The mediation analysis further shows that engagement serves as a key pathway linking culture and performance, emphasizing the importance of fostering cultural practices that enhance employee commitment, motivation, and productivity.

DISCUSSION OF FINDINGS

The findings of this study have provided comprehensive empirical insight into the significant influence of organizational culture on employee engagement and performance in Nigerian organizations. Drawing from quantitative evidence derived from the banking, oil and gas, telecommunications, and manufacturing sectors, the study demonstrates that organizational culture remains a crucial predictor of both engagement and performance outcomes. This aligns with the central argument of contemporary human resource and organizational behaviour literature that culture serves as a binding force that shapes collective behaviour, employee motivation, and organizational outcomes (Adedeji & Balogun, 2023; Ogunyemi & Okeke, 2024).

The correlation and regression analyses revealed a strong and statistically significant relationship between organizational culture and employee engagement ($r = 0.684$, $p < 0.01$). This result suggests that Nigerian organizations that cultivate participative, learning-oriented, and consistent cultural values tend to experience higher levels of employee engagement. Employees working in such environments often perceive greater psychological safety, trust, and alignment between personal and organizational goals. This finding reinforces the idea that engagement is not merely an individual trait but a systemic outcome of the organizational environment. When cultural attributes such as openness, teamwork, empowerment, and fairness are institutionalized, employees demonstrate higher vigour, dedication, and absorption, consistent with the three dimensions of engagement defined by Schaufeli et al. (2002). The positive association observed also validates Denison's Organizational Culture Theory (1990), which posits that involvement and adaptability are key cultural dimensions driving employee commitment and effort. Within the Nigerian context, the findings have particular relevance given the prevalence of hierarchical and authority-driven management systems. The results indicate that even within culturally conservative organizations, introducing participatory practices such as open communication, feedback inclusion, and recognition mechanisms can significantly enhance engagement levels. Thus, culture is shown to be both a contextual and modifiable factor in promoting employee motivation and participation.

The mediation analysis further established that employee engagement significantly mediates the relationship between organizational culture and employee performance ($\beta = 0.465$; 95% CI [0.382, 0.541]). This means that the effect of organizational culture on performance outcomes operates both directly and indirectly through engagement. In other words, a strong, inclusive culture enhances engagement, which subsequently drives higher performance. This result supports the propositions of Social Exchange Theory (Blau, 1964), which argues that when employees perceive fairness, recognition, and belongingness in their organizational culture, they reciprocate through increased effort and performance. Engagement, therefore, functions as a psychological bridge connecting the intangible cultural climate to tangible performance outcomes such as productivity, innovation, and citizenship behavior. The partial mediation observed also implies that while engagement plays a crucial role, culture independently contributes to performance through other mechanisms such as goal clarity, structural consistency, and mission alignment as conceptualized by Denison (1990). This dual pathway demonstrates that effective organizational performance in Nigeria is not solely a result of motivated individuals but also of cultural systems that provide direction, coherence, and adaptability.

The regression findings further revealed that organizational culture directly predicts employee performance ($\beta = 0.423$, $p < 0.001$). This suggests that when organizations institutionalize values of teamwork, innovation, learning, and mission alignment, employees perform better not only in task-related duties but also in contextual aspects like collaboration, problem-solving, and organizational citizenship behaviors. In many Nigerian organizations, particularly in the private sector, performance challenges often stem from misaligned or poorly communicated cultural values. The study's results indicate that creating a cohesive culture that supports engagement mechanisms such as employee recognition, participative decision-making, and trust-based supervision enhances overall effectiveness and reduces turnover intention. These findings mirror earlier observations by Eze and Afolabi (2023) and Olatunji and Aremu (2024), who found that adaptive organizational cultures foster higher performance outcomes across knowledge-intensive sectors in Nigeria.

CONCLUSION

This study critically examined the influence of organizational culture on employee engagement and performance within Nigerian organizations, particularly across the banking, oil and gas, telecommunications, and manufacturing sectors. The findings empirically established that organizational culture is a vital determinant of both employee engagement and overall performance outcomes. Specifically, cultures characterized by participation, adaptability, and shared vision were found to significantly enhance engagement, which in turn mediated the relationship between culture and performance. The study demonstrated that employee engagement functions as a critical psychological bridge through which organizational culture translates into higher productivity and commitment. Employees working within supportive, transparent, and innovation-oriented environments exhibited higher levels of enthusiasm, loyalty, and creativity factors that contribute directly to superior performance outcomes. Conversely, rigid, authoritarian, and communication-deficient cultures were linked to low engagement and diminished performance.

These findings align with Denison's (1990) Organizational Culture Model and the Social Exchange Theory (Blau, 1964), both of which underscore the reciprocal relationship between organizational structures, employee perception, and behavioral outcomes. From a Nigerian socio-cultural perspective, the results indicate that hierarchical norms and power distance continue to shape managerial behaviors and employee attitudes. While these cultural attributes promote discipline and respect, they may also suppress voice, autonomy, and innovation if not balanced with participative management practices. The study concludes that organizational culture is not an abstract construct but a practical mechanism for driving sustained engagement and performance. Nigerian organizations that embed adaptive, participative, and learning-driven cultural systems are more likely to achieve long-term competitiveness and resilience amid evolving socio-economic challenges. The research enriches the organizational behavior literature by contextualizing the culture–engagement–performance nexus within an African institutional environment, thereby contributing to both theoretical advancement and managerial practice.

RECOMMENDATIONS

In light of the empirical outcomes and theoretical implications, the following recommendations are proposed to enhance employee engagement and performance through effective cultural transformation in Nigerian organizations:

1. Organizations should cultivate a participatory environment where employees contribute to decision-making. Structured communication platforms such as town hall meetings and cross-level committees can enhance inclusivity and strengthen engagement.
2. Leadership training programs should emphasize transformational and ethical leadership practices that embody transparency, empathy, and fairness. Leaders must serve as cultural ambassadors who reinforce engagement-driven performance norms.
3. Continuous professional development, mentoring, and innovation labs should be institutionalized to foster adaptability and creativity. Encouraging knowledge sharing and experimentation promotes engagement and long-term competitiveness.
4. Fairness in remuneration, recognition, and promotion enhances employee trust and commitment. Organizations should design performance appraisal systems that are transparent, merit-based, and aligned with both individual and collective goals.
5. While maintaining Nigeria's cultural values of respect and authority, organizations should reduce excessive bureaucracy by empowering employees with autonomy, feedback opportunities, and collaborative problem-solving spaces.

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