

CULTURE AND FIRM'S COMPETITIVE ADVANTAGE IN NIGERIA QUOTED COMPANIES

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Abstract

This study is to investigate the correlation between culture and competitive advantage in Nigeria Quoted companies. Descriptive survey design method was used for the study and data were collected using both primary and secondary sources. The total population for the study was 5,623 employees, and a sample size of 400 was determined using Krejcie and Morgan sample size determination technique. Structure questionnaire were used to collected primary data. Four hypothesis were formulated and tested using Pearson product moment correlation with the aid of statistical package for social science (SPSS) version 21. The finding reveals that corporate values, employee ethical behavior, management, style and corporate identity influence firm's competitive advantage. The study recommends that, management should create enabling culture that will enhance firm's competitive advantage and long term survival.

Key words: Organisational culture, competitive advantage; management style; corporate values; employee ethical behaviour.

INTRODUCTION

1.1 Background of the study

The quest to sustain enterprise long term competitive advantage has become a major focus of business enterprises regardless of its size, resources, location and product. Kotler and Keller (2006) defined competitive advantage as a company's ability to perform in one or more ways that the competitors cannot or will not match, with the aim of having superior

advantage over them. Stevenson (2009) see competitive advantage as a firm's ability and effectiveness in using organizational resources to satisfy customers demand when compared to other competitors.

In global market today, most firms are struggling to survive due to the stiff competition. The competitive forces is intensified, it is becoming harder not only to for firms to achieve market leadership, but to remain competitive in the market place (Maryla, 2014: 53). The trend in market place is so alarming, dynamic, and characterized by a lot of competitive struggling (Chapngeno, Wagoki and Barreck, 2014).

However, Popescu & Otelea (2013) assert that, a firm becomes competitive in the market only if it holds a powerful and positive organizational culture. The organizational culture as a leadership concept has been identified as one of the critical components that management can use to grow a dynamic organization, and sustain its competitive advantage (Boniface, 2012).

In sustaining competitive advantage, the organizational culture stands out as one of the important component that a manager can employ to sustain performance, build ethical and moral organization, and maintain competitive advantage (Schein, 2004), in the same vein, King and Zeithaml (2001) opined that the phenomenon of firm's culture and its social complexity plays an important role in defining the competitive advantage, and the survival of many firms.

Moreover, competitiveness is not a natural property of any organization, but creating and sustaining enterprise competitiveness requires a conscious and continuous design of positive work culture (Jihene and Zeineb, 2015). The key to long term success lies not only on individual strategies and effective resources management, but largely on neglected dimension of governance which is the cultural dimension (Gordana, Goran and DJordje, 2016). Organizational failure are attributed to perhaps the very strength of their culture, and their pass success (Christensen, 1997).

Corporate executives can create a culture that distinguishes her firm from its competitors. The significant responsibility of management is to create a culture of commitment and competitiveness to enhance enterprise competitiveness. Organizational culture is defined as a set of norms, values, beliefs, principles and ways of behaving that gives an organization a distinctive characteristics (Schein, 2004; Xiaoming and Junchen, 2012; Kropp, 2000; Willcoxson and Millett, 2000; Prettigrew, 1997; Heracleous and Langham, 1996). Culture as part of organizational capital resources includes rituals, behaviours, heroes, human resource system and language (Kurtulus, 2013). Creating strong culture enhances enterprise competitive advantage.

In light of the above, this study tends to believe that corporate leaders play a major role in shaping enterprise to sustain competitive advantage. The forgoing necessitated the current

study which sought to establish that organizational culture influences Firm's Competitive Advantage.

1.2 STATEMENT OF THE PROBLEM

The competitive pressure in today business has increased tremendously in recent time both in service and manufacturing enterprises. However, most business enterprises are struggling to survive due to their inability to perform competitively under stiff competition in today's business world.

Due to the under – performance of these firms, business owners and researchers are finding ways on how to create and sustain enterprise competitiveness. Boniface (2012) opined that, the difference between success and failure can depend on the purpose, and the degree of value created by the culture of the organization. In the same vein, King and Zeithaml (2001) assert that the phenomenon of firm's culture and its social complexity plays an important role in defining competitive advantage, and the survival of many firms.

However, it is becoming more and more obvious that the only true lasting competitive advantage comes by strong and positive organizational culture. When organizational culture is strong, it can be a determinant of performance through employee behaviour and decision making pattern (Thokozani, 2017), while weak organizational culture may obstruct the smooth implementation of a strategy by creating resistance to change (Wheelen and Hunger, 2008).

1.3 Objectives of the study

The general objective of the study is to investigate how organizational culture influences firm's competitive advantage. The specific objectives are:

1. To investigate whether there is strong correlation between corporate values and competitive advantage.
2. To determine if there is positive relationship between employee ethical behavior and competitive advantage
3. To ascertain whether there is significant relationship between management and competitive advantage style.
4. To evaluate the relationship between corporate identity and competitive advantage

1.4 Research Hypotheses

Hypothesis One

Ho: There is no strong correlation between corporate values and competitive advantage.

Hypothesis Two

Ho: There is no positive relationship between employee ethical behavior and competitive advantage.

Hypothesis Three

Ho: There is no significant relationship management style and competitive advantage.

Hypothesis Four

Ho: There is no strong relationship between corporate identity and competitive advantage.

1.5 Scope of the study

The study focused on **organizational culture and firm's competitive advantage** using a study of selected firm's in Edo State. The variables used for the study are organizational culture employee job attitude and behavior, Job satisfaction and performance, competitive advantage

2.0 REVIEW OF RELATED LITERATURE

2.1 THEORETICAL FRAMEWORK

This study is anchored on organizational culture model formulated by McGuire Stephen (2003) and Flamholtz and Randel (2011).

2.1.1 McGuire Stephen Theory of organizational culture

McGuire (2003) proposed a model on how culture can enhance corporate survival and competitiveness. He state that an entrepreneurial organizational culture (EOC) is a system based on shared valued, beliefs, and norms of members of an organization; including tolerance of creative people, valuing creativity, believing that innovating and seizing of market opportunities are appropriate behaviours that can deals with problems of survival and prosperity, environmental uncertainty, and competitor's threats subsequently expecting organizational members to behave accordingly. The model predict revenue from new sources which he refers to as Entrepreneurial organizational culture (EOC).

The model focused on;

1. People and empowerment
2. Value creation through innovation and change
3. Attention to basics
4. Hands on management

5. Doing the right thing
6. Freedom to grow and to fail
7. Commitment and personal responsibility
8. Emphasis on the future

The phenomenon of firm's culture and its social complexity plays an important role in defining competitive advantage, and the survival of many firms (King and Zeithaml, 2001).

2.1.2 Flamholtz and Randel Theory of organizational culture

Flamholtz and Randel (2011) proposed a model of organizational culture explaining how a culture can drive and sustain enterprise competitiveness and financial results. The theory says that, organizational culture is not just an asset in economic sense but is also an asset in the conventional accounting sense. The model consists of five (5) identified dimensions of corporate culture;

1. Treatment of customers
2. Treatment of people
3. Performance standards and accountability
4. Innovation and change
5. Process orientation

According to Flamholtz and Randel, the above variables drive enterprise financial results and competitive advantage. A strong corporate identity and a clear internal awareness of who we are, and what we stand for depend on a successful and balanced interplay between corporate image, corporate culture, and corporate vision (Hatch and Schultz, 2000).

2.2 THEORETICAL EXPOSITION

The stated hypotheses will be reviewed under the following headings

2.3.1 Corporate Values and Competitive Advantage

Ogbonna (1993) also argued that, shared and strongly held values enable management to predict employee's reactions to certain strategic options, and by reducing these values, the consequences may be undesirable.

The value promoted by an organization has significant influence on their competitiveness (Schein, 2004).

A corporate value that fosters teamwork, competence, consistency, cohesiveness, innovativeness, creative workforce, quality service delivery, and decreased workplace politics gains competitive advantage over rivals (Dietrich, 2014). However, Kurtulus (2013) asserts that, any organizational culture that supports innovativeness and creativity will be able to celebrate success and gain competitive advantage. Sharing a common set of core values helps

employees to work together towards the same goal. Innovativeness as a culture may allow a firm to gain superior profits (Barney, 1995). If corporate leaders are consistent in their behavior in paying attention to operating efficiency and encouraging subordinate to be creative, then the organization gains low cost advantage over rivals (Boniface, 2012). This shows the correlation between corporate values and competitive advantage.

2.3.2 Employees Ethical Behaviour and Competitive Advantage

Organizational culture that encourages sound ethical and moral behavior gains goodwill over its competitors (Obasan, 2013). The increasing demand in society for authenticity and transparency in the business world in general requires firms to act ethically and morally (Christensen & Morsing, 2008). As a result, the actions of employees such as customer service personnel are seen as being important in communicating what the organization stand for as well as its products which subsequently determine its corporate image and competitiveness (Shelley, 2005). When unethical and illegal activities are exposed, it results in actions that depreciate share holders value and customer patronage of firm's products and services (Thompson, Strickland & Gamble, 2005).

Organizational that act in ethical manner outperform its competitors, by offering good, acceptable and perfect product which subsequently improves its competitiveness (Boniface, 2012). This shows that there is significant relationship between employee ethical behavior and competitive advantage.

2.3.3 Management Style and Competitive Advantage

The manner in which a company is managed is likely to influence either positively or negatively the beliefs, attitudes and behavior of employees towards sustaining firm's competitive advantage (Obasan, 2013). The best way to encourage competitive advantage is to continuously encourage individuals to innovate new advantage. All leaders have an agenda, a series of beliefs, proposals, values, ideas, and issues which they wish to put on the table (Northhouse, 2004). However, Pfau & Kay (2002) reveals that management creates a culture of commitment towards attracting organizational resources, rewards and promotion can enhance employee productivity towards sustaining firm's competitive advantage. The above shows that there is relationship between management style and competitive advantage.

2.3.4 Corporate Identity and Competitive Advantage

Various studies have shown that, there is a connection between corporate identity and competitive advantage (Obasan, 2013; Hatch & Schultz, 2009; Shelley, 2005). One of the major challenges facing the modern enterprise is the inability to communicate its identity and values in order to distinguish itself from competitors, and promote the corporate brand in highly competitive environment in which branding is becoming important and competitive (Hatch & Schultz, 2009). Corporate identity is the visual representation of the company in terms of the brand name, symbol, logo or signature which stimulate customers' patronage

9Kurtulus, 2013). “What a company is” and “what it stand for” depend on a balanced interplay between corporate image, culture and corporate vision (Hatch & Schultz, 2000).

2. 4 Emperical Review

Series of studies have been conducted to examine the relationship between organisational culture and its impact on firms competitive advantage.

Maryla (2014) conduct a research work in Poland on organisational culture as a source of competitive advantage using telecommunication industry,data were collected with the aid of questionnaire and observation supported by informal interviews. Data were analysed using descriptive statistics and finding reveals that organisational culture that aligned with the strategy is the inner strength of the organisation which significantly improves its competitiveness. Boniface (2012) examined organisational culture as driver of competitive advantage. The study uses survey research design and the findings reveals that leaders are the agent of culture formation which determine firm's performance and competitiveness.

Jihene and Zeineb (2015) investigates the influence of organisational culture on competitive intelligence practice in Tunisia, using survey research design, the findings reveals that, creating an organisational culture that encourages information sharing would help in creating the change needed to gain competitive advantage. Chepngeno, Wagoki and Barrack (2014) study the effects of organisational culture on sustainable competitive advantage on state owned corporations in Kenya. Using descriptive - explanatory research design. A structured questionnaire was used to collect primary data. The collected data was analyzed descriptively and inferentially, and the finding reveals that organisational value returned a weak,positive and statistically significant correlation with sustainable competitive advantage.

Kurtulus (2013) conducted a study on culture as a strategic resource for organization, using survey method with structured questionnaire, the study reveals that, culture as a strategic assets reflects the internal source of competitiveness that lead to competitive advantage.

Seyyed (2013) examined the correlation between organisational culture and Job satisfaction using descriptive - survey design method. Data were collected using standardized question was performed by using SPSS software. The study reveals that there was significant correlation between organisational culture and Job satisfaction. Nwugwo (2001) also conducted a research in USA on the impact of organisational culture on employee behaviour and attitude using descriptive survey design method with structured questionnaire, the findings reveals that, organisational culture acting through norms and organisational belief systems are important determinant of employee's behaviour and attitude at workplace.

Ekpenyong and Ekpenyong (2016) conducted a research in Bayelsa, Nigeria on organisational culture and its impact on employee performance and Job satisfaction. Descriptive method was used, data were collected using questionnaire and analysis was carried out using simple percentage, tables and chi - square in testing the hypothesis. The

finding reveals that organisational culture have impact on performance and satisfaction level of employees. Alas and Vadi (2004) conducted a study in Estonia on the impact of organisational culture on attitudes concerning change in Post - Soviet organisational using 906 estonia organisations. The descriptive survey method with structured questionnaire. Data were analysed using SPSS. The study reveals that organisational culture predicts attitudes in groups with different work experience in different ways.

Pooja (2017) carry out a study in India on organisational culture as a predictor of Job satisfaction: The role of age and gender. The data were analysed using descriptive analyses, step wise regression and t - test. The finding reveals that organisational cultural values such as fairness, growth opportunities and reputation of organisation have a positive effect on Job satisfaction.

Gordana, Goran and Djordje (2016) investigated the impact of organizational culture on the ultimate performance of a company in Serbia Data were collected using questionnaire and analysis was carried out using descriptive statistics. The findings reveals that, organizational culture has positive effect on company performance.

Punita (2012) investigate the relationship between attitude, organizational culture and performance of employees in a scientific research organization in india. The descriptive method was used and data were collected using questionnaire, and multivariate analysis was used. The finding reveals that organizational culture influences employees' attitude and performance. Hasan, Mehmood and Syed (2014) investigated the impact of employees's Job performance behaviour and organizational culture on organizational productivity in Pakistan. The descriptive survey method was used, data were collected using questionnaire and Chi – Square was used for analyzing data. Finding reveals that organizational culture has strong impact on employee performance. Ananta (2017) conducted a critical review of organizational culture on employee performance in India using descriptive method of analysis. The finding reveals that organizational culture provides employees with a sense of guidance, direction and motivation which enhances employee's performance.

Milena (2015) examine the relationship between corporate culture and competitive power of companies in Bulgaria using descriptive analysis, Synthesis, Comparison and inquiring survey. The finding reveals that corporate culture is the parameter with the potential for the improvement of its competitive power. Popescu and Otelea (2013) examine the relationship of organizational culture – firm competitive and ways of its improvement in Romania, using survey method with quantitative and qualitative indicators. The study find out that, firms become competitive on the market only if it holds a powerful and positive organizational culture.

MdZabid, Murali and Azmawani (2004) investigated the influence of organizational culture on attitudes toward organizational change in Malaysia firms using descriptive survey method with structured questionnaire. The data were analysed using SPSS 10 for windows software.

Cross – tabulation and Chi – Square analysis were also employed to measure the association between the variables. The finding reveals that, there is a strong relationship between organizational culture and attitudes toward organizational change.

Thokozani (2017) review strong versus weak organizational culture to assess the impact on employee motivation using analytic review of literature published between 2011 and 2016 on employee motivation, organizational culture and organizational performance. The study reveals that strong culture has stronger motivation when compare to weak culture. Jelena and Milan (2013) examine organizational culture and Job satisfaction and the effects of company’s ownership structure using descriptive survey method with questionnaire, the finding showed that ownership structure of a company represents moderating relation between organizational culture and Job satisfaction. Obasan (2012) examine organizational culture and its impacts corporate image. A model Juxtaposition. The study adopted a qualitative research design by interview and integrating previous findings and corporate image. Finding reveals that organizational culture have positive effect on employee attitude, organisation’s capacity, effectiveness, productivity and longevity.

2.5 Empirical Literature: Webometric Analysis

S/N	Author/ Year	Topic	Variables	Method	Remark/ Conclusion
1	Maryla Bogdanowicz (2014)	Organisational Culture as a Source of Competitive advantage of Tele Communications company in Poland	Competitive advantage organizational culture, Employee Commitment, customer satisfaction and compelling values.	Descriptive Analysis	The study reveals that organizational culture that aligned with the strategy is the inner strength of the organization which significantly improves its competitiveness.
2	Boniface. C. Madu (2012)	Organisational culture as driver of competitive advantage in USA	Competitive advantage, organizational culture, sustaining performance, organizational	Survey research design	The study reveals that leaders are the agent of culture formation which determine firm’s performance and competitiveness

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			characteristics and ethics		
3	Jihene and Zeineb (2015)	Influence of organizational culture on competitive intelligence practice in Tunisia	Competitive intelligence, organizational culture, competing value and intelligence process	Survey research Design	The study reveals that, creating an organizational culture that encourages information sharing would help in creating the change needed to gain Advantage
4	Chepngeno, Wagoki and Barrack (2014)	Effects of organizational culture on sustainable competitive advantage on state owned corporations in Kenya	Competitive advantage, organizational culture, organizational values, strategic intent and PCK	Descriptive – Explanatory research design	The finding reveals that organizational values returned a weak, positive and statistically significant correlation with sustainable competitive advantage
5	Kurtulus Yilmaz (2013)	Culture as a strategic resource for organisations in Turkey	Organizational culture, strategic source and competitiveness	Survey method with structured questionnaire	The finding reveals that cultural items has an important share at the outputs or gains of organization, and value, rareness and imperfectly mutability of organizational culture will lead to competitive advantage
6	Seyyed motahared (2013)	The correlation between organizational culture and Job satisfaction	Organizational culture and Job satisfaction	Descriptive – survey design	The study reveals that there was significant correlation between organizational culture and Job satisfaction
7	Boniface Nwugwo (2001)	The Impact of organizational culture on	Organizational culture, employee's	Descriptive survey design	The findings reveals that organizational culture acting through

		employee behaviour and attitude in USA	behaviour and attitude		norms and organizational belief systems are important determinant of employee's behaviour and attitude at the workplace.
8	Ekpenyong and Ekpenyong (2016)	Organizational culture and its impact on Employee performance and Job satisfaction in Bayelsa, Nigeria	Organizational culture; Employee performance and Job satisfaction	Descriptive survey Design	The Study reveals that organizational culture have an impact on performance and satisfaction level of employees.
9	Alas Ruth and Vadi Maaja (2004)	The Impact Of Organizational Culture On Attitudes Concerning Change In Post-Soviet Organisations	Organizational change, organizational culture and organizational change, organizational culture and Employees' attitudes	Descriptive survey method	The study findout that organizational culture predicts attitudes in groups with different work experience in different ways.
10	Pooja sharma (2017)	Organisational culture as a predictor of Job satisfaction: The role of age and gender in India	Organizational culture, Job Satisfaction, Age, and gender	Descriptive analyses	Finding reveals that organizational culture values such as fairness, growth opportunities, and reputation of organization have a positive effect on Job satisfaction
11	Gordana, Goran and DJordje (2016)	The impact of organizational culture on the ultimate	Organizational culture and performance	Descriptive analyses	The finding reveals that organizational culture has positive effect on company performance

		performance of a company in Serbia			
12	Punita Punia (2012)	Relationship between Attitude, organizational culture and performance of Employees in a scientific research organization in India.	Organizational culture, attitude and performance	Descriptive study using multivariate analysis	Finding reveals that organizational culture influences employee attitude and performance
13	Hasan, Mehmood and Syed (2014)	The impact of Employee's Job performance Behaviour and organizational culture on organizational productivity in Karachi, Pakistan.	Organizational culture, productivity, and Job performance	Descriptive survey method	The study provides evidence that organizational culture has strong impact on employee Job performance
14	Ananta Narayana (2017)	A critical review of organizational culture on Employee performance in India	Organizational culture, employee performance, employee commitment and organizational goals	Descriptive survey method	Finding reveals that organizational culture provides employees with a sense of guidance, direction and motivation which enhances employee's performance
15	Milena Kirilova (2015)	Relationship between corporate culture and competitive power of the companies in the tourism industry in Bulgaria	Corporate culture, competitiveness, mission and motivation	Descriptive analysis and synthesis	The finding reveals that corporate cultures the parameter with the potential for the improvement of its competitive power

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16	Popescu Catalin and Otelea Mihaela (2013)	The relationship of organizational culture – Firm competitiveness and ways of its improvement on Romania	Organizational culture, competitive advantage and performance	Survey method with quantitative and qualitative indicators	Finding reveals that a firm becomes competitive on the market only if it holds a powerful and positive organizational culture
17	Mdzabid, Murali & Azmawani (2004)	The influence of organizational culture on attitudes toward organizational change in Malaysia	Organizational culture, Employee attitude and organizational culture change	Descriptive Statistics with structured questionnaire	The finding reveals that there is strong relationship between organizational culture and attitudes toward organizational change
18	Thokozani Maseko (2017)	Strong vs. weak organizational culture: Assessing the impact on Employee motivation	Organizational culture, motivation, and performance	Analytic review method	The finding reveals that, strong culture has stronger motivation when compare to weak culture
19	Jelena & Milan (2013)	Organizational culture, Job satisfaction. The effects of company's ownership structure	Organizational culture, Job satisfaction and ownership structure	Descriptive survey method	The study showed that ownership structure of a company represents moderating relation between organizational culture and Job satisfaction.
20	Obasan Kehinde (2012)	Organizational culture and its corporate image: A model Juxtaposition	Organizational culture, Corporate image, Branding and behaviour	Qualitative Research design	The study reveals that organizational culture have a positive effect on employee attitudes, organisation's capacity, effectiveness, productivity and longevity.

2.6 Gap in knowledge

Research on organizational culture has received significant attention recently. There has been great deal of insight sharing and findings concerning organizational culture and its impacts on firm's activities. However, reviewed literatures shows that, most of the research were conducted outside Nigeria, and no research has explain how values, ethical behavior, management style and corporate identity influence firm's competitive advantage and long term survival. Boniface (2012) opined that what leaders emphasize and measure overtime as a culture has great influence on firm's competitive advantage. This study therefore seek to fill this clear gap by examining how corporate leaders can create and develop a strong culture that will drive competitive advantage and long term survival.

3.0 RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a descriptive survey design which allows the collection of detailed and factual information that describes an existing phenomenon. The aim of the descriptive analysis is to create understanding about the topic under study.

3.2 Population of the study

The population of this study is 5623 which comprises entire staff of Seven-Up Bottling Company, Nigeria Bottling Company and Guinness Nigeria Plc in Edo State. The convenience sampling technique was used to select the three companies for the study.

The table below shows the population of each company.

Table 3.2.1

S/N	Name of Company	Population
1	Seven-Up Bottling Company	1264
2	Nigeria Bottling Company	1876
3	Guinness Nigeria Plc	2483
Total		5623

Source: Field Survey, 2018

3.3 Sample Size determination and Sampling technique

The Krejcie and Morgan (1970) sampling technique was used to determine sample size for the study. The formula is denoted below:

$$S = \frac{X^2 NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

where S = Sample Size

X^2 = Table value of Chi – Square for 1 degree of freedom at 0. 05 confidence level (3. 84)

N = Population Size

P = Population proportion which is 0. 5

d = Degree of accuracy which is 0. 05

$$S = \frac{3.84 (5623)(0.5)(1 - 0.5)}{(0.05)^2(5623 - 1) + 3.84 (0.5) (1 - 0.5)}$$

$$= \frac{5398.08}{13.49}$$

$$= 400.15$$

S = 400 (representing sample size)

To obtain the sample size for each of the company, the Rangan Kaimison proportional allocation technique was used to ensure that none of the company was cheated.

$$ns = \frac{NP \times n}{N}$$

where ns = sample size allocated to each company

NP = Population size of each company

n = Total sample size

N = Total population size

Therefore

Seven-Up Bottling Company	$= \frac{1264 \times 400}{5623}$	= 89.91	90	} —
Nigeria Bottling Plc	$= \frac{1876 \times 400}{5623}$	= 133.45	133	} —
Guinness Nigeria Plc	$= \frac{2483 \times 400}{2563}$	= 176.63	177	} —

The stratified sampling technique was used to distribute the questionnaire to the respondents in the companies.

3.4 Sources of Data Collection

The researcher used both primary and secondary sources for data collection. The primary sources consist of structured questionnaire while secondary source consist of textbooks, Published Journals and company bulletins.

4.0 DATA PRESENTATION AND INTERPRETATIONS

4.1 Data Presentation

Demographic data of Respondents

Characteristics	Respondents	Percentage (%)
Gender		
Male	246	70
Female	104	30
Total	350	100
Education		
SSCE/ ND	70	20
HND/ BSC	232	66
Post Graduate	48	14
Total	350	100
Years of Service		
0 – 10	135	39
11 – 20	175	50
21 – Above	40	11
Total	350	100
Job level		
Managerial/ Supervisor	116	33
Non – Managerial	232	67
Total	350	100

Source: Field Survey, 2024

4.2 Test of Hypotheses

Hypotheses I

H₀: There is no strong correlation between corporate values and competitive advantage.

H₁: There is strong correlation between corporate values and competitive advantage.

Table 4.2.1 Descriptive Statistics

	Mean	Std. Deviation	N
Corporate values	4.0971	1.13640	350
Competitive Advantage	4.0114	1.20642	350

Table 4.2.2 Correlations

		Corporate values	Competitive Advantage
Corporate values	Pearson Correlation	1	.971**
	Sig. (2-tailed)		.000
	N	350	350
Competitive Advantage	Pearson Correlation	.971**	1
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2024

Computation: SPSS Version 21

From analysis in Table 4.2.2, the result shows that there is strong correlation between corporate values and firm's competitive advantage.

based on the correlation coefficient of 0.971 and it is significant because the P - value (0.000) is less than the significant level (0.05) at two tailed test. The study therefore accept the alternate hypothesis and reject the bull hypothesis

Hypotheses II

H₀: There is no positive relationship between employee ethical behavior and competitive advantage.

H₁: There is positive relationship between employee ethical behavior and competitive advantage.

Table 4.2.3 Descriptive Statistics

Table 4.2.4 Correlations

		Ethical Behaviour	Competitive Advantage
Ethical Behaviour	Pearson Correlation	1	.994**
	Sig. (2-tailed)		.000
	N	350	350
Competitive Advantage	Pearson Correlation	.994**	1
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2024

Computation: SPSS Version 21

From the analysis in table 4.2.4 reveals that employee ethical behavior has strong significant influence on competitive advantage based on the correlation coefficient of 0.994 and it is significant because the P-value (0.000) is less than the significant level (0.05) at 2 – tailed test. The study therefore accepts the alternate hypothesis and rejects the null hypothesis

Hypothesis III

H₀: There is no significant relationship management style and competitive advantage.

H₁: There is significant relationship management style and competitive advantage.

Table 4.2.5 Descriptive Statistics

	Mean	Std. Deviation	N
Management Style	4.1400	1.08406	350
Competitive Advantage	4.0800	1.15275	350

Table 4.2.6 Correlations

		Management Style	Competitive Advantage
Management Style	Pearson Correlation	1	.979**
	Sig. (2-tailed)		.000
	N	350	350
Competitive Advantage	Pearson Correlation	.979**	1
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2024

Computation: SPSS Version 21

From the analysis in table 4.2.6, it shows that there is strong positive relationship between management style and competitive advantage based on the correlation

coefficient of 0.979, and it is significant because the P-value (0.000) is less than the significant level (0.05) at 2 – tailed test. The study therefore rejects the null hypothesis and accepts the alternate hypothesis.

Hypothesis IV

H₀: There is no strong relationship between corporate identity and competitive advantage.

H₁: There is strong relationship between corporate identity and competitive advantage.

Table 4.2.7 Descriptive Statistics

	Mean	Std. Deviation	N
Corporate Identity	4.0943	1.14292	350
Competitive Advantage	4.0657	1.14242	350

Table 4.2.8 Correlations

		Corporate Identity	Competitive Advantage
Corporate Identity	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	350	350
Competitive Advantage	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	350	350

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey, 2024

Computation: SPSS Version 21

From the analysis in table 4.2.8, the result shows that there is a significant relationship between corporate identity and competitive advantage based on the correlation coefficient of 0.938, and it is significant because the

P-value (0.000) is less than the significant level (0.05) at 2 tailed test.

The study therefore accepts the alternate hypothesis and rejects the null hypothesis.

4.3 Discussion of Findings

From the data analysed, the following are the findings

1. **Hypothesis I** reveals that there is strong correlation between corporate values and competitive advantage. This means that strong corporate values can serve as a strategic tool for sustaining firm's competitive advantage. This corresponds with the findings of Schein (2004) who find out that the values promoted by an organization have significant influence on their competitiveness.
2. **Hypothesis II** shows that, there is positive relationship between employee ethical behavior and competitive advantage. This is in line with study of Boniface (2013) who confirmed that, organization that act in ethncial manner outperform its competitors.
3. **Hypothesis III** reveals that there is significant relationship between management style and firm's competitive advantage. The approach use by the management in running an organization influence it competitiveness. Thokozani (2017) observed that, the success or failure of any enterprise depend strongly on the management.
4. **Hypothesis IV** reveals that, there is a strong relationship between corporate identity and firm's competitive advantage. This shows that, the perceived image of the company has a significant effect on firm's competitive advantage. This is in line with the study of Shelly 92005) who observed that corporate identity determines firm's competitive position in market.

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of major findings The various hypothesis formulated for this study was tested in pursuance of the objectives of the study, it was observed that organisational culture play a strategic role in sustaining competitive advantage.

From the empirical analysis and findings, it was discovered that,

1. Corporate values that reflect performance competence, teamwork, consistency, innovativeness, creative workforce, competitive advantage over rivals.

2. Sound ethical behaviours create good will for the company which subsequently guarantees firm's competitive advantage.
3. Management style that encourages supportive and participatory work style stimulate employee satisfaction and firm's performance which in turn guarantee firm's competitive advantage.
4. Corporate identities stimulate customers' attention and patronage which in turn determines firm's success and competitive advantage.

5.2 Conclusion

From the findings, organisational culture is a critical success factor of an enterprise. Today, it is clear to almost all managers that the key to long term success lies not only in individual strategies and effective resource management but in neglected dimension of governance; which is cultural dimension (Gordana, Goran and DJordge, 2016). The difference between success and failure can depend on the purpose, and degree of value created by the culture of an organization.

5.3 Recommendations

Based on the findings, the research makes the following recommendations;

1. That company executives should adopt a style to create task – oriented and consideration centered culture that will lead to the achievement of corporate goals.
2. Supportive work environment culture should be created to stimulate employee's Job satisfaction.
3. Strong positive culture should be developed to increase employee's Job performance
4. To sustain firm's competitive advantage, strong work culture should be developed.

5.4 Contribution to knowledge

1. It is now obvious that organizational culture is one of the critical success factors that company's executive should embrace in order to sustain competitive advantage.
2. That culture affects both internal and external activities of an organization.

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