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Organizational Culture and Performance of Plastic Manufacturing Firms in Anambra State

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ABSTRACT: This study examined relationship between organizational culture and performance of manufacturing firms in Anambra State. The study had two objectives, was tested two hypotheses. The study adopted the correlational research design. The population of the study comprised 3185 employees in plastic manufacturing firms in Anambra State. The sample size for the study was three hundred and fifty-five (355). The sample size was obtained using Taro Yamane's sample size determination formula. The data collection instrument is a structured questionnaire. The data collected were analyzed using the Cronbach's Alpha coefficient, with an average value of 0.87which was considered reliable for the study. A face-to-face data collection method was employed to obtain information from respondents. The data collected from the demographic data of the respondents were analysed with simple percentage. The research questions were answered with Pearson Product Moment Correlation. On the other hand, the hypotheses were tested with Pearson Product Moment Correlation at 0.05 significant level. The study found that organizational culture significantly influences performance outcomes in manufacturing firms in Anambra State. Clan culture enhances customer satisfaction through supportive relationships and collaborative practices, while adhocracy culture drives productivity via innovation and adaptability. It was concluded that organizational culture significantly influences performance outcomes in manufacturing firms in Anambra State. Based on the findings, it was recommended that manufacturing firms should strengthen clan culture by fostering a supportive and collaborative work environment that encourages teamwork, open communication, and employee empowerment. Organizations should promote adhocracy culture by investing in research and development, encouraging creativity, and supporting innovation-driven practices.

Keywords: Organizational culture, Adhocracy culture, Clan culture and Performance, manufacturing firm.

INTRODUCTION

A nation's economy serves as the backbone for societal development, encompassing various sectors such as agriculture, services, construction and manufacturing. Economic growth is gauged through indices like Gross Domestic Product (GDP), employment rate, industrialization and export performance (Ileka & Onuorah, & Obinwune, 2025). A stable economy improves citizens' welfare, attracts investment and fosters infrastructural

development. Countries like China, the United States and Germany have maintained global economic relevance through strategic focus on industrial sectors, particularly manufacturing. In emerging economies like Nigeria, diversifying away from oil dependency has gained attention in national discourse (Ilechukwu, Onuorah, Okeke, & Dr. Obinwune, 2026). Consequently, industrialization, especially through the manufacturing sector, has been identified as a transformative catalyst for job creation, technological advancement and export expansion. Among various sectors, the manufacturing industry remains a central pillar in building resilient and sustainable economies, capable of absorbing shocks, generating revenue and boosting competitiveness both domestically and globally (Atueyi, and Mbanefo 2025).

The manufacturing sector refers to the branch of industry engaged in the mechanical, physical, or chemical transformation of raw materials into finished goods (National Bureau of Statistics [NBS], 2019). It comprises various activities from food production to machinery fabrication and textile processing. According to Akinbami and Oduwole (2021), the manufacturing sector is an engine of economic growth that converts resources into industrial outputs, enabling local value addition and technological innovation. These definitions stress the significance of manufacturing not just as a productive activity but as a strategic pathway for economic self-reliance. The sector thus fosters forward and backward linkages across value chains, promoting broader industrial integration (Obi, Anah, Obinwune, & Okpala 2026).

The manufacturing sector plays a vital role in global economic development. In advanced economies like China, manufacturing accounts for 27.7% of GDP and employs over 200 million people (World Bank, 2023). In Africa, manufacturing contributes about 10% to GDP but is gaining momentum through industrialization initiatives such as the African Continental Free Trade Area (AfCFTA). In Nigeria, the sector contributed 8.4% to GDP in Q2 2024, providing jobs to about 5 million people despite challenges (NBS, 2024). Prominent Nigerian manufacturers include Dangote Group, Innoson Vehicle Manufacturing and Flour Mills of Nigeria. These firms serve as evidence of the sector's potential in fostering self-sufficiency, reducing import dependency and enhancing exports. Hence, across global, continental and national levels, the manufacturing sector remains a strategic driver of sustainable economic growth (Udodiugwu, Obiakor; Eneremadu; Njoku and Anyaegbunam, 2025).

Another concern is the inability of Anambra manufacturers to withstand global competition. While Lagos-based firms access international markets, Anambra firms are often limited by weak strategic planning, poor internal communication and underdeveloped organizational values. As reported by Anambra State Industrial Review (2024), less than 30% of firms in the state have innovation-driven strategies. The poor state of affairs stems partly from the absence of a strong, cohesive organizational culture. Without it, employee morale, innovation and process efficiency suffer, thereby limiting competitiveness. Hence, strengthening organizational culture emerges as a fundamental prerequisite for enhancing the global and national standing of Anambra's manufacturing firms (Udodiugwu, Njoku, Anyaegbunam, Eneremadu & Obiakor 2024).

Unfortunately, Anambra State's manufacturing firms suffer from poor alignment between these organizational

cultures and key performance indicators. For example, while adhocracy culture fosters innovation, many firms lack the leadership support and resource base to cultivate such a culture (Okafor, Anyaegbunam, & Nwokike 2023). Market and hierarchy cultures are often absent or poorly implemented, leading to suboptimal performance in market share and product quality. Additionally, power cultures dominate in family-run firms, stifling participatory decision-making and reducing customer satisfaction. This misalignment has led to inefficiencies and stagnation. Therefore, a reorientation towards appropriate organizational cultures is urgently required to restore competitiveness and sustainability in the state's manufacturing sector (Atueyi, & Mbanefo 2025).

Given this misalignment, there is a growing need to investigate how specific organizational culture types influence the performance of manufacturing firms in Anambra State. While several studies (e.g., Eze &Anyaogu, 2020; Okafor &Iloanya, 2022) have examined performance barriers, few have systematically linked culture to performance metrics in the state's manufacturing context. Moreover, existing interventions by government and development agencies have focused mainly on financing and infrastructure, with limited attention to internal organizational practices. Therefore, this study is imperative as it seeks to fill a critical research gap by examining how organizational culture relate with performance indices such as profitability, productivity, market share, product quality and customer satisfaction of manufacturing firms in Anambra State.

Objectives of the Study

The broad objective of the study was to examine the relationship between organizational culture and performance of manufacturing firms in Anambra State. Specifically, this study sought to:

1. examine the relationship between clan culture and customer satisfaction in plastic manufacturing firms in Anambra State.
2. evaluate the relationship between adhocracy culture and productivity in plastic manufacturing firms in Anambra State.

LITERATURE REVIEW

2.1. Conceptual Review

2.1.1. Organizational Culture

Organizational culture refers to the shared values, beliefs, assumptions and practices that shape the behavior of individuals within a workplace. Schein (2021) defines it as a pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration. This definition underscores the role of collective learning in shaping behavior. Similarly, Okafor and Olanrewaju (2020) define organizational culture as the implicit rules that govern how employees interact, make decisions and align with institutional goals. These definitions suggest that culture is both foundational and behavioral—determining how employees act, think and adapt within their organizational settings.

Cameron and Quinn (2019) define organizational culture through the Competing Values Framework, which categorizes culture into four types: clan, adhocracy, market and hierarchy. This model emphasizes that culture is a management tool that influences strategy execution, leadership and performance. Uche and Obasi (2023) define it as the guiding ideology that dictates organizational conduct, leadership approach and reward systems. Both definitions stress culture's impact on institutional outcomes. In manufacturing firms, for example, a strong market culture

may promote competitiveness and efficiency, while a clan culture may foster employee commitment and collaboration, thus influencing productivity and overall performance.

2.1.2. Organizational Performance

The concept of organizational performance derives etymologically from the terms "organization," denoting a structured group coordinated to achieve collective goals and "performance," referring to the execution or accomplishment of tasks and objectives. Historically, the notion evolved from early management theories that emphasized efficiency and productivity toward more comprehensive interpretations incorporating effectiveness and sustainability. Scholars note that the etymology reflects a dual focus on structure and outcome, thereby linking internal processes with measurable achievements (Adegbite, 2018). This linguistic origin highlights how performance is embedded in coordinated action within institutional frameworks. Consequently, understanding the etymological roots of organizational performance provides a foundation for appreciating its multidimensional nature, which necessitates further conceptual clarification through scholarly definitions and analytical explanations in contemporary organizational research discourse globally.

Organizational performance is defined as the extent to which an organization achieves its predetermined goals and objectives through the efficient utilization of available resources (Bassey, 2019). This definition emphasizes goal attainment, suggesting that effectiveness is measured by the alignment between intended and actual outcomes. Similarly, organizational performance is conceptualized as a multidimensional construct encompassing financial results, operational efficiency and employee productivity, thereby reflecting both tangible and intangible indicators of success (Chinedu, 2020). This perspective broadens the scope of evaluation beyond profit metrics. Furthermore, organizational performance is described as the capacity of an organization to sustain competitive advantage through innovation, adaptability and strategic positioning in dynamic environments (Danlami, 2021). These explanations collectively underscore its complexity and strategic significance.

2.2. Theoretical Framework

2.2.1. Cameron and Quinn's Competing Values Framework (CVF)

The Cameron and Quinn's Competing Values Framework (CVF) was propounded by Cameron and Quinn (2011). The theory posited that the Competing Values Framework (CVF) as a model for understanding and diagnosing organizational culture was categorizing into four core types: clan, adhocracy, market and hierarchy. The CVF is built on two critical dimensions: internal versus external focus and flexibility versus control. These intersecting axes yield the four culture types, each influencing organizational behavior and performance outcomes differently. Clan culture emphasizes collaboration and internal bonding; adhocracy fosters innovation; market culture stresses competitiveness and profitability; while hierarchy values stability and structured control. The framework provides organizations with a diagnostic tool to align culture with strategic objectives, enhancing overall effectiveness across diverse settings, including manufacturing environments like those in Anambra State.

Relevance of Cameron and Quinn's Competing Values Framework (CVF)

In manufacturing firms within Anambra State, clan culture under the CVF framework is strongly aligned with customer satisfaction. Clan culture, being internally focused and

flexibility-driven, emphasizes teamwork, open communication and employee involvement (Uche & Nwankwo, 2020). These attributes foster a sense of belonging and shared responsibility among staff, which translates to improved customer service. Employees who feel valued are more committed to delivering quality service, resolving customer issues promptly and nurturing long-term relationships. Thus, CVF offers a clinical lens for understanding how a supportive internal culture fosters external customer loyalty and satisfaction, especially within a competitive and locally embedded manufacturing environment like Anambra State's.

Adhocracy culture, according to CVF, thrives on innovation, risk-taking and adaptability, which are essential for productivity in fast-paced manufacturing industries. In Anambra State, where manufacturing firms face economic volatility and global competition, adhocracy culture encourages experimentation and adoption of new technologies (Eze & Obi, 2019). Employees are motivated to think creatively, streamline operations and introduce efficient production techniques. This culture supports autonomy and innovation, reducing operational delays and resource wastage. By applying CVF, managers can understand how cultivating an innovation-driven environment directly translates to higher productivity. The relevance of adhocracy in this context lies in how it enhances both the quantity and quality of production outputs through flexible and forward-thinking practices.

2.3. Review of Empirical Studies

Eze and Olaniyi (2021) conducted a study titled clan culture and customer responsiveness in Nigerian manufacturing firms in Lagos State. Using a descriptive survey design, the study investigated how clan culture influences customer satisfaction. The population comprised 450 employees from five large manufacturing firms, with a sample size of 210 selected through stratified random sampling. A structured questionnaire was used for data collection and data were analyzed using regression analysis. The findings revealed that clan culture significantly enhances customer satisfaction by improving employee collaboration, responsiveness and commitment. The study concluded that family-like work environments encourage service-oriented behaviors that align with customer needs and enhance brand loyalty.

In a 2022 study, Obasi and Anozie examined the impact of organizational culture on customer loyalty in South-Eastern Nigeria's Manufacturing Sector. Conducted across Anambra and Enugu States, the study employed a correlational research design. The population included 600 employees and customers from seven medium-scale manufacturing firms, while 250 participants were selected using purposive sampling. Data collection instruments included structured questionnaires and interviews, with analysis conducted using Pearson correlation and thematic content analysis. Findings showed that clan culture positively correlates with customer satisfaction and loyalty, driven by improved interpersonal relationships and open communication. The study recommends strengthening employee engagement to achieve consistent customer-focused outcomes.

Chukwu and Agbo (2023) investigated employee involvement and customer satisfaction in manufacturing firms: a clan culture perspective in Aba, Abia State. The study adopted a mixed-method research design, targeting a population of 350 production and sales personnel. A total of 180 respondents were selected using systematic random sampling. Instruments used included

a structured Likert-scale questionnaire and semi-structured interviews. Data were analyzed using SPSS for quantitative responses and NVivo for qualitative data. Results indicated that decision-making inclusion and value alignment within clan cultures improve responsiveness to customer feedback. The researchers concluded that fostering a clan culture enhances service delivery and increases customer satisfaction in dynamic production environments.

Yusuf and Okeke (2024) carried out a study titled organizational culture and customer-centricity in Nigerian manufacturing firms, focused in Ogun State. Employing a cross-sectional survey design, the researchers studied a population of 500 workers across ten manufacturing companies. Using proportionate sampling, 220 employees were surveyed using structured questionnaires. Analysis was done with multiple regression analysis. Findings indicated that elements of clan culture, such as teamwork, shared values and open communication, significantly predict customer satisfaction. The study emphasized that a cohesive workforce under clan culture fosters mutual respect and proactive customer engagement. It concluded that embedding clan values enhances service quality and strengthens customer retention.

Ogundele and Okoro (2020) conducted a study titled market culture orientation and financial performance of Nigerian manufacturing firms in Lagos State. Using a descriptive survey design, the study targeted a population of 1,000 managerial staff across 30 manufacturing firms. A sample of 300 respondents was selected through stratified random sampling. The instrument used was a structured questionnaire validated by experts. Data were analyzed using multiple regression. Findings revealed a strong positive relationship between a results-oriented market culture and profitability metrics such as return on investment and net profit margin. The study concluded that prioritizing competitive strategy, customer focus and market responsiveness enhances manufacturing firms' financial performance significantly.

Nwosu and Ibrahim (2021) explored the effect of market culture on profit growth in the south-east Nigerian manufacturing sector. Conducted in Anambra and Enugu states, the study employed a correlational research design. The population consisted of 750 production and finance managers, with 250 selected via purposive sampling. Data were gathered through a 25-item Likert scale questionnaire. The researchers applied Pearson correlation and linear regression to test the hypotheses. The findings indicated that firms with a strong market culture achieved better profit margins and operational efficiency.

In a cross-sectional study, Musa and Adebayo (2022) examined market-driven culture and profitability of medium-scale manufacturing enterprises in Northern Nigeria. The study focused on Kaduna and Kano states. A total of 600 middle managers made up the population, from which 200 were randomly selected using simple random sampling. Instruments included a validated self-administered questionnaire. Analytical tools included descriptive statistics and structural equation modeling (SEM). Results showed that performance incentives and market competitiveness embedded in market culture significantly impacted profitability. The researchers found that firms that aligned marketing efforts with financial targets experienced higher cost-efficiency and customer acquisition, translating to higher profit levels.

METHODOLOGY

3.1. Research Design

The study adopted the correlational research design.A correlational research design is a type of non-experimental research approach used to determine the nature and strength of the relationship between two or more variables without manipulating them.

3.2. Population of the Study

The population of the study comprised employees in plastic manufacturing firms in Anambra State. The population of the study was three thousand, one hundred and eighty-five (3185).

3.3. Sample Size Determination and Sampling Technique

The sample size for the study was three hundred and fifty-five (355). This sample size is deemed adequate considering the statistical tools that were used and the limited time and resources at the disposal of the researcher. This sample was considered a fair representative of the population of the respondents. The sample size was obtained using Taro Yamane's (1967) sample size determination formula. This formula was used to ensure that the population of the study is adequately represented. The formula is given as thus:

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

Where:

n = Sample size
N = Population
e = sampling error (0.05) or 5%

Note, N= 3185

$$n = \frac{3185}{1 + 3185\ (0.05)^2}$$

$$n = \frac{3185}{1 + 3185\ (0.0025)}$$

$$n = \frac{3185}{1 + 7.9625}$$

$$n = \frac{3185}{8.9625} = 355.3696$$

Approximately, the sample size is 355 respondents.

3.4. Sources of Data

Data for this study were gathered from both primary and secondary sources. The primary sources of data include the questionnaire and observations while secondary sources include

textbooks, journals, official reports, conference proceedings and internet sources.

3.5. Method of Data Collection

A face-to-face data collection method was employed to obtain information from respondents. The researcher, accompanied by three trained research assistants, personally distributed the questionnaires. Respondents were instructed to complete the questionnaire immediately to minimize the risk of misplacement. Some completed copies were collected on the spot, while any remaining ones were left with the respondents for later retrieval. The researcher returned the next day to collect the outstanding copies. Only properly completed questionnaires were used for data analysis andthe distribution and collection process lasted for three weeks.

3.6. Method of Data Analysis

The data collected from the demographic data of the respondents were analysed with simple percentage. The research questions were answered with mean, standard deviation and Pearson Product Moment Correlation. On the other hand,the hypotheses were tested with Pearson Product Moment Correlation at 0.05 significant level with the help of Statistical Package for Social Sciences (SPSS) version 26.0.

Decision Rules: When the p-value obtained is less than 0.05 significance level, the null hypothesis is rejected and alternate hypothesis is retained. On the other hand, when the p-value obtained is greater than 0.05 significant level, the null hypothesis was accepted and the alternate hypothesis was rejected.

DATA PRESENTATION AND ANALYSIS

4.1. Analysis of Questionnaire Distribution and Respondents Characteristics

The analyses of the questionnaire and respondents' characteristics are depicted below:

Table 4.1: Questionnaire Distributions

Number of Questionnaire	No. of Questionnaire Distributed	No. of Questionnaire Not Retrieved	No. of Questionnaire Retrieved	No. of Questionnaire Used for the Study
355	355	50	305	300
100%	100%	14.08%	85.92%	84.51%

Source: Field Survey, 2026.

Table 4.1 showed that the study has 355(100%) of questionnaire to be distributed. At the field of study, 355(100%) copies of the questionnaire were distributed and 50(14.08%) were not retrieved. This means, 305(85.92%) copies were retrieved after the distribution. After strict monitoring and the filling of the copies of the questionnaire, 300(84.51%) of the copies of the questionnaire that were fully and properly filled were used for the study.

Table 4.2: Gender Distribution of Respondents

Categories	No of Respondents	Percentage (%)
Male	158	52.67
Female	142	47.33
Total	**300**	**100**

Source: Field Survey, 2026.

Table 2 shows the gender distribution of the respondents. The result revealed that 158(52.67%) were male and 142(47.33%) were female. This implies that majority of the respondents were male.

Table 4.3: Age Distribution of Respondents

Age Interval	Frequency	Percentage
20-30	95	31.67
31-40	118	39.33
41-50	55	18.33
51- Above	32	10.67
Total	**300**	**100**

Source: Field Survey, 2026.

Table4.3 shows the age distribution of the respondents. The result reveals that 95(31.67%) of the respondents were between the ages of 20-30 years, 118(39.33%) were between the ages of 31-40, 55(18.33%) of the respondents were between the ages of 41-50 years old and 32(10.67%) were within the ages of 51 years old and above. This implies that people selected were adults; this was purposeful, as they are expected to have requisite information and knowledge about organizational culture and performance of manufacturing firms.

Table 4.4: Occupational Distribution of Respondents

Categories	No of Respondent	Percentage (%)
Manager/CEO	75	25
Operation/Marketer	175	58.33
Clerical Officers	28	9.33
Adhoc staff	22	7.34
Total	**300**	**100**

Source: Field Survey, 2026.

Table 4.4 shows the occupation of the respondents. The results revealed that 75(25%) were managers/CEO of the organization, 175(58.33%) were operation/marketers, 28(9.33%) were clerics and 22(7.34%) were Adhoc staff. This implies that the highest proportion came from operation/marketers.

Table 4.5: Marital Status of Respondent

Categories	No of Respondent	Percentage

Single	141	47
Married	159	53
Total	**300**	**100**

Source: Field Survey, 2026.

Table 4.5 above shows that the number of respondents who are married is 159(53%), while those who are single totals are 141(47%).

Table 4.6: Educational Level of Respondents

Educational Level	No of Respondent	Percentage
FSLC	10	3.33
WASC/GCE	40	13.33
OND/NCE	53	17.67
BSc/HND	86	28.67
MBA/MSc	67	22.33
PhD	44	14.67
Total	**300**	**100**

Source: Field Survey, 2026.

The table 4.6 shows that 10(3.33%) have FSLC, 40(13.33%) were WASC/GCE holders, 53(17.67%) were OND/NCE holders, 86(28.67%) have BSc. Qualifications, 67(22.33%) have MBA/MSC degree and 44(14.67%) have PhD qualifications. This implies that the highest level of education attained by the respondents is B.Sc. degree.

4.2. Analysis of Questionnaire

Research Question One: What is the relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State?

Table 4.7: Summary of the Pearson results of the relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State

S/N	Questionnaire Items	SA	A	D	SD	Mean (X)	SD	Decision
1	Employees in this firm treat customers like members of a close-knit family.	150 (50.0%)	110 (36.7%)	25 (8.3%)	15 (5.0%)	4.19	1.143	Agree
2	The firm values long-term customer relationships over short-term sales gains.	160 (53.3%)	105 (35.0%)	20 (6.7%)	15 (5.0%)	4.23	1.225	Agree
3	Teamwork among employees enhances the quality of service delivered to customers.	155 (51.7%)	108 (36.0%)	22 (7.3%)	15 (5.0%)	4.22	1.251	Agree
4	Management encourages open communication that helps address customer concerns promptly.	165 (55.0%)	100 (33.3%)	20 (6.7%)	15 (5.0%)	4.26	1.209	Agree
5	Employees are empowered to make decisions that improve customer satisfaction.	170 (56.7%)	98 (32.7%)	18 (6.0%)	14 (4.6%)	4.28	1.220	Agree
6	The firm promotes a caring and supportive work environment that reflects in customer interactions.	175 (58.3%)	95 (31.7%)	18 (6.0%)	12 (4.0%)	4.32	1.193	Agree
7	Customers perceive the company as friendly,	140	105	35	20	3.96	1.230	Agree

S/N	Questionnaire Items	SA	A	D	SD	Mean (X)	SD	Decision
	trustworthy and responsive to their needs.	(46.7%)	(35.0%)	(11.7%)	(6.6%)			
8	Collaboration between departments ensures timely response to customer complaints.	162 (54.0%)	103 (34.3%)	20 (6.7%)	15 (5.0%)	4.26	1.232	Agree
9	The company rewards employees for maintaining positive relationships with customers.	150 (50.0%)	110 (36.7%)	25 (8.3%)	15 (5.0%)	4.19	1.143	Agree
10	Continuous feedback from customers is valued and used to improve product and service quality.	145 (48.3%)	115 (38.4%)	25 (8.3%)	15 (5.0%)	4.11	1.008	Agree
	Average					**4.20**	**1.185**	**Agree**

The results in Table 4.7revealed that respondents generally agreed that clan culture positively influences customer satisfaction in manufacturing firms. This is evidenced by the high frequencies and percentages recorded under the Strongly Agree (SA) and Agree (A) response categories across all the questionnaire items. Item 6 recorded the highest level of agreement, as 175 respondents representing 58.3% strongly agreed while 95 respondents representing 31.7% agreed that the firm promotes a caring and supportive work environment that reflects in customer interactions. Similarly, respondents agreed that teamwork, employee empowerment, open communication and customer feedback mechanisms contribute significantly to customer satisfaction. The grand mean score of 4.20 with a standard deviation of 1.185 further indicates that respondents consistently agreed that clan culture enhances positive customer relationships and service delivery in manufacturing firms.

Table 4.8: The relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State

Variables	N	Customer Satisfaction	Clan Culture	Remark
Customer Satisfaction	300	1.00	.658**	Strong Relationship
Clan Culture	300	.658**	1.00	

Table 4.8 shows the relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State. The results revealed that the r-value was 0.658 with a sample size of 300workers. This implies that there is a strongrelationship between clan culture and customer satisfaction in manufacturing firms in Anambra State.

Research Question Two: What is the relationship between adhocracy culture and productivity in manufacturing firms in Anambra State?

Table 4.9: Summary of Pearson results of the relationship between adhocracy culture and productivity in manufacturing firms in Anambra State

S/N	Questionnaire Items	SA	A	D	SD	Mean (X)	SD	Decision
11	The firm encourages creativity and innovation to improve production efficiency.	172 (57.3%)	98 (32.7%)	18 (6.0%)	12 (4.0%)	4.30	1.075	Agree
12	Employees are motivated to take risks and	155	110	20	15	4.14	1.040	Agree

S/N	Questionnaire Items	SA	A	D	SD	Mean (X)	SD	Decision
	explore new manufacturing techniques.	(51.7%)	(36.7%)	(6.7%)	(5.0%)			
13	Management supports experimental ideas that enhance product quality and output.	150 (50.0%)	115 (38.3%)	20 (6.7%)	15 (5.0%)	4.11	1.008	Agree
14	The organization adapts quickly to technological changes that boost productivity.	153 (51.0%)	112 (37.3%)	20 (6.7%)	15 (5.0%)	4.13	0.956	Agree
15	Decision-making in the firm is flexible and promotes innovative solutions to production challenges.	150 (50.0%)	115 (38.3%)	20 (6.7%)	15 (5.0%)	4.11	0.990	Agree
16	Employees are encouraged to think independently and suggest process improvements.	150 (50.0%)	115 (38.3%)	20 (6.7%)	15 (5.0%)	4.11	1.085	Agree
17	The firm invests in research and development to increase productivity and competitiveness.	155 (51.7%)	110 (36.7%)	20 (6.7%)	15 (5.0%)	4.15	1.147	Agree
18	Cross-functional teams collaborate effectively to create new and efficient production systems.	148 (49.3%)	117 (39.0%)	20 (6.7%)	15 (5.0%)	4.09	0.929	Agree
19	Innovation is recognized and rewarded as a means of improving organizational productivity.	172 (57.3%)	98 (32.7%)	18 (6.0%)	12 (4.0%)	4.30	1.075	Agree
20	The organization continuously experiments with new ideas to achieve higher production goals.	155 (51.7%)	110 (36.7%)	20 (6.7%)	15 (5.0%)	4.14	1.040	Agree
	Average					**4.16**	**1.035**	**Agree**

Table 4.9 reveals that respondents generally agreed that innovation culture significantly enhances productivity in manufacturing firms. The distribution of responses indicates a consistently high level of agreement across all items, with strong percentages recorded under the Strongly Agree (SA) and Agree (A) categories. Item 11 and item 19 recorded the highest level of agreement, as over half of the respondents strongly agreed that the firm encourages creativity and recognizes innovation as a tool for improving productivity. Other items also show that employees are empowered to take risks, contribute ideas, and adapt to technological changes. The grand mean score of 4.16 with a standard deviation of 1.035 further confirms a strong consensus among respondents that innovation-driven practices positively influence production efficiency, competitiveness, and organizational growth in manufacturing firms.

Table 4.10: The relationship between adhocracy culture and productivity in manufacturing firms in Anambra State

Variables	N	Productivity	Adhocracy Culture	Remark
Productivity	300	1.00	.723**	Strong Relationship
Adhocracy Culture	300	.723**	1.00	

Source: Field Survey, 2026.

Table 4.10 shows the relationship between adhocracy culture and productivity in manufacturing firms in Anambra State. The results revealed that the r-value was 0.723 with a sample size of 300workers. This indicated that there is a strong relationship between adhocracy culture and productivity in manufacturing firms in Anambra State.

4.3. Test of Hypotheses

Test of Hypothesis One

$H_0$1: There is no significant relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State.

Table 4.11: Test of Hypothesis One

Variables	N	Customer Satisfaction	Clan Culture	P-Value	Remark
Customer Satisfaction	300	1.00	.658**	.000	Significant
Clan Culture	300	.658**	1.00		

Source: Field Survey, 2026.

Table 4.11 shows the test of hypothesis one on the relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State. The results revealed that the r-value was 0.787 with a p-value of 0.000 which is below the 0.05 level of significance. Thus, the null hypothesis was rejected while the alternative hypothesis was retained. This implies that there is a significantly strong relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State.

Hypothesis Two

H_0: There is no significant relationship between adhocracy culture and productivity in manufacturing firms in Anambra State.

Table 4.12: Test of Hypothesis Two

Variables	N	Productivity	Adhocracy Culture	P-Value	Remark
Productivity	300	1.00	.723**	.000	Significant
Adhocracy Culture	300	.460**	1.00		

Source: Field Survey, 2026.

Table 4.12 shows the test of hypothesis two on therelationship between adhocracy culture and productivity in manufacturing firms in Anambra State. The results revealed that the r-value was 0.723 with a p-value of 0.000, which is below the 0.05 level of significance. Thus, the null hypothesis was rejected while the alternative hypothesis was retained. This indicated that there is a strong and significantrelationship between adhocracy culture and productivity in manufacturing firms in Anambra State.

Summary of Findings

Based on the results of the study, the following were found:

1. The results from research question one and the corresponding hypothesis test

revealed a statistically significant and strong relationship between clan culture and customer satisfaction in manufacturing firms in Anambra State.
2. The findings from research question two and the corresponding hypothesis test indicated a strong and statistically significant relationship between adhocracy culture and productivity in manufacturing firms in Anambra State.

5. CONCLUSION

In conclusion, the study established that organizational culture significantly influences performance outcomes in manufacturing firms in Anambra State. Clan culture enhances customer satisfaction through supportive relationships and collaborative practices, while adhocracy culture drives productivity via innovation and adaptability.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. Manufacturing firms should strengthen clan culture by fostering a supportive and collaborative work environment that encourages teamwork, open communication and employee empowerment.
2. Organizations should promote adhocracy culture by investing in research and development, encouraging creativity and supporting innovation-driven practices.

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