

Full Length Research

Effect of Organisational Culture on Employees' Performance in Garki Investment Limited in Abuja

¹Samuel Henry Efe and ²Odneye Osekweyi Yakubu

¹Department of Business Administration, Faculty of Management Sciences, Philomath University, Kuje, Abuja.

E-mail: henrys@philomath.edu.ng

²Department of Business Administration, Faculty of Administration, Bingham University, Karu, Nasarawa State.

Corresponding author's E-mail: odoyaks@gmail.com

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Abstract

Organisational culture is increasingly recognised as a critical determinant of employee performance and overall organisational effectiveness. Despite its acknowledged importance, research examining the specific cultural dimensions of communication style and organisational structure in the context of private investment companies in Abuja, Nigeria, remains limited. This study examined the effect of organisational culture specifically communication style and organisational structure on employee performance at Garki Investment Limited in Abuja. A census sampling technique was adopted, targeting all 57 employees of the organisation. Structured questionnaires were distributed, of which 49 (86%) were validly completed and returned. Data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) via SmartPLS 3. Measurement model assessments confirmed adequate indicator reliability, convergent validity ($AVE > 0.50$), and discriminant validity ($HTMT < 0.90$). Results from the structural model revealed that communication style has a significant positive effect on employee performance ($\beta = 0.387$; $T = 8.505$; $p < 0.001$), and organisational structure also has a significant positive effect on employee performance ($\beta = 0.477$; $T = 10.943$; $p < 0.001$). The two predictors jointly explained 48.6% of the variance in employee performance ($R^2 = 0.486$). Both null hypotheses were rejected. The study concludes that well-structured communication practices and clearly defined organisational structures are key enablers of employee performance. Recommendations are provided for management practice and future research.

Keywords: *Communication Style, Employee Performance, Garki Investment Limited, Organisational Culture, Organisational Structure*

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INTRODUCTION

Employee performance is a critical determinant of an organisation's competitive advantage and long-term sustainability. In today's dynamic business environment, organisations are increasingly recognising that the cultural context in which employees operate significantly shapes their motivation, commitment, and output (Casimi, 2025). Organisational culture, defined as the shared values, beliefs, norms, and practices that guide behaviour and interaction within an organisation, has been widely acknowledged as a key driver of employee performance and overall organisational effectiveness (Schein, 2017; Robbins & Judge, 2019).

A well-aligned organisational culture fosters a positive work environment, enhances employee motivation, and drives business success. Conversely, a misaligned culture can lead to diminished performance, low morale, and ultimately, organisational underperformance (Casimi, 2025). Organisational culture operates through several dimensions, including values, norms, leadership styles, innovation practices, communication styles, and structural arrangements (Agyeman & Boakye, 2023; Yusuf & Adewale, 2022). The present study focuses specifically on two of these dimensions — communication style and organisational structure — given their direct and demonstrable influence on how employees interact, execute responsibilities, and deliver results.

Communication style plays a central role in shaping employee performance by determining how information flows within an organisation, how feedback is managed, and the degree to which employees feel engaged in decision-making processes. Open and supportive communication styles foster trust, reduce misunderstandings, and enhance teamwork, thereby improving employee motivation and performance. Conversely, poor or restrictive communication styles create tension, ambiguity, and disengagement, negatively affecting employee output (Adebayo & Nwosu, 2025).

Organisational structure, on the other hand, provides the framework through which roles, responsibilities, and reporting relationships are defined. A well-designed structure promotes clarity, accountability, and coordination, thereby enabling employees to perform more effectively. Flexible structures also reduce bureaucratic bottlenecks, encourage innovation, and improve responsiveness to environmental changes — all of which contribute to enhanced performance outcomes (Kumari & Sharma, 2024; Zhang & Lee, 2025).

Garki Investment Limited is a private investment company operating in Abuja, Nigeria. Despite the recognised importance of organisational culture, the company has not fully leveraged it to enhance employee performance, as persistent concerns regarding service delivery quality, employee absenteeism, and productivity gaps remain. Several studies have examined the effect of organisational culture on employee performance across various contexts (Sumarjo, 2025; Khatri, 2025; Idris et al., 2025; Pham, 2024; Bogale, 2024; Aboramadan, 2020; Mishra, 2022; AlShehhi, 2021; Cherian, 2021); however, specific empirical investigation focused on Garki Investment Limited remains absent from the literature, creating the gap this study addresses.

Statement of the Problem

Despite the recognised importance of organisational culture in shaping employee behaviour and output, Garki Investment Limited has not fully leveraged its cultural assets to enhance employee performance. Persistent challenges, including frequent customer complaints arising from poor service delivery, employee lateness, and absenteeism, indicate that the organisation's existing cultural framework may not be adequately aligned with performance expectations. While extensive literature exists on the relationship between organisational culture and employee performance in banking, manufacturing, and public sector contexts, specific empirical evidence from private investment companies in Abuja, particularly Garki Investment Limited, remains scarce. This gap motivates the present study.

Research Questions

This study is guided by two specific research questions:

- (i) To what extent does communication style affect employees' performance at Garki Investment Limited in Abuja?
- (ii) What is the effect of organisational structure on employees' performance at Garki Investment Limited in Abuja?

Objectives of the Study

The general objective of this study is to examine the effect of organisational culture on employees' performance at Garki Investment Limited in Abuja. The specific objectives are to:

- (i) Examine the effect of communication style on employees' performance at Garki Investment Limited in Abuja.
- (ii) Assess the effect of organisational structure on employees' performance at Garki Investment Limited in Abuja.

Research Hypotheses

The following null hypotheses were formulated and tested at the 5% level of significance:

H₀₁: Communication style has no significant effect on employees' performance at Garki Investment Limited in Abuja.

H₀₂: Organisational structure has no significant effect on employees' performance at Garki Investment Limited in Abuja.

Conceptual Review

Organisational Culture

Organisational culture refers to the shared values, beliefs, norms, and practices that shape the social and psychological environment of a business or institution. It encompasses the underlying assumptions and expectations that guide behaviour, influence decision-making, and determine how employees interact with one another and with external stakeholders (Adeniyi et al., 2024). Schein (2017) described organisational culture as a pattern of shared basic assumptions learned by a group as it solved problems of external adaptation and internal integration, assumptions that have been validated through experience and are taught to new members as the correct way to perceive, think, and feel in relation to those problems. Robbins and Judge (2019) similarly defined organisational culture as a system of shared meaning held by members that distinguishes one organisation from others. Malone (2023) further described it as the climate of an organisation, encompassing rituals, behaviour, spoken and unspoken norms, values, communication modes, and accepted standards of conduct. Brennan (2024) added that organisational culture is the shared values, attitudes, and practices that constitute an organisation's identity and largely shape employee behaviour and interpersonal interactions. Zeb and Hussain (2021) offered a complementary perspective, describing culture as the adhesive that binds nonhuman resources to human resources in an organisation, thereby generating collaboration and high performance. Collectively, these definitions underscore that organisational culture is not a peripheral management concern but a fundamental determinant of how employees behave, collaborate, and perform.

Communication Style

Communication style refers to the distinctive manner in which individuals express themselves and interact with others through verbal, paraverbal, and non-verbal exchanges. It reflects habitual patterns of delivering messages, interpreting feedback, and managing interpersonal relationships, thereby shaping the effectiveness of communicative outcomes (Ali & Ahmed, 2024). Nguyen and Lee (2024) described communication style as the characteristic manner through which individuals convey thoughts, emotions, and intentions, influenced by cultural background, personality, and situational context. Ojo and Musa (2025) defined it as the consistent behavioural tendencies that individuals adopt in the exchange of information, which determines whether communication is assertive, passive, aggressive, or a balanced combination of these traits. Chen et al. (2024) further explained communication style as a dynamic framework through which people select words, tone, body language, and timing to construct meaning and foster interpersonal understanding. Adebayo and Nwosu (2025) emphasised that communication style embodies relational cues and strategies individuals use to connect with others, resolve conflicts, and maintain social harmony.

Norton (1978) described communication style as the specific way one verbally or paraverbally interacts to indicate how literal meaning should be interpreted, emphasising its role as a stable behavioural pattern within communicative exchanges. Pănișoară and Pănișoară (2010, as cited in Dhillon & Kaur, 2021) defined communication style in terms of the verbal, paraverbal, and non-verbal signals that reflect an individual's relational orientation and interpretive preferences. Collectively, these perspectives underscore that communication style is a dynamic, multi-dimensional pattern of interaction that powerfully shapes how individuals are understood and how they connect with others in organisational settings.

Organisational Structure

Organisational structure refers to the formal arrangement of roles, responsibilities, and relationships that coordinate activities within an organisation and guide how tasks are allocated, supervised, and executed (Kumari & Sharma, 2024). Adeyemi and Oke (2025) described organisational structure as the framework that defines lines of authority, patterns of communication, and mechanisms of coordination that enable organisations to achieve their objectives efficiently. Obi and Danjuma (2024) characterised it as the systematic division of labour and allocation of resources designed to align employee efforts with organisational goals. Mensah et al. (2025) defined it as the blueprint of an organisation's hierarchy, clarifying reporting relationships and establishing accountability. Yusuf and Ibrahim (2024) explained it as the mechanism through which management establishes control, reduces ambiguity, and fosters inter-departmental collaboration. Zhang and Lee (2025) further noted that organisational structure represents a social and managerial arrangement that reflects the organisation's strategy, culture, and environment while simultaneously shaping employee behaviour and performance.

Robbins and Coulter (2023) offered a complementary definition, describing organisational structure as the system that outlines how activities such as task allocation, coordination, and supervision are directed toward the achievement of organisational goals. Daft (2023) similarly defined it as the framework managers use to divide responsibilities, allocate resources, and design reporting relationships. Mintzberg (2023) described organisational structure as the sum of how an organisation divides its labour into distinct tasks and achieves coordination among them. Collectively, these definitions

affirm that organisational structure is not merely an administrative diagram but a dynamic system that facilitates coordination, accountability, and strategic alignment in the pursuit of organisational effectiveness.

Employee Performance

Employee performance refers to the degree to which employees fulfil their assigned job duties and execute required tasks effectively, efficiently, and in alignment with organisational objectives. Attahiru (2021) defined employee performance as the effectiveness, quality, and efficiency of an employee's output in fulfilling job requirements. Shaikh et al. (2017) emphasised that employee performance is a critical component of organisational success, as overall organisational productivity is directly contingent on the quality of individual employee contributions. Yolande (2024) added that employee performance encompasses how employees behave in the workplace and how well they execute their obligations, noting that each employee represents a significant organisational investment whose return must be meaningful and measurable. These converging definitions affirm that employee performance is a multi-dimensional construct spanning task completion, behavioural adherence, and contribution to organisational goals.

Empirical Review

Communication Style and Employee Performance

Adebayo and Nwosu (2024) investigated the influence of managers' communication styles on employee performance in selected small and medium enterprises (SMEs) in Abuja, Nigeria. A total of 250 questionnaires were distributed across 15 SMEs, of which 236 were fully completed and returned. Multiple regression analysis was employed to test the hypotheses. Findings revealed that an assertive communication style had a significant positive effect on employee performance, while passive and aggressive communication styles were negatively associated with productivity and teamwork.

Chen and Park (2024) examined the relationship between leaders' communication styles and job performance among information technology professionals in Seoul, South Korea. Data were collected from 400 respondents across six major technology firms using a structured questionnaire, analysed through SmartPLS structural equation modelling. Results showed that supportive and open communication styles enhanced employee engagement and performance, while a controlling communication style reduced creativity and innovation output.

Ojo and Musa (2025) analysed the effect of communication styles on organisational performance in selected tertiary institutions in Nasarawa State, Nigeria. Data were gathered from 300 academic and non-academic staff using stratified random sampling, with analysis conducted via SPSS correlation and regression techniques. Findings indicated that transparent and frequent communication styles positively influenced staff productivity, commitment, and overall institutional performance.

Zhang and Li (2025) explored the role of communication styles in determining team performance among multinational corporations in Beijing, China. Questionnaires were administered to 520 employees working in cross-functional teams and analysed using AMOS structural modelling. Results revealed that an adaptive communication style significantly enhanced collaboration and project success, whereas a rigid communication style hindered performance outcomes.

Organisational Structure and Employee Performance

Awala (2024) explored the effects of organisational structure on employee performance at Ernst & Young Nigeria. All 249 employees participated, with analysis conducted using SPSS regression, focusing on command-and-control structure, formalisation, and specialisation. Findings revealed that chain of command and specialisation had the strongest positive impact on employee performance.

Suarsa et al. (2024) examined the effect of changes in organisational structure on employee performance, with employee perceptions as a mediating variable, among permanent employees of Perumda Air Minum Tirta Mangutama, Indonesia. Seventy-five respondents participated, with data analysed using SEM-PLS. Findings indicated that changes in organisational structure had a positive and significant effect on both employee perceptions and employee performance, with employee perceptions acting as a partial mediator.

Egbe et al. (2024) investigated how organisational structure influences employee creativity at Lafarge Africa Plc in Calabar, Nigeria. Questionnaires were distributed to 410 employees across managerial and non-managerial levels, analysed using descriptive research methods. The study established that structural dimensions, including centralisation and formalisation, significantly and positively affected employee creativity, a critical component of overall performance

Theoretical Framework

Competing Values Framework (CVF) Theory

This study is anchored on the Competing Values Framework (CVF) developed by Cameron and Quinn (1999). The CVF explains that organisational culture influences employee performance through four dominant cultural orientations: Clan, Adhocracy, Market, and Hierarchy. Each orientation emphasises specific values and behavioural expectations. Clan culture promotes teamwork and employee involvement; Adhocracy encourages innovation and risk-taking; Market culture focuses on competitiveness and goal achievement; while Hierarchy culture values stability, structure, and formal procedures. These cultural orientations guide how employees behave, interact, and contribute to organisational outcomes, making the CVF a well-suited framework for examining the cultural dimensions of communication style and organisational structure as predictors of employee performance.

Empirical support for the CVF is well-established. Hartnell, Ou, and Kinicki (2011) conducted a meta-analysis confirming strong relationships between specific CVF culture types and key performance indicators. Zheng et al. (2010) found that Clan and Adhocracy cultures positively influence employee effectiveness and knowledge management practices. The theory provides a structured lens through which the present study analyses how communication style, reflective of Clan-type cultural values, and organisational structure, reflective of Hierarchy-type cultural values, independently and jointly shape employee performance at Garki Investment Limited. One acknowledged limitation of the CVF is its tendency to classify culture into four relatively fixed categories, which may not fully capture the hybrid cultural realities of organisations operating in complex and rapidly changing environments such as Nigeria's private investment sector.

METHODOLOGY

This study adopts a survey research design. The target population consists of all 57 employees of Garki Investment Limited in Abuja, as obtained from the organisation's Human Resource Department. Given the small and manageable size of the population, a census sampling technique was adopted, ensuring that the entire population was included as the sample. This approach eliminates sampling error and provides a comprehensive and accurate representation of the phenomenon under investigation. Primary data was used for this study, and it was collected through the use of a five-point Likert scale questionnaire ranging from (Strongly agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1) as the research instrument.

The data collected was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS3.

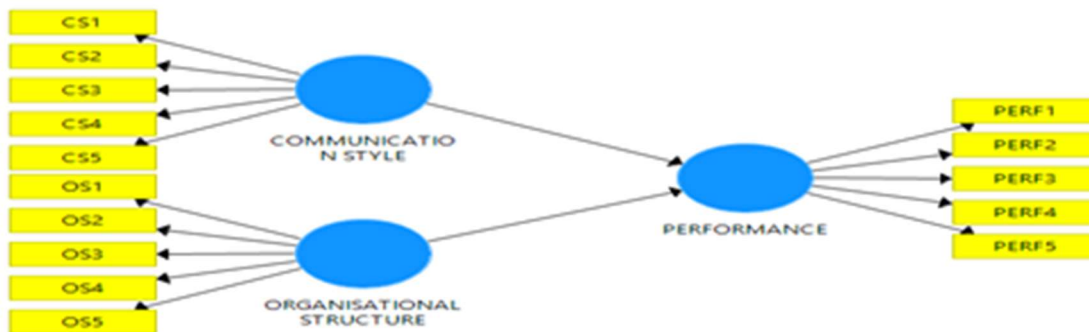


Figure 1. Structural model for the direct relationship between organizational culture and employees' performance.

Data Presentation and Analysis

Details of the distribution and retrieval of questionnaires from the employees of Garki Investment Limited Abuja

Table 1: Distribution and Retrieval of Questionnaires

Questionnaires	Frequency	Percentage (%)
Properly filled/Returned	49	86
Not Properly filled / Not Returned	8	14
Total	57	100

Source: Field Survey, 2026

Table 1 shows that out of the 57 questionnaires distributed to employees of Garki Investment Limited Abuja, 49 representing 86% were properly filled and returned while 8 representing 14% were either not returned or not properly filled. Thus, the analysis of this study is based on the number of returned questionnaires.

Indicator Reliability

Indicator reliability was assessed by examining the outer loadings of all items. Hair et al. (2019) recommend that outer loadings above 0.708 are acceptable, as they indicate that the construct explains more than 50% of the indicator's variance. Indicators with loadings below 0.40 should be eliminated, while those with loadings between 0.40 and 0.70 may be retained in exploratory research if the Average Variance Extracted (AVE) is satisfactory. As shown in Table 2, all items retained in the model met the minimum threshold requirements.

Table 1: Factor Loadings of the Constructs

	COMMUNICATION STYLE	ORGANISATIONAL STRUCTURE	PERFORMANCE
CS1	0.713		
CS2	0.597		
CS3	0.724		
CS4	0.770		
CS5	0.709		
OS1		0.618	
OS2		0.698	
OS3		0.844	
OS4		0.841	
OS5		0.699	
PERF1			0.738
PERF2			0.817
PERF3			0.834
PERF4			0.748
PERF5			0.815

Source: *SMART-PLS Output, 2026*

Convergent Validity

Convergent validity assesses the degree to which a construct converges to explain the variance within its items. It is evaluated using the Average Variance Extracted (AVE), which should exceed 0.50 (Hair et al., 2019). Table 3 presents the construct reliability and validity statistics. All three constructs achieved AVE values above 0.50, confirming adequate convergent validity. Cronbach's alpha and composite reliability values also exceed the recommended threshold of 0.70, confirming internal consistency.

Table 2: Construct Reliability and Validity of the Indicators

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
COMMUNICATION STYLE	0.745	0.744	0.831	0.597
ORGANISATIONAL STRUCTURE	0.797	0.834	0.860	0.556
PERFORMANCE	0.851	0.862	0.893	0.626

Source: *SMART PLS Output, 2026*

Table 3: Heterotrait-Monotrait Ratio (HTMT)

Variables	COMMUNICATION STYLE	ORGANISATIONAL STRUCTURE	PERFORMANCE
COMMUNICATION STYLE	1.000		
ORGANISATIONAL STRUCTURE	0.841	1.000	
PERFORMANCE	0.853	0.849	1.000

Source: SMART-PLS Output, 2026

Model Goodness of Fit (GoF)

The goodness of fit of the PLS model was assessed using the Standardised Root Mean Square Residual (SRMR), as recommended by Hair et al. (2017). A value below 0.08 indicates a good model fit (Hu & Bentler, 1998). The study's SRMR value of 0.03 confirms an excellent model fit, providing confidence in the structural estimates.

Table 4: Model of Goodness of fit Summary

	Saturated Model	Estimated Model
SRMR	0.03	0.03
d_ULS	5.778	5.778
d_G	5.451	5.451
Chi-Square	7338.713	7338.713
NFI	0.397	0.397

Source: SMART-PLS Output, 2026

Test of Hypotheses

The table below showed the path coefficients, t-values and p-values used to test the first four null hypotheses of the study:

Table 5: Path Coefficient of the Model

Variables	Beta	T Statistics (O/STDEV)	P Values	Decision	F ² Values
COMMUNICATION STYLE -> PERFORMANCE	0.387	8.505	0.000	Reject	0.037
ORGANISATIONAL STRUCTURE -> PERFORMANCE	0.477	10.943	0.000	Reject	0.265

Notes: ($P < 0.01$), ($P < 0.05$), ($P < 0.1$)

Source: SMART-PLS Output, 2026

Hypothesis One

H₀₁: Communication Style has no significant effect on employees' performance of Garki Investment Limited in Abuja. The result of the test as shown in Table 5 revealed that communication style positively and significantly affected employee performance of Garki Investment Limited in Abuja, with $\beta = 0.387$, $T = 8.505$ and $p = 0.000$. Thus, hypothesis one was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore concludes that communication style has a positive and significant effect on employee performance of Garki Investment Limited in Abuja.

Hypothesis Two

H₀₂: Organisational Structure has no significant effect on employees' performance of Garki Investment Limited in Abuja. The result from Table 5 shows that organisational structure has positive and significant effects on employee performance of Garki Investment Limited in Abuja, with $\beta = 0.477$, $T = 10.943$ and $p = 0.000$. Thus, hypothesis two was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore concludes that organisational structure has a positive and significant effect on employee performance of Garki Investment Limited in Abuja.

Table 6: R square Statistics

	R Square	R Square Adjusted
Employee Performance	0.486	0.482

Source: Researcher's computation in Smart-PLS (2025)

The r-square statistics shows the level of determinism of the dependent variable by the independent variables of the study. Table 6 show that the study has an r-square value of 0.486 which indicates that the variables used for the study account for about 48.6% of the variability in the dependent variable. Other factors not captured in the model may account for the remaining 51.4%.

Discussion of Findings

The finding that communication style has a positive and significant effect on employee performance ($\beta = 0.387$; $p < 0.001$) indicates that improvements in communication practices, such as promoting clarity, openness, and assertiveness, meaningfully contribute to enhancing employee performance at Garki Investment Limited. This finding is consistent with Adebayo and Nwosu (2024), who found that an assertive communication style significantly improved employee productivity and teamwork in selected SMEs in Abuja. It also aligns with Chen and Park (2024), who found that supportive and open communication styles enhanced job performance among IT professionals in Seoul, South Korea, and with Ojo and Musa (2025), who established that transparent and frequent communication styles positively influenced staff productivity in Nasarawa State tertiary institutions. These converging findings affirm that the quality of communication within an organisation is not a peripheral management concern but a direct and measurable determinant of performance outcomes.

The finding that organisational structure has a positive and significant effect on employee performance ($\beta = 0.477$; $p < 0.001$) demonstrates that well-defined structures, which clarify roles, responsibilities, and reporting relationships, substantially enhance employee output and overall organisational effectiveness. The relatively larger beta coefficient for organisational structure compared to communication style suggests that structural clarity may be a somewhat stronger predictor of performance in the specific context of Garki Investment Limited, possibly reflecting the organisation's need for clear role delineation in its investment operations. This finding is consistent with Awala (2024), who established the chain of command and specialisation positively impacted employee performance at Ernst & Young Nigeria. It is also supported by Suarsa et al. (2024), who found that organisational structure changes positively affected employee performance in Indonesia, and by Egbe et al. (2024), who confirmed that structural dimensions positively influenced employee creativity at Lafarge Africa in Calabar.

Conclusions and Recommendations

Conclusions

This study examined the effect of organisational culture operationalised through communication style and organisational structure on employee performance at Garki Investment Limited in Abuja. The findings establish that both dimensions of organisational culture exert a positive and significant effect on employee performance. Communication style ($\beta = 0.387$; $T = 8.505$; $p < 0.001$) and organisational structure ($\beta = 0.477$; $T = 10.943$; $p < 0.001$) jointly explain 48.6% of the variance in employee performance ($R^2 = 0.486$). Both null hypotheses were rejected, confirming that effective communication practices and well-designed organisational structures are key enablers of employee performance in the context of private investment companies in Abuja.

These findings carry broader implications for organisational management in Nigeria's private sector: investing in cultural alignment through structured communication norms and clearly defined organisational frameworks is not merely a human resource management aspiration but a measurable strategic lever for improving employee productivity, reducing service delivery failures, and sustaining competitive advantage.

Recommendations

Based on the findings, the following recommendations are made:

- i. Garki Investment Limited should strengthen its communication practices by institutionalising open dialogue between management and employees, providing structured training in effective and assertive communication skills, and fostering a culture of transparency, timely feedback, and constructive engagement. These measures will reduce ambiguity,

enhance coordination, and motivate employees toward sustained higher performance.

ii. The organisation should maintain and continuously improve its structural framework by clearly defining roles and responsibilities for each functional position, minimising bureaucratic bottlenecks that impede decision-making, and building flexibility into the structure to enable responsive adaptation to organisational and environmental changes. A well-aligned and dynamic organisational structure will strengthen accountability, enhance inter-departmental coordination, and create the conditions for consistent employee performance improvement.

iii. Future research should investigate the moderating role of leadership style on the communication style, employee performance, and organisational structure employee performance relationships at Garki Investment Limited and comparable private investment organisations in Abuja. Longitudinal designs would also be valuable in establishing the temporal stability of the findings reported in this cross-sectional study.

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