

## **Impact of Organizational Culture on Employee Behavior of Media Corporations in Kaduna Metropolis, Kaduna State**

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### **ABSTRACT**

The nature of behaviour exhibited by employees determines the success or otherwise of organizations especially in the 21<sup>st</sup> century organizations that are greeted by intense rivalry. Therefore, this study examines the impact of organizational culture on employee behavior in media corporations in Kaduna Metropolis, Kaduna State. Specifically, it investigates how the dimensions of organizational culture; involvement, consistency, adaptability, and mission affect employee behavior. Denison Organizational Culture model was used to underpin the framework. The study adopted a quantitative research design, collecting data from 306 employees using structured questionnaires. Multiple regression was employed to analyze the data for the study using the Statistical Package for Social Sciences (SPSS) Version 22. Findings reveal that organizational culture significantly influences employee behavior, explaining 34.6% of the variance in employee behavior. Among the dimensions, adaptability and involvement emerged as the most significant predictors, highlighting the importance of flexibility, innovation, and employee participation in shaping positive work behavior. Conversely, consistency and mission showed positive but non-significant effects, suggesting that stability and organizational purpose alone are insufficient to strongly drive employee behavior. The study concludes that fostering a dynamic and participatory organizational culture is essential for promoting positive employee behavior in media corporations. Recommendations include enhancing adaptability through flexible policies and innovation-friendly practices, promoting employee involvement in decision-making, strategically reinforcing consistency, and effectively communicating the organizational mission. This research provides valuable insights for media organizations seeking to improve employee behavior and overall performance and offers a foundation for further studies on organizational culture and employee behavior in diverse sectors and contexts.

**Keywords:** Organizational Culture; Involvement; Consistency; Adaptability; Mission; Denison Organizational Culture Model.

## 1. INTRODUCTION

Employees have been identified as indispensable resources to organizations especially in relation to the quest for organizational growth and survival. Therefore, organizations must recruit the right caliber of employees and monitor their work-related behaviours. This is necessary because employees exhibit different behaviours each with its attendant consequences to the employees, co-workers, the organization, and customers. Employee work behaviour is defined as employee's specific response at the work place. Enyina, Okurebia, and Uwa (2023) posits that the behaviour of employees depends on the profession, workplace, and the tasks assigned to the employees. Hence, employees exhibit different types of behaviours in different situations and circumstances. Consequently, the behaviours of employees in the workplace could be divided into positive work behaviour otherwise known as Organizational Citizenship Behaviour (OCB), or Workplace Deviant Behaviour (WDB).

Increasingly, attention is being drawn to the impact of organizational culture on this key factor. Organizational culture plays a significant role in shaping employee behavior, performance and overall productivity. An organization basically goes through stages from time to time. This means that an organization that grows and develops will undergo a life process. The direction of this life process depends on its culture (Iskamto, 2023). A well-defined culture can foster a strong and positive work environment, enhance employee engagement, and drive organizational success. Organizational culture means shared system of values, beliefs, and norms which shapes not only the work environment but also the behaviors and productivity of its employees (Nwosu, et. al., 2018). Examining the degree to which this culture influences individuals within is essential to understanding organizational performance and success. Every organization has a unique culture. Each organization's culture differs from what it values most, what it expects and accepts from its employees, and how it gets things done.

Gelfand et al. (2020) have highlighted the impact of cultural differences on individual behaviors, emphasizing the need for organizations to navigate cultural diversity effectively. Humberd et al. (2021) explore the moderating role of power distance orientation in shaping the relationship between organizational culture and team creativity. As a result, organizational culture exerts a profound impact on employee productivity, with recent studies providing insights into the mechanisms underlying this relationship. Organizational culture serves as a guiding framework on how employees interact with one another, make decisions, and approach their work.

In the context of media industry, organizational culture is particularly important. Media corporations operate in a fast-paced, innovation-driven, and often politically sensitive environment. The ability of media professionals to perform effectively under pressure, meet deadlines, adapt to change, and deliver high-quality content is strongly influenced by the organizational climate in which they operate. In Kaduna Metropolis of Kaduna State, four major

media corporations; Federal Radio Corporation of Nigeria (FRCN) Kaduna, Kaduna State Media Corporation (KSMC), Freedom Radio Kaduna, and Liberty Radio and Television Kaduna, have been central to the dissemination of information, public enlightenment, and entertainment. These corporations employ a diverse workforce of journalists, editors, technicians, marketers, and administrative staff. The culture within these corporations defined by their management practices, leadership style, reward systems, and communication patterns, directly influences how effectively their employees perform their duties.

Organizational culture plays a pivotal role in shaping employee behavior, influencing their attitudes, work ethics, and overall performance. However, the extent and nature of this impact remain a complex and multifaceted challenge. Understanding the specific dimensions of organizational culture that significantly mold employee behavior is essential for fostering a positive work environment and optimizing organizational outcomes (Subasri and Ravikumar, 2024). Organizational culture is now a prevalent topic among academics, managers, consultants and the world over, as a means of distinguishing the members of one group from others. Culture gives identities to organizations, groups and individuals. Today's organization is predominantly dynamic as it poses large opportunities and challenges to the corporate practitioners and policy makers (Clever, 2018). The notion that culture has a momentous impact on the effectiveness and behavior of employees within organizations is widely underscored in the literature. Owing to organizational culture differences, same strategies do not yield same results for two organizations even in the same industry and same location.

Despite the recognized relevance of organizational culture in influencing employee behavior, most studies in the literature focused on employee performance rather than employee behaviour. Additionally, most of these studies were conducted in industries such as IT, regulatory agencies, banks, manufacturing companies, among others. However, there is a noticeable gap in empirical research addressing this relationship in the Nigerian media industry, particularly within Kaduna Metropolis of Kaduna State which has peculiar work dynamics. This study, therefore, seeks to investigate the impact of organizational culture on employee behavior in selected media corporations within Kaduna Metropolis of Kaduna State. Addressing this gap in enhancing the frontier of knowledge is pivotal for organizations seeking to leverage culture as strategic asset to enhance employee behavior and overall organizational performance, productivity and effectiveness.

### ***1.1 Objectives of the Study***

The broad objective of this study is to investigate the impact of organizational culture on employee behavior of media corporations in Kaduna Metropolis, Kaduna State. Specifically, the study seeks to achieve the following objectives:

- i. To examine the impact of involvement on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

- ii. To determine the impact of consistency on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.
- iii. To ascertain the impact of adaptability on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.
- iv. To assess the impact of mission on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 Concept of Organizational Culture

Several researchers have provided comprehensive definitions of the term Organizational Culture. According to Opoku, et al. (2022) organizational culture is a more collective rather than an individual concept; its substance emerges from social interactions among individuals and as members of groups. Yusuf (2022) describes organizational culture as a system of common meaning apprehended by employees which differentiates one company from another. Various scholars have linked strong organizational culture to high workforce productivity as a whole; the effect on specific constructs of productivity is yet to be ascertained. Nzuva, (2022), opined that organizational culture can be perceived as a set of values, beliefs, assumptions, and ways of interaction within an organization, which emerges with time in the creation of a specific functional, psychological and social environment that supports the firm's offerings.

According to Agu (2020), organizational culture means the beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. Also Widyawati, et al., (2021) added that the content and form of organizational culture can arise spontaneously, when members of the organization carry out tasks, and intentionally if organizational leaders develop content and organizational culture as a strategy to achieve goals. Organizational culture is also described by Anozie et al., (2016) as the behavior or interaction of humans within an organization.

The concept of organizational culture, in particular, has been generating a lot of interest in both research and practice in recent times. It has so far attracted significant interest in both the academic and business world because of a tantalizing promise: that culture may be a key to enhancing employee behavior at workplace. Salihu et al., (2016) asserted that organizational culture helps employees to understand the functioning of the organization by sharing the norms, values, rules and regulation of the organization.

According to Luthans (2011), organizational culture is a pattern of basic assumptions made, discovered or developed by certain groups when they adapt to external problems and internal integration that have worked quite well and are highly valued and therefore passed on to new

members, way of realizing, thinking and feeling about a problem. The company's internal organizational culture also contributes to the development of effective teamwork.

Wardiah (2016) explains that organizational culture is essentially the basic values of the organization, which will serve as the basis for attitude, behavior and action for all members of the organization. Organizational culture is the way people behave in organizations and it is a set of norms consisting of beliefs, attitudes, core values and patterns of behavior shared in the organization.

According to Umi, et al (2015), organizational culture is a norm and values formed and implemented by a company to influence the characteristics or behavior in leading its employees so that they can carry out tasks in a timely manner and guide employees in achieving organizational goals. Organizational culture explains how members or a group of employees are able to deal with external and internal problems, therefore organizational culture must be developed and taught to members so that it becomes a guideline for behavior for members in dealing with problems.

However, in this study, organizational culture refers to the shared system of values, beliefs, assumptions, norms, and patterns of interaction that evolve through socialization processes within media corporations and guide how employees perceive, think, feel, and behave in responding to internal integration and external environmental demands. Operationally, organizational culture is measured in this study as employees' perceived levels of mission, involvement, consistency, and adaptability within media corporations in Kaduna metropolis.

## ***2.2 Concept of Employee Behavior***

Gone are the days when productivity was the only factor that mattered. What counts most nowadays are the employee's behaviors, attitudes, feelings, experience, and expectations. It is about creating a positive organizational culture where employees get acknowledgement for their efforts and contributions. Experts such as Luthans (2011), Deci and Ryan (2000), and Pfeffer (1998) believe that employees conduct in the workplace directly impacts the business and its success. Recognition connects employees to the organization. When they feel they belong to the organization, they will stay longer and do their best, increasing their retention rate.

Employee behavior refers to the patterns of actions, thoughts, and social interactions that employees display in the workplace, as shaped by individual factors (such as personality and motivation) and organizational factors (such as organizational culture, leadership style, and work environment) (Luthans, 2011; Robbins & Judge, 2019). These behaviors significantly influence key organizational outcomes, including productivity, teamwork, job satisfaction, and the overall psychological climate of the workplace.

Employee behavior is a key element of organizational success. It refers to the way employees respond to tasks, instructions, and interactions within the organization. When employees are responsive, they acquire different skills and competencies, which in turn enhance their performance and increase organizational productivity. Managers typically assess employee behavior within the context of the internal organizational environment. The effectiveness of organizational functions therefore depends on the prevailing patterns of employee behavior (Luthans, 2011).

According to Gautam (2020), employee behavior can be explained as the way in which employee respond and react to specific circumstances or situations in the workplace. While different elements ascertain an individual's behavior in the workplace, employees are shaped by their culture, and by the organization's culture. Organizational competitiveness is directly influenced by the employee behavior. In order to establish and maintain a healthy work culture, employees are expected to behave gently and sensibly with proper manner. The reactions of employees to a particular situation, pattern of working at workplace on a regular place, and overall policy extent influence the employee work behavior. It is obvious that each employee should behave with proper responsibly for the betterment of business, organization, customers and probably of their own. Employees always accept the organizational policies, and advocate organization's goods and services with positive words and behaviors and help to maintain healthy, positive working environment, respect organizational value system, working pattern and organizational decisions positively.

### ***2.3 Empirical Review***

Numerous studies have explored the relationship between organizational culture and employee behavior. Positive culture is recognized as a critical factor in motivating employees to become more committed to their work within an organization. Here are summaries of some of the notable studies in this area:

Ahmed (2023) explored the impact of organizational culture on employee behavior at using a sample size of 100 respondents, and random sampling technique was employed. The results of the study indicated that organizational culture mainly impacts motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving conflicts. The study concluded that not every behavior was affected by organizational culture; still some part of employee behavior has a strong correlation with culture.

Clever (2018) determined the degree of influence organizational culture has on employee's behavior among small and medium scale enterprises operating in Delta State registered with the Ministry of Commerce and Industry. The study adopted a correlation research design using a sample size of 1,010 respondents, which is 50% of the population using the systematic random sampling technique. A 5-point Likert scale questionnaire was used to collect data for the study. It was found out that there is a significant relationship between the organizational culture and

employee's behavior/productivity among small and medium scale enterprises in Delta State. Therefore, it was recommended that Owners of Small and Medium Scale Enterprises should accept the responsibility of not only sharing the values and behaviors suggested by the organizational culture but also embodying these same values and behaviors since it is folly to expect employees' adherence to values and behaviors that are ignored by them.

Kingsley and Innocent (2025) investigated the degree of influence that the organizational culture has on employee behavior and productivity. The study adopted narrative review approach where information obtained from literature formed the basis for data analysis and revealed that employees give in their best in the presence of positive organizational cultures. The degree to which organizational culture influences employees' behavior and productivity is very high. The study concluded that positive cultures have been consistently linked with high employee productivity because when employees feel valued, empowered, and supported they actively participate in problem-solving, leading to high efficiency/productivity. Finally, the study recommended that managers should cultivate positive and inclusive organizational culture and align organizational goals with employee values.

Pandey and Deepti (2022) examined the impact of organizational culture on employees' behavior in a Research and Development Organization. Data were collected from 152 middle and lower-level employees of the organization through a purposive and simple random method using closed ended, properly designed and self-administered survey questionnaire consisting of 50 questions on employees' demography, organizational culture and behaviors. Quantitative Analysis was conducted, using statistical software (SPSS), simple and multiple linear regression techniques were employed. The study revealed that the Research and Development Organization had a mix of technocratic and bureaucratic culture, a progressive association occurs between organizational culture and employees' behavior which further impacts employees' job performance. The study was first ever research which discovered the influence of organizational culture on employees' behavior in Research and Development Establishment, a government of India organization. Finally, the study recommended that the management should cultivate professional perception in the employees, foster team-oriented cooperation, boost employee relationship and establish improved performance.

The reviewed studies reveal contextual, geographical, methodological, and conceptual gaps. Most previous studies focused on sectors such as manufacturing firms, SMEs, and research organizations, with little attention given to media corporations. In addition, many of the studies were conducted outside Kaduna State or outside Nigeria, making their findings difficult to generalize to media organizations in Kaduna Metropolis. Methodologically, some studies relied on narrative reviews rather than direct empirical data from employees. Conceptually, previous studies emphasized productivity and performance more than employee behavior itself. Therefore, this study seeks to fill these gaps by examining the impact of organizational culture on employee behavior among media corporations in Kaduna Metropolis, Kaduna State.

## 2.4 Theoretical Framework

Several theories have been propounded to show the inherent connection between organizational culture and employee behavior. For the purpose of this study, Denison theory of organization culture, was used in underpinning the study.

### Denison Organizational Culture Model

Denison (1990) indicated four cultural traits of organizational culture model: involvement, consistency, adaptability, and mission, where he further categorized involvement and consistency as internal factors, and adaptability and mission as external factors. Each factor is measured by three indicators.



*Denison Organizational Culture Model (Denison 1990)*

These four cultural traits of organizational culture model are important in establishing and sustaining an effective organizational culture within the organization. Denison (1990) indicated that when employees participate in the organizational decision-making process, they would build a sense of ownership and obligation towards the organization.

### Involvement

Effective organizations empower their individuals, form organizations based on work groups, and develop human resource capacities at all levels. Members of the organization are committed to their work and feel part of the organization. People at all levels feel involved in decision-making, and it is their decisions that affect their work, and their work is directly linked to the goals of the organization (Denison, 1990). Where employees are involved in decision-making, they are more likely to exhibit positive behaviours including commitment, teamwork, creativity, and professional responsibility. Conversely, low levels of involvement may lead to passive behaviour, low morale, resistance to organizational policies, and poor job performance.

### Consistency

Organizations that are often effective, are stable and integrated and employee behavior show fundamental values. Leaders and followers are skilled at reaching an agreement (even when they have a reciprocal view) and organizational activities are well coordinated. Organizations with such characteristics have a strong and distinct culture and sufficient influence on employee

behavior (Denison, 1990). He added that a strong consistent culture ensures that journalists and media practitioners behave in line with professional ethics, organizational values, and regulatory standards such as objectivity, accuracy, and accountability. This promotes disciplined behaviour, reduced role conflict, compliance with organizational norms, and harmonious working relationships. However, weak consistency may result in unethical reporting, internal conflicts, indiscipline, and inconsistent service delivery.

### **Adaptability**

Organizations that are well integrated change difficultly. Therefore, internal integration and external adaptability can be considered as the advantage and superiority of these organizations. Compatible organizations are guided by customers; they take risks, make mistakes, and have the capacity and experience to make a difference. They are constantly improving the organization's ability to value customers. An adaptive culture encourages employees to learn new skills, adopt digital tools, experiment with new content formats, and respond proactively to audience feedback (Denison, 1990). This leads to behaviours such as flexibility, innovation, problem-solving, and continuous learning among media workers. On the other hand, low adaptability results in resistance to change, rigid work practices, and declining relevance of media content.

### **Mission**

It might be mentioned that the most important feature of organizational culture is its mission. The organizations that don't know where they are and what their current situation is usually go astray. Successful organizations have a clear understanding of their organizational and strategic goals (Denison, 1990). When media organizations clearly communicate their mission and strategic goals, employees align their behaviours with organizational objectives, such as delivering quality content, meeting broadcast schedules, and maintaining professional standards. This results in goal-oriented behaviour, dedication, accountability, and organizational commitment. Conversely, unclear mission leads to confusion, lack of direction, and poor work attitudes.

### **Hypothesis Development of the Study**

The following null hypotheses are developed to guide the study:

**H<sub>01</sub>:** Involvement has no significant impact on employee behavior of Media Corporations in Kaduna Metropolis, Kaduna State.

**H<sub>02</sub>:** Consistency has no significant impact on employee behavior of Media corporations in Kaduna Metropolis, Kaduna State.

**H<sub>03</sub>:** Adaptability has no significant impact on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

**H<sub>04</sub>:** Mission has no significant impact on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

### 3. METHODOLOGY

The research design chosen for this study is the descriptive survey method. This design is appropriate because it allows for the collection and analysis of data from the respondents of the study to discover new facts and determine the relationship between organizational culture and employee behavior of Media Corporations in Kaduna Metropolis, Kaduna State, by employing quantitative data collection through structured questionnaire administered to the staff.

The population of this study is made up of total number of employees of selected media corporations within Kaduna Metropolis of Kaduna State. Based on the data available obtained from the Human Resource Department of these media corporations, the total population comprises all staff across various levels, units, and departments of the following media corporations in Kaduna Metropolis, Kaduna State:

**Table 1: Population and Proportionate Distribution of the Selected Media Corporations in Kaduna Metropolis, Kaduna State.**

S/N	Organization	Population
1.	Federal Radio Corporation of Nigeria (FRCN), Kaduna.	467
2.	Kaduna State Media Corporation (KSMC), Kaduna.	190
3.	Freedom Radio, Kaduna.	60
4.	Liberty Radio and Television, Kaduna.	53
	<b>TOTAL</b>	<b>770</b>

The sample size constitutes the employees at various levels, units and departments of selected media corporations within Kaduna Metropolis of Kaduna State. Therefore, it is deemed necessary to select a sample that will represent the entire population of the study. Hence, Krecjie and Morgan (1970) table for sample size determination was used to arrive at a sample size of 254. However, in order to cater for non-response, the sample size was increased by 30% based on the suggestion given by Israel (1992). Hence, the usable sample size is now 330. Stratified sampling design was used to draw the sample from each stratum. Stratified sampling was used for the study. Hence, each organization stands as a stratum and elements are drawn proportionately using simple random sampling (Kothari, 2016). The proportionate distribution of the sample is presented in Table 2.

**Table 2: Contribution of Each Media Corporation into the Sample Size**

S/N	Media Corporation	Population	Proportionate Sample Distribution
1.	Federal Radio Corporation of Nigeria (FRCN), Kaduna.	467	200
2.	Kaduna State Media Corporation (KSMC), Kaduna.	190	81
3.	Freedom Radio, Kaduna	60	26
4.	Liberty Radio and Television, Kaduna	53	23
	<b>TOTAL</b>	<b>770</b>	<b>330</b>

Finally, multiple regression was used to analyze the data for the study using SPSS version 22. The choice of multiple regression is informed by the aim of the study which is to determine the effect of multiple independent variables (Sekaran & Bougie, 2013) against a dependent variable.

### 3.1 Measurement

Organizational culture was measured using adapted items from the Denison Organizational Culture Survey (1996) and Koczy employee behavior related questionnaire (2020). The questionnaire was designed using Likert five (5) points scale

## 4. RESULTS AND DISCUSSIONS

A total of 330 structured questionnaires were distributed to employees across the four selected Media Corporations in Kaduna Metropolis, Kaduna State. Out of these, 310 were returned, while 306 were found to be valid and usable, this is considered adequate for statistical analysis. Cooper and Schindler (2011) opined that a resulting study rate of 60% is sufficient to render a study successful.

### 4.1 Hypotheses Testing

Multiple regression analysis was employed to determine the combined and individual effects of the cultural dimensions on Employee Behavior.

**Table 6: Multiple Regression Result (Model Summary<sup>b</sup>)**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.588 <sup>a</sup>	.346	.337	.38923	1.712

a. Predictors: (Constant), Mission, Involvement, Consistency, and Adaptability.

b. Dependent Variable: Employee Behavior.

The R<sup>2</sup> value (.346) shows that 34.6% of the variance in Employee Behavior is explained by these four cultural dimensions. The remaining 65.4% is influenced by other factors not included in the model. The Durbin-Watson value (1.712) is close to 2, suggesting that there is no significant autocorrelation in the residuals; a good sign for model validity.

**Table 7: Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Significance
		B	Standard Error	Beta		
1	(Constant)	1.129	.223		5.067	.000
	Involvement	.170	.063	.159	2.685	.008
	Consistency	.107	.061	.114	1.765	.079
	Adaptability	.347	.070	.354	4.964	.000
	Mission	.057	.067	.061	.850	.396

a. Dependent Variable: Employee Behavior

### **Hypothesis One:**

**H<sub>01</sub>:** Involvement has no significant impact on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

The result reveals that involvement has a positive significant effect on employee behavior of Media Corporations in Kaduna Metropolis, Kaduna ( $\beta = .159$ ,  $p = .008$  at 5% level of significance). This is because the p-value is less than the level of significance. Therefore, the null hypothesis (**H<sub>01</sub>**) is rejected at 5% level of significance.

### **Hypothesis Two:**

**H<sub>02</sub>:** Consistency has no significant impact on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

Result from the multiple regression analysis shows that consistency has an insignificant effect on employee behavior of Media Corporations in Kaduna Metropolis, Kaduna State ( $\beta = .114$ ,  $p = .079$  at 5% level of significance). It indicates that p value is greater than the level of significance. Therefore, the null hypothesis (**H<sub>02</sub>**) is accepted.

### **Hypothesis Three:**

**H<sub>03</sub>:** Adaptability has no significant impact on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

The result further revealed that adaptability has a significant effect on employee behavior of Media Corporations in Kaduna Metropolis, Kaduna ( $\beta = .354$ ,  $p < .001$  at 5% level of significance). This indicates that p value is less than the level of significance. Therefore, the null hypothesis (**H<sub>03</sub>**) is rejected.

### **Hypothesis Four:**

**H<sub>04</sub>:** Mission has no significant impact on employee behavior of media corporations in Kaduna Metropolis, Kaduna State.

Lastly, the result shows that mission has an insignificant effect on employee behavior of Media Corporations in Kaduna Metropolis, Kaduna ( $\beta = .061$ ,  $p = .396$  at 5 % level of significance). This indicates that the p value is greater than the level of significance. Therefore, the null hypothesis (**H<sub>04</sub>**) is accepted.

## ***4.2 Discussion of Findings***

This study used a structured questionnaire instrument to obtain data from the study respondents in the selected Media Corporations in Kaduna Metropolis, Kaduna State. The data were then analyzed using multiple regression, specifically multiple regression analysis was conducted to test the null hypotheses related to the relationship between organizational culture and employee behavior of selected Media Organizations in Kaduna. Below is the detailed result of the findings:

### **Organizational Culture and Employee Behavior**

The results of this study demonstrate that organizational culture plays a significant role in shaping employee behavior. The regression model confirmed that the four dimensions of organizational culture collectively account for over one-third (34.6%) of the variance in employee behavior. This finding underscores the importance of developing a strong, adaptive, and participatory culture within organizations.

The result aligns with earlier research by Schein (2010), who emphasized that culture serves as a powerful control system that influences how employees perceive their work environment and respond to organizational expectations. Similarly, Denison (1990) argued that culture provides a sense of identity and shared purpose, which drives collective behavior and performance. The current study supports these theoretical claims by showing that culture is not a superficial concept but a measurable construct that significantly predicts behavioral outcomes.

### **Influence of Adaptability on Employee Behavior**

The study found that Adaptability is the strongest predictor of employee behavior ( $\beta = .354, p < .001$ ). This implies that when an organization fosters a culture that encourages flexibility, innovation, and responsiveness to change, employees are more likely to display positive behaviors such as cooperation, creativity, and problem-solving. Adaptability helps employees align their individual goals with organizational changes, thereby increasing motivation and engagement.

This finding is consistent with the work of Denison and Mishra (1995), who found that adaptability enhances an organization's ability to learn and respond to environmental shifts. When employees feel empowered to act autonomously and adjust to new challenges, they tend to internalize organizational values and exhibit constructive work behaviors. Therefore, adaptability not only supports innovation but also nurtures a proactive workforce capable of sustaining organizational success in a dynamic business environment.

### **Influence of Involvement on Employee Behavior**

The study also established that Involvement significantly influences employee behavior ( $\beta = .159, p = .008$ ). Organizations that engage employees in decision-making process and recognize their contributions create a sense of belonging and commitment. Employees who feel included are more likely to take ownership of their responsibilities and align their behaviors with organizational goals.

This result corroborates Lawler's (2003) argument that participatory cultures enhance motivation, trust, and job satisfaction. It also resonates with the findings of Aydin et al. (2017), who concluded that employee involvement promotes organizational citizenship behavior (OCB), which manifests in increased cooperation, loyalty, and initiative among staff members. Thus,

promoting a culture of inclusion is crucial for maintaining positive employee attitudes and behaviors.

### **Influence of Consistency on Employee Behavior**

Although Consistency showed a positive correlation with employee behavior ( $r = .452$ ), it was not a significant predictor in the regression model ( $p = .079$ ). This suggests that while consistent values, rules, and traditions create a stable environment, they may not independently drive behavioral change. One possible explanation is that excessive emphasis on rules and uniformity can sometimes suppress creativity and flexibility, which are essential for dynamic employee engagement.

Denison (1990) observed that consistency contributes to internal integration and coordination, but its impact is most evident when balanced with adaptability. In this study's context, it is possible that the organization's adherence to standard procedures is not sufficient to inspire discretionary or innovative behaviors among employees unless accompanied by participative and flexible practices.

### **Influence of Mission on Employee Behavior**

The Mission dimension, despite receiving the highest mean score ( $M = 4.01$ ), did not significantly predict employee behavior ( $p = .396$ ). This suggests that while employees are aware of the organization's goals and purpose, this awareness alone does not necessarily translate into daily behavioral alignment. Employees may appreciate the clarity of the mission but might not see direct connections between the mission and their personal work activities.

This finding partly contrasts with Denison and Mishra (1995), who argued that a clear mission enhances direction and purpose. However, it supports Cameron and Quinn (2011), who emphasized that culture, must be operationalized through day-to-day management practices to shape behavior effectively. In other words, the mission should not merely exist as a statement; it must be actively reinforced through leadership style, effective communication, performance management, and recognition systems.

This study has solved the problem of limited empirical evidence on how organizational culture influences employee behavior within media corporations by providing firsthand data from selected media organizations in Kaduna Metropolis, Kaduna State. Unlike previous studies that focused mainly on manufacturing firms, SMEs, or foreign organizations, this study specifically examined media corporations, thereby addressing the contextual and geographical gaps identified in the literature. Through the use of structured questionnaires and multiple regression analysis, the study empirically established that organizational culture significantly affects employee behavior. Furthermore, the study moved beyond general discussions of organizational performance by specifically examining employee behavior. The findings provide practical

evidence that participatory and flexible organizational cultures are more effective in promoting positive employee behavior than cultures based solely on rules or mission statements. Consequently, the study contributes to knowledge.

## 5. CONCLUSION AND RECOMMENDATIONS

The findings of this study highlight the significance of organizational culture in enhancing employee behavior. It is concluded that organizational culture has a significant overall influence on employee behavior. Specifically, Adaptability and Involvement are the strongest predictors of positive employee behavior, emphasizing the importance of flexibility and participation in shaping how employees behave within the organization. Consistency and Mission, although conceptually important, do not significantly predict behavior on their own. Their impacts may be mediated by leadership style, communication, or motivation factors. Generally, the study confirms that fostering a dynamic, participative, and innovative culture enhances desirable employee behavior and contributes to organizational effectiveness and success. Based on the findings and conclusion of the study, the following recommendations are made:

1. Management of the selected media corporations in Kaduna Metropolis should establish participatory decision-making platforms such as regular staff meetings, departmental consultations, and feedback mechanisms to strengthen employee involvement, since the study found that involvement significantly improves employee behavior. This will increase employees' sense of belonging, responsibility, and commitment to organizational goals.
  - i. Human resource managers and departmental heads in the selected media corporations should consistently communicate organizational values, ethical standards, and workplace expectations through orientation programs, internal communication channels, and periodic training sessions. Although consistency was not a significant predictor in the regression model, the positive correlation observed shows that maintaining clear organizational norms can support coordination and stable employee conduct.
  - ii. Top management of media corporations in Kaduna Metropolis should promote adaptability by encouraging innovation, creativity, and flexibility in work processes. This can be achieved through continuous, digital skill training, and empowering employees to respond effectively to changing media trends and organizational challenges. This recommendation is necessary because adaptability emerged as the strongest predictor of employee behavior.
  - iii. Directors and managers of the selected media corporations should translate the organizational mission into specific departmental objectives, measurable targets, and daily work responsibilities. Management should also reinforce the mission through performance appraisal systems, staff recognition programs, and regular communication so that employees can clearly understand how their individual tasks contribute to the broader organizational vision and expected behaviors.

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