

**ORGANIZATIONAL CULTURE, DIGITAL TRANSFORMATION AND  
CORPORATE PERFORMANCE OF SELECTED MANUFACTURING  
FIRMS IN LAGOS STATE.**

**ONIBUDO, GRACE OLUWABUKOLA  
(14AA016179)**

**JULY, 2022**

**ORGANIZATIONAL CULTURE, DIGITAL TRANSFORMATION AND  
CORPORATE PERFORMANCE OF SELECTED MANUFACTURING  
FIRMS IN LAGOS STATE.**

**BY**

**ONIBUDO, GRACE OLUWABUKOLA  
(14AA016179)  
B.Sc Accounting Covenant University, Ota**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE  
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (MBA) IN THE DEPARTMENT OF BUSINESS  
MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL  
SCIENCES, COVENANT UNIVERSITY, OTA, OGUN STATE, NIGERIA.**

**JULY, 2022**

## **ACCEPTANCE**

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of Masters of Business Administration in Business Administration in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

**Mr. Taiwo B. Erewunmi**  
**Secretary, School of Postgraduate Studies**

**Signature and Date**

**Prof. Akan B. Williams**  
**Dean, School of Postgraduate Studies**

**Signature and Date**

## **DECLARATION**

I, **ONIBUDO, GRACE OLUWABUKOLA (14AA016179)**, declares that this research was carried out by me under the supervision of **Prof. Worlu Rowland** of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun state, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

**ONIBUDO, GRACE OLUWABUKOLA**

**Signature and Date**

## **CERTIFICATION**

We certify that this dissertation titled “**ORGANIZATIONAL CULTURE, DIGITAL TRANSFORMATION AND CORPORATE PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN LAGOS STATE**” is an original work carried out by **ONIBUDO, GRACE OLUWABUKOLA (14AA016179)**, in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of Prof. Worlu Rowland. We have examined and found this research work acceptable as part of the requirements for the award of Masters of Business Administration (MBA) Degree in Business Administration.

**Prof. Rowland E. Worlu**  
Supervisor

**Signature and Date**

**Prof. Anthonia A. Adeniji**  
Head of Department

**Signature and Date**

**Prof. Olusola A. Ologunde**  
External Examiner

**Signature and Date**

**Prof. Akan B. Williams**  
Dean, School of Postgraduate studies

**Signature and Date**

## **DEDICATION**

This research work is dedicated to God, the giver of wisdom and knowledge, who provided supernaturally all through this program and granted me strength and grace to carry on.

## ACKNOWLEDGEMENTS

First and foremost, my profound gratitude goes to Almighty God for the gift of life, strength, opportunity and grace to complete this project.

I recognize and appreciate the Chancellor of Covenant University, Dr. David O. Oyedepo for the spiritual ambience and vision. I also appreciate the management team of Covenant University ably led by the Vice Chancellor, Professor Abiodun H. Adebayo, the Registrar, Mr. Emmanuel Igbom, the Dean School of Post Graduate Studies, Professor Akan B. Williams, the Sub-dean, Dr. Emmanuel O. Amoo, and the Dean, College of Management and Social Sciences, Prof. Abiola Babajide for their support and timely approvals.

I deeply appreciate Professor Worlu Rowland, my supervisor, academic coach and mentor. I thank you greatly for your support, encouragement and direction throughout the course of the project study. He has been a sincere and thorough guardian on this journey, my utmost appreciation sir. I would like to recognize the leadership of the department ably led by Prof. Anthonia A. Adeniji. I appreciate you ma for your tireless service, encouragement and support and care for myself and my colleagues.

I also appreciate the incumbent PG Coordinator of the department, Dr. Ebe Igbinoba, for her administrative support. I also appreciate the kind gestures of Dr. Salau, O.P., Dr. Falola, H.O., Professor Chinonye Love Moses, Dr. Daniel Ufua, Dr. Atolagbe, and all other great faculty members of the Business Management Department. Thank you for the support all through the course of this programme.

I express my profound gratitude to my parents, Mr. and Mrs. Onibudo, for being my strength and biggest supporters on this earth and for their relentless prayers, sacrifice, efforts and encouragement. To my siblings, Seyi, Esther, Joy and David, I love you all very much and I thank you for your continuous support and encouragement. I sincerely appreciate my friends and course mates, for their support and prayers all through the period of this research.

## TABLE OF CONTENTS

<b>ACCEPTANCE</b>	<b>iii</b>
<b>DECLARATION</b>	<b>iv</b>
<b>CERTIFICATION</b>	<b>v</b>
<b>DEDICATION</b>	<b>vi</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>xi</b>
<b>LIST OF FIGURES</b>	<b>xii</b>
<b>ABBREVIATIONS</b>	<b>xiii</b>
<b>ABSTRACT</b>	<b>xiv</b>
<b>CHAPTER ONE</b>	<b>1</b>
<b>INTRODUCTION</b>	<b>1</b>
1.1 Background to Study	1
1.2 Statement of Research Problem	3
1.3 Research Questions	6
1.4 Objectives of the Study	7
1.5 Research Hypotheses	7
1.6 Significance of the Study	7
1.7 Scope of the Study	8
1.7.1 Brief History of the Manufacturing Companies Understudy	9
1.8 Operationalisation of the Research Variables	10
1.9 Operational Definition of Terms	13
1.9.1 Structure of the Study	14
<b>CHAPTER TWO</b>	<b>15</b>
<b>LITERATURE REVIEW</b>	<b>15</b>
2.1 Preamble	15
2.2 Conceptual Framework	15
2.2.1 Concept of Organizational Culture	15
2.2.2 Functions of organisational culture	18
2.2.3 Strong and weak organisational cultures	19
2.2.4 Proxies of Organisational Culture	20
2.2.5 Corporate Performance	26
2.2.6 Proxies of Corporate Performance	28
2.2.7 Digital Transformation	30
2.3 Theoretical Framework	36
2.3.1 Technology Acceptance Model (TAM)	36
2.3.2 Hofstede's Cultural Framework	41
2.3.3 Resource Based View Theory	43
2.3.4 Theory Recommendation	44
2.4 Empirical Review	45



2.5 Gaps in Literature	56
<b>CHAPTER THREE</b>	<b>57</b>
<b>METHODOLOGY</b>	<b>57</b>
3.1 Preamble	57
3.2 Study Area	57
3.4 Research Design	57
3.5 Population of the Study	58
3.8 Sampling Techniques:	60
3.9 Sources of data	60
3.10 Research Instrument	61
3.11 Validity of Research Instrument	61
3.12 Reliability of Research Instrument	61
3.13 Method of Data Presentation and Analysis	62
3.14 Ethical Consideration	62
<b>CHAPTER FOUR</b>	<b>63</b>
<b>RESULTS AND DISCUSSION</b>	<b>63</b>
4.1 Preamble	63
4.2 Data Presentation and Analysis	63
4.2.1 Demographic Profiles of Respondents	64
4.2.2 Descriptive Statistics	67
4.3 Test of Hypotheses	80
Hypothesis One	80
Hypothesis Two	85
Hypothesis Three	90
Hypothesis Four	95
Hypothesis Five	100
4.4 Discussion of findings	109
4.4.1 Theoretical Findings	109
4.4.2 Empirical Findings	110
4.4.2.1 Outcome-Oriented Culture on Corporate Performance (Task performance, Contextual performance, Adaptive performance and Work value)	111
4.4.2.2 People Oriented Culture on Corporate Performance (Task performance, Contextual performance, Adaptive performance and Work value)	111
4.4.2.3 Team Oriented Culture on Corporate Performance (Task performance, Contextual performance, Adaptive performance and Work value)	112
4.4.2.4 Innovative Culture on Corporate Performance (Task performance, Contextual performance, Adaptive performance and Work value)	113
4.4.2.5 Moderating role of Digital Transformation on Organisational Culture and Corporate Performance	113

<b>CHAPTER FIVE</b>	<b>115</b>
<b>CONCLUSION AND RECOMMENDATION</b>	<b>115</b>
5.1 Preamble	115
5.2 Summary	115
5.3 Conclusion	116
5.4 Contribution to Knowledge	117
5.5 Recommendations	120
5.5.1 Managerial Implications	121
5.6 Limitations of the Study	121
5.7 Suggestions for Further Study	121
<b>REFERENCES</b>	<b>xv</b>
<b>APPENDICES</b>	<b>xxxii</b>

## LIST OF TABLES

TABLES	LIST	PAGES
Table 2.1	Summary of Gaps in Literature	48
Table 3.2	Population of study	58
Table 3.3	Population Distribution of Sample Organization	59
Table 4.1:	Respondents' Response Rate	63
Table 4.2	Demographic Profiles	64
Table 4.3:	The Criteria for Considering the Mean Scores of Satisfaction Level	67
Table 4.4	Outcome-Oriented Culture (OOC)	68
Table 4.5	People-Oriented Culture (POC)	70
Table 4.6	Team-Oriented Culture (TOC)	72
Table 4.7	Innovative Culture (IC)	74
Table 4.8	Digital Transformation (DT)	76
Table 4.9	Corporate Performance	78
Table 4.10	Construct validity and Reliability for Hypothesis One	82
Table 4.11	Heterotrait-monotrait discriminant	83
Table 4.12	Model Fit	83
Table 4.13	Coefficient value of Hypothesis One	84
Table 4.14	Construct validity and Reliability for Hypothesis	87
Table 4.15	Heterotrait-monotrait discriminant	88
Table 4.16	Model Fit	89
Table 4.17	Coefficient value of Hypothesis Two	90
Table 4.18	Construct validity and Reliability for Hypothesis Three	92
Table 4.19	Heterotrait-monotrait discriminant	93
Table 4.20	Model Fit	94
Table 4.21	Coefficient value of Hypothesis Three	95
Table 4.22	Construct validity and Reliability for Hypothesis Four	97
Table 4.23	Heterotrait-monotrait discriminant	98
Table 4.24	Model Fit	99
Table 4.25	Coefficient value of Hypothesis Four	100
Table 4.26	Heterotrait-monotrait Discriminant Validity	102
Table 4.27	Model Fit	107
Table 4.28	Coefficient value of Hypothesis Five	108
Table 4.29	Summary of Findings	110

## LIST OF FIGURES

<b>FIGURES</b>	<b>TITLE</b>	<b>PAGES</b>
Figure 1.1	Schematic model of study	12
Figure 2.1	Technology acceptance model	37
Figure 2.1.1	Modified technology acceptance model	38
Figure 3.1	Hofstede's cultural framework	42
Figure 4.1:	Outcome-oriented culture and corporate performance model	81
Figure 4.2:	People-oriented culture and corporate performance model	86
Figure 4.3:	Team-oriented culture and corporate performance model	91
Figure 4.4:	Innovative culture and corporate performance model	96
Figure 4.5:	Organisational culture, digital transformation, and corporate performance model	101
Figure 4.6:	Contribution to knowledge	119

## **ABBREVIATIONS**

AVE - Average Variance Extracted

DT- Digital Transformation

IC- Innovative Culture

OOC- Outcome Oriented Culture

PLC - Public Limited Company

POC- People Oriented Culture

TOC- Team Oriented Culture

SPSS - Statistical Package for Social Science

SEM- Structural Equation Model

## **ABSTRACT**

*In practice, organizational culture has positively impacted the corporate performance. This research aims to investigate the moderating effects of digital transformation on organizational culture and corporate performance. The study was carried out on Nigeria Breweries Plc and Nestle Nigeria Plc. This study aims to understand how the corporate performance of Nigerian Breweries and Nestle Nigeria is affected by digital transformation and how it can be imbibed in the organizational culture. This study adopted a descriptive research design. This provides a vivid and concise account of the effects of digital transformation on organizational culture and corporate performance in selected manufacturing industries. A total of 315 copies of questionnaire were administered; however, only 302 were returned. The returned questionnaire constitutes 96% of the sample studied and is considered an acceptable percentage for this study. The data for the study was analysed and presented using SPSS (Statistical Packages for Social Sciences) and SEM-PLS (Structural Equation Model) to test hypotheses. The study result showed that digital transformation significantly impacts corporate performance and it moderates the relationship between organisational culture and corporate performance.*

**Keywords:** *Organisational culture, Corporate Performance, Digital Transformation.*