

# **Organizational Culture and Growth Performance: MTN Abuja in Perspective**

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## **Abstract**

Organisational culture plays an essential role in shaping the behaviour, values, and attitudes of employees in work settings. This can affect organisation's capacity for growth. This study examines the relationship between organisational culture and growth performance with MTN Nigeria (Abuja) in perspectives. The objective of the study was to examine the relationship between organisational culture and growth performance taking MTN Nigeria in perspective. The study adopted descriptive research survey and employed the census study approach, totaling 58 staff of MTN Nigeria from different branches in Abuja. Since this is a census study, there was no need for sampling techniques or procedures, as every member of the population was part of the study. This approach ensures that the analysis covers the entire population. The data were analysed by using regression analysis with the aid of statistical package for the social sciences (SPSS) version 26. The finding of the study indicated that organisational culture has a significant relationship with growth performance at  $P=0.882^a$  and  $R^2=0.778$ . It was recommended among others that MTN Nigeria should focus on nurturing and reinforcing a culture of innovation across all levels of the organization, which can enhance innovative behaviour among employees and improve growth performance of the organisation.

**Keywords:** Organizational Culture, Leadership, Growth Performance, MTN, Abuja

## **Introduction**

Organisational culture plays a vital role in shaping the behaviour, values, and attitudes of a group of individuals within an organisation. It can thus have an essential effect on an organisation's capacity for growth and expansion. Understanding the importance of organisational culture and growth performance is particularly important in Nigeria, a country with a rapidly expanding economy and a growing number of organisations. Organisational culture is described as the sharing of values, beliefs, behaviours, attitudes, and practices that characterize an organisation. It plays a crucial role in driving growth as it shapes the way employees think, behave, and interact with each other (Chatman & O'Reilly, 2016).

It offers immense potential for businesses to thrive but also presents various challenges, including a dynamic regulatory environment, infrastructural limitations, and a diverse market with distinct regional preferences. To navigate these challenges and capitalize on opportunities, MTN must foster a culture that values growth through innovation and adapts to the evolving needs of the Nigerian market. This study aimed to provide insights into the specific approaches organisational culture has taken to contribute to its success and its ability to drive growth in Nigeria. While several studies have explored the relationship between organisational culture, innovation, and growth in various settings, there appears to be a dearth of research that specifically examines this relationship in the Nigerian business landscape, using a prominent company like MTN Nigeria as a case study. The existing studies have provided valuable insights into the general principles and factors that contribute to a culture conducive to innovation and growth. However, cultural dynamics can significantly vary across different countries and organisations, influenced by factors such as national culture, socio-economic conditions, and industry-specific challenges. Therefore, a case study focusing on MTN Nigeria could help bridge this gap by examining how the unique organisational culture of MTN Nigeria aligns with the local context and contributes to fostering innovation and driving growth within the Nigerian telecommunications industry. MTN in Abuja is grappling with several

organizational culture issues that are hindering its growth performance. These include a bureaucratic culture, a lack of innovation and creativity, a focus on short-term results, and a high employee turnover rate. These issues are causing the company to struggle to keep up with its competitors in terms of innovation and customer service, and to lose market share to smaller, more agile telecom operators. This has created gap in the literature hence the study tend to examine the effect of organizational culture and growth performance with MTN Abuja in perspective (Azeem, Ahmed, Haider, & Sajjad, 2021).

The main objective was to examine the relationship between organizational culture and growth Performance with MTN Abuja in perspective. However, the specific objectives are to:

- Examine the role of leadership in driving growth performance in MTN Nigeria (Abuja) in perspective.
- Ascertain the role of employees' empowerment in driving growth performance in MTN Nigeria (Abuja) in perspective.

The research questions drawn from the objectives are to:

- What is the role of leadership in driving growth performance in MTN Nigeria (Abuja) in perspective?
- How does employees' empowerment contribute to growth performance in MTN Nigeria (Abuja) in perspective?

Moreso, the researchers have thereafter adopted the following research hypotheses, which are as follows:

- HO<sup>1</sup>: There is no significant relationship between leadership and growth performance in MTN Nigeria (Abuja) in perspective.
- HO<sup>2</sup>: There is no significant relationship between employees' engagement and growth performance in MTN Nigeria (Abuja) in perspective.

## **Review of Related Literature**

### **Concept of organizational culture**

Organisational culture refers to the shared beliefs, values, norms, and symbols that shape the behaviours, attitudes, and practices within an organisation. It is the collective understanding and perception of employees regarding "the way things are done" in the organisation (Calciolari & Prenestini, 2022). Organisational culture comprises four components: values, beliefs, norms, and symbols. Values are fundamental beliefs that guide actions and decisions within an organization, reflecting its values and direction. Beliefs are deeply ingrained presumptions that influence attitudes, behaviours, and decision-making processes. Norms are unwritten rules and behavioural expectations that define acceptable and unacceptable behaviours, establishing social norms and shaping the organisational climate. Symbols, either tangible or intangible, convey shared values and beliefs within the organisation, reinforcing its identity and creating a sense of belonging. These components collectively contribute to the organisational culture, creating a unique social fabric that influences how employees interact, make decisions, and work towards common goals. Organisational culture plays a critical role in shaping the attitudes, behaviours, and performance of individuals within the organisation, ultimately impacting innovation, growth, and overall organisational success (Chen, Zada, Khan, & Saba, 2022).

### **Concept of Growth Performance**

Growth, within the context of organisations, refers to the expansion, development, or progress that occurs in various aspects of the business. It can manifest in different forms like financial growth, which pertains to the increase in financial metrics and performance indicators of an organisation. This includes achieving higher revenues, improving profitability, increasing return on investment, or effectively managing costs and resources. Market growth involves expanding the organisation's presence, market share, or customer base. It can be achieved through entering new markets, targeting new customer segments, or increasing the organisation's market penetration. Employee growth focuses on the development, engagement, and well-being of the organisation's workforce, which includes initiatives such as professional development, training programs, career advancement opportunities, and fostering a positive work environment. (Castañer, & Oliveira, 2020).

## **Theoretical Frameworks**

### **The Innovation Diamond Model**

The study is anchored on innovation Diamond Model which is a framework for understanding and improving innovation performance. It was developed by Robert G. Cooper, Stephen J. Edgett, and Elko J. Kleinschmidt in the late 1990s and early 2000s, and is based on a study of thousands of product launches. The Innovation Implementation Model, proposed by West and Farr (1990), offers a multidimensional perspective on organisational innovation. Their model focuses on the stages and processes involved in the implementation of innovation within organizations. It emphasizes the importance of different factors, including the innovation, the organization's context, and the communication processes in successful innovation implementation. The Innovation Diamond Model is built upon four interrelated elements that influence innovation within organisations: individual creativity, organisational climate, innovation strategy, and management support. The theory become useful because the elements collectively shape an organisation's capacity for innovation and its ability to convert ideas into valuable products or services. Ideas generated flows from top to bottom (Edwards, 2021).

### **Empirical Framework**

The study by Naveed, Alhaidan, Al Halbusi, & Al-Swidi (2022) is a valuable contribution to the literature on organisational culture, organisational innovation, and organisational effectiveness. However, there are a few research gaps that the study did not fill. One research gap is that the study only examined a single industry, the banking industry. It is possible that the findings of the study may not be generalizable to other industries. Future research should examine the relationship between organisational culture, organisational innovation, organisational effectiveness, and organisational resistance in a wider range of industries. Another research gap is that the study only examined a single measure of organisational culture, the Denison Organisational Culture Model. Future research should examine the relationship between organisational culture, organisational innovation, organisational effectiveness, and organisational resistance using a wider range of measures of organisational culture. The study used a survey to collect data from 280 manager-employee dyads operating in Pakistan's banking industry. This methodology has a number of limitations, such as the possibility of common method bias and the inability to control for confounding variables. Future research on the relationship between organisational culture, organisational innovation, organisational effectiveness, and organisational resistance should use more rigorous methodologies, such as experimental studies or longitudinal studies. Despite these limitations, The study provides evidence that organisational culture plays a critical role in the relationship between organisational innovation and organisational effectiveness. The study also makes a number of recommendations for how organisations can create cultures that are supportive of innovation and that minimize organisational resistance to change.

### **Research Methodology**

The study used research design to investigate the role of organisational culture in driving innovation, growth, and to determine the significance of respondents' perspectives on leadership, communication and employees' empowerment using descriptive approach.

The study employed the census study approach, totalling 58 staff of MTN Nigeria from different branches in Abuja. Since this is a census study, there was no need for sampling techniques or procedures, as every member of the population was part of the study. This approach ensures that the analysis covers the entire population, eliminating the need to infer findings from a smaller sample. By utilizing a census approach, the study aims provide comprehensive insights into the entire employee population at selected MTN Nigeria branches in Abuja, ensuring that all perspectives and characteristics are considered without relying on sampling or statistical inference. The primary data for this study were obtained through the administration of copies of the questionnaire to the respondents. A five-point Likert summated scale was employed to gauge respondents' agreement levels. The study employed descriptive analysis and regression analysis. Correlation analysis was used to assess relationships between variables, while simple regression analysis determined the impact of independent variables on the dependent variable the analysis was performed using Statistical Package for Social Sciences Version 22

software.

**Table 1 Highlight how questionnaires were distributed among different service centres within Abuja Municipal Area Council (AMAC)**

Centre Location	Questionnaires Sent	Questionnaires Returned	Invalid Questionnaire
MTN Maitama	18	17	1
Wuse 2	15	15	-
FHA Lugbe	11	11	-
Wuse Zone 5	15	15	-
TOTAL	59	58	1

**Table 2: Impact of Organisational Culture on Growth Performance**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MTN Nigeria has a culture of innovation that encourages risk-taking and continuous improvement	58	1.00	4.00	2.2759	.79014
MTN Nigeria rewards and provides a recognition system that encourages innovation	58	1.00	4.00	1.8621	.60548
MTN Nigeria's organisational culture is a key driver of its growth in Nigeria.	58	1.00	4.00	1.8103	.86768
The organisational culture actively supports and encourages innovation and growth at MTN Nigeria.	58	1.00	4.00	1.7759	.62248
Valid N (listwise)	58				

Source: Output from SPSS

The analysis involved 58 respondents rating four statements on a scale of 1 to 4, indicating a generally positive perception of MTN Nigeria's culture of innovation and organisational practices. The respondents rated MTN Nigeria's culture of innovation moderately encouraging of risk-taking and continuous improvement, with an average rating of 2.28. They also rated MTN Nigeria's reward and recognition system as moderately positive in encouraging innovation. The mean rating for MTN Nigeria's organisational culture is 1.81, with a higher standard deviation of 0.87. The organisational culture actively supports and encourages innovation and growth at MTN Nigeria, with an average rating of 1.78. Overall, MTN Nigeria was seen as fostering a culture that encourages innovation, albeit to varying degrees across different aspects assessed.

**Table 3: Role of Leadership in Driving Growth**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The leadership at MTN Nigeria is effective in promoting innovation and growth.	58	1.00	4.00	1.5690	.70368
Leaders at MTN Nigeria strongly encourage a culture of innovation.	58	1.00	4.00	1.7414	.88971
Leaders at MTN Nigeria often involve employees in decision-making processes related to innovation and growth.	58	1.00	4.00	2.8276	.90103
Leadership actions directly influencing innovation and growth at MTN Nigeria.	58	1.00	4.00	2.2414	.90438
Valid N (listwise)	58				

Source: Output from SPSS

The leadership at MTN Nigeria is perceived as effective in promoting innovation and growth, with an average rating of 1.57. Respondents perceive leaders as strongly encouraging a culture of innovation, often involving employees in decision-making processes related to innovation and growth, and directly influencing innovation and growth. However, there is moderate variability in responses across these statements, suggesting that different individuals may have varying opinions about the effectiveness of leadership in promoting innovation, encouraging a culture of innovation, involving employees in decision-making, and directly influencing innovation and growth. The sample of 58 respondents provided complete responses for the analysis, indicating that there are no missing data points for the variables under consideration.

**Table 4: Role of Employees' Empowerment in Driving Growth.**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employees are empowered at MTN Nigeria to propose and implement innovative ideas.	58	1.00	4.00	2.5345	.92177
There are mechanisms put in place at MTN Nigeria that encourage and support employees' involvement in innovation and growth efforts.	58	1.00	4.00	1.7759	.77331
Employees are often provided with opportunities to participate in training and development programs related to innovation.	58	1.00	4.00	1.9138	.57076
Employees' empowerment contributes to innovation and growth at MTN Nigeria.	58	1.00	4.00	2.1724	.84059
Valid N (listwise)	58				

Source: Output from SPSS

The study reveals that employees at MTN Nigeria are moderately empowered to propose and implement innovative ideas, with an average rating of 2.53. Mechanisms are in place to encourage and support employees' involvement in innovation and growth efforts, but differing opinions exist among respondents. Employees are often provided with opportunities for training and development programs related to innovation, with an average rating of 1.91. Employee empowerment contributes to innovation and growth, with an average rating of 2.17. The sample of 58 individuals provides insights into employee empowerment and involvement in innovation at MTN Nigeria. However, there is variability in responses across different aspects related to empowerment, involvement, and training, suggesting that different individuals may have different viewpoints on the level of empowerment,

mechanisms in place, opportunities for training, and the impact of employee empowerment on innovation and growth.

**Ho<sup>1</sup>: Leadership has no significant impact on innovation and growth in selected branches of MTN Nigeria in Abuja.**

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 <sup>a</sup>	.668	.662	.40924

a. Predictors: (Constant), Organisational Culture on Innovation and Growth

Source: Output from SPSS

The model summary suggests a linear regression analysis, which models the relationship between a dependent variable (Leadership) and one or more independent variables (Innovation and Growth). The R -value of 0.817 indicates a strong positive correlation between the predicted and actual values. The R Square value (0.668) represents the proportion of variance in the dependent variable explained by the independent variable(s). The adjusted R Square value (0.662) adjusts for the number of predictors in the model, ensuring the model's explanatory power remains high. The standard error of the estimate (0.40924) represents the average distance between observed and predicted values, indicating the model's accuracy.

**Table 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.845	1	18.845	112.523	.000 <sup>b</sup>
	Residual	9.379	56	.167		
	Total	28.224	57			

a. Dependent Variable: Leadership in Driving Innovation and Growth

b. Predictors: (Constant), Organisational Culture on Innovation and Growth

Source: Output from SPSS

The ANOVA table assessed the significance of the regression model for predicting the dependent variable "Leadership in Driving Innovation and Growth." The results showed a p-value of 0.000, indicating a highly significant relationship between the predictor variable and the dependent variable. The calculated F-value of 112.523 was larger than expected by chance, further supporting the model's significance. Overall, the ANOVA results strongly support the predictor variable's role in driving innovation and growth.

**Table 7: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.087	.165		-.528	.599
	Organisational Culture on Innovation and Growth	.728	.069	.817	10.608	.000

a. Dependent Variable: Leadership in Driving Innovation and Growth

Source: Output from SPSS

The study finds that the predictor variable "Organisational Culture on Innovation and Growth" has a strong and highly significant positive effect on the dependent variable "Leadership in Driving Innovation and Growth." The unstandardized coefficient (B) is 0.728, indicating a one-unit change in the dependent variable for each one-unit increase in the predictor variable. The standard error is 0.069, indicating average variability in the estimated coefficient. The standardized coefficient (Beta) is 0.817, indicating a strong positive effect on "Leadership in Driving Innovation and Growth." The t-value is 10.608, and the significance level is 0.000, indicating a strong relationship between the predictor and the dependent variable.

**Ho<sup>2</sup>: Employees' empowerment has no significant effect on innovation and growth in selected branches of MTN Nigeria in Abuja.**

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 <sup>a</sup>	.729	.724	.48403

a. Predictors: (Constant), Organisational Culture on Innovation and Growth

Source: Output from SPSS

The model has a strong positive correlation between the observed and predicted values of the dependent variable, explaining 72.9% of the variance. The adjusted R Square value (0.724) adjusts for the number of predictor variables in the model, indicating strong explanatory power even when accounting for the number of predictors. The standard error of the estimate (0.48403) represents the average distance between observed and predicted values, indicating better accuracy. The model's adjusted R Square value (0.724) indicates the model's explanatory power remains strong even when considering the number of predictors.

**Table 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.311	1	35.311	150.715	.000 <sup>b</sup>
	Residual	13.120	56	.234		
	Total	48.431	57			

a. Dependent Variable: Employees' Empowerment in Driving Innovation and Growth

b. Predictors: (Constant), Organisational Culture on Innovation and Growth

Source: Output from SPSS

The ANOVA table assessed the significance of the regression model for predicting the dependent variable "Employees' Empowerment in Driving Innovation and Growth." The results showed a p-value of 0.000, indicating a highly significant relationship between the predictor variable "Organisational Culture on Innovation and Growth" and the dependent variable. The calculated F-value of 150.715 was larger than expected by chance, further supporting the model's significance.

**Table 10: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.267	.195		1.369	.176
	Organisational Culture on Innovation and Growth	.996	.081	.854	12.277	.000

a. Dependent Variable: Employees' Empowerment in Driving Innovation and Growth

Source: Output from SPSS

The regression analysis shows that the predictor variable "Organisational Culture on Innovation and Growth" has a strong and highly significant positive effect on the dependent variable "Employees' Empowerment in Driving Innovation and Growth." The coefficients for the constant term, 0.267, and the standardized coefficient (Beta), 0.854, indicate a substantial impact on the dependent variable. The t-value is 12.277, and the significance level is 0.000, which is less than common significance levels. The coefficient for "Organisational Culture on Innovation and Growth" is highly statistically significant, suggesting a strong relationship between the predictor and the dependent variable.

### **Discussion of Findings**

The study analysed the relationship between organisational culture, leadership, employees' empowerment, and communication in driving innovation and growth at MTN Nigeria. Participants rated these aspects on a scale from 1 to 4, with 1 being the lowest and 4 being the highest. The results showed significant positive correlations between these factors, suggesting that a positive organisational culture is associated with strong leadership support, empowered employees, and effective communication, all of which contribute to innovation and growth. The high Cronbach's Alpha value (0.986) suggested strong internal consistency among the items used to measure the constructs. Regression analyses were performed to examine the specific impacts of different factors on driving innovation and growth. The results indicated that organisational culture, leadership, employees' empowerment, and communication play critical roles in driving innovation and growth at MTN Nigeria (Alblooshi, Shamsuzzaman, & Haridy, 2021).

The positive correlations emphasize their interconnectedness and their collective contribution to innovation and growth. Organisational culture sets the foundation for a supportive environment where innovation can flourish. The finding corroborates the findings of Chang et al. (2021) that organisational culture significantly influences organisational innovation behaviour in Indigenous people's production organisations. The findings suggest that organisational culture, organisational citizenship behaviour, and knowledge sharing are important factors for gaining competitive advantage in organisations. The research also emphasized the importance of developing and implementing appropriate organisational culture processes for promoting innovation in small businesses, particularly in the areas of product and process innovation. The findings on leadership's role in driving innovation and growth posit that a strong leadership system encourages risk-taking, decision-making involvement, and direct influence on innovation efforts, fostering an innovative culture. This finding is also consistent with the findings of Folarin (2021), who suggested that leaders could create a culture of experimentation that serves as the foundation for continuous innovation and the emergence of new ideas. He also stated that inclusive leaders foster innovative work behaviour and creativity in employees by creating an inclusive environment. The findings on employees' empowerment posit that empowered employees who propose and implement ideas contribute significantly to innovation; this finding is also in conformity with the findings of Gull et al. (2020). Their research findings suggest that employee engagement has a positive impact on innovative work behaviour, which in turn positively influences employees' intentions to stay. In addition, the study highlights the importance of fostering employee engagement to promote innovative work behaviour and increase employee retention. While findings on the role of communication in driving innovation and growth found that communication could positively influence innovation, its direct impact might vary. According to Pfeffermann (2017), in his findings, he submitted that communication plays a crucial role in organisational innovation by allowing individuals, groups, and organisations to exchange information and ideas. The organisational capability to innovate has become an impact factor for business growth in the information age. In conclusion, the study demonstrates that a combination of a positive organisational culture, strong leadership, empowered employees, and effective communication are crucial for driving innovation and growth at MTN Nigeria. Further research and practical actions can be taken based on these insights to foster a culture of innovation and achieve sustainable growth.



## Conclusion

In conclusion, the comprehensive analysis of the role of organisational culture in driving innovation and growth, along with the influence of leadership, employee empowerment, and communication, has yielded valuable insights for MTN Nigeria. The findings underscore the interplay of these factors in shaping an environment conducive to innovation and sustainable growth. A positive organisational culture that encourages risk-taking, strong leadership support, empowered employees, and effective communication channels collectively contribute to fostering innovation and driving growth within the organisation.

## Recommendations

Based on the findings, several actionable recommendations emerge:

1. Strengthen Organisational Culture: MTN Nigeria should focus on nurturing and reinforcing a culture of innovation across all levels of the organisation. Emphasizing continuous improvement, open-mindedness, and a willingness to take calculated risks can further enhance the innovative spirit.
2. Leadership Development: Developing leadership capabilities that actively support and encourage innovation is essential. Leadership training programs can empower leaders to provide guidance, facilitate idea generation, and foster a culture of collaboration.
3. Employee Empowerment: Empowering employees to propose and implement innovative ideas should be a priority. Encouraging autonomy, recognizing contributions, and providing platforms for idea sharing can enhance employee engagement and innovation.

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