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Strategic Corporate Culture A Catalyst for Organizational Performance

Jesse Uche[1], Humphrey Akanazu, PhD[2]

[1] *DBA Strategic Management, Eurasian Management and Administration School, Moscow, Russia.*
[2] *DBA Strategic Management, Eurasian Management and Administration School, Moscow, Russia.*

Abstract:- This study delves into the strategic importance of corporate culture in bolstering organizational performance. As businesses confront ever-evolving and intricate landscapes, the significance of corporate culture in fostering enduring success has garnered considerable attention from both scholars and practitioners. Examining the dynamic interplay between strategic corporate culture and organizational performance, this research scrutinizes how a well-defined and purposeful culture influences critical performance metrics. These metrics encompass a broad spectrum, ranging from financial outcomes to employee engagement, innovation, and adaptability. Drawing upon existing literature, the paper delves into the essential components that characterize an effective corporate culture aligned with strategic objectives. Moreover, through regression analysis and empirical evidence, the study investigates integration and management of corporate culture across diverse organizational contexts. It probes into the mechanisms through which strategic corporate culture nurtures an environment conducive to employee motivation, alignment with organizational goals, and resilience in the face of challenges. By conducting a comprehensive review and analysis, this study aims to shed light on the pivotal role played by strategic corporate culture as a catalyst for organizational performance. The findings highlight the significant impact of both corporate collaboration and hierarchy on organizational outcomes. Furthermore, they underscore the imperative for leadership to undertake deliberate and purposeful efforts in cultivating, reinforcing, and aligning corporate culture with strategic imperatives. These endeavors are essential for fostering a competitive edge and ensuring sustainable success in today's dynamic business environment.

Keywords*:* Culture; collaboration; hierarchy; leadership; performance

1. Introduction

Corporate culture is a complex concept that profoundly affects how individuals act, think, and communicate within a company. It consists of the shared norms, principles, convictions, and conduct that shape an organization's identity and guide its members' daily activities. (Syakur et al., 2020). Because of its possible influence on organizational performance, corporate culture is becoming more and more of a topic of interest for scholars and practitioners working in the field of strategic management.

An organization's strong corporate culture may provide them a competitive edge. A clearly defined culture that supports strategic goals can inspire workers, promote teamwork, and improve productivity. (Pathiranage, 2019), made a groundbreaking suggestion in their work that strong cultures can have a favorable impact on an organization's long-term success by increasing employee commitment. On the other hand, a dysfunctional or misaligned culture can cause a number of issues, such as a decline in staff morale and a rise in turnover (Hald, 2021).

The impact of corporate culture on organizational performance has become a critical concern in the dynamic and competitive business world of today (Azeem et al., 2021). The values, customs, beliefs, and behaviors that make up an organization's corporate culture are crucial in determining the nature of the work environment as a whole, employee engagement, and decision-making procedures. Businesses must address a number of important concerns and challenges in order to fully benefit from an understanding of how corporate culture affects performance. The cultural characteristics of corporations range widely and can differ significantly amongst them (Yun et al., 2020).

The diversity in corporate cultures poses a challenge in identifying the specific elements that lead to enhanced or diminished performance, making it difficult to provide universal recommendations for businesses.

It is naturally difficult to gauge how corporate culture affects performance. The inability to quantify culture and its abstract nature make it difficult to conduct an unbiased evaluation. It is difficult to recognize and measure the impact of culture on key performance indicators in the absence of well-defined benchmarks (Graham, 2022). Performance and corporate culture have a complex and multifaceted relationship. Determining directionality and causality is a difficult task. For example, does performance increase with a strong corporate culture, or does culture develop as a result of high performance? More research is necessary to resolve this ambiguity in causal relationships.

Organizations have to change quickly to take advantage of new opportunities and challenges as business environments change. It is unclear how much corporate culture can change or stay relevant in dynamic environments (Yu et al., 2020). Maintaining performance over time requires understanding the cultural elements that help or impede adaptability. An organization's corporate culture ought to correspond with its strategic goals. Misalignment can result in inefficiencies, missed opportunities, or even conflict. Understanding how to align culture and strategy effectively is a pertinent challenge.

In order to shape and maintain corporate culture, leadership is essential. The difficulty is in comprehending how leaders can encourage a performance-based culture, drive culture change, and act as role models for others in the organization.

It is imperative that organizations looking to optimize their corporate culture for better performance take these challenges and issues seriously. Comprehensive knowledge of the connection between organizational performance and strategic corporate culture can offer insightful guidance for successful organizational decision-making.

Organizational strategic collaboration is a subsection of corporate culture which has become increasingly crucial in the highly competitive and interconnected business world of today. Strategic collaboration is considered a key factor in driving innovation, productivity, and overall performance in business. This includes partnerships, teamwork, and knowledge exchange both within and between organizations (Tiwari, 2022). Organizations seeking to create sustained competitive advantage frequently point to the capacity to collaborate and exploit internal and external resources as a critical difference.

There are many different ways that organizations can collaborate, they can develop alliances with outside partners, operate cross-functionally within the organization, or even create open innovation ecosystems where different organizations come together to generate and share resources and information (Mais, 2023). Research has demonstrated that efficient teamwork can result in higher levels of creativity, quicker decision-making, and enhanced problem-solving skills.

Nonetheless, there are many facets and a complex relationship between corporate strategic collaboration and organizational performance (Singh & Misra, 2021). Although there are many advantages to collaboration, there are drawbacks as well, including the possibility of conflict, problems with coordination, and the requirement for transparent governance systems. In order to fully realize the potential of corporate collaboration for improving performance, it is critical to comprehend the subtleties of this connection. Previous studies have looked at a variety of aspects of corporate strategic collaboration, including the benefits of strategic partnerships in terms of increasing market reach and the influence of interdepartmental collaboration on innovation. However, there is still a lack of thorough research on how different types of collaboration affect different performance results in different organizational situations.

A key component of organization culture in management and governance is corporate strategic hierarchy (Islam, 2019). The organizational structure that defines the tiers of power and accountability inside a company. It establishes the channels of control, decision-making, and communication (Joseph & Gaba, 2020). There are many different ways to organize a hierarchy, each has advantages and disadvantages of its own. Traditional pyramidal structures, flatter organizations, and matrix systems are among examples. Management academics and practitioners have long been interested in the effects of corporate hierarchy on organizational effectiveness. The structure of an organization has a big impact on how well it works. According to research, an effective hierarchy can help in coordination and decision-making. However, too complicated or inflexible hierarchies can hinder innovation, slow down decision-making, and decrease agility. Additionally, the selection of a hierarchical structure can impact the distribution of resources, the efficiency of communication, and the motivation and job satisfaction of employees. Organizational hierarchy and Performance have a complex and context-dependent relationship. Certain strategies, industries, and phases of an organization's life cycle may lend itself more to particular organizational structures. For example, in stable contexts, centralized hierarchies may be useful for controlling and reducing risks, while in dynamic businesses, flatter structures may encourage innovation and quick decision-making (O'Grady, 2019).

There is still much to learn about organizational culture and how it affects performance, even with the wealth of literature on the subject. By investigating the connection between corporate culture and performance is vital (Naveed et al., 2022). This study aims to add to the body of existing work. Our goal in delving into the subtleties of this relationship is to offer insightful guidance to companies looking to improve performance through organizational culture. This study looks at how corporate collaboration affects many aspects of performance, such as innovation, efficiency, and competitive advantage, in an effort to better understand the relationship between corporate collaboration and performance. Through investigating this relationship, we hope to offer insightful guidance to organizations looking to maximize their joint endeavors in order to improve overall performance. Although the relationship between corporate culture and performance has a theoretical foundation, empirical data is required to support this theory (Lombardi, 2019). Numerous research works have examined various facets of corporate culture, from its effect on financial performance. To give a thorough grasp of how diverse aspects of corporate culture, such as collaboration, hierarchy, values, communication norms, and leadership style, affect certain performance outcomes in varied organizational situations, additional research is still required. Through comprehensive analysis, this research aims to give organizations useful insights into the corporate collaboration and hierarchy's architecture, enabling organization to make well-informed decisions to optimize their operation in a way that improves performance as a whole.

The primary research objectives for a study on the effect of corporate culture on organizational performance. Specifically, the objective of the study seeks:

To assess the impact of corporate collaboration on organizational performance.
To evaluate the impact of corporate hierarchy on organizational performance.

2. Literature Review

Mal, et al. (2022) identify the factors that influence a company's performance in sustainability. Following a thorough investigation, the authors concluded that an organization's hierarchical structure significantly affects how well businesses perform in terms of corporate sustainability. However, the authors did not specify the kind of data and methodology utilized in the research.

Sepuru, et al., (2021) examine the impact of collaboration on organizational performance. Several empirical works from Science Direct, Emerald, and Google Scholar were used in the study. The authors assessed the factors that influence collaboration within an organization using a thematic content analysis. The study's findings demonstrated that the following elements were significant: collaborative leadership, collaborative culture, partner characteristics, and external and strategic factors are the major determinants of collaboration. The results also demonstrate how collaboration impacts an organization's performance in terms of innovation, knowledge generation and transfer, and resource leverage for maximum benefit. Nevertheless, the study omitted information about the kind of organization it examined, the sample size, the time frame, and the measurement method.

On the relationship between strategic sustainable purchasing and organizational sustainable performance, Arora, et al. (2020) evaluated the moderating effect of small and large supply base sizes. The study used partial least squares structural equation modelling with a two-step multi-group analysis. According to the study, small supply sizes improve organizational sustainability performance by moderating the relationship between strategic sustainable purchasing and environmental collaboration. Nonetheless, there is no connection between the organization's social and environmental performance and environmental cooperation. The authors withheld information about the study's population and sample size, as well as its coverage period and theoretical foundation.

Porcu et al., (2020) conducted research on the relationship between brand performance and integrated marketing communication. The managers of the 180 sampled firms completed a self-administered online survey for the study, and the path analysis technique was used to analyse the collected data. The study's findings showed that a collaborative culture improves integrated marketing communication, which in turn affects the sampled firms' organizational brand performance. The authors failed to disclose the theory that underpins the studied relationship, also the period covered by the study was not revealed.

Maalouf (2019), looked into how collaborative leadership affected the efficiency of organizations. The author used approximately 262 structured questionnaires to collect data from primary sources. Following a thorough and comprehensive analysis, the study found that collaborative leadership significantly and favorably affects organizational performance. As a result, management teams of organizations hoping to improve performance should implement collaborative leadership.

Dong and colleagues (2019), investigated how the power structure of the board affected the effectiveness of green governance. Following extensive empirical investigation, the writers presented relational contract theory. The study found that the power structure of the board significantly affects the effectiveness of green governance. The authors failed to identify the organizations been studied, also the scope of the study was not revealed.

Islam et al. (2019), study looks on the aspects of corporate culture that affect the success of businesses in terms of sustainability. The study examined the impact of the culture qualities in a hierarchical structure on organizational sustainability performance using fuzzy synthetic, decision-making trial, and laboratory evaluation methods. The research found that the study's hierarchical structure had little effect on the corporate sustainability performance of the companies included. In addition to withholding information on the demographic and sample size, the authors also withheld information regarding the theory that guided the study.

Tseng et al. (2019), examine the impact of a hierarchical framework on the sustainability performance of corporations. The study examined Taiwanese textile companies and assessed corporate sustainability performance utilising fuzzy synthetic, explanatory factor analysis, evaluation laboratories, and decision-making trials. According to the study, Taiwanese textile companies' corporate sustainability performance is unaffected by their hierarchical structure. The authors neglected to reveal the study's scope.

Abubakar et al. (2019), examine knowledge management and organizational performance. The study measured collaborative knowledge management using the following variables: learning, IT support, T-shaped skills, and the level of cooperation among organisational members. Following a thorough analysis of empirical research, the authors concluded that collaborative knowledge management affects the effectiveness of organisations. The study's period, population, and domain were not disclosed by the authors.

Goyal, et al. (2015), looked into corporate sustainability practises. The manufacturing industry was the focus of the study, and the data came from expert opinions and a review of empirical literature. In six hierarchical models which are market value, corporate governance, pollution prevention, research and development, environmental management and strategy, and investor responsibility. The study's findings indicate that the hierarchical models produced during the investigation have a noteworthy impact on the sustainability performance of organisations. The authors withheld information about the study's theoretical foundation and scope.

3. Methods

The population of this study comprises of the entire employee of manufacturing organisation in Nigeria, the total population is 10,000 employees, all of whom are employed. Sample & Sampling strategy: For this study, probability cluster sampling technique was used as the sampling strategy. This was accomplished by classifying the whole industry in the country into the six (6) geopolitical zones, on each cluster, a simple random sampling was used to derive the sample used in the study, thus, and the sample of this study is 407. Questionnaire of 407 was distributed among the employee of the industries.

The instrument to measure corporate collaboration was adapted from the work of (Hamel, Doz & Prahalad, 1989), also an instrument use to measure corporate hierarchy was adapted from the work of (Katsike, Theodosiou, Perdikis & Kehagias, 2011) and the dependent variables (organizational performance) was adapted from the work of (Hill & Jones, 2001) respectively. Data for each scale is collected using a five-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree), along with intermediate options indicating varying degrees of agreement or disagreement. For data analysis, the gathered responses are coded and entered into the most recent version of the Statistical Package for the Social Sciences (SPSS). Utilizing quantitative statistical methods, the analysis employs various tools such as correlation coefficients and regression equation models. These quantitative analytical techniques are applied to examine the relationships between different variables, assess the strength and direction of associations, and predict outcomes based on the collected data.

4. Results

Table 1: Questionnaire Distribution and Response Rate

Questionnaire Details	Frequency	Percent
Questionnaire Distributed	407	100
Returned Questionnaire	373	91
Unreturned Questionnaire	34	8
Copies of questionnaire deleted	6	5
Questionnaire Usable	367	90

Source: research work (2023)

Assessment of Outliers

An outlier is a case with such an extreme value that distorts the findings of a study Tabachnick and Fidell (2013). This study utilized a graphical method to establish outliers in this study (box plot graph) (Hair et al., 2014). The criteria is that any value that falls outside the box plot will be indicated with star or circle with the case numbers that has fall victim of outliers, the result in this study has revealed that 6 cases on organisational hierarchy are outliers and thus were deleted from the data set in this study the graph is presented below.

Graph 1

Box Plot

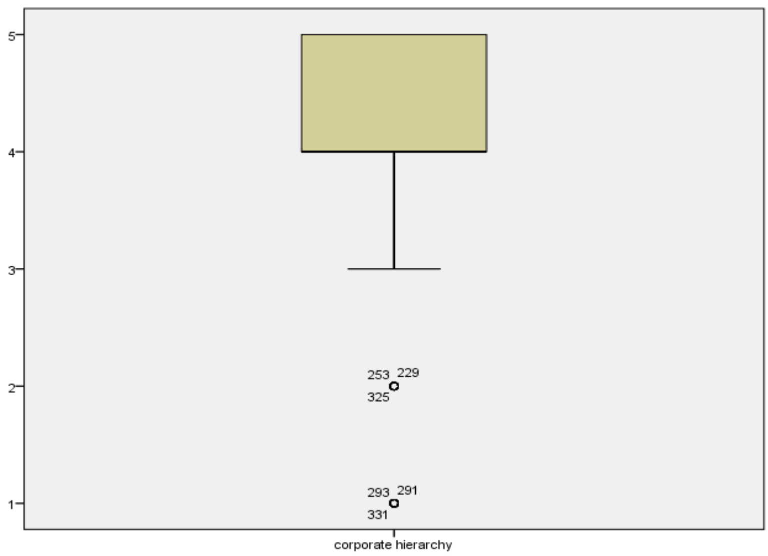

Table 2. Demographic characteristics of the respondents

Characteristics	Frequency	Percentage
Gender		
Male	191	52.0
Female	176	48.0
Age		
20-30 years	77	21.0
31-40 years	125	34.1
41-50 years	96	26.2
51 and abve	69	18.8
Yrs. of work experience		
0-10 years	85	23.2
11-20 years	102	27.8
21-30 years	114	31.1
31years and above	66	18.0
Educational qualification		
Secondary schools	52	14.2
NCE/OND	79	21.5
B.Sc./HND	130	35.4
Master/Ph.D.	106	28.9

Source; field work (2023)

Information relating to the demographic data of the respondents are presented on this table, it was noted that 191 numbers of respondents in this study are male with the percentage of 52% the remaining once are female. Age of the respondents are also revealed in this study employee with age ranging from 31-40, has the highest frequency of 125 with the percentage of 34.1% other employee fall on other categories. Number of Employee with years of working experience between 21-30 years is 114(31.1%) other employee fall on other frequencies and percentage. It was finally revealed on this study that most of the respondents in this study are degree and HND holders that have a frequency of 130 and a percentage of 35.4% that constitute most of the respondents in this study.

This information has a number of implications in this study as it has unveiled the demographic data of the respondents are also the findings on this study will be generalised on these population.

Table 3: Tests Of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Organisational Performance	.264	367	.000	.802	367	.000
Corporate Collaboration	.249	367	.000	.788	367	.000
Corporate Hierarchy	.269	367	.000	.765	367	.000

A. Lilliefors Significance Correction

Usually, normality can be determined by either using graphical or mathematical method to establish the normality of the data, thus in this study normality is established using a mathematical method of Kolmogorov-Smimov and Shapiro-Wilk. Thus the result has revealed that there is normality of data in this study because all the variables has a significant relationship, indicated the normality of the data.

The research investigation in this study has discovered a Pearson association between organisational performance and corporate collaboration and corporate hierarchy which are presented on the table below:

Table 4: Correlation Analysis

Variables		Organizational Performance	Corporate Collaboration	Corporate Hierarchy
Organisational Performance	Pearson Correlation	1	.559**	.663**
	Sig. (2-Tailed)		.000	.000
	N	367	367	367
Corporate Collaboration	Pearson Correlation	.559**	1	.449**
	Sig. (2-Tailed)	.000		.000
	N	367	367	367
Corporate Hierarchy	Pearson Correlation	.663**	.449**	1
	Sig. (2-Tailed)	.000	.000	
	N	367	367	367

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation results from this study reveal significant positive relationships between corporate collaboration, corporate hierarchy, and organizational performance ($r = 0.559^{**}$, $p < .01$). Additionally, a strong positive relationship is observed between corporate collaboration and organizational performance ($r = 0.663^{**}$, $p < .05$), as well as between corporate hierarchy and organizational performance ($r = 0.449^{**}$, $p < .05$).

Moreover, there is no evidence of multicollinearity among the independent variables, as indicated by the absence of correlations exceeding 0.7, which is commonly considered a threshold for high multicollinearity (Sekaran and Bougie, 2010). Therefore, all the independent variables are deemed suitable for inclusion in the multiple regression analysis.

Table 5: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724[a]	.525	.522	.88614

a. Predictors: (Constant), corporate hierarchy, corporate collaboration

The regression coefficient R square of 0.525 suggests that an increase in the independent variables in the model of this study, namely corporate collaboration and corporate hierarchy, is associated with an increase in organizational performance of enterprises. This indicates a strong positive relationship between the independent variables and organizational performance. Specifically, an increase in the independent variables would lead to a 52.5% increase in organizational performance, and conversely, a decrease in the independent variables would result in a corresponding decrease in organizational performance.

Corporate collaboration and corporate hierarchy together account for 52.5% of the variation or fluctuation observed in organizational performance, leaving the remaining 47.5% attributable to other factors that were not considered in this study. This underscores the complexity of organizational performance, which may be influenced by a myriad of internal and external factors beyond the scope of this research.

The next table contains information pertaining to the analysis of variance (ANOVA) of the study, which further elucidates the relationship between the independent variables and organizational performance.

Table 6: ANOVA

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	315.623	2	157.812	200.970	.000[b]
	Residual	285.832	364	.785		
	Total	601.455	366			

a. Dependent Variable: organisational performance

b. Predictors: (Constant), corporate hierarchy, corporate collaboration

The F statistics value in this study is 200.970, significant at the 0.000 level, indicating a significance level less than 0.05. This suggests that the regression model utilized in this study meets the requirements of Goodness of Fit. Specifically, it indicates that corporate collaboration and corporate hierarchy jointly have a significant effect on organizational performance within the population of the study.

The subsequent table provides a summary of the coefficient of regression on corporate collaboration and corporate hierarchy in relation to organizational performance. This table will offer detailed insights into the specific impact of each independent variable on the dependent variable, thereby further elucidating their respective contributions to organizational performance.

Table 7: Regression result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.370	.180		2.059	.040
	Corporate Collaboration	.322	.040	.327	8.095	.000
	Corporate Hierarchy	.555	.043	.516	12.757	.000

The regression results presented in the table below reveal insightful information about the impact of corporate collaboration and corporate hierarchy on organizational performance:

For the first independent variable, corporate collaboration, the regression coefficient Beta value is 0.327. This indicates that a 1 percent increase in corporate collaboration will lead to a corresponding increase in organizational performance of enterprises by 32.7%. The rejection of the null hypothesis, which stated that corporate collaboration has no significant effect on organizational performance, is supported by the significance value being less than 5%. This suggests that there is sufficient statistical evidence to conclude that an increase in corporate collaboration within the firm may indeed result in an improvement in organizational performance.

Regarding the second hypothesis, the regression coefficient for corporate hierarchy has a beta value of 0.516. This implies that, with other variables held constant, an increase in corporate hierarchy would lead to a 51.6% enhancement in organizational performance of enterprises. Furthermore, the significance value being less than 5% provides statistical support for the assertion that increasing corporate hierarchy could positively impact organizational performance.

The multicollinearity test results, as presented in the table above, utilize the Variance Inflation Factor (VIF). This test aims to ascertain whether the independent variables (corporate collaboration, corporate hierarchy) in the regression model are correlated. The absence of multicollinearity ensures the reliability of the regression analysis and the validity of the results. The Variance Inflation Factor (VIF) was utilized in this study and the findings were as follows:

Table 8: Multicollinearity Test

Multicolonierity Test Results - Dependent Variable: organisational performance

Coefficients

Variables		Collinearity Statistics	
		Tolerance	VIF
1	corporate collaboration	.799	1.252
	corporate hierarchy	.799	1.252

a. Dependent Variable: organisational performance

From Table 8, it is evident that multicollinearity is indicated in a study if the Variance Inflation Factor (VIF) exceeds 10 and the Tolerance value is less than 0.10. In this study, both corporate collaboration (X1) and corporate hierarchy (X2) exhibit VIF values of 1.252, which are well below the threshold of 10. Additionally, their Tolerance values are 0.799, exceeding the cutoff of 0.10.

These results indicate the absence of multicollinearity between the independent variables, corporate collaboration, and corporate hierarchy. Therefore, the regression analysis conducted in this study remains robust and reliable. Subsequently, the discussion of findings will provide further insights into the relationship between these variables and their impact on organizational performance.

5. Conclusion And Recommendation

This study investigate the relationship between corporate collaboration, corporate hierarchy, and their influence on organizational performance. The findings revealed that the first hypothesis, which posited that corporate collaboration has no significant effect on organizational performance, was rejected based on the results obtained. This outcome aligns with previous research findings, which have consistently highlighted corporate collaboration as a significant factor influencing organizational performance. Studies conducted by Zhang (2005), and Ahuja (2000), have all emphasized the importance of corporate collaboration in shaping organizational performance. Their research corroborates the findings of this study, further underlining the critical role that effective collaboration plays in driving organizational success. By rejecting the null hypothesis, this study contributes to the growing body of literature that underscores the significance of fostering a collaborative environment within organizations to enhance performance outcomes.

The second hypothesis, which posited that corporate hierarchy has no significant impact on organizational performance, was rejected due to the p-value being less than five percent ($P<0.05$). This finding is consistent with previous research conducted by Csaszar (2012), Golinowska and Kruszyński (2013), Ismael et al. (2010), Mousavi et al. (2013), and Rajaeepour et al. (2012). These studies have consistently argued that employing a corporate hierarchy approach can enhance an organization's performance capabilities and facilitate progress towards its objectives and goals. By rejecting the null hypothesis, this study corroborates the findings of prior research, further emphasizing the significance of corporate hierarchy in influencing organizational performance. The results suggest that effective hierarchical structures within organizations play a crucial role in driving performance outcomes and achieving strategic objectives. This contributes to the existing body of literature on the importance of organizational structure in optimizing organizational effectiveness and efficiency.

This study delved into the impact of corporate collaboration and corporate hierarchy on organizational performance within Nigerian business enterprises. The findings of this research hold significant potential to contribute valuable insights to the existing body of knowledge and offer important implications for organizational managers. Both managerial and theoretical implications emerge from this study, which warrant detailed consideration.

From a managerial perspective, the findings of this study provide actionable insights for organizational leaders and managers in Nigerian businesses. Understanding the positive influence of corporate collaboration and corporate hierarchy on organizational performance can guide decision-making processes within these enterprises. Managers can leverage this knowledge to foster a collaborative work environment and implement effective hierarchical structures that promote better performance outcomes. By recognizing the importance of these factors, managers can strategically align organizational practices and structures with performance objectives, thereby enhancing overall efficiency and effectiveness.

Furthermore, the theoretical implications of this study are noteworthy. The findings contribute to theoretical frameworks concerning organizational behavior, leadership, and performance management. By empirically validating the impact of corporate collaboration and corporate hierarchy on organizational performance, this study adds to the theoretical understanding of these constructs within the context of Nigerian business enterprises. It provides empirical evidence that supports existing theoretical propositions and enhances our understanding of the mechanisms through which collaboration and hierarchy influence organizational outcomes. The implications of this study extend beyond the immediate context of Nigerian business enterprises. They offer valuable insights that can inform managerial practices and theoretical frameworks in organizational studies more broadly. By acknowledging and incorporating these implications, both practitioners and scholars can contribute to the advancement of organizational effectiveness and performance enhancement strategies.

The findings of this study carry several managerial implications that are crucial for business managers to acknowledge and leverage for organizational success. Firstly, managers should recognize the significance of corporate collaboration in both the short and long term. Collaborative efforts within the organization can lead to a variety of benefits, including enhanced innovation and creativity. By fostering an environment where employees are encouraged to collaborate and share ideas, organizations can tap into a wealth of collective knowledge and expertise, leading to the development of innovative solutions and approaches to challenges.

Additionally, corporate collaboration can facilitate quicker and more effective problem-solving within the organization. When employees collaborate across departments or teams, they can pool their diverse skills and perspectives to address complex issues more efficiently. This not only improves organizational agility but also strengthens teamwork and cohesion among employees.

Furthermore, collaboration fosters a sense of trust among employees, which is essential for building strong interpersonal relationships and fostering a positive organizational culture. Trust enables employees to work together more effectively, communicate openly, and take calculated risks, ultimately leading to improved performance outcomes.

From a theoretical standpoint, this study contributes to the body of knowledge in organizational behavior by providing a comprehensive review of existing literature. By synthesizing conceptual, theoretical, and empirical studies in the field of organizational behavior variables, this research enhances our understanding of the underlying mechanisms that drive organizational performance. Theoretical frameworks derived from this study can serve as valuable tools for researchers and practitioners alike, informing future studies and guiding organizational practices aimed at optimizing performance and fostering a collaborative workplace culture.

In conclusion, this study offers a unique perspective on corporate culture by focusing on cultural strategies, which represents a valuable contribution to the field. The findings of this research highlight several important conclusions that shed light on the relationship between corporate collaboration, corporate hierarchy, and organizational performance in Nigerian business enterprises.

Firstly, the study establishes a positive and significant relationship between corporate collaboration and organizational performance. This suggests that fostering collaboration among employees within organizations can lead to improved performance outcomes. Therefore, it is concluded that corporate collaboration is an essential variable for organizations in Nigeria to prioritize and replicate in their operations.

Similarly, the research findings indicate that corporate hierarchy plays a significant role in organizational performance. The hierarchical structure of an organization, including roles, responsibilities, and reporting lines, has a considerable impact on how tasks are executed and decisions are made. Therefore, it is concluded that attention to corporate hierarchy or organizational structure should be a primary concern for managers, as it can greatly influence organizational performance.

Based on these conclusions, several recommendations can be drawn to guide organizational practices and strategies. Firstly, managers and stakeholders of business organizations in Nigeria should prioritize the development and implementation of corporate collaboration plans. By fostering a collaborative culture, organizations can enhance teamwork, creativity, and problem-solving abilities, ultimately leading to improved performance.

Additionally, it is recommended that managers pay close attention to corporate hierarchy and organizational structure. Ensuring clarity in roles, responsibilities, and reporting lines can help streamline operations, minimize confusion, and optimize efficiency within the organization. Specialization and clear delineation of tasks can contribute to enhanced performance outcomes.

The findings and recommendations of this study provide valuable insights for managers and stakeholders seeking to enhance organizational performance through effective corporate culture strategies, collaboration, and organizational structure. By implementing these recommendations, organizations in Nigeria can strive towards achieving their goals and objectives in a competitive business environment.

List of abbreviations

Not applicable

Declaration of competing interest: No conflicts declared

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