THE IMPACT OF ORGANISATIONAL CULTURE ON HUMAN RESOURCE MANAGEMENT PRACTICES. A CASE STUDY OF DANGOTE GROUP (DELTA STATE BRANCH, NIGERIA)

BY

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ABSTRACT

This research paper is focused on the impact of organisational culture on human resource management practices a focus on Dangote group.

The subject of organizational culture is intriguing. Digging into the organizational way of life may provide special and unique experiences that will help to make the necessary strides. An excellent culture promotes growth and success. In contrast, a useless organizational culture elicits characteristics that can stifle even the most serious triumph comparisons. When the business environment's way of life coincides with the employees', they're more likely to perceive them as more agreeable, upheld, and respected. Organizations that concentrate on culture can create extreme examples and changes within the work environment, making them more grounded.

Dangote Group have its headquarters in Nigeria and operates in other west African countries and is involved in the construction sector, mining, and food manufacturing sector. The organizational culture of Dangote Groups will be highlighted prominently in the report. The purpose of the research work is to understand the meaning of organisational culture and understand the scope of human resource management practices, to examine the relationship that exits between organisational culture and the recruitment, training programmes of Dangote Group. The study adopted a quantitative approach where samples of questionnaires were issued out to some of Dangote staffs. The statistical analysis used to analysis the data was the SPSS(version 21) using the correlation method. The summary of the findings reveals that given the organisational context of the study, each of the management resource practices of the organisation will be appreciated by the employees/employers in values, beliefs, and practices of the organisation. Based on the findings the study recommends that prospective or new employees or job seekers should endeavour to immerse themselves with the organisational culture of the company which they seek their employment before accepting any employment offers

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CHAPTER ONE
Background of Study

The organisational culture is based on the premise and foundations of the organisational founding members, and it's essentially based on the ordeals of sound corporate governance and employee and customer relations. Felipe, Roldán and Leal-Rodríguez (2017) defined that 'organizational culture has a major role to ensuring successful outcomes for an organisation as it adapts the set of values, beliefs and norms which are held by the organization'. It is crucial to point to that, the stakeholders who are largely affected by the organizational culture can be identified to be the employees and the customers (Warrick 2017). Various spheres of business activities such as internal operations, management of organisational employees, marketing initiatives as well as employee and customer welfare are impacted through organisational culture (Longman et al. 2018). A major aspect to highlight in organisational culture Is cultural integration. Since the inception of internet and computerization, it has brought about massive progression in international business leading most local and national businesses to go global. Globalization has led to several market integration which has impacted to bringing markets/businesses closer to each other which has in effect led to cultural integration. However, cultural clash occurs when various businesses get into close association with one another which always leads to operational issues. For a business to operate on a long run and thrives to achieve profit maximization they need to align and adapt its business strategies to the cultural beliefs and values of the country in which they operate. When culture supports business strategies it generates high performing activities.

Various scholars such as Kotter and Haskett,1992; Magee,2002, Hofstede and Bond, 1988 have helped to give insight on the impact of organisational culture on various Human Resource Management (HRM) programmes of an organisation. Each claimed that organisational culture provides opportunity and broad structure for the development of human resource technical and behavioural skills in an organisation. This claim makes sense in that good behaviour in an organisation is driven by strong ethical values. An organization can guide the conduct of its employees by embedding ethical values in its culture. However, organizational excellences could be varied since cultural traits could be source of competitive advantage through casual ambiguity, (Barney, 1991; and Peters and Waterman, 1982). The world is changing rapidly, and the level of organizations is also changing due to technological advancements and

globalization which have affected human resource developments programmes. Moreover, organizations differ in their cultural content in terms of beliefs, values, and assumptions.

Nazarian, Atkinson and Foroudi (2017) identified that 'the organizational culture has a key role to play in the management of different cultures with respect to the company, national and employee's culture and which brings about effectiveness and efficiency in their business operations, thereby leading the growth for the company. However, no such establishment has been made between the two domains. This proposal will emphasize on the effect of organisational culture of Dangote Group on its human resource practices.

In the dissertation, the research topic will be introduced in detail along with the aim and the objectives of the research. A brief theoretical background will be provided through literature review under which a number of relevant literatures will be collected and reviewed so as to gather a good understanding of the topic and cover the aspects of the research in-depth. Moving forward, the research report will discuss the complete methodology of the research followed by collection of required data. The data will be analysed, and findings will be produced which will then be discussed to finally conclude the research.

The research aim of the study is to examine the impact of organisational culture on Human Resource Management practices of Dangote Group. Where the primary study will be based on Dangote group which is based in Delta state parts of Nigeria.

Rationale and significance of the study

This rationale behind this research is to make commitments to cooperation among organizational culture guidelines, the management, and effective performance on a global scale. Similarly, additional research will be done into this relation within the Dangote Groups' context. The present research can be improved and helpful pieces of information for analysts and managers by completing this study. It is critical to create and maintain a fantastic organizational culture to enhance overall performance and richness. A successful business venture approach requires a robust organizational culture. Development, profit, productivity, and, more broadly, execution advancement are important components for any company's success (Halim et al. 2019). Since organizational culture is an essential detail for each example of a business venture approach, the features necessitate a deep comprehension of organizational culture. It is critical to have a thorough knowledge of the organization's incredible authoritative

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culture to advance overall performance. The constant success of various organizations necessitates paying consideration to the operational expenses, effectiveness, and profit. Enlightening overall execution, effectiveness, and benefit is a concerned approach for managers in an organization setting. The determination to enhance overall execution and effectiveness within the company undertaking necessitates the organizational culture's full capacity. The study findings may also make commitments to the casing of understanding about the organizational culture and hierarchical viability by conferring a broad range of components that direct business venture managers in improving overall execution within the business venture. Since an organizational culture can affect productivity and overall execution within a business endeavour, understanding of organizational culture is vital for the companies and their managers. The results of the study will also include agreement and content metrics for managers to help them enhance overall execution within the business and remove the void within the archives. The research provided helpful information for leaders to establish an organizational culture to improve overall execution and productivity within the organization's base. The study's findings will also influence managers by pointing them in ways to advance their organization's overall performance. People can also profit from a strong organization because the beneficial organization can also provide business opportunities for people in general Ali et al. 2017).

The research outcomes are beneficial to organizations in the private sector fronting challenging circumstances to enhance overall execution and effectiveness for their business venture. The advancement of company's greatness and productiveness within the business undertaking hinges on the hierarchical culture and a hit execution of significant alterations. The far-reaching replacement of organizational culture entails alterations in the business venture's people's behaviour, qualities, and perspectives. Refining overall performance and effectiveness in a business venture entails growing familiarity with the essential attributes and suspicions of benefit. The findings from the study will help the managers within the company by offering to planning and surveys about the state of organizational culture in enhancing overall execution and productivity within the business venture. The importance of organizational culture in driving overall execution cannot be overstated. When associations get a unique organizational culture, they may protect to expand business venture without distressing performance. Different organizations may likewise profit from the Dangote Groups research by securing relevant measurements in organizational culture. Executives can also use the information to boost performance and efficiency within the company (Pheko, Monteiro & Segopolo 2017).

Objectives of the study

The overall aim of the study is to examine the impact organisational culture have on human resource management practices. The specific objectives are.

- To examine the degree of influence culture, have on recruitment process of Dangote Group.
- To determine the extent to which training, and development get affected by organisational culture.
- How organisational culture may or not promote performance management.

Research Hypothesis

The following hypothesis are to be tested during this study.

Hypothesis one

H0; No impact of organisational culture on selection and recruiting activity of an organisation.

Hi; Impact of organisational culture on the selection and recruiting activity of an organisation.

Hypothesis two

H0; Organisational culture has no impact on training and development of an organisation.

Hi; Organisational culture has an impact on the training and development process of an organisation.

Hypothesis three

H0; There is no relationship between organisational culture on job performance management.

Hi; There is a relationship between organisational culture on job performance management.

CHAPTER TWO

Literature Review

In this section, several relevant literatures will be reviewed so as to collect an in-depth understanding and knowledge of the research topic. The literatures have been acquired through credible scholarly sources so that the research's validity can be significantly enhanced and useful information about the research can be acquired.

The scope of Organisational Culture

The organizational culture may be rightly identified to be norms, practices, values which serves as a benchmark and guidance towards the activities of all employees in an organisation. The organizational culture can be identified as the collection of traits which make an enterprise successful. According to Ali Taha, Sirkova and Ferencova (2016), an organizational culture which is positive essentially leads to improved performance and better outcomes whereas a dysfunctional organizational culture leads to hindrances and affects the performance efficiency. Arditi, Nayak and Damci (2017) identifies that, an organizational culture is created through consistent and authentic behaviours and the efforts reflected by an enterprise towards the different employees and related customers. The organizational culture impacts the overall facets of the business from the tone of the business to the punctuality, to the overall employee behaviour and company policies. It is essential that the workplace culture is prioritized in an enterprise so that the enterprise can perform well even in the times of various difficulties (Warrick 2017).

According to Ellinas, Allan and Johansson (2017), the culture has the key advantage of attracting talent and outperforming competition as well. Various employees consider the culture of the firm before applying for a job and this aspect also indicates the overall success of the enterprise in terms of the employee satisfaction index. Examples of Microsoft and Salesforce can be taken in order to gain an understanding of the manner in which the organizational culture can work well and additionally can attribute towards the overall success of the enterprise (Elsbach and Stigliani 2018).

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All companies have a prefixed organizational culture which evolves over time and is essentially characterized by certain features. These can be identified to be Alignment, Appreciation, Trust, Performance, Resilience, Teamwork, Integrity, Innovation and psychological safety. The alignment can be identified as the company's objectives and the motivation level of the employees. It is important that the organizations work together collectively to inspire, purpose, goals and vision.

Felipe, Roldán and Leal-Rodríguez (2017) identifies that the appreciation also forms an integral part of the enterprise and in order to bring about long-term success it is effective for the managers to appreciate the employees and vice versa. Harel, Schwartz and Kaufmann (2020) states that Trust also forms an effective and essential part of an organization. This sufficiently means that with a culture of trust and overall authentic, the firm would be able to gain a long-term competitive advantage.

Kawiana et al. (2018) identifies that performance and resilience can also be identified as the characteristics of a sound company culture which is essentially characterized by trust, dynamism and overall performance orientation. Kho et al.(2020) states that Team work which encompasses of collaboration, communication, respect and other similar aspects with the help of which better outcomes can be attained. Here, it is essential to identify that when the members in a firm work together as a team, then here, integrity prevails whereby decisions are taken together, partnerships are strengthened and additionally innovation and psychological safety can be fostered. Psychologist Edgar Schein (1980's) of the Sloan school of management developed the levels of organisational culture. This model is aimed to understanding and analysing of organisational culture.

The levels are

•   Artifacts; visible structures and processes. These may include dress code of

employees, architectures and designs etc. they mark the surface of the culture and can easily be seen by visitors. Though visible does not mean it can easily be understood by outsiders.

•   Values; they are strategies, philosophies, and goals of the organisations. These values have more awareness which reflects opinions and how things are done among the staffs.

•   Basic assumptions; they are more aware opinions and values which can be sometimes not challenged and taken for granted by employees.

According to Edgar organisations do not adopt a culture in a single day and that in fact learn from experience and start practicing it every day thus forming the culture of the workplace.

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│                      │        │                      │        │       Attitude       │
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Deal and kennedy(1982) recognizes the link between culture and organisational performance through its human resource practices programmes. Theses cultural values and human resources practices are conststent with organisational choosen strategies that led to the growth and development on the organistion.

The Concept of HRM Practices

The HRM practices approaches on the personnel funtions of an organisation. 'HRM comprises the whole range (both theory and practice) of activities related to people in the workplace, aimed at the achivement of an organisational golas and objectives as well as the fulfillment of its members needs'(Antczak,2009,P,23). The main objectives of the personnel function is to ensure that the organisation have the required number of employees with proper qualifications assigned to there proper positions within the company. The task of the personnel functions are as follows;

- The recuritment of employees and
- The monitoring and modification of there behaviours through the appraisal of the current level of there competence and motivation
- The shaping of there competence through training and development activities and there motivation through a reward system'(pilch, 2006,P 627-628).

Human Resource Management Policies

According to Ubiaru, Chinenye & Emerole (2017), ***Human resource management policies*** and its practices reflect the vital role in the organisations. Investigators has clearly defined human resources management concepts and policies in numerous ways. Thus, the author distinct human resource organization as the rules and performs required to transmit out the individuals or the aspect of human resource management status counting the performance assessment and training, compensation also motivating employees to take the participation in decision making. Therefore, this also has been reflected that workforces can be influenced to take part in decision making referring organisation by effective practices of human resource management. The author defined the HRM practices as the approach which attract, develop, motivate and retain workforces to make sure the efficient application and the survival of the corporations. As well, HRM policies and practices is denoted as the group of internally reliable policy and practice design and implemented to make sure that the organisation human capital contributes towards the attainment of the business objectives.

Numerous studies on HRM policies and practices have been showed from time to time and has identified diverse policies and practices with different names. Though some of the important policy that the HR is responsible for is the a) security of employees, b) selective recruitment, c) compensations, training, and development programs etc. though, human resource management is considered as one set of key accomplishment factor in the organisation. Furthermore, human resource management as the set of separate but connected activities operational functions in an organisation. The HRM policies and practices have contributed significantly to the achievement of organisation objectives and creating values for the key customers and physical materials.

Furthermore, while continuing with the aspects of human resource management of Dangote Group, there are three important practices of HRM that includes: Resource's dependency theory, role behaviour theory and the intuitional theory.

Theoretical Framework

(a) **Resource's dependency theory**; One of the issues handled by executives throughout the economic slumps in the 1970s is in what way organisations can obtain rare resources and efficiently utilises them in order to maintain a competitive advantage in the marketplace. The

capability to utilise one's individual resources counting (financial, technical and labour), and obtain further from the external atmosphere was one of the parts of worry in numerous organisations. The more organisations were able to harness resources, the more competitive they became. Therefore, resources were seen as the essence of organisational power (Emerson 1962). However, overdependence on external resources appeared to be risky due to the uncertainties that cannot be controlled by the organisation (Pfeffer and Solansick 1978). Concerning useful labour, the emphasis shifted to seeing employees as scarce resources that should be acquired effectively, utilised, developed and retained.

(b) **Role behaviour theory**; Role behaviour theory purposes to clarify and forecast the behaviour of persons and squads in organisations, which, enables executives in decision makings, and what stages they take on individuals administration as well as the probable consequences. Some of the main ideas emphasis on the requirement to enhance the working atmosphere including the resource in directive to stimulate innovative behaviour in workforces so they can handle with the new demands and this contain the usage of rewards to endorse and encourage positive working environment and punishment to regulate with negative behaviour.

(c) **Institutional theory**; the term institution means diverse things to diverse individuals depended on the academic and specialized orientation. Though, this is known as the discipline which combine politics, laws, psychologies and economic among further things. in directive to clarify why positive decisions are completed or activities taken and their influence on the organisation. Ajibola (2019) describes institutions as cooperative action in regulator, deliverance, and development of separate action. Cooperative action refuges areas such as tradition, law and measures. The key objective of cooperative accomplishment is less or superior controller of the acts of persons, which result in what's more gains or fatalities in the process of execution joint transactions.

Thus, effective organisations hold the capacity to skilfully recruit and preserve human resources which support induction off the procedure of organisational culture, knowledge distribution and realising specialized goals in a healthier method than their contestants does. Though, in the new years it has been strained that a noteworthy factor which strengthens knowledge distribution among workforces, job performance or the output of the organisations as an entire can be outlined to organisational residency behaviours. At last, all these policies and the human resource management makes the important part in Dangote Group and with the help of policies the organisation can attain the objectives and goals.

This research is more on the Institutional Theory and Role Behaviour Theory. The essence of Institutional Theory stipulates that it reduces uncertainty thereby creating a stable structure for the employers and employees since institution operates on set of laws, customs and culture. While the Role Behaviour theory advocates the need to improve the working environment, it also emphasised the use of rewards to induce and promote positive work behaviour. Thus, if Dangote Group human resource policies and practices promote these Theories, it will help grow their organisational practices thus increase in productivity and development.

Organisational culture and its importance

Warrick (2017) states that the culture of an organization acts as a major contributor to the success of its business. The author claims that the culture of an organization can have a significant influence on the performance of the company as well as effectiveness of its business, employees' morale and productivity and, organization's ability for attracting, motivating as well as retaining talent. Despite of the importance that organizational culture has, a number of leaders could be found either unaware of the significant impact of culture or are ware yet overwhelmed due to the extensive and conflicting information that is available on culture. Another possibility is that the leaders are not properly informed upon how cultures can be built as well as sustained in an effective manner. The author has integrated the highly consistent findings which the leaders should know in regards of culture so that they can be aware of how strong and successful organizational culture can be built so as to bring out the best potential of employees. The authors suggested that in order to develop an organizational culture, leaders need to be well aware about its importance to align the culture with organizational strategies as well as decision making tasks.

Organisational culture and recruitment processes

For any organisation hiring is a significant factor in the recruiting process because it decides when workers are hired into the organisation and meet the organisational objectives. This mechanism is seen as one of the core factors in organisational progress and growth. The way things are achieved cannot be taken away from local traditions, rituals, and the general external cultural environs. These social, human, and environmental variables are in most cases as critical as the marketing and financial considerations under which organisations hire and select employees (Bowling, 2000). Recruitment refers to the processes in which people are identified, recruited, interviewed, selected, employed, and embarked. In other words, it all includes identifying a need for employees to complete.

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Recruitment is the responsibility of human resource department, depending upon the size of an organisation. Large companies can have whole recruiting teams, and some can have just one recruiter. The hiring employer can be responsible for the recruitment of small outfits. Moreover, several corporations employ from external companies. Almost companies attract potential candidates through commercials, boards of employment, social media platforms and others. Many businesses use software recruitment to have top applicants more quickly and efficiently. Dangote make use of a whole human resource team cause of the large size of the company.

It can be expensive to employ an unqualified person for any role. It is very crucial to identifying and engaging the right person as it is time and expenses which are linked with ads, agency charges, screening applicants, and the long-term financial and non-financial consequences of recruiting the wrong person. Organizations have traditionally centred on recognising and recruiting individuals based on their know-how and expertise. It makes sense to find someone with the same qualifications and a similar career. There is a fair possibility that they will play a new role successfully.

While skills and expertise remain essential, the practice has nevertheless shown motivational fitness as a key difference in the process of selection. Chartman, (2001) distinguishes motivational fitness in two separate ways: motivational fitness and motivational fitness. Employment fit motivations are the degree to which the activities and tasks of a specific job correspond to the activities and tasks that are socially acceptable to the worker, while the organisational motive is compatible with the principles and mode of activity of an organisation.

The organisational fit covers the most basic and often quoted aspect of a wide variety of organisational characteristics that focus on the compatibility between individual and organisational values. It is also known as "cultural fitness." Although these two structures play a major role in successful recruitment decisions, Cable and Judge (1996) are increasingly convinced that corporate structure is the secret. No overemphasis may be placed on the role of recruitment in cultural form because its effect on decision making is supported by the consequences of decisions that suits the bad culture as it reduces absenteeism and sales.

HRM activities can be enhanced by effectively recruiting organisations that represent a system-based organisational culture (Taylor 2005). The Code of Conduct of the Chartered Institute of Staff and Development (CIPD, 2009, 2010) states that a precise and amended job requirement must be provided to prevent gender discrimination and over inflation requirements in terms of

individual specifications. In addition, the code includes fields such as interviews, hiring criteria, preparation, and production. Example: Dangote Group's recruiting process is organised to host all recent graduates who start mainly as graduate students and hire candidates with a more professional background.

Organisational culture and training process

Training is when an organization is intended to attempt to promote the acquisition of employee skills. These abilities include expertise, skills, or behaviours, which are essential to good employment outcomes. Training and learning aim to optimise the use of personnel and help the employees accomplish their corporate objectives and objectives (Adeniji, Osibanjo, and Abiodun, 2013). It also helps to develop and improve the organizational culture within the organization through building positive perception and feelings about the organization. However, training and development help in creating a better corporate image, thus aid in organizational development, i.e. organization gets more effective in decision making and problem-solving which helps in understanding and carrying out organizational policies.

Training and learning show a determination to keep workers at the forefront of knowledge and experience. Creativity and innovation are both driving employee success and facilitating the preparation and learning programmes provided by corporate culture said by Tushman and O'Reilly (2002) as the cornerstone of organisational standards represent the impact of creativity and innovation on organisational culture. It also plays an important role in building an atmosphere that allows learning and creative answers to challenges, threats and to competition or new opportunities.

The creation and influence of an adaptive community are also one of the leading jobs of a manager who takes advantage of training and growth programmes (Daft, 2010). Accurate information and the knowledge used in training and development typically contribute to success, while erroneous information and unreasonable knowledge can do the opposite (Feldman and March 1991; Daft and Weick, 1994). Cultures not only have perceptual frames in which people understand what they learn and feel and give vocabulary and references to communicate with others (Wilkins and Ouchi, 2003). Cultivation through the various preparation and learning programmes contributes schemes and scripts that can influence results by offering pre-existing approaches to interpret, assess and determine what behaviours are suitable for the situation (Lord and Foti, 1996).

However, Siegal and Sussman (2003) have reiterated the fact that it has gained a comparative advantage, which involves the acquisition of skills and seeks to integrate the organisation's community and social presentation.

Organisational culture and performance management

When workers regard themselves as part of the company, they also achieve organisational aims and priorities. Corporate culture and performance management systems should be aligned within organisations. Management must redirect workers toward the attainment of organisational targets if they do not coordinate themselves. The success of employees is regarded as the backbone for the company's expansion and advancement. The employees' loyalty thus relies on intelligence and cultural sensitivity that enhance organisational behaviour (Brooks, 2006).

Strategies built on well-developed policies and programmes for human resource growth continue to improve culture effectiveness. Four casual relationships between performance management and culture have been identified by Kaplan and Norton (2011) as learning progress, clients and the internal business process (from productive and successful human resource development activities) and financial compensation management systems, both of which contribute to enhancing and establishing causal links. The culture and results are interrelated on the basis that the market processes are perfectly linked (Reichers and Schneider, 1999). By the essence and complexity of history, culture and achievement have been considered interrelated. A good partnership and the establishment of a community achieve the comparative benefit of an enterprise. The ethos of the organisation helps to assess limitations in the assessment of results (Rousseau, 2000). The job performance of an organisation is strongly influenced by a good culture of an organisation that contributes to increased productivity and that productivity and organisational culture help to improve results, according to Brooks (2006).

Abdulrahman and Garba (2019) conducted a study with the aim to investigate the effects that corporate entrepreneurship has on organizational performance, specifically in the Dangote Group. The research design of descriptive survey was employed along with a sample size equalling to more than 200 respondents. The authors used Slovene's formula and selected these 238 respondents out of a total of 592 staff members of the management field in the Dangote group by making use of the sampling technique of stratified-proportionate sampling. The authors used a close-ended questionnaire with the use of Likert scale rating for distribution.

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The instrument was tested with the use of face validity, and test and rested method was used to check the internal consistence. So as to analyse the data that was collected, the authors have used person linear correlation and analysis method of multiple regression. The end results of their study found that organizational performance is not positively related to risk taking and innovation, on the other hand, pro-activeness can positively and significantly affect the performance of an organization, as is the case in Nigeria's Dangote Group. The authors concluded by suggesting that organizational management needs to be attentive towards proactiveness when considering increase in the organizational performance of the Dangote Group.

ABOUT THE COMPANY

The Dangote group is a Nigerian multinational industrial conglomerate founded by Aliko Dangote in 1981. It is the largest conglomerate in west Africa and one of the largest on the African continent. The group employs more than 30,000 people generating revenue more than 4.1 billion USD in 2017. The Dangote group now owns and operates more than 15 subsidiaries across a range of industries including Dangote cement, Dangote construction, Dangote sugar, Dangote flour, Dangote refinery etc. (Dangote Industries Limited | For a Self Reliant Africa, 2021).

The research aim of the study is to examine the impact of organisational culture on Human Resource Management practices of Dangote Group. Where the primary study will be based on Dangote group which is based in Delta state, Nigeria.

Research Questions

As the research goes further, the study will be answering the highlighted research questions using the Dangote Group as the case study.

- Does organisational culture have any significant impact on the recruitment and selection activity of Dangote Group?
- Does training and development practices of Dangote affect the organisational culture?
- Are performance management functions of Dangote directly affected by the organisational culture?

CHAPTER THREE

Introduction

Research Methodology

Research methodology focuses on the methods such as the philosophy, designs, approaches which is applied by the researcher for the purpose of achieving the objectives and aims of the study, also focuses on the methods adopted for data collection. For the purpose of data collection and sampling, a questionnaire was applied due to the large sample size of the respondent (Dangote staffs). The chapter also highlights the sampling methods, data presentation and analysis, the ethical consideration as well as limitations which characterizes the study.

Research philosophy

This can be described as the set of assumptions which are generally undertaken by the author before proceeding with the study. These assumptions are undertaken in order to ensure that the data collection and data analysis means are aligned with the research objectives. For the purpose of this study, the positivism method will be used. In the positivist research philosophy, the author is just involved in the collection of the data and analysis which is based on scientific research principles. Hence, this philosophy does not involve any bias.

Hence, the purpose of the research is to recognize the various aspects that are related to the company and identify whether the company is having an organizational culture where they would be able to recruit and select better employees in the organization. It is also identified that the research was providing a positive orientation where all the evidence that are related to the same are logical and provide a better understanding of the same. This was identified that the performance management functions are one of the most significant factors for the organization which helps in generating better result. There are various literature that have been found and the advantage have been considered regarding the same. It is taken into consideration that the scope of organizational culture is to bring a collection of expectation and practices within the organization for how they work and what benefits that they provide.

It is considered that the concept of HRM practices are also important for the organization where the research was surrounded around it and also provided and information that is related to the HRMS practices. This resulted in better understanding why these practices are very important and how this helps in maximizing the performance of fulfillment of the needs of the members.

Research approach

This can be identified as the overall approach by which the author of the study plan to conduct its research method such as the data collection, data analysis and the sampling method. Using the research approach, the author decides the type of data collection method and data analysis method to be used. The research approach which has been planned to be adopted with consideration to the study can be identified to be the Quantitative research approach (Basias and Pollalis 2018). In the quantitative research approach, the author has planned to make use of the deductive research approach in consideration to which, the author has planned to conduct an in-depth analysis into the impact of the company culture on the management of various culture which the business is exposed to. The author has planned to collect the data using quantitative means and intended to deduce critical information from the data which has been collected (Leiva et al. 2017). This will assist in undertaking a focused approach with the help of which the right information can be applied to the data collection and data analysis means.

Research design

The research design is a framework of research that helps in identifying the methods and the techniques that are chosen for the purpose of designing the research. It is identified that the design helps in identifying how the research should be done and what would be the suitable subject matter for the studies and generating a better result. The research design has a critical role to play in deciding the results presentation in association with which, the findings with consideration to the research can be displayed in alignment with the objectives (Taherdoost 2016).

The research design adopted will be the survey research design, where the researcher will make use of questionnaires. Primary and secondary data was used during the study, the primary data was gotten through a structured questionnaire while the secondary data was obtained through textbooks, journals, and relevant internet materials. This design is suitable for the study, because the researcher will collect, analysis and interpret data gotten from the senior staffs and staffs of Dangote Group, regarding how culture on human resource management practices impact the organisation.

Data collection

Questionnaire

For this study an email questionnaire was employed. The reason for the emailed questionnaire is because of limitation in logistics to get the questionnaire across to the staffs of Dangote group. The questionnaire is an instrument for obtaining or gathering relevant research data that is most times beyond the reach of the researcher physically, Mcchester and Ihedigbo(2014).

The questionnaire will be comprised of two sections, the demographics of the respondents which will include their age, gender, marital status, educational status. The second section will consist of the research question which the researcher aims to solve. The variables it seeks to address is organisational culture on HRM practices of recruitment, training and development, and performance management. The staffs of Dangote had four days to fill and submit the questionnaires back.

The Likert seven-point scale will be applied in order to measure and capture the precise attitudes and feelings of the respondents. The scale comprises of

- Strongly agreed (SA)
- Agree (A)
- Undecided (UN)
- Disagree(D)
- Strongly disagree (SD)

A letter was also sent to the management of Dangote Group to permit the research to conduct its survey. The permission letter carefully highlights the why and what the research is for and by whom is being conducted. The letter also addressed the need for the respondents to participate freely in the survey.

Data analysis

The data analysis can be stated to be the means using which the author analyses the data which is present and has been collected in the previous step. As the study approach chosen is quantitative in nature and the data for the study has been planned to be collected using the survey means, it is significant to identify that, the analysis would be undertaken using the quantitative approach. The statistical package for social science (SPSS) was applied for better result and accuracy.

Data sampling

The sampling methods which have been planned to be made use of for the purpose of the study can be identified to be the simple random nonprobability method. Here, it is critical to identify that, using the sampling method, the data will be collected from the different staffs as present. Here, it is significant to identify that using this method only the staffs at Dangote Group shall be targeted. 80 respondents where targeted from the company (focusing on staff of Dangote group Delta state).

Research limitations

Due to the covid-19 pandemic which we are facing, the researcher faced various limitations. They key limitation was sourcing for adequate materials for the work, there way the inability to visit libraries for proper research due to the pandemic, so the researcher had to rely on mostly online textbooks, journals and publications. There was also a limitation of finance, the researcher had to pay for most of the textbooks online because they were not all free for downloads. Conducting interviews and getting answers from managers and staffs proved to be difficult. However, if more time was given and also the absence of Covi-19, the researcher could have conducted a better research overview.

Ethical consideration

As the study involves human participants, undertaking ethical considerations can be identified to be essential. Here, it is important to identify that, the data collected through the questionnaire shall be stored in excel sheet and will be accessed by only the author of the study and the advisor. In line with this, the privacy and data shared by the different managers shall be protected and will be collected only after undertaking their consent. Additionally, in case the staffs are not comfortable in participating, they can opt out of the study at any point of time. The research followed the ethical codes and conducts stipulated by the NCI code of ethics. The research of this study shall follow proper ethical guidelines during the data collection process.

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CHAPTER FOUR

Data presentation, Analysis and Discussion of Findings

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Data Presentation and Analysis

Data analysis is mainly considered as the most important and crucial part of the research criteria. The analysis of data focuses on summarizing the collected data. It focuses on involving the interpretation of the gathered data by using logical and analytical reasoning for determination of trends, relationships, and patterns. As pointed out in the methodology 120 questionnaires were sent out via email to staffs and senior members of Dangote Group, out of the samples sent out 80 respondents participated and received, and this will make up the total sample size analysed. The spearman correlation analytical tool was used for the hypothesis testing and SPSS was used to analysis the collected data from the field. Finally, the descriptive analysis was used to cover the respondent's socio-demographics.

Frequency table

Section A

Table 1- breakdown of questionnaires retrieved.

	Retrieved	**Valid percentage**
Valid	80	66.6%
Unfilled	25	20.83%
Invalid	15	12.5%
Total	120	100%

(source; field 2021)

From the above table, the data obtained shows that out of 120 questionnaires sent 80 valid data was received indicating 66.6% of respondents, 25 copies were not filled covering 20.83% and the invalid copies are 15 accounting for 12.5% of the sample size.

Table 2- demographics of the respondents

Items	. frequency	Percentage

25

Gender	Male	35	43.8
	Female	45	56.2
	Total	80	100
Age	18-25	10	12.5
	26-35	35	43.7
	36-45	23	28.8
	46-above	12	15
	Total	80	100
Marital status	Single	25	31.2
	Married	40	50
	Others	15	18.8
	Total	80	100
	Secondary level	15	18.8
	University degree	45	56.2
Educational qualification	Masters and others	20	25
	Total	80	100

(source; field 2021)

From the above table 2, it highlights the demographics characteristics of the respondents in the survey. The first item shows the statistics of the respondents who participated in the survey,35 participants out of the total respondents are male with a percentage of 43.8% while 45 participants out of the total respondents are females with a percentage of 56.2%. with the figures presented, it shows that majority of the respondents in the study are females.

The second item of the demographics presents the age gap of the respondents who participated in the study, 10 participants out of the total respondents were between the ages of 18-25 years old with a percentage of 12.5%, 35 participants who partook in the survey were between 26-35 years of age with a percentage of 43.7%, 23 of the respondents were within the age bracket of 36-45 years old with a percentage of 28.8%. finally, 12 respondents were between 46 years and above. This figure shows that the respondents were majority of staffs between the ages of 26-35 years.

The third item shows the marital status of the respondents (staffs), 25 respondents representing 31.2% were single, while 40 respondents were married with a 50% and only 15 of the respondents which was presented as others (separated, divorced etc) are on 18.8. also, this shows that majority of the respondents are married.

Finally, the last item of the demographics presents the educational qualification of the respondents. 15 respondents representing 18.8% acquired their SSCE, 45 of the respondents representing 56.2% are university degree holders (diploma, Bachelor's degree etc) , while the masters degree and others holders are 20 in numbers and presenting 25% of the respondents.

Section B

This section represents the analysis of the questionnaire items.

Research question one- Does organisational culture have any significant impact on recruitment activities of Dangote?

Table 3- Dangote recruitment and selection activities are affected by organisation beliefs.

		Question A	
Scale		frequency	percentage
	Strongly agreed	13	16.2
	Agree	37	46.3
	Undecided	14	17.5

	Disagree	10	12.5
	Strongly disagree	6	7.5
	Total	80	100

As shown in table 3 which shows question a of research question one which was obtained from the field shows that 16.2% of the respondents strongly agreed that Dangote recruitment activities are affected by the organisation belief. 46.3% of the respondents agreed, 17.5% were undecided on recruitment selection process being affected by company's belief of dangote.12.5% disagreed while 7.5% strongly disagreed that Dangote recruitment and selection activities are affected by organisation beliefs.

Table 4- organisational belief positively affects recruitment of efficient staffs.

	Question b		
Scale		frequency	percentage
	Strongly agreed	8	10
	Agree	30	37.5
	Undecided	17	21.3
	Disagree	15	18.7
	Strongly disagree	10	12.5
	Total	80	100

As shown in table 4 which shows question B of research question one which was obtained from the field shows that 10% of the respondents strongly agreed that organisation belief positively affects recruitment of staffs of Dangote. 37.5% of the respondents agreed, 21.3% were undecided on organisational belief positively affecting recruitment of efficient staffs. 18.7% disagreed while 12.5% strongly disagreed.

Table 5- company values affect individuals' beliefs and culture.

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	Question C		
Scale		frequency	Percentage
	Strongly agreed	11	13.8
	Agree	37	46.2
	Undecided	13	16.2
	Disagree	14	17.5
	Strongly disagree	5	6.3
	Total	80	100

As shown in table 5 which shows question C of research question one which was obtained from the field shows that 13.8% of the respondents strongly agreed that company's values affect individual's culture. 46.2% of the respondents agreed, 16.2% were undecided on organisational values affecting individual's culture. 17.5% disagreed while 6.3% strongly disagreed.

Table 6- project recruitment and selection practices adhere to organisational recruitment and selection practices of Dangote Group.

	Question D		
Scale		frequency	percentage
	Strongly agreed	11	13.7
	Agree	36	45
	Undecided	13	16.3
	Disagree	8	10
	Strongly disagree	12	15
	Total	80	100

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As shown in table 6 which shows question D of research question one which was obtained from the field shows that 13.7% of the respondents strongly agreed that project recruitment and selection practices adhere to organisational recruitment and selection practices of Dangote Group. 45% of the respondents agreed, 16.3% were undecided on project recruitment and selection practices adhering to organisational recruitment and selection practices of Dangote Group. 10% disagreed while 15% strongly disagreed.

From the data derived from the research question 1 of the study, organisations endeavour to constantly hire highly performing employees every time, the reason behind this is because every organisations goals and objectives is to maintain competitive advantages over its competitors. Vis versa, employees champaign for a beneficial organisational culture which can help the to maximise their own personal goals and objectives. Thus, an organization is a consciously coordinated system where characteristics of individuals, groups and organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance.

Research question two- Does organisational culture affect training and development of Dangote Group?

Table 7- training and development practices of Dangote Group boost company image which promotes company's growth and development.

		Question E	
Scale		frequency	Percentage
	Strongly agreed	25	31.3
	Agree	30	37.5
	Undecided	10	12.5
	Disagree	9	11.2
	Strongly disagree	6	7.5
	Total	80	100

As shown in table 7 which shows question E of research question one which was obtained from the field shows that 31.3% of the respondents strongly agreed that training and development

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practices of Dangote Group boost company image which promotes company's growth and development. 37.5% of the respondents agreed, 12.5% were undecided on training and development practices of Dangote Group boost company image which promotes company's growth and development. 11.2% disagreed while 7.5% strongly disagreed.

Table 8- training and development of Dangote should adhere to company's culture.

Scale		Question F	
		frequency	Percentage
	Strongly agreed	20	25
	Agree	45	56.2
	Undecided	10	12.5
	Disagree	5	6.3
	Strongly disagree	0	0
	Total	80	100

As shown in table 8 which shows question E of research question one which was obtained from the field shows that 25% of the respondents strongly agreed that training and development of Dangote Group should adhere to company culture. 56.2% of the respondents agreed, 12.5% were undecided on training and development of Dangote adhering to company's culture while 6.3% disagreed.

Table 9- organisational culture and social presence largely affect information sharing process which come through training and development.

Scale		Question G	
		frequency	Percentage
	Strongly agreed	6	7.5
	Agree	30	37.5

	Undecided	17	21.3
	Disagree	15	18.7
	Strongly disagree	12	15
	Total	80	100

As shown in table 9 which shows question G of research question one which was obtained from the field shows that 7.5% of the respondents strongly agreed, 37.5% of the respondents agreed, 21.3% were undecided,18.7% disagreed while 15% strongly disagreed that organisational culture and social presence affect information sharing process which come through training and development. The table shows that majority of the respondents disagreed.

Table 10- training and development practices should align with company's values.

	Question H		
Scale		Frequency	Percentage
	Strongly agreed	15	18.7
	Agree	27	33.8
	Undecided	19	23.7
	Disagree	10	12.5
	Strongly disagree	9	11.3
	Total	80	100

As shown in table 9 which shows question H of research question one which was obtained from the field shows that 18.7% of the respondents strongly agreed, 33.8% of the respondents agreed, 23.7% were undecided, 12.5% disagreed while 11.3% strongly disagreed that training and development practices should align with company's values.

Research Question 3- Are performance management function of Dangote Group affected by the organisational culture?

Table 10- organisational norms and beliefs hugely impact employee's performance.

	Question I		
Scale		Frequency	Percentage
	Strongly agreed	8	10
	Agree	26	32.5
	Undecided	17	21.5
	Disagree	19	23.5
	Strongly disagree	10	12.5
	Total	80	100

As shown in table 10 which shows question I of research question one which was obtained from the field shows that 10% of the respondents strongly agreed, 32.5% of the respondents agreed, 21.5% were undecided, 23.5% disagreed while 12.5% strongly disagreed that organisational norms and beliefs hugely impact employee's performance. With the analysis performed, its shows that majority of the respondents agreed that organisational norms and beliefs hugely impact employee's performance.

Table 11- employees performance leads to growth and development of the organisation.

	Question J		
Scale		frequency	Percentage
	Strongly agreed	12	15
	Agree	30	37.5

	Undecided	15	18.7
	Disagree	10	12.5
	Strongly disagree	13	16.3
	Total	80	100

As shown in table 10 which shows question J of research question one which was obtained from the field shows that 15% of the respondents strongly agreed, 37.5% of the respondents agreed, 18.7% were undecided, 12.5% disagreed while 16.3% strongly disagreed that employee's performance leads to growth and development of the organisation. The table above demonstrate that the respondents agreed that the employee's performance leads to growth and development of the organisation. It stresses the fact that employees should work efficiently and effectively to bring about growth and competitive advantage to the company.

Table 11- values of an organisation affects job performance management.

	Question K		
Scale		frequency	Percentage
	Strongly agreed	11	13.7
	Agree	25	31.3
	Undecided	17	21.3
	Disagree	15	18.7
	Strongly disagree	12	15
	Total	80	100

As shown in table 10 which shows question K of research question one which was obtained from the field shows that 13.7% of the respondents strongly agreed, 31.3% of the respondents agreed, 21.3% were undecided, 18.7% disagreed while 15% strongly disagreed that values of

an organisation affect job performance management. From the analysis above it shows that respondents agreed to values of the company having an effect to job performance management of the organisation.

Test of Research Hypothesis

A hypothesis is a statement that can be proved or disapproved. It is typically used in quantitative research and predicts the relationship between variables. The spearman correlation tool was used by the researcher to test the various hypothesis for the study. In understanding the relationship between the independent variable (organisational ,culture) and the dependent variables(recruitment and selection, organisational performance and training and development). Below shows the values of coefficient R and the strength of the correlation.

(Evan,1996)

The strength of a correlation	
Value of coefficient R_s (positive or negative)	**Meaning**
0.00 to 0.19	A very weak correlation
0.20 to 0.39	A weak correlation
0.40 to 0.69	A moderate correlation
0.70 to 0.89	A strong correlation
0.90 to 1.00	A very strong correlation

The strength of correlation R arranged from -1 to +1. Where the negative sign indicates that there is a correlation between the variables, and the positive values means a positive relationship between the variables. The correlation strength between variables can be weak, very weak to strong correlation as presented on the figures above. The strength of the independent variables (organisational culture) on the dependent variable (recruitment, training and development, job performance management) can either test positively or negatively.

Hypothesis one

H0; organisational culture has no influence on the recruitment activity of an organisation.

Hi; organisational culture has an influence on the recruitment activity of an organisation.

Table 12

Correlation			Recruitment and selection	Organisational culture
Spearman	Recruitment and selection	Correlation coefficient	1.000	.920**
		Sig. (2-tailed)	.	.000
		N	80	80
	Organisational culture	Correlation coefficient	.920**	1.000
		Sig (2-tailed)	.000	.
		N	80	80
**. correlation is significant at the 0.01 level (2-tailed)				

The table presents the level of significance which culture have to recruitment of staffs at Dangote. The table shows there is a significant positive correlation (correlation coefficient = .920).With the P value 9(Sig= 0.000) and the significant level of the model is less than 0.01,the null hypothesis should be rejected while the alternative hypothesis is accepted. During the recruitment and selection process of Dangote, the hiring team makes sure to hire employees who are goal oriented and aware of the cultures of the company so as to avoid any cultural belief clash. Therefore, it can be concluded that organisational culture has a significant effect on recruitment and selection.

Hypothesis two

H0; Organisational culture has no impact on training and development of an organisation.

Hi; Organisational culture has an impact on the training and development process of an organisation.

Table 13

Correlation			Training and development	Organisational culture
Spearman	Training and development	Correlation coefficient	1.000	.982**
		Sig. (2-tailed)	.	.000
		N	80	80
	Organisational culture	Correlation coefficient	.982**	1.000
		Sig (2-tailed)	.000	.
		N	80	80
**. correlation is significant at the 0.01 level (2-tailed)				

The table above shows the relationship between organisational culture and training and development. The data indicates a correlation coefficient of .982 which indicates a strong impact on the dependent variable. Since the significant level of the model is less than 0.01, the study rejects the null hypothesis which states that there is no impact between both variables in study and accepts the alternative hypothesis. During training of employees Dangote, the cultures and beliefs of the company is being drilled into them so that, they can understand and know the direction which the company is working to achieve. Therefore, it can be concluded that organisational culture has a significant relationship to training and development.

Hypothesis Three

H0 There is no relationship between organisational culture on job performance management.

Hi; There is a relationship between organisational culture on job performance management.

37

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Table 14

<table>
<tr><td colspan="5" align="center">Correlation</td></tr>
<tr><td></td><td></td><td></td><td>Performance management</td><td>Organisational culture</td></tr>
<tr><td>Spearman</td><td>Performance management</td><td>Correlation coefficient</td><td>1.000</td><td>.946**</td></tr>
<tr><td></td><td></td><td>Sig. (2-tailed)</td><td>.</td><td>.000</td></tr>
<tr><td></td><td></td><td>N</td><td>80</td><td>80</td></tr>
<tr><td></td><td>Organisational culture</td><td>Correlation coefficient</td><td>.946**</td><td>1.000</td></tr>
<tr><td></td><td></td><td>Sig (2-tailed)</td><td>.000</td><td>.</td></tr>
<tr><td></td><td></td><td>N</td><td>80</td><td>80</td></tr>
<tr><td colspan="5">**. correlation is significant at the 0.01 level (2-tailed)</td></tr>
</table>

The table above shows the relationship between organisational culture and job performance management. The data indicates a correlation coefficient of .982 which indicates a strong impact on the dependent variable. Since the significant level of the model is less than 0.01, the study rejects the null hypothesis which states that there is no impact between both variables in study and accepts the alternative hypothesis. From the survey conducted the staffs of Dangote strongly believe that their level of job efficiency and effective hugely relies on the values and beliefs of the company.Therefore, it can be concluded that organisational culture has a significant relationship to job performance management.

Summary of Results

In the analysis of the questionnaire items on organisational culture on HRM practices, the result demonstrate that Dangote employees agree to the impact culture has on recruitment, training and development and organisational effectiveness of the company. HRM practices of Dangote Group which include recruitment and selection, training, performance management as well as compensation are positively significant to organisational culture. The findings is in agreement Baptiste (2008) and Noor(2009) found that positive attitude of employees can be promoted through effective implementation of HRM practices which in turn help to shape the organisational culture and work environment of organisation, strengthen positive attitude of employees towards the company as well as increase in productivity level of every employees so that the can work towards attaining organisational goals and objectives. Also the findings is in agreement with the study of Morrison(1994) who through research conducted stated that HRM practices are significantly related to organisational culture. The study includes that there should be cultural competence in the management purpose for properly managing the purpose that includes the management and leadership practice in the organization.

The first finding confirmed that organisational culture has a significant effect on recruitment. organisations endeavour to constantly hire highly performing employees every time, the reason behind this is because every organisations goals and objectives is to maintain competitive advantages over its competitors. Vis versa, employees champaign for a beneficial organisational culture which can help the to maximise their own personal goals and objectives.

The second finding confirmed that majority of the employees are influenced by training in their organizational culture. Moreover, their skills, knowledge, attitude change, new capacities are improved by training and development, and it also improves employee relationship and develops the organization effectiveness. Culture through the different training and development activities can affect productivity by providing pre-existing ways of understanding what is occurring, how to evaluate it and what sequences of actions are appropriate to the situation (Lord and Foti, 1996). However, Siegal and Sussman (2003), asserted gaining competitive advantage which surrounds knowledge adoption and helps to integrate the organizational culture and social presence can explain information sharing process which comes via training and development programmes.

The final findings, indicates a significant relationship between organizational culture and performance management. (Ofori and Sokro, 2015) supports the findings through their research maintains that organizational culture significantly impacts job performance thereby increasing

organisational effectiveness and efficiency. According to Brooks (2006), the job performance of an organization has a strong impact on culture which leads to enhance productivity, and that the productivity and culture of organization helps in improving performance.

The results of the hypotheses, which were tested using spearmen correlation coefficient analysis demonstrates that.

- Organisational culture has a significant impact on the recruitment activity of an organisation.
- training and development have a significant impact on organisational culture.
- Organisational culture is significantly related to performance management.

CHAPTER FIVE

Conclusion and Recommendations

Organizational culture plays an important role in every organization. Some organization has strong culture, and some do not. The research shows that organisational culture impacts on human resources management practices, as was evident in this study of Dangote Group. Therefore, the management of Dangote Group should always be judicious and proficient in implementing human resource practices consisting of employees" recruitment and selection, training and development and job performance management. This will enable the organisation to always motivate and inspire their employees to perform above the call of duty and remain committed to the organisation's goals and objectives. It will also enable the organisation to attract and retain proficient employees that will enhance the competitive opportunities of the organisation. In organization, training is very necessary for the effectiveness of employees. Well-planned training is beneficial for the organizational growth because it improves the relationship between employees and increases their motivation level. Many organizations provide different training methods to train their employees because trained employees are more productive and supportive for their organization to develop their organizational efficiency. It concludes that training is very essential for organizational culture because organization evaluate the employee performance effectiveness from training. Training expenditure is effective for organization culture to improve employee cognitive abilities and organization growth.

Finally, in conclusion to the research, organizational culture is a contingent factor that can improve organizational efficiency and growth, especially if the characteristics in the culture are those that champions creativity, cohesiveness, innovation, fair treatment, individuality, teamwork. Also, the findings of this study have highlighted the different dynamics involved in the correlation between corporate culture and HRM practices, which explains why some organisations do better than their counterparts.

The study suggests that management should be mindful of the organisational culture they adopt, as it has been proven that having the right organizational culture and adopting the Human resource practices the fits the organisations goals and objectives would enhance business productivity and profitability. Another managerial recommendation is that they should introduce into their cultural practices more positive norms that could help in fostering a good and efficient working environment which can bring about growth and development, therefore they should re-evaluate their existing cultural norms for the aim of identifying certain values or aspect of their culture that might be hindering productivity.

For further studies or investigations for researchers, is to look into and conduct proper investigation and develop a more positive type and scope of organisational culture. This will help managers and human resource management practitioners in their various field of work in order to establish a more viable and working culture that will help grow and develop job performance in the organisation. Finally, the study further suggest that managers should maintain their organizational culture and help employees (new and old) adapt to its culture, though the most curtail stage of an employee is at the recruitment level.

Limitations

 The research work was marred with some limitations such as the issue of the study sample area and size. Sample of 80 respondents from Dangote Group was only retrieved out of sample of 120. A better analysis would have been made if more sample size was gotten and analysed also better data collection would have been collected, but it was largely affected due to the Covid pandemic which limited the gathering of secondary data as well as the primary data. The researcher also faced time constraints and was made to work within the time limits given. These limitations affected the total outcome of the study.

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Appendix

<p align="center">QUESTIONNAIRE</p>

<p align="center">NATIONAL COLLEGE OF IRELAND</p>

<p align="center">MSC INTERNATIONAL BUSINESS</p>

Dear Sir/Ma

I am a student of above-mentioned institution, I am conducting a research on the impact of organisational culture on human resource management practices, a case study of Dangote Group. Your assistance is needed in completing this questionnaire. I promise to ensure utmost confidentiality and uphold ethical standards and to ensure that the information of participating respondents will be guarded.

Thank you.

Nzeadibe Justina Chioma

SECTION A - **PERSONAL INFORMATION**

Kindly tick ( ) and fill where applicable

Gender -   male ( )   female ( )

Age-   18-25yrs ( )   26-35 yrs. ( )   36-45 yrs. ( )   46 and above ( )

 Marital status-   single ( )   married ( )   others ( )

Educational qualification –   Secondary ( )   University degree ( )

Master and above ( )

SECTION B

Please indicate on a scale of 1-5 the box that fit your view.

Strongly Agrees, Agree, Undecided, Disagree, Strongly Disagree

s/n	Statements	SA 5	A 4	UD 3	D 2	SD 1
Organisational culture and recruitment process						
1	Organisational belief positively affects recruitment of highly performing individuals					
2	Dangote recruitment and selection polices are affected by the organisational beliefs					
3	Company's value positively affects individuals' objectives					
4	Project recruitment and selection practices adhere to organisational recruitment and selection practices					
Training and development and organisational culture						
1	Organisational culture and social presence highly affect information sharing process which come through training and development					
2	The training and development should adhere to company's culture					
3	Training and development boost company's image which promotes company's growth and development					

4	Training and development practices should be aligned with company's value					
Organisational culture and performance management						
1	Organisational norms and belief hugely impact employee's performance					
2	Values of the organisation positively affects job performance management					
3	Employee's performance leads to growth and development of the organisation					