



Influence of Information Culture on Employee Performance in Food and Beverage, Companies in Lagos State, Nigeria

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ABSTRACT

Performance is critical to the effectiveness and efficiency of every organization, including manufacturing companies. However, employee performance in the food and beverage companies has been on the decline as evidenced by poor work quality and lower individual productivity. While literature has documented the positive contribution of information culture to employee performance in various studies and in different organizational contexts, there is still dearth of empirical research to examine the level of contributions of each of the variables influencing information culture. The study examined the influence of information culture on employee performance in the food and beverage companies in Lagos State, Nigeria. Survey research design was employed for the study. The population was 17, 272 top, middle and lower cadre employees from selected food and beverage companies in Lagos State. The companies were selected from the Manufacturers Association of Nigeria's list of manufacturing industries. Taro Yamane's formula was used to derive the sample size of 390. Multistage sampling technique was used to select the participants for the study. A structured and validated questionnaire was used to collect data. Cronbach's Alpha reliability coefficients for the constructs ranged from 0.79 to 0.94. A response rate of 98% was obtained. Data collected were analysed using descriptive and inferential statistics. Findings revealed that information culture had significant influence on employee performance ($R^2 = .052$, $\beta = .045$, $t(381) = 0.769$, $p < 0.05$). Furthermore, information sharing ($\beta = 0.42$, $t(377)$, $p < 0.05$) as a component of information culture had a significant influence on employee performance. The study concluded that information culture affects employee performance in food and beverage companies in Lagos State, Nigeria. It was recommended that the management of food and beverage companies should encourage information sharing to improve job specific task performance of employees in the organization. There should be an improvement in information culture to enhance employee performance in food and beverage companies in Lagos State of Nigeria.

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INTRODUCTION

The issue of employee performance has not been encouraging as indicated by Gerhart and Milkovich (2010) who revealed that the level of employee performance in Nigerian organizations has been on the decline over the years. Though, despite the laudable contributions of food and

beverage companies to employment generation, there has been consistent decline in workers' productivity and the incessant firing of staff has led to loss of commitment among employees within the companies in Nigeria (Carmin, 2014). Muir and Hoque (2014) established that employees working in the food and beverage sector is often exploited,



demeaned, poorly remunerated, unhappy, and uncertain and take the job as a last resort just to make ends meet. These factors have contributed significantly to the poor performance of employees. The need for employees to perform to high expectation so as to improve the level of productivity remains a pivotal concern for food and beverage companies in Nigeria, especially in Lagos State. Many of these companies emphasize employee performance as a means of improving productivity and efficiency in their various areas of production. In this direction, employees carry out their tasks, being the work that they are engaged in and get paid, but, their capabilities to perform in the given job is considered essential for organizational success to be achieved. Employees' performance when enhanced would contribute adequately to the overall efficiency of employees and the productivity of the organizations.

Food and beverage companies especially in Lagos State have added value to the society and communities, in terms of employment generation, quality and supply of food production, revenue generation for the organization, staff empowerment and training, income generation for government, tax, GDP and food security (Adeniji, 2013). However, according to Adedayo (2017) and MAN (2016) that despite these laudable contributions by this industry, it still appeared discouraging by the nature of its employees performing below expectation. The poor performance of employees in some of these companies has led to firms shut down. Information culture can enhance information exchange, information transparency, information presentation to employees and exchange of non-sensitive information among employees in the food and beverage companies. The companies should be able to meet the standard of employee performance compared to what is obtained in other developed parts of the world. Hence, the need in this study to find out about the operation of these companies under study and use the result of the findings to proffer solutions for the prevalence of information culture. Therefore, the need to achieve a very high of employee performance in food and beverage companies in Lagos State of Nigeria made it imperative to find out those factors affecting employee performance.

It is against this background that the study was carried out to find out the influence of information culture on employee performance in Lagos State of Nigeria.

Objective of the Study

1. find out the level of employee tasks performance in food and beverage companies in Lagos State of Nigeria;
2. ascertain the prevalence of information culture in the food and beverage companies under study;
3. determine the influence of information culture on employee performance in the food and beverage companies in Lagos State of Nigeria;

Research Questions

1. What is the level of employee performance in food and beverage companies in Lagos State of Nigeria?
2. What is the prevalence of information culture in the food and beverage companies under study?

Hypothesis

The following null hypotheses are tested at 0.05 level of significance:

1. H_0 : Information culture has no significant influence on employee performance in the food and beverage companies of Lagos State.

REVIEW OF LITERATURE

Employee performance

Sonnentag, Volmer and Spychala (2008) opined that it is necessary to understand the performance of each employee because crucial management decisions are based on individual performance, leading to an organizational success. Performance is defined as "behaviour that accomplishes results" (Armstrong & Taylor, 2014) and according to Campbell and Wiernik (2015), individual employee performance is defined as "things that people actually do, actions they take, that contribute to the organization's goals". Therefore, performance behaviours are "the total set of work related to behaviours that the organizations expect the individual to display" (Griffin, 2005). Lots of



researchers examined two types of individual employee performance on the job. First one, is the task performance (Kappagoda, 2012) or the in-role performance (University of Minnesota Libraries Publishing, 2015), and the other, is the contextual performance (Kappagoda, 2012) or the organizational citizenship behaviours (OCBs) (University of Minnesota Libraries Publishing, 2015).

In the past ten years, more attention has been paid to the definition and exploration of work performance at least from the perspective of organizational behaviour research. Much of this work has been either directed or inspired by the United States Army Selection and Classification Project overseen by John Campbell and his colleagues (Campbell, 1990, 1999; Campbell, Gasser, & Oswald, 1996; Campbell, 1993). From their perspective, individual performance is seen as actual behaviour that can be scaled and measured in terms of proficiency, rather than the outcomes which the employing organization derives from that performance, a definition which avoids the construct confusion referred to previously (Campbell, 1993). Thus, job performance includes work behaviours which are: relevant to organisational goals; within the individual's control; measurable, observable and scorable (Viswesvaran & Ones, 2000). The measurement of employee performance is also complicated by the fact that what counts for employee performance is itself complex, changes over time and situation, and consists of multiple dimensions (Hough & Oswald, 2001). In whatever way it is defined employee performance remains an abstract concept which is socially constructed, and there are many judgment calls required when it is being operationalised even when it relies on apparently 'objective' measures such as behavioural counting, organizational records and the like (Murphy & Cleveland, 1995).

Models of Performance

In response to which complexity researchers have adopted a range of approaches for dealing with the complexity of job performance. In a review of models of employee performance Viswesvaran and Ones (2000) used ideas developed by Binning and Barrett (1989) to analyze the approaches for handling the

complexity of performance used by various writers. For these writers, it is said that performance dimensions have been either designed for specific jobs or related to work generally, and have been either developed as stand-alone measures or as a set of dimensions intended to cover a large proportion of the total performance variance of employees. Standalone measures for specific employees are exceedingly numerous and this represents one of the difficulties in understanding performance generally; what is considered a central aspect of performance in one line of work can be totally ignored in another because of the requirements of individual employee. This can be a problem even when more comprehensive sets of dimensions are used.

Viswesvaran and Ones (2000) highlighted a growing number of studies aimed at developing more widely applicable models of performance which address these needs for generalizability of findings and cross-level analyses of performance. Two of the more comprehensive models are those presented by Campbell et al (1996) and Viswesvaran et al (1996). The Campbell et al model is based on a review of the job performance literature and extensive confirmatory research conducted in United States military settings. On the basis of literature, they constructed eight components of employee performance which are:

1. Job-Specific Task Proficiency
2. Non-Job-Specific Task Proficiency
3. Written and Oral Communication Task Proficiency
4. Demonstration of Effort
5. Maintenance of Personal Discipline
6. Facilitation of Peer and Team Performance
7. Supervision/Leadership
8. Management/Administration

Campbell et al., (1996) explicitly denies that these represent those factors of employee performance and states that they are not necessarily present in every job and are definitely not the last word in defining the performance domain. However, they do suggest that these components account for most of the variation in performance assessments. They also present evidence that suggests that the various components are relatively independent and are



relevant for performance research. The Viswesvaran et al. (1996) model is derived from an application of the lexical hypothesis (Goldberg, 1990) which suggests that all practically significant variation in performance would have been identified and labelled at some point by someone in the employment relations or organizational behaviour literature. Their ten dimensions of performance were identified using content analysis and conceptual grouping as follows:

1. Productivity
2. Effort
3. Job knowledge
4. Interpersonal competence
5. Administrative competence
6. Quality
7. Communication competence
8. Leadership
9. Compliance with authority
10. Overall performance

Marchand (1996) defines information culture as “the values, attitudes and behaviours that influence the way people sense, collect, organise, process, communicate and use information.” According to Marchand, information culture is one of the critical elements of a company’s change management program. Marchand also says that it is no longer relevant to view information culture merely as part of organisational culture.

These four types of information cultures identified by Marchand are:

1. Functional culture: managers use information as a means of exercising influence or power over others.
2. Sharing culture: managers and employees trust each other to use information (especially about problems and failures) to improve their performance.
3. Inquiring culture: managers and employees search for information to better understand the future and ways of changing what they do to align themselves with future trends/directions.
4. Discovery culture: managers and employees are open to new insights about crisis and radical changes and seek ways to create competitive discontinuities.

Information culture constitutes a context for how information is communicated in an

organization and how the attitudes, norms, and values are developed concerning creating, sharing, and using information (Marchand, Kettinger & Rollins, 2001; Curry and Moore, 2003; Widén & Hansen, 2012; Oliver, 2008, 2011; Choo, 2013). Whereas organizational culture has an effect on aspects of organizational behaviour, the information culture, being part of it, forms the socially shared context for information use in organizations. Information culture has often been understood through the conditions facilitating information management or exploiting information technology. However, information culture cannot be limited to information management and technology. Davenport (1994) explains in his study that information technology or its management alone cannot bring change in the information culture of an organization: *‘changing the technology only reinforces the behaviours that already exist’* (Davenport, 1994, p. 120). Marchand (1996) explains the importance of aligning information culture with business strategies as a critical element in achieving competitive advantage. Davenport (1997) introduces the idea of an information ecology which he says is an organisation’s information environment, including its information culture, its behaviours and work process, information politics and technology.

A highly developed information culture leads the organization to success and work as a strategic goal that positively associated with organizational practices and performance. Choo (2013) looked at information culture as the socially shared patterns of behaviours, norms and values that define the significance and use of information in an organization. A scholar like Castells (2012) posits that the information culture transcends the confines of organizations and government participation through policies is relevant for achieving the norms and values. Norms are standards and values are beliefs and together they form the information behaviour as normal that are expected by the people in organization. In so far, information behaviour is the reflection of cultural norms and values. Marchand, Kettinger and Rollins (2013) identified six information behaviours and values to profile an organization’s information culture:



1. Information integrity is defined as the use of information in a trustful and principled manner.
2. Information formality is the willingness to use and trust formal information over informal sources.
3. Information control is the extent to which information is used to manage and monitor performance.
4. Information transparency is the openness in reporting on errors and failures.
5. Information sharing is the willingness to provide others with information.
6. Pro-activeness is actively using new information to innovate and respond quickly to changes.

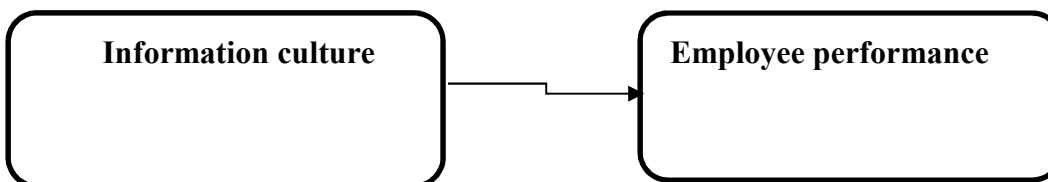
Information culture typologies are based on a widely applied construct from Cameron and Quinn (2014) that has been used to differentiate organizational culture types and their relationships to organizational effectiveness. Choo (2013) develops a typology of Information culture. He emphasizes elements from information behaviour research. The Information culture typologies are characterized by a set of five attributes:

1. the primary goal of information management
2. information values and norms
3. information behaviours in terms of information needs
4. information seeking
5. information use

In addition, Choo (2013) classifies Information culture into four categories:

Relationship-based culture, Risk-taking culture, Result-oriented culture, and Rule-following culture. Relationship-based culture: information management supports communication, participation, and a sense of identity. Information values and norms emphasize sharing and the proactive use of information. These values promote collaboration and cooperation. The focus is on internal information. Risk-taking culture: innovation, creativity, and the exploration of new ideas are encouraged while information is managed. Information values and norms emphasize sharing and the proactive use of information. These values promote innovation, development of new products or capabilities, and the boldness to take the initiative. The focus is on external information. Information is used to identify and evaluate opportunities, and promote entrepreneurial risk-taking. Result-oriented culture: information management enables the organization to compete and succeed in its market or sector. Information values and norms call attention to control and integrity: accurate information is valued in order to assess performance and goal attainment. Information is used to understand clients and competitors, and to evaluate results. Rule-following culture: information management reinforces the control of internal operations, rules and policies. Information values and norms emphasize control and standardized processes. The focus is on internal information.

Conceptual Model



METHOD

This study employed survey research design which allowed the researcher to generate or sought opinions from employees about their feelings concerning the variables under investigation. The population is 17, 272 employees sourced through the website, *connect*

digest. The study is based on food and beverage companies mentioned and operating on the Nigerian Stock Exchange as at June 2019.

In order to determine the sample size for the study, Taro Yamane's formula for calculating sample size for finite population was adopted. Where 'n' is



the sample size, 'N' is the finite population size, and 'e' is the level of precision or marginal error.

Formula:

N

$$n = \frac{17,272}{1 + N(e)^2}$$

Applying the formula, where: n = sample size, N = Finite population size, e = Maximum acceptable error margin which is 5%.

$$n = \frac{17,272}{1 + 17,272(0.05)^2}$$

$$n = \frac{17,272}{1 + 43.18}$$

$$n = \frac{17,272}{44.18}$$

$$n = 390$$

n = 390

The sample size of three hundred and ninety (390) for the study was arrived at with the use of Yamane's formula. Then, the appropriate sample size is given as;

n = 390. From the calculation above; the total sample size of this study is given as 390 respondents. The simple and stratified random sampling techniques were employed for this study. The justification for using these sampling techniques allowed equal distribution and chance occurrence respondents. It has the advantage of accurately reflecting the characteristics of the population for the study increasing generalisation of the findings.

The instrument for the research was questionnaire. In line with the variables of interests, the questionnaire comprised five (5) sections: A, B, C, D and E. The instrument B, C and D were adapted respectively. Section A: Contains the demographic characteristics of

respondents such as; sex, age, gender, marital status, educational qualification and years of experience in the organization. Section B: Contains 24 statements adapted from Campbell's scale on employee performance (JPS) which covers; Job specific task proficiency, Peer and team performance, Non-job specific task proficiency, Demonstration effort, Maintaining personal discipline, Communication, Supervision/leadership and Management using a - Lickert scale of; Very low, Low, High and Very high scored from 1 to 5 point. Section C: Contains 15 statements on information culture, found suitable for the study, adapted and modified from the work of Otuza (2014) which covers information formality, information integrity, information control, information transparency, information sharing and information pro-activeness (JIBECIMOF). A - Lickert scale was used, of Strongly Disagree (SD), Disagree (D), Strongly Agree (SA), Agree (A), and scored from 1 to 4 point. The scale of information culture developed by Otuza (2014) has an internal consistency reliability status of 0.88 Cronbach's alpha co-efficient.

RESULT

A total of three hundred and ninety (390) copies of questionnaires were administered to the employees of the 10 selected food and beverage companies in Lagos State. However, three hundred and eight-two (382) copies of questionnaires were returned and subjected to analysis using a statistical package for social sciences (SPSS) version 20. The overall response rate for the study was approximately 98%.

Demographic Information of Respondents

The background information of participants provides insight into the demographics of the respondents for this research and the quality of responses geared towards the achievement of the research objectives.

Table 1: Respondents' Demographic Information

Variables	Classification	Frequency (N)	Percentage (%)
Gender	Male	250	65.4
	Female	132	34.6
	Below 21 years	30	7.9

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Age distribution	21-30 years	103	27.0
	31-40	98	25.7
	41-50 years	88	23.0
	51-60 years	52	13.6
	61 years and Above	10	2.6
Marital status	Single	131	34.3
	Married	222	71.2
	Divorced	23	7.4
	Widowed	06	1.9
Employee category	Lower Cadre	248	64.9
	Middle Cadre	94	34.4
	Top Cadre	40	14.7
Educational level	Post graduate	41	12.9
	First Degree/HND	151	39.5
	OND/NCE	110	28.8
	O'Level	80	21.0
Years of experience	1-5	83	21.7
	6-11	112	29.3
	12-17	71	18.6
	18-23	61	16.0
	24-29	32	8.4
	30-35	23	6.0

The table reveals that there were more males (65.4%) in food and beverage companies in Lagos State, Nigeriathan females (34.6%). This suggests that male participants were more involved in the study. This finding could imply that the food and beverage companies in Lagos State, Nigeria were mainly dominated by males.

Twenty-seven percent (27.0%) of employees' majority in food and beverage companies in Lagos State, Nigeriawere between the age bracket 21 to 30 years. This suggests that employees in food and beverage companies in Lagos State, Nigeria, were mainly of youthful workforce.

Seventy-one percent (71.2%) of respondents in the study were married. The large number of married people in this study may imply a lot of family responsibilities that further strengthened employees to be committed to their jobs. The finding may also suggest that the respondents were responsible enough to take care of themselves and display a sense of maturity in the work place.

Sixty – five percent (64.9%) of employees were in the lower cadre of the corporate ladder in the food and beverage companies in Lagos State, Nigeria of the total respondents. It is clear from the table that the staff mix in the food and beverage companies is bottom heavy, who gave useful information for the study.

Forty percent (39.5%) of employees' majority in food and beverage companies in Lagos State, Nigeria were first degree/HND holders. This result implied that employees in food and beverage companies in Lagos State, Nigeriawere largely dominated by first degree holders. This finding also suggests workforce with higher educational qualification.

Twenty – nine percent of the employees (29.3%) had between 6 to 11 years of experience which suggests that employees in food and beverage companies in Lagos State, Nigerihad better experience on the job. This means, they are likely to have a good understanding of operations in the food and beverage companies and provided helpful information to achieving the objectives of this study.



Analysis of Research Questions

The data were collected to enable the researcher provide answers to the four research questions raised in the study. To this end, data gathered from the questionnaires were analysed and presented based on the research questions.

Research Question One: What is the level of employee performance in food and beverage companies in Lagos State, Nigeria?

Table 2: Level of employee performance in food and beverage companies in Lagos State

Statement	Very High (%)	High (%)	Low (%)	Very Low (%)	\bar{X}	SD	Average Mean
To what level are the following achieved in the organization							
Job specific task performance							2.55
Maintenance of a high work tempo by employees in my organization	90(22.3)	125(32.0)	84(23.3)	81(22.5)	2.58	0.84	
Production of a lot of works of high quality in my organization	92(24.1)	113(29.6)	88(23.0)	89(23.0)	2.54	0.86	
Punctuality in completing work in my organization	84(22.0)	120(31.4)	88(23.0)	90(23.6)	2.52	0.88	
Non- job specific task performance							2.46
Application of creative thoughts, expertise and proficiency to my job	88(23.0)	92(24.1)	109(28.5)	93(24.4)	2.46	0.95	
Going extra mile to get things done by employees in my organization	89(23.0)	91(23.8)	110(28.8)	92(24.1)	2.46	0.94	
Staff involvement in decision making	83(21.7)	89(23.3)	125(32.7)	85(22.3)	2.45	0.97	
Peer and team performance							2.44
What is the level of co-operation among employees in my organization	84(22.0)	102(26.7)	103(27.0)	93(24.4)	2.46	0.96	
Employees helping each other than think about their own success	86(22.5)	92(24.1)	110(28.8)	94(24.6)	2.45	0.98	
Satisfaction and co-operation between and within departments in my organization	82(21.5)	86(22.5)	127(33.3)	87(22.8)	2.43	1.0	
Demonstrating effort							2.46
Motivation to put in my best in the organization	93(24.4)	95(24.9)	96(25.1)	98(25.7)	2.46	0.86	

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Level of satisfaction with my salary and bonuses compared with my performance	85(22.3)	90(23.6)	110(28.8)	97(25.4)			2.43
					2.43	1.02	
Satisfaction with the amount of feedback received about my work	86(22.5)	89(23.3)	98(25.7)	109(28.5)			2.40
					2.40	1.06	
Maintenance of personal discipline							2.42
Pride in working for this organization	85(22.3)	88(23.0)	123(32.2)	86(22.5)			
Awareness of the expectation of the company from employees	83(21.7)	89(23.3)	122(32.0)	88(23.0)			
Plan of work with this organization will take a long time	84(22.0)	88(23.0)	121(31.7)	89(23.3)			
Communication							2.40
Application of communication skill to enhance activities	86(22.5)	90(23.6)	119(31.2)	87(22.8)			
Making use of information technologies to facilitate performance	84(22.0)	88(23.0)	120(31.4)	90(23.6)			
Adequate communication of business information to aid activities	87(22.8)	88(23.0)	110(28.8)	97(25.4)			
Supervision/Leadership							2.39
Assessing the works performed by others	89(23.3)	93(24.4)	110(28.8)	90(23.6)			
Employees working with little or no supervision	84(22.0)	86(22.5)	116(30.4)	96(25.1)			
Employees taking the responsibility for an action	82(21.5)	85(22.3)	120(31.4)	95(25.9)			
Management/Administration							2.37
Co-ordination of functions in the organization	81(21.2)	86(22.5)	117(30.6)	98(25.7)			
Employees contributing ideas to improve performance	83(21.7)	89(23.3)	109(28.5)	101(26.4)			
Employees participating and proffering solution to problems	80(21.0)	90(23.6)	105(27.5)	97(25.4)			
Employee Performance (Grand Mean Score = 2.45)							

***The decision rule states that: 1.0-1.49 = Very Low; 1.50-2.49 = Low; 2.50-3.49 = High; 3.50-4.0 = Very High.

Table 2 shows the descriptive statistic result for research question one. The result showed that the level of employee performance in food and beverage companies in Lagos State,

Nigeria was low as indicated by the grand mean score of 2.45 on a 4-point scale. This implies that employee performance in food and beverage companies in Lagos State, Nigeria performed low



on their job. Employee performance was divided into eight dimensions (job specific task performance, non-job specific task performance, peer and team performance, demonstrating effort, maintenance of personal discipline, communication, supervision/leadership and management/administration). The group mean for each of the employee performance components were also described. Of the eight dimensions of employees' performance, job specific task performance had the highest mean score (2.55) while management/administration (2.37) had the lowest mean score. Job specific task performance with a mean score of 2.55 suggesting that employee in food and beverage companies in Lagos State were highly proficient in their tasks such as maintaining a high work tempo and production of high quality in the organizations. Management/Administration had a mean score of 2.37. This suggests that the level of management and administration had performed below average in the food and beverage companies in Lagos State. This situation could be due to the fact that, the management of these food and beverage companies in Lagos State of Nigeria have not

given adequate attention to serious issues related to non-job specific task performance, peer and team performance, demonstrating effort, maintenance of personal discipline, communication, supervision/leadership and management/administration. Hence, the management of food and beverage companies in Lagos State should give serious attention to its employees' low participation in problems solving, low contribution to improving performance, not taking the responsibility for actions, low employees' supervision and poor employees' job continuance commitment in order to improve on their level of performance.

Research Question Two: What is the information culture that is prevalent in the food and beverage companies under study?

This section describes information on the prevalence of information culture food and beverage companies in Lagos State, Nigeria. Data were gathered using questionnaire to enable the researcher provide answers to research question two.

Table 3: Information culture prevalent in the food and beverage companies in Lagos State, Nigeria

Statement	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	\bar{X}	SD	AM
Information sharing							
Exchange of non-sensitive information with customers and stakeholders is encouraged in my organization	98(25.7)	108(28.3)	95(24.9)	81(21.2)	2.58	0.67	2.57
My organization allows regular exchange of information with partner organizations	97(25.4)	107(28.0)	96(25.1)	82(21.5)	2.57	0.66	
My organization supports the exchange of sensitive information between staff and stakeholders	96(25.0)	106(27.7)	97(25.4)	83(21.7)	2.56	0.68	
Information integrity							
Information is only used in a trustful and principled manner in my organization	90(23.6)	104(27.2)	92(24.1)	96(25.1)	2.50	0.72	2.52
My organization allows workers to share information for personal advantage	94(24.6)	102(26.7)	90(23.6)	98(25.7)	2.51	0.71	



My organization promotes the appropriate use of information among workers	98(25.7)	105(27.5)	89(23.3)	90(23.6)	2.55	0.68	
Information formality							
Use of formal information is more common than informal sources in this company	89(23.3)	102(26.7)	93(24.3)	98(25.7)	2.47	0.74	2.46
Formal information sources (reports, memos) is trusted more than informal sources (colleagues)	86(22.5)	101(26.4)	95(24.9)	100(26.2)	2.45	0.76	
Use of formal information sources to verify and improve the quality of informal sources in the organization	88(23.0)	98(25.7)	94(24.6)	102(26.7)	2.45	0.76	
Information control							
Information about organizational performance is made available to workers in the organization	88(23.0)	90(23.7)	97(25.4)	107(28.0)	2.42	0.88	2.41
Information is presented to colleagues to help manage and monitor their performance	87(22.8)	91(23.8)	96(25.1)	108(28.3)	2.41	0.91	
The control of vital information is of utmost importance in the organization	86(22.5)	92(24.1)	98(25.7)	106(27.7)	2.41	0.90	
Information transparency							
Openness in reporting information on errors/failures of members can help them to learn	87(22.8)	93(24.3)	97(25.4)	105(27.5)	2.42	0.88	2.41
Colleagues regularly share information on errors or failures openly to address problems constructively	85(22.3)	91(25.5)	97(25.4)	109(29.9)	2.40	0.91	
I share my errors/failures sometimes with my superiors and other colleagues, for others can learn	87(22.8)	91(23.8)	96(25.1)	108(28.3)	2.41	0.92	
Information Culture (Grand Mean Score = 2.48)							

***The decision rule states that: 1.0-1.49 = Very low; 1.50-2.49 = Low; 2.50-3.49 = High; 3.50-4.40 = Very high.

Table 3 shows the descriptive statistic result for research question two. It follows that employees considered that there are various types of information culture in food and beverage companies in Lagos State, Nigeria. The table shows that the prevalent information culture in the food and beverage companies investigated was information sharing (mean=2.57), this is followed

by Information integrity (mean= 2.52), Information formality (mean=2.46), information control (mean = 2.41) and information transparency (mean =2.41) on a 4 - point lickert scale. This implies that information sharing is more practiced in food and beverage companies in Lagos State, Nigeria. This may be as a result of the system put in place by the management in the food and beverage



companies to encourage exchange of non-sensitive information with customers and stakeholders. The result revealed that employees of food and beverage companies in Lagos State, Nigeria considered information sharing (average mean = 2.57) and information integrity (average mean = 2.52) to be most prevailing for organizational practice. This result however, suggests that information sharing is more practiced in the food and beverage companies as investigated. This result reveals that the food and beverage companies should give serious thoughts to addressing issues related to information formality, information control and information integrity. Therefore, food and beverage companies in the study area should improve on

areas such as subordinates' liberty to share job errors/failures with superiors and other colleagues, information sharing on errors to openly address problems, control of vital information in the organization and presentation of information to colleagues encouraged in managing and monitoring their business performance.

STATISTICAL ANALYSIS

Data were collected and carefully analyzed using simple and multiple linear regression analyses.

Hypothesis One: Information culture has no significant influence on employee performance in the food and beverage companies of Lagos State.

Table 4: Regression analysis of the influence of information culture on employee performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.14	.231		13.36	0.00*
Information transparency	0.03	.021	0.03	0.25	0.61
Information control	-0.08	.018	-0.09	-1.72	0.09
Information formality	0.13	.057	0.32	0.24	0.04*
Information integrity	0.15	.022	0.37	0.32	0.02*
Information sharing	0.22	.031	0.42	0.67	0.00*
Dependent Variable: Employee Performance					

Source: Field Survey Results, 2019

$R^2 = .052$

$R^2 = .023$, Adjusted

$F = 3.424$

$DF = 5, 377$

$P < .05$

The multiple linear regression analysis result for testing of hypothesis one shows that information culture has a significant influence on employee performance in the food and beverage companies of Lagos state ($F(5, 377) = 3.424, p < 0.05$). Therefore, the null hypothesis (H_{01}) was rejected. The Adjusted R^2 (0.023) indicates that the independent variables (information transparency, information control, information formality, information integrity and information sharing) jointly accounted for 2.3% of the variation in the dependent variable (employee performance). Relatively, information formality ($\beta = 0.24, p < 0.05$), information integrity ($\beta = 0.37, p < 0.05$) and information sharing ($\beta = 0.42, p < 0.05$)

had significant influences on employee performance in the food and beverage companies of Lagos state. However, information transparency ($\beta = 0.03, p > 0.05$) and information control ($\beta = -0.09, p > 0.05$) had no significant influences on employee performance. Information sharing contributed highest to employee performance of food and beverage companies in Lagos State. This result suggests that, food and beverage companies of Lagos state can enhance employees' performance by improving their information formality, information integrity and information sharing, based on the fact that these variables had enhanced employees' performance.



The result of hypothesis one which states that information culture has no significant influence on employee performance in the food and beverage companies of Lagos State was rejected based on the F-test of 3.424 ($Df = 5, 377$, $p < 0.05$). This means that information culture had a direct significant effect on employee performance in the selected food and beverage companies in Lagos State of Nigeria. The result also showed that information sharing had a positive and significant influence on performance of employees in the food and beverage companies at 5% level of significance. On the other hand, information transparency had a negative and significant influence on performance of employees. The result of the full-model further showed that information transparency is the highest contributor to the change in performance of employees in food and beverage companies of Lagos State while the information sharing contributed the least. The result of the full-model of Table 4.6 further showed that information integrity had a positive but insignificant influence on performance of employees in the food and beverage companies. Furthermore, information formality and information control had negative but insignificant influences on performance of employees in the food and beverage companies. This finding supports the empirical evidence of the work of Aidah (2013) who found that over the years, the extent to which the poor employee performance has affected the effectiveness of employees of several food and beverage companies has been observed from the weak information culture in some of these organizations. The study also agrees with the work of Adeniji (2013) who states that knowledge hoarding, lack of exchange of information among employees and others have hindered job quality of several employees. It has been asserted that the poor performance of employees is as a result of poor information culture in an organization.

The study supports the findings of Otuza (2014) in his research on information culture, information utilization, organizational structure and corporate social responsibility of NNPC employees as correlates of environmental sustainability in South-South, Nigeria. The finding showed that employees lack the culture of information, as employees are being commanded

by their supervisors in the organization and this has proven to have a negative relationship on employee performance. The result from the research shows that employees were high on the aspects of information integrity and information sharing which agrees with the finding of Choo (2006) of employees maintaining concern on information sharing and integrity in the work place.

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CONCLUSION

Based on the results of this study, it was concluded that; many employees in the food and beverage companies in Lagos State, Nigeria, are however performing below expectation. The variables studied had significant influence on employee performance in these food and beverage companies. Information culture was significant but need to be improved upon by the management of these food and beverage companies to enhance employee performance to a very high level. Sonnentag, Volmer and Spychala (2008) have said that it was necessary to understand the performance of each employee because it is crucial for management decisions to be taken and are based on individual performance, leading to an organizational success. Performance has been defined as "behaviour that accomplishes results" (Armstrong & Taylor, 2014) and according to Campbell and Wiernik (2015) that individual employee performance is defined as "things that people actually do, actions they take, that contribute to the organization's goals". Therefore, performance behaviours are "the total set of work related to



behaviours that the organizations expect the individual to display" (Griffin, 2005). Lots of researchers have examined the two types of individual employee performance on the job as task performance and contextual performance (Kappagoda, 2012).

Nigeria's manufacturing sector can become better positioned to take advantage of opportunities as they arise. An improvement in employee performance is crucial and it is absolutely critical that the existing barriers to productivity are addressed as a matter of priority. Nigeria particularly, Lagos State has a number of strengths that provide a solid platform for growth and there is a future for manufacturing growth in Nigeria. Co-ordinated and concerted action by government, the enterprise development agencies and firms is necessary to make that genuine step change in order to realise opportunities to create jobs and sustainable growth. As many other developed economies are revisiting their manufacturing strategies, Nigeria needs to be serious about establishing a differentiated and internationally recognised reputation for manufacturing growth especially in the food and beverage companies. Hence, manufacturing companies provide employment for employees across a broad range of occupations, through from operatives, technicians and trades to engineering and technology professionals and their employees need to be more productive to enhance performance. In fact, employees have contributed to gross domestic product/GDP growth of the economy. However, productivity in manufacturing sector being a key driver of the economy has to be increased to enhance employee performance across manufacturing sectors to compete on the international markets.

RECOMMENDATIONS

Based on findings of the study, the following recommendations were made:

- i. That employee performance can be improved when the management of these food and beverage companies encourages a very high information culture to operate as this would improve employee performance to a very high level. The management of these food and beverage companies should place more value on information culture.

Contribution to Knowledge

The study provides clues to the researchers on how to improve information culture in other organizations using more population especially in the food and beverage companies in Lagos State and beyond.

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