

INFLUENCE OF ORGANIZATIONAL CULTURE AND SUSTAINABILITY OF MICRO AND SMALL BAKERY ENTERPRISES IN MINNA METROPOLIS NIGER STATE

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Abstract

This study examines the influence of organizational culture on the sustainability of Micro and Small Bakery Enterprises (MSBEs) in Minna Metropolis, Niger State. MSBEs are critical to the Nigerian economy, contributing significantly to employment and GDP, yet they face high closure rates often attributed to weak organizational foundations. Focusing on clan and hierarchy culture types, the research employs a descriptive survey design, collecting data from all 192 registered bakery owners and managers in the metropolis using a validated and reliable questionnaire. Data analysis using mean scores and standard deviations revealed that both clan culture (weighted mean = 3.18) and hierarchy culture (weighted mean = 3.25) positively influence MSBE sustainability to a high extent. Clan culture enhances sustainability by fostering teamwork, employee inclusion, and a family-like atmosphere, thereby building loyalty and collective problem-solving capacity. Hierarchy culture contributes through structured processes, role clarity, and adherence to policies, which ensure operational consistency and efficiency. Furthermore, Analysis of Variance (ANOVA) results indicated no significant difference in the perception of these influences based on the owners' years of experience ($p > 0.05$), suggesting the universal applicability of these cultural benefits across different levels of entrepreneurial tenure. It recommends that bakery owners consciously integrate these cultural elements and that policymakers design support interventions to strengthen these organizational foundations.

Keywords: Organizational culture, sustainability, Micro and Small bakery and Enterprises

Introduction

In Nigerian economy, Micro and Small Bakery Enterprises (MSBEs) form the bulk of firms and significantly contribute to employment and national development, providing approximately 84.02% of total employment and 48.47% to the nation's Gross Domestic Product (SMEDAN Nigeria, 2022). These enterprises are vital to poverty reduction and economic growth, particularly in urban centres like Minna Metropolis in Niger State. However, the current challenging economic environment has forced many firms to shut down, underscoring the need for strong organizational foundations to ensure sustainability (Latifi & Bouwman, 2021).

Organizational culture constitutes the collection of values, expectations, and practices that guide and inform the actions of all team members within an enterprise (Latifi & Bouwman, 2021). In MSBEs, especially one-person businesses, the distinction between management and ownership is often blurred, with the owner-manager significantly influencing the company's principles, culture, and strategic direction. Unlike large corporations, MSBEs typically exhibit a more organic culture where shared beliefs and values frequently bond the small workforce (Davis, Bell, Payne & Kreiser, 2020). This cultural foundation directly and indirectly determines organizational functionality and performance. A strong organizational culture fosters employee conformity to norms and values that constitute the company's foundation, providing a framework for managerial tasks such as motivation, which influences behaviour and impacts organizational performance (Muntau & Puan, 2022). Motivational practices embedded in organizational culture facilitate appropriate recruitment,



strengthen loyalty, enhance creativity, and increase employee satisfaction factors critical for enterprise sustainability in competitive markets. For MSBEs in Minna Metropolis, cultivating such a culture is essential for survival amid economic volatility.

This study examines three pertinent organizational culture types relevant to MSBE sustainability. Clan culture emphasizes teamwork, employee involvement, and corporate commitment, where supervisors engage in hands-on mentoring, encouraging collaboration and making employees feel valued. This cooperation fosters loyalty and productivity as workers perceive their contributions as directly impacting business operations (Surachman, Wijayanti & Andarwasti, 2022). Adhocracy culture, characterized by external orientation and flexibility, promotes creativity, entrepreneurship, and risk-taking. It enables high levels of experimentation and quick adaptation to new opportunities attributes vital for bakery enterprises seeking innovation in product development and market responsiveness (Ahmed, Haider & Sajjad, 2021). Hierarchy culture, conversely, relies on work standards, systematic processes, explicit norms, and policies to regulate internal operations. It establishes relatively fixed structures with multiple levels of responsibility, promoting order and consistency in business activities (Engelen, Flatten, Ihalmann & Brettel, 2014).

The effectiveness of these cultural types in sustaining MSBEs may be moderated by factors such as gender and years of experience. Gender influences enterprise composition, with certain MSBE sectors dominated by females (e.g., confectionaries) while others are male dominated. Years of experience referring to the duration owners have operated their businesses—enhances expertise through repeated practice, potentially strengthening cultural implementation and sustainability outcomes (SMEDAN Nigeria, 2022).

Given that organizational culture provides the foundational framework within which MSBEs operate, its strategic cultivation becomes imperative for long-term survival. In Minna Metropolis, where economic pressures threaten enterprise continuity, understanding how clan, adhocracy, and hierarchy cultures influence sustainability can inform interventions that strengthen the bakery sector. This background establishes the critical nexus between organizational culture and MSBE sustainability, setting the stage for empirical investigation into how cultural dimensions determine the resilience and continuity of micro and small bakery enterprises in Niger State's urban economy. Despite contributing 84.02% to Nigeria's employment and 48.47% to GDP (SMEDAN Nigeria, 2022), Micro and Small Bakery Enterprises (MSBEs) in Minna Metropolis face alarming closure rates due to weak organizational foundations. A critical challenge is the absence of deliberate organizational culture frameworks. In many MSBEs particularly owner-operated businesses the blurred line between ownership and management results in inconsistent values, norms, and practices that undermine long-term sustainability (Davis, Bell, Payne & Kreiser, 2020). Without a consciously cultivated culture, these enterprises lack the internal cohesion needed to navigate economic volatility.

Furthermore, there is limited understanding of how specific culture types of clan, adhocracy, and hierarchy influence MSBE sustainability in Minna's bakery sector. Many owners operate reactively without adopting structured cultural orientations that foster teamwork, innovation, or systematic processes (Surachman, Wijayanti & Andarwasti, 2022; Ahmed, Haider & Sajjad, 2021; Engelen et al., 2014). This cultural ambiguity weakens employee motivation, stifles creativity, and reduces adaptability key ingredients for survival in competitive markets (Muntau & Puan, 2022). Compounding this problem is the unexplored moderating role of gender and years of experience. While certain bakery subsectors are gender-dominated and experience potentially enhances cultural implementation (SMEDAN Nigeria, 2022), existing literature fails to clarify how these variables interact with organizational culture to affect sustainability outcomes in Minna Metropolis.

Consequently, the inability of MSBEs to leverage organizational culture as a strategic resilience tool perpetuates high failure rates, limiting their potential to drive local employment and economic growth. This study addresses the problem of weak cultural foundations by investigating how clan, adhocracy, and hierarchy cultures influence the sustainability of micro and small bakery enterprises in Minna Metropolis, Niger State, while accounting for the moderating effects of gender and owners' years of experience.

Research Questions

1. To what extent does clan culture influence the sustainability of Micro and Small Bakery Enterprises in Minna Metropolis, Niger State?
2. What is the extent of influence of hierarchy culture on the sustainability of Micro and Small Bakery Enterprises in Minna Metropolis, Niger State?

Research Hypotheses

H₀₁: There is no significant difference in the mean scores of respondents regarding the extent of influence of lan culture on the sustainability of Micro and Small Bakery Enterprises based on their years of experience.

H₀₂: There is no significant difference in the mean scores of respondents regarding the extent of influence of hierarchy culture on sustainability of Micro and Small Bakery Enterprises based on their years of experience.

Methodology

This study adopted a descriptive survey research design, which enables the examination of a population by collecting and analyzing data from representative elements (Saunders, 2023). The population comprised all registered bakery owners (160) and managers (32) in Minna Metropolis, as documented by the Niger State Small and Medium Enterprises and Micro Finance Agency. Given the manageable population size of 192, the entire population was used as the sample, consistent with Aliyu's (2014) recommendation that a small, accessible population may serve directly as the sample. Data was collected using a researcher-developed structured questionnaire titled "Influence of Entrepreneurial Orientation and Organizational Culture on Sustainability of Micro and Small Bakery Enterprises Questionnaire" (IEOOCMSBEQ). The instrument underwent face and content validation by three experts from the Department of Business and Entrepreneurship Education, Kwara State University, Malete. A pilot study was conducted at the Federal College of Education, Zuba, FCT Abuja, to assess clarity and appropriateness. Internal consistency reliability was established using Cronbach's Alpha, yielding a coefficient of 0.89, indicating high reliability. Statistical analysis employed frequency counts and percentages for demographic variables, while means and standard deviations were used to address research questions. Null hypotheses were tested using independent samples t-test at a 0.05 level of significance to determine statistically significant differences in respondents' perceptions.

Data Presentation and Analysis

Research Question 1: To what extent does clan culture influence the sustainability of Micro and Small Bakery Enterprises in Minna Metropolis, Niger State?

Table 1: Mean and standard deviation of responses on clan culture and the sustainability of Micro and Small Bakery Enterprises

	Item Statements	\bar{X}	SD	Remark
1.	Clan culture helps in stressing the importance and adoption of Teamwork	3.57	0.71	Very high extent
2.	Clan culture helps in involving employees in programmes of MSBEs for a sense of belonging	3.14	0.81	High extent
3.	Clan culture helps in cultivating the spirit of cohesion and participation	3.10	0.88	High extent
4.	Clan culture helps in long term relationship with employees, customers and suppliers	3.04	0.98	High extent
5.	Clan culture helps to produce a family-like atmosphere within the business (the employees are regarded as family members)	3.12	1.01	High extent
6.	Clan culture helps individual generations of new ideas that will help organization to grow	3.14	0.85	High extent

7. Clan culture helps in creating a sense of ownership by employees which will move the organization forward	3.14	0.78	High extent
Weighted average	3.18		High extent

Source: Field Survey, 2025

Analysis of data in Table 1 shows the mean scores and standard deviations of responses regarding the extent of the influence of clan culture on the sustainability of Micro and Small Bakery Enterprises. The table reveals that the respondents indicated high extent to all the item constructs as the mean scores of the responses for the items were very high. The respondents indicated that clan culture helps in stressing the importance and adoption of teamwork to a very high extent, in the same way it helps involving employees in programmes of MSBEs for a sense of belonging, cultivating the spirit of cohesion and participation as well as helps in long term relationship with employees, customers and suppliers to high extent. These were supported by mean scores of 3.57, 3.14, 3.10 and 3.04. In addition, the respondents indicated that clan culture helps in family like atmosphere within the business (the employees are regarded as family members), also helps individual generations of new ideas that will help organization to grow and creating a sense of ownership by employees which will move the organization forward to high extent. These were also supported by mean scores of 3.12, 3.14, and 3.14 respectively. All the seven items have standard deviations ranging from 0.71 to 1.01. This means that the responses of the respondents are not widespread as they are close to their respective mean scores. Table 8 shows a calculated weighted average mean score of 3.18. This implies that clan culture positively influenced the sustainability of Micro and Small Bakery Enterprises to high extent.

Research Question 2: What is the extent of influence of hierarchy culture on the sustainability of Micro and Small Bakery Enterprises in Minna metropolis, Niger State?

Table 2: Mean and standard deviation of responses on hierarchy culture and the sustainability of Micro and Small Bakery Enterprises

Item Statements	\bar{X}	SD	Remark
8. Hierarchy culture helps in work standard and systematic processes are maintained	3.29	0.79	Very high extent
9. Hierarchy culture helps full adherence to policies that regulate internal operations	3.22	0.73	High extent
10. Hierarchy culture helps to stabilize predictability of the business for long period of time.	3.20	0.78	High extent
11. Hierarchy culture helps to maintain efficiency and reliability of business	3.34	0.85	Very high extent
12. Hierarchy culture helps rapid and smooth flow of production.	3.02	0.91	High extent
13. Hierarchy culture helps organizations to adopt job titles, roles, and levels that are clearly defined, and employees are expected to adhere to the rules and procedures set by the upper management	3.45	0.76	Very high extent
14. Hierarchy culture helps in disseminating information and communication from top to the bottom with upper management decisions	3.20	0.81	High extent
Weighted average	3.25		Very high extent

Source: Field Survey, 2025

Analysis of data in Table 2 shows the mean scores and standard deviations of responses regarding the extent of the influence of hierarchy culture on the sustainability of Micro and Small Bakery Enterprises. The table reveals that the respondents indicated very high extent for item 1, 4 and 6 and indicated high extent for item 2, 3, 5, and 7 as the mean scores of the responses for the items

were very high. The respondents indicated that hierarchy culture helps in work standard and systematic processes are maintained to a very high extent, same way it allows full adherence to policies that regulate internal operations and helps organizations to adopt job titles, roles, and levels that are clearly defined, and employees are expected to adhere to the rules and procedures set by the upper management to a very high extent. These were supported by mean scores of 3.29, 3.34, and 3.45. In addition, the respondents indicated that hierarchy culture helps full adherence to policies that regulate internal operations, stabilize predictability of the business for long period of time to high extent, same way it helps with rapid and smooth flow of production to high extent and disseminating information as well as communication from top to the bottom with upper management decisions to high extent. These were also supported by mean scores of 3.22, 3.20, 3.02 and 3.20 respectively. All the seven items have standard deviations ranging from 0.73 to 0.91. This means that the responses of the respondents are not widespread as they are close to their respective mean scores. Table 10 shows a calculated weighted average mean score of 3.25. This implies that hierarchy culture positively influenced the sustainability of Micro and Small Bakery Enterprises to high extent.

H₀₁: There is no significant difference between mean scores of respondents regarding the extent of the influence of clan culture on the sustainability of micro and small bakery enterprises based on their years of experience.

Table 3: Summary of ANOVA on the influence of clan culture on the sustainability of Micro and Small Bakery Enterprises

Experience	Number	Mean (\bar{x})	SD	F	Sig.	Decision
1 - 5 years	38	3.29	0.25			
6 - 10 years	52	3.32	0.15			
11 - 15 years	65	3.37	0.15	4.596	0.143	H ₀₄ Not Rejected
16 - 20 years	17	3.23	0.07			
21 - 25 years	11	3.27	0.09			
26 - 30 years	9	3.33	0.05			

Source: Field survey, 2025

The descriptive statistics (frequency, mean and standard deviation) as presented in table 14 show owners and managers of Micro and Small Bakery Enterprises with 1 to 5, 6 to 10, 11 to 15, 16 to 20, 21 to 25 and 26 to 30 years of experience have mean scores of 3.29, 3.32, 3.37, 3.23, 3.27 and 3.33, and corresponding standard deviation of 0.25, 0.15, 0.15, 0.07, 0.09 and 0.05 respectively. The result of analysis of variance as presented in Table 14 reveals that the calculated value of F is 4.596 ($F_{186} = 4.596$) and the observed probability value is 0.143 which is greater than the fixed probability value of 0.05 ($P > 0.05$). This indicated that the null hypotheses which stated that there is no significant difference in the mean scores of respondents regarding the extent of the influence of clan culture on the sustainability of Micro and Small Bakery Enterprises based on their years of experience was not rejected. This implied that owners and managers of Micro and Small Bakery Enterprises significantly did not differ in their responses regarding the extent of the influence of clan culture on the sustainability of Micro and Small Bakery Enterprises based on their years of experience.

H₀₂ There is no significant difference in the mean scores of respondents regarding the extent of the influence of hierarchy culture on sustainability of Micro and Small Bakery Enterprises based on their years of experience.

Table 4: Summary of ANOVA on how hierarchy culture influences Micro and Small Bakery Enterprises sustainability

Experience	Number	Mean (\bar{x})	SD	F	Sig.	Decision
1 - 5 years	38	3.30	0.35			
6 - 10 years	52	3.34	0.09			
11 - 15 years	65	3.43	0.16	7.721	0.411	H ₀₂ Not Rejected
16 - 20 years	17	3.33	0.13			
21 - 25 years	11	3.20	0.07			
26 - 30 years	9	3.27	0.05			

Source: Field survey, 2025

The descriptive statistics (frequency, mean and standard deviation) as presented in table 4 show owners and managers of Micro and Small Bakery Enterprises with 1 to 5, 6 to 10, 11 to 15, 16 to 20, 21 to 25 and 26 to 30 years of experience have mean scores of 3.30, 3.34, 3.43, 3.33, 3.20 and 3.27, and corresponding standard deviation of 0.35, 0.09, 0.16, 0.13, 0.07 and 0.05 respectively. The result of the analysis of variance, as presented in Table 16, reveals that the calculated value of F is 7.721 ($F_{186} = 7.721$) and the observed probability value is 0.411, which is greater than the fixed probability value of 0.05 ($P > 0.05$). This indicated that the null hypothesis which stated that, there is no significant difference in the mean scores of respondents regarding the extent of the influence of hierarchy culture on the sustainability of Micro and Small Bakery Enterprises based on their years of experience, was not rejected. This implied that owners and managers of Micro and Small Bakery Enterprises did not significantly differ in their responses regarding the extent to which hierarchy culture influenced the sustainability of Micro and Small Bakery Enterprises, based on their years of experience.

Discussion of Findings

The findings reveal that clan culture exerts a substantial positive influence on the sustainability of Micro and Small Bakery Enterprises (MSBEs) in Minna Metropolis. This outcome suggests that clan culture enhances the social and relational fabric of these enterprises, thereby strengthening their capacity for long-term survival. Characterized by collaboration, shared responsibility, and employee inclusion, clan culture fosters loyalty, trust, and affective commitment among team members critical intangible assets for resource-constrained MSBEs (Surachman, Wijayanti, & Andarwasti, 2022). In the Minna context, where interpersonal relationships often determine business continuity, this culture creates a stable, family-like environment that buffers enterprises against economic shocks. Furthermore, the culture's emphasis on participative decision-making encourages idea generation and collective problem-solving, enabling bakeries to adapt creatively to fluctuating flour prices, power instability, and shifting consumer preferences (Ahmed, Haider, & Sajjad, 2021). These dynamics position clan culture not merely as a soft management approach but as a strategic sustainability mechanism for small-scale bakery operations.

Interestingly, ANOVA analysis revealed no significant difference in perceptions of clan culture's influence on sustainability based on years of experience ($F = 4.596$, $p = 0.143$). This implies that both novice and seasoned entrepreneurs in Minna equally recognize clan culture's value, suggesting its benefits transcend experiential learning curves. Unlike technical competencies that accumulate with time, the relational advantages of clan culture appear intuitively accessible and universally applicable across experience levels (Davis, Bell, Payne, & Kreiser, 2020).

Similarly, hierarchy culture demonstrated a significant positive influence on MSBE sustainability. This culture supports enterprise continuity through structure, procedural clarity, and role definition elements crucial for operational consistency in small bakeries where informal practices often dominate (Engelen, Flatten, Ihalmann, & Brettel, 2014). By institutionalizing standardized production processes, quality checks, and inventory protocols, hierarchy culture minimizes waste, ensures product consistency, and facilitates scalability key determinants of sustainability in Minna's competitive bakery sector (Pierra, Nag, & Venkateswarlu, 2022). The ANOVA result showing no significant experiential difference in perceptions of hierarchy culture ($F = 7.721$, $p = 0.411$) further indicates that structured organizational practices yield universally recognized benefits, irrespective of an owner's tenure in business.

Conclusion

This study concludes that both clan and hierarchy cultures significantly influence the sustainability of Micro and Small Bakery Enterprises in Minna Metropolis, Niger State, albeit through distinct yet complementary mechanisms. Clan culture enhances sustainability by fostering a collaborative, family-like environment characterized by shared values, participative decision-making, and strong interpersonal bonds. This relational foundation cultivates employee loyalty, trust, and collective problem-solving capacity critical intangible assets that enable MSBEs to navigate economic

volatility and adapt to market challenges. Conversely, hierarchy culture contributes to sustainability through structural mechanisms: standardized procedures, clearly defined roles, and systematic operational protocols that ensure consistency, minimize waste, and facilitate long-term planning in resource-constrained environments.

Notably, the influence of both cultural types on sustainability was perceived similarly across varying levels of entrepreneurial experience, indicating their universal relevance regardless of an owner-manager's tenure in business. This suggests that cultural orientation rather than experiential learning alone constitutes a fundamental determinant of enterprise resilience in Minna's bakery sector.

Therefore, the sustainability of MSBEs in Minna Metropolis is not predicated on a single cultural model but on the strategic integration of relational cohesion (clan culture) and operational discipline (hierarchy culture). For practitioners, this implies that bakery owners should consciously cultivate inclusive, team-oriented environments while simultaneously institutionalizing structured processes to balance adaptability with stability. For policymakers and enterprise development agencies in Niger State, supporting MSBE sustainability requires interventions that strengthen both the socio-relational and procedural dimensions of organizational culture. Ultimately, embedding these dual cultural foundations within Minna's bakery enterprises offers a viable pathway toward enhancing their resilience, competitiveness, and long-term contribution to local economic development.

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