

Research Article

# The Influence of Employee Involvement and Mission on Organizational Success in the Brewing Industry of South-South Nigeria

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Article History	Abstract
<p><b>Received:</b> April 11, 2026 <b>Accepted:</b> May 02, 2026 <b>Published:</b> May 08, 2026</p>	<p>The study examined how employee involvement and mission influence organizational success in the brewing industry in South-South Nigeria. A correlational research design was used. The population comprised all staff at selected brewing companies in the region, including Nigerian Breweries Plc, Guinness Nigeria Plc, and International Breweries Plc (a subsidiary of Anheuser-Busch InBev). A simple random sampling technique was used to select 100 employees from each company, yielding a total sample of 300 respondents. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 20. The findings revealed a strong, positive, and statistically significant relationship between employee involvement, organizational mission (as components of corporate culture), and organizational success in the brewing industry. Based on these findings, the study recommends that breweries foster a collaborative work environment that promotes employee involvement and teamwork to achieve shared organizational goals. Furthermore, leaders, managers, and employees should consistently align with and embody the organization's mission, values, and corporate culture to drive long-term success. The study also recommends periodic evaluation of corporate culture through employee surveys, performance metrics, and feedback mechanisms to ensure alignment with organizational goals and changing market conditions.</p> <p><b>Keywords:</b> Corporate Culture, Employee Involvement, Organizational Mission, Organizational Success.</p>

## 1. Introduction

Corporate culture as a concept first emerged in the 1970s and 1980s but has since become influential and somewhat controversial in management research, largely due to variations in how it is defined by different scholars. It ranges from notions of acceptable behavioural rules, rituals, and norms to shared beliefs, values, and ideologies (Hermawan *et al.*, 2025). Corporate culture is also understood as a pattern of basic assumptions, values, and beliefs discovered, developed, or invented by a group of people (Nwankwo, 2021). From different perspectives, organisational culture can be viewed through three main approaches: the integration approach, which assumes that every organisation has a unified culture that guides values and activities; the differentiation approach, which recognizes the existence of sub-cultures including those that support, differ from, or oppose the dominant culture; and the fragmentation approach, which suggests that what is often referred to as culture is actually the collection of individual beliefs within the organisation (Bendak *et al.*, 2020). In addition, Denison (2021), and Mohammed *et al.*, (2024) conceptualised organisational culture as being driven by four major dimensions: involvement, consistency, adaptability, and mission. These dimensions are central to organisational effectiveness and sustainability. Involvement and consistency are particularly

emphasized as intrinsic elements of a strong corporate culture. Involvement reflects shared responsibility, participation in decision-making, and employee engagement, which fosters commitment and improved performance (Khan *et al.*, 2020).

Consistency, on the other hand, represents the coordination and integration of organisational processes, enabling knowledge sharing and operational efficiency across members of the organisation (Mohammed *et al.*, 2024). Furthermore, consistency supports the development of policies and practices that promote internal governance based on shared understanding among stakeholders (Mohammed *et al.*, 2024). Adaptability reflects the organisation's ability to respond to external environmental changes (Schein, 2016), allowing firms to adjust internal systems and products in response to competition and market dynamics (Mousavi *et al.*, 2015). Mission is another critical dimension of corporate culture. It defines the organisation's purpose, long-term direction, and strategic goals, ensuring that employees understand and align with organisational objectives (Khan *et al.*, 2020). It is also expected to enhance both financial and non-financial performance outcomes. Organisational success, on the other hand, refers to the extent to which an organisation's strategic intentions, including its mission, vision, and objectives, are effectively realised (Okoli *et al.*, 2021). Achieving organisational success requires clear strategic direction, strong leadership, and well-structured employee-focused programmes and systems that ensure effective implementation and monitoring of organisational goals (Okoli *et al.*, 2021).

### **1.1 Statement of the Problem**

Despite the growing recognition of corporate culture as a determinant of organisational performance, many organisations in Nigeria continue to struggle with achieving sustainable success. In particular, weaknesses in employee involvement and unclear articulation of organisational mission often hinder effective performance outcomes. These challenges are further compounded by inconsistencies in cultural alignment, limited employee engagement in decision-making processes, and inadequate communication of strategic direction (Okoli *et al.*, 2021). Although previous studies have examined corporate culture and organisational performance, much of the literature has focused on general cultural dimensions without adequately isolating the specific roles of involvement and mission in driving organisational success. Furthermore, empirical evidence within the context of the South-South Nigeria brewing industry remains limited, particularly regarding how these dimensions of corporate culture interact to influence organisational outcomes (Smith, 2019).

This gap in knowledge limits the ability of managers and policymakers to design targeted interventions that enhance employee engagement and strategic alignment. Consequently, there is a need for an empirical investigation into the influence of employee involvement and mission on organisational success within the brewing industry in South-South Nigeria.

### **1.2 Research Questions**

The study is guided by the following research questions:

- 1) What is the relationship between employee involvement and organisational success in the brewing industry in South-South Nigeria?
- 2) What is the relationship between organisational mission and organisational success in the brewing industry in South-South Nigeria?

### **1.3 Objectives of the Study**

The main objective of this study is to examine the influence of employee involvement and mission on organisational success in the brewing industry in South-South Nigeria. The specific objectives are to:

- 1) Determine the relationship between employee involvement and organisational success in the South-South Nigeria brewing industry.
- 2) Examine the relationship between organisational mission and organisational success in the South-South Nigeria brewing industry.

### **1.4 Hypotheses of the Study**

H<sub>01</sub>: There is no significant relationship between employee involvement and organisational success in the brewing industry in South-South Nigeria.

H<sub>02</sub>: There is no significant relationship between organisational mission and organisational success in the brewing industry in South-South Nigeria.

## **2. Literature Review**

### **2.1 Conceptual Review**

#### **2.1.1 Employee Involvement**

Employee involvement captures the extent to which individuals within an organization are allowed and encouraged to contribute to decisions, ideas, and actions that shape their work and the broader organizational direction. Rather than being passive implementers of instructions, employees become active contributors to organizational processes. Adeleye (2019) explains that such participation builds a sense of belonging and responsibility, which in turn strengthens commitment. In a similar vein, Denison (2021) suggests that organizations that institutionalize participation often experience better internal relationships, stronger trust, and more open communication channels. In practical terms, employee involvement may manifest through delegation, team-based structures, consultative meetings, and suggestion systems. These practices create opportunities for employees to share insights drawn from their day-to-day experiences. Importantly, when employees feel that their opinions matter, they tend to exhibit higher levels of motivation and are more willing to go beyond minimum expectations. This often translates into improved problem-solving and innovation. However, involvement is not automatically effective; it requires managerial sincerity and an environment where contributions are genuinely valued. Where trust is lacking, involvement initiatives may appear superficial and fail to yield meaningful outcomes. Overall, employee involvement remains a vital mechanism through which organizations can harness human potential and drive performance (Adeleye, 2019; Denison, 2021).

#### **2.1.2 Mission**

The mission of an organization represents its fundamental reason for existence and provides a sense of direction for all its activities. It goes beyond a formal statement to reflect what the organization stands for and aims to achieve over time. Khan *et al.*, (2020) view mission as a core element that expresses organizational intent and values, while Hofstede (2019) links it to the broader identity that shapes how organizations position themselves internally and externally. A clearly articulated mission serves as a reference point for both strategic and operational decisions. It helps employees understand priorities and guides them in aligning their individual roles with organizational expectations. When employees are able to connect their daily tasks to a larger purpose, their level of engagement and commitment tends to increase.

In addition, a well-communicated mission enhances consistency in decision-making, especially in complex or uncertain situations. However, the effectiveness of a mission depends largely on how it is implemented. Organizations often display mission statements publicly, but their real impact lies in how they are embedded in everyday practices. Leadership behaviour, communication patterns, and organizational systems must reinforce the mission for it to be meaningful. Where this alignment is absent, the mission risks becoming symbolic rather than functional. Thus, a mission that is both clear and actively practiced plays a significant role in guiding organizational behaviour and sustaining performance (Hofstede, 2019; Khan *et al.*, 2020).

#### **2.1.3 Organizational Success**

Organizational success is a broad concept that reflects how well an organization achieves its objectives and sustains its relevance over time. It is no longer viewed solely in terms of financial gains but also incorporates factors such as operational efficiency, employee well-being, customer satisfaction, and adaptability. Porter (2019) associates' success with the ability of organizations to build and maintain a competitive position, while Nwankwo (2021) emphasizes the efficient use of resources in achieving strategic goals. In contemporary settings, success is often assessed using a combination of financial and non-financial indicators. Profitability, growth, and market share remain important, but equal attention is now given to innovation, employee engagement, and organizational resilience. This shift reflects the understanding that long-term success depends on both performance outcomes and the processes that produce them. Moreover, organizational success is influenced by a range of internal and external factors. Internally, elements such as employee involvement, clarity of mission, and managerial practices play critical roles. Externally, market dynamics, competition, and regulatory conditions also shape outcomes. As a result, success is not a fixed state but a continuous process of adaptation and improvement. Organizations that are able to balance efficiency with flexibility are more likely to achieve sustainable performance in changing environments (Porter, 2019; Nwankwo, 2021).

#### **2.1.4 Employee Involvement and Organizational Success**

The link between employee involvement and organizational success is widely acknowledged, particularly in environments where knowledge and innovation are essential. When employees are allowed to participate in decision-making, they are more likely to feel responsible for organizational outcomes. Smith (2019) observes

that such involvement encourages individuals to contribute ideas and take initiative, while Brown (2020) highlights its role in improving morale and reducing workplace dissatisfaction.

Involvement creates a platform for organizations to benefit from the practical insights of employees who are directly engaged in operational activities. This often leads to better decisions, as diverse perspectives are considered. Furthermore, employees who feel included are more committed to implementing decisions effectively, thereby improving overall performance. The sense of ownership that emerges from involvement also promotes accountability and reduces resistance to change. However, the impact of employee involvement is influenced by how it is managed. Superficial or poorly implemented involvement strategies may fail to produce the desired outcomes. For involvement to translate into success, organizations must ensure that participation is meaningful and supported by appropriate structures. When effectively implemented, employee involvement becomes a powerful driver of productivity, innovation, and long-term organizational performance (Smith, 2019; Brown, 2020).

### **2.1.5 Mission and Organizational Success**

Mission contributes to organizational success by providing a clear sense of direction and ensuring that all efforts are aligned with defined objectives. Organizations that operate with a well-established mission are often better positioned to maintain focus and consistency in their activities. Collins and Porras (2019) argue that enduring organizations tend to rely on strong mission-driven principles that guide decision-making over time. A clearly defined mission also influences employee behaviour by offering a sense of purpose. When individuals understand the broader significance of their roles, they are more likely to remain motivated and committed. This alignment between individual effort and organizational goals enhances coordination and reduces inefficiencies. In addition, a strong mission supports organizational identity, making it easier to build trust with stakeholders and differentiate from competitors.

Nevertheless, the presence of a mission statement alone does not guarantee success. Its effectiveness depends on how well it is communicated and integrated into organizational practices. Leaders play a critical role in ensuring that the mission is reflected in actions, policies, and strategic choices. When this alignment is achieved, the mission becomes more than a statement; it becomes a guiding force that shapes performance and drives sustainable success (Collins and Porras, 2019).

### **2.1.6 Brewing Industry Context in Nigeria**

The Nigerian brewing industry operates within a complex and evolving environment characterized by intense competition, shifting consumer preferences, and regulatory challenges. As noted by Oyenuga (2019), the sector contributes significantly to economic activity through employment generation and linkages with agriculture and distribution networks. Ekwulugo (2020) further points out that breweries must continuously adapt to remain relevant in a market where consumer tastes and economic conditions are constantly changing. Within this context, internal organizational factors become critical for survival and growth. Employee involvement allows breweries to tap into the knowledge and creativity of their workforce, which is essential for improving processes and responding to market demands. At the same time, a clearly defined mission helps maintain strategic focus and ensures that organizational efforts are aligned with long-term objectives.

The industry also faces practical challenges such as high production costs, infrastructural limitations, and policy uncertainties. These factors require organizations to be both efficient and adaptable. Breweries that succeed are often those that combine strong internal alignment with the ability to respond quickly to external pressures. In this regard, employee involvement and mission are not just theoretical constructs but practical tools that can enhance competitiveness and sustainability within the Nigerian brewing landscape (Oyenuga, 2019; Ekwulugo, 2020).

## **2.2 Theoretical Review**

This study is anchored on systems theory, originally proposed by Ludwig von Bertalanffy in the 1950s, as cited in Vančik (2024) and Drack and Pouvreau (2015). The theory was developed to provide a unified framework for understanding complex structures by viewing them as systems composed of interrelated and interdependent parts. Rather than examining components in isolation, systems theory emphasizes the interactions, relationships, and integration among various elements that collectively function to achieve a common purpose. According to Vančik (2024), Bertalanffy conceptualized a system as a network of interconnected units in which a change in one component inevitably influences other components and the system as a whole. In organizational contexts, systems theory views an organization as a coordinated structure of subsystems, such as employees, management processes, and operational units, working together to achieve

defined goals. The theory underscores the importance of synergy, where the effectiveness of the whole depends on how well the parts function both independently and collectively. It also recognizes the influence of the external environment, suggesting that organizations are open systems that continuously interact with and adapt to their surroundings. The relevance of systems theory to this study lies in its ability to explain how employee involvement and mission contribute to organizational success. Employee involvement represents active participation within subsystems, while mission provides direction and coherence across the system. In the brewing industry, success depends on how effectively these elements interact and align, reinforcing the idea that organizational outcomes are products of integrated, interdependent processes.

### **2.3 Empirical Review**

Hermawan *et al.*, (2025) investigated the role of organizational vision and mission in enhancing company performance and competitiveness. The study adopted a literature review approach, analysing existing scholarly works to understand how vision and mission function as strategic instruments in guiding organizational decision-making. Findings revealed that a well-defined vision and mission contribute to the development of a strong organizational culture, improved employee motivation, and more coherent strategic actions. The study further showed that organizations that frequently review and align their vision and mission with environmental changes are better able to adapt to market dynamics and sustain competitive advantage. The authors concluded that vision and mission are critical determinants of organizational performance and long-term competitiveness.

Bah *et al.*, (2024) examined the effectiveness of organizational change through employee involvement in telecommunications and refinery companies in Côte d'Ivoire. The study emphasized employee involvement as a key driver of organizational adaptability in dynamic and uncertain business environments characterized by technological shifts and external disruptions. Using a quantitative approach, data were collected from 412 employees through SurveyMonkey and analysed using Likert-scale measurements and structural equation modeling (Smart PLS 4). The study operationalized employee involvement through empowerment, participation, and teamwork, while also introducing humble leadership as a mediating variable. Findings revealed that employee involvement has a positive and significant effect on the effectiveness of organizational change, particularly when supported by humble leadership practices. The authors further noted that organizations that encourage participation and collaboration are better positioned to manage change and improve performance outcomes. The study concluded that employee involvement remains a critical strategic tool for enhancing adaptability and sustaining organizational effectiveness in evolving industrial contexts.

Neena and Nalini (2024) examined employee engagement and its influence on organizational performance. The study conceptualized employee engagement as the level of employees' commitment, participation, and alignment with organizational values. The authors adopted a literature-based approach and argued that engaged employees contribute more significantly to productivity, innovation, and overall organizational effectiveness. Findings from the review suggest that employee engagement is a strong predictor of key organizational outcomes such as satisfaction, commitment, retention, and productivity. The study further emphasized that organizations with highly engaged employees tend to achieve sustainable competitive advantage due to improved performance levels. It concluded that employee engagement serves as a critical indicator of organizational health and effectiveness across sectors.

Alghafli *et al.*, (2023) examined employee engagement and its impact on organizational performance through a case study approach within Saudi Aramco. The study was based on a literature review and analysis of employee engagement survey outcomes. Findings revealed that effective employee engagement is strongly linked to improved organizational performance and competitive advantage. The study emphasized that employees' physical and psychological well-being significantly influences their level of engagement, which in turn affects productivity and organizational outcomes. It further established that organizations with high engagement levels tend to achieve better performance results and stronger market positioning. The authors concluded that employee engagement serves as a critical driver of organizational success and recommended that organizations invest in strategies that enhance employee well-being and participation in order to sustain competitive performance.

Barinua and Obah (2022) examined the relationship between employee participation and organizational productivity, focusing on employee consultation, involvement, and delegation. The study was anchored on democratic participatory theory and reviewed relevant empirical and theoretical literature. Findings revealed that employee participation in decision-making has a positive and significant effect on organizational productivity. The authors concluded that when employees are allowed to contribute to policy formulation and

implementation, organizational productivity improves significantly. The study recommended that management should enhance employee participation mechanisms, particularly through delegation and consultation, to strengthen productivity and overall organizational effectiveness.

Soorya (2022) examined the relationship between employee involvement and organizational effectiveness, with particular focus on profitability, productivity, and market share. The study adopted a cross-sectional survey design using a correlational approach, where data were collected through questionnaires and interviews from managers across selected Nigerian banks. A sample of 388 managers was drawn from 24 commercial banks, and employee involvement was measured using empowerment, team orientation, and capacity development, while organizational effectiveness was assessed through profitability, productivity, and market share. Data were analysed using Spearman's rank correlation. Findings revealed that employee involvement has a positive and significant influence on organizational effectiveness, indicating that higher levels of involvement practices enhance organizational performance outcomes.

Khan *et al.*, (2020) examined the impact of organizational mission on overall performance in the banking, telecommunication, and pharmaceutical sectors in Pakistan. The study adopted a quantitative research design using the Denison Organizational Culture Survey, with data collected from 542 respondents across selected organizations. Pearson correlation and regression analysis were used to examine relationships between mission and organizational performance. Findings revealed a strong and positive relationship between organizational mission and performance, with results indicating that mission focus contributes significantly (about 74–79%) to improved organizational outcomes. The study concluded that a clearly defined mission enhances employee focus, resource utilization, and overall organizational effectiveness.

Obiekwe *et al.*, (2019) examined the concept of employee involvement with particular attention to its benefits and implementation challenges within organizations. The study adopted a theoretical approach, synthesizing existing literature to explain how employee involvement influences organizational outcomes. Findings indicate that when properly designed and implemented, employee involvement programmes significantly enhance employee commitment, encourage teamwork, and improve morale. These outcomes collectively contribute to increased organizational effectiveness and competitive advantage. The authors further noted that employee involvement facilitates quicker problem-solving and strengthens the relationship between management and employees, thereby improving workplace harmony. However, the study also identified several constraints affecting the successful implementation of involvement initiatives. These include negative managerial attitudes, inadequately skilled personnel, high implementation costs, and socio-cultural barriers. Despite these challenges, the study concluded that employee involvement remains a critical driver of organizational performance. It is recommended that organizations invest in continuous training and capacity development to equip employees with the competencies required for meaningful participation in organizational processes.

### **3. Methodology**

The study adopted a correlational research design to examine the relationships between employee involvement, mission, and organizational success in the brewing industry of South-South Nigeria. The population comprised employees of selected brewing companies, while a sample of 300 respondents was drawn using a simple random sampling technique from Nigerian Breweries Plc, Guinness Nigeria Plc, and International Breweries Plc. Data were collected using a structured questionnaire designed to measure employee involvement, mission, and organizational success. To ensure validity, the instrument was subjected to expert review to confirm its clarity, relevance, and adequacy in capturing the study variables. Content validity was particularly emphasized to ensure that the items reflected the constructs under investigation. The reliability of the instrument was established through a pilot test, and the internal consistency of the questionnaire was assessed using Cronbach's alpha coefficient, which confirmed that the instrument was reliable for data collection.

Ethical considerations were strictly observed throughout the study. Participation was voluntary, and respondents were assured of confidentiality and anonymity. Consent was obtained before administering the questionnaires, and respondents were informed that the data collected would be used strictly for academic purposes only. Data collected were analysed using Pearson product-moment correlation (PPMC) via SPSS version 20 to test the research questions and hypotheses.

## **4. Data Analysis and Presentation of Results**

### **4.1 Presentation of Data**

#### **4.1.1 Research Question One: Relationship Between Employee Involvement and Organizational Success**

**Table 1.** Pearson correlation on employee involvement and organizational success in South-South Nigeria brewing industry.

S/N	Source of variation	N	R	Remark
1	Employee involvement	-	-	-
2	Organizational success	300	0.75	High positive relationship

Table 1 shows a Pearson product-moment correlation coefficient ( $r = 0.75$ ) between employee involvement and organizational success in the South-South Nigeria brewing industry. This indicates a strong positive relationship, suggesting that increased employee involvement is associated with improved organizational success.

#### 4.1.2 Research Question Two: Relationship Between Mission and Organizational Success

**Table 2.** Pearson correlation on mission and organizational success in South-South Nigeria brewing industry.

S/N	Source of variation	N	R	Remark
1	Mission	-	-	-
2	Organizational success	300	0.90	Very high positive relationship

Table 2 reveals a very high positive relationship ( $r = 0.90$ ) between mission and organizational success. This implies that organizations with clear and well-communicated missions tend to achieve higher levels of success.

### 4.2 Test of Hypotheses

#### 4.2.1 Hypothesis One: Employee Involvement and Organizational Success

**Table 3.** Test of significance of employee involvement and organizational success.

S/N	Source of variation	N	R	p-value	Remark
1	Employee involvement	-	-	-	-
2	Organizational success	300	0.54	0.00	Significant

The result in Table 3 shows a significant relationship between employee involvement and organizational success ( $r = 0.54, p < 0.05$ ). Therefore, the null hypothesis was rejected.

#### 4.2.2 Hypothesis Two: Mission and Organizational Success

**Table 4.** Test of significance of mission and organizational success.

S/N	Source of variation	N	R	p-value	Remark
1	Mission	-	-	-	-
2	Organizational success	300	0.71	0.00	Significant

Table 4 shows a significant relationship between mission and organizational success ( $r = 0.71, p < 0.05$ ). The null hypothesis was therefore rejected.

### 4.3 Discussion of Findings

#### 4.3.1 Employee Involvement and Organizational Success

The findings revealed a strong positive relationship between employee involvement and organizational success in the South-South Nigeria brewing industry. This suggests that organizations that encourage employees' participation in decision-making and operational processes are more likely to achieve improved performance outcomes. The hypothesis test also confirmed that the relationship is statistically significant. This result is consistent with Barinua and Obah (2022), who established that employee participation enhances organizational productivity through consultation, involvement, and delegation. It also agrees with Soorya (2022), who found that employee involvement significantly improves organizational effectiveness, particularly in terms of profitability, productivity, and market share. Collectively, these studies reinforce the view that employee involvement is a critical determinant of organizational success in contemporary organizations.

#### 4.3.2 Mission and Organizational Success

The study also found a very strong positive relationship between mission and organizational success. This shows that organizations with clear and well-communicated missions are more likely to perform better and achieve sustainable success. This finding agrees with Khan *et al.*, (2020), who reported that mission

significantly enhances organizational performance by providing direction and focus. It is also consistent with Hermawan *et al.*, (2025), who found that mission improves organizational culture, motivation, and competitiveness. Furthermore, Bah *et al.*, (2024) emphasized that clear organizational direction strengthens adaptability and performance outcomes. Collectively, these studies affirm that mission clarity is a strong predictor of organizational success.

## **5. Conclusion, Recommendations, and Suggestions for Further Studies**

Based on the analysis of data collected, the study concludes that employee involvement and mission, as key indicators of corporate culture, have a strong positive relationship with organizational success in the South-South Nigeria brewing industry. However, the findings further revealed that mission, with a Pearson correlation coefficient of 0.90, has a stronger relationship with organizational success than employee involvement, which recorded a coefficient of 0.75. The test of hypotheses also confirmed that both dimensions of corporate culture have a statistically significant relationship with organizational success in the brewing industry.

Based on these findings, it is recommended that breweries should strengthen employee involvement by fostering a collaborative work environment where different departments, such as production, marketing, and sales, work together towards shared organizational goals. This can be achieved through cross-functional projects that encourage teamwork, innovation, and joint problem-solving. In addition, breweries should ensure that organizational leaders and employees consistently align with the company's mission and values. Leadership development programmes should be introduced to deepen understanding and commitment to the mission, thereby enhancing long-term organizational success. Furthermore, breweries should regularly evaluate their corporate culture using employee feedback, surveys, and performance indicators. Such assessments will help ensure continuous alignment between employee involvement, mission, and organizational goals, while allowing necessary adjustments to sustain competitiveness and effectiveness. For further studies, it is suggested that future researchers may consider expanding the scope of the study to other sectors of the Nigerian economy or exploring additional dimensions of corporate culture, such as leadership style, communication patterns, and reward systems, to provide a more comprehensive understanding of organizational success.

## **Declarations**

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**Author Contributions:** The first author was responsible for the conceptualization, data collection, analysis, and overall writing of the manuscript. The second and third authors provided supervision throughout the research process, offering critical guidance, intellectual input, and review of the manuscript. All authors read and approved the final version of the paper.

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**Informed Consent Statement:** Informed consent was obtained from all subjects involved in this study.

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