

IMPACT OF CULTURE ON EMPLOYEE PERFORMANCE IN NIGERIA

BY

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NIGERIA

DECLARATION

I hereby declare that this Project has been written by me and it is a report of my research work. It has not been presented in any previous application for Post Graduate in Business Administration. All quotations are indicated and sources of information specifically acknowledged by means of references.

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NSU/PGD/BAM/0280/2016/2017

CERTIFICATION

The Dissertation entitled “Impact of Organizational Culture on Employees Performance in Nigeria” meets the regulations governing the school of post graduate studies for the award of Postgraduate Diploma (PGD) Degree in Business Administration, Faculty of Administration, Nasarawa State University, Keffi for its contribution to knowledge and literary presentation.

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DEDICATION

This research work is especially dedicated to God the almighty, the giver of all knowledge and wisdom.

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ABSTRACT

Most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems but give less concern on the traditional cultural activities. Organization culture has received relatively low levels of empirical investigation among the possible antecedents of employee performance. Although empirical research has been carried out, there has been little evidence to prove the effect of organization culture on organization performance. The study thus examined the impact of organizational culture on employee performance. Ordinary least square (OLS) simple regression method of analysis was employed to examine the extent to which Employee Involvement, Consistency, and organizational mission, has impacted on Job efficiency, Job effectiveness, Job productivity. Findings from study revealed that Consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness. Organizations mission was also found to have a significant impact on Job efficiency in Nigeria. The study finally revealed that there is a direct and significant relationship between Employee involvement and employee job productivity. The study thus suggests that every organization should carry out regular appraisals to determine the performance of its employees; and the organization can take the said opportunity to address the shortfalls and help the employees unleash their full potentials. The full responsibility of strengthening organizational culture lies entirely with the management and it is therefore recommended that the organization invests in training and development of its employees to improve their human capability at all levels.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

It is very necessary for an organization to establish an organizational culture to maintain its position in market. The organizational culture has to be developed to provide support to an organization and bring continuous improvement. The culture of an organization is very important for the progress of an organization because it impacts on employee commitment and their retention as well. If the culture of an organization is flexible it will provide such working environment to employees in which they may work easily and independently without feeling any burden. Every organization wants employee commitment because it is very important for an organizational effectiveness. If the employees understand the organizational culture properly so that there may be improvement in their performance the reason is that the employee's performance is the base of an organization. Organizational outcomes and success is derived by the individual contribution in the organization at all levels. If every individual performs according to the expected standards then organizational performance will be enhanced. It is for this reason that job performance is considered an extremely important criterion that translates into organizational outcomes and success; making it the backbone of every organization.

Armstrong and Baron (1998), consider a number of factors in measuring employee job performance. One of them is the level of productivity of an employee, which is measured by the extent to which the employee produces the desired quality and quantity of assignments. Another measure of employee performance is the extent to which one demonstrates ability to clearly define solutions to problem areas. An employee's ability to complete projects within deadlines and other time-sensitive expectations is another measure of their performance (Cascio, 2006).

According to Cascio (2006), competency and efficiency are also crucial factors considered while measuring the employee's job performance. While competency measures the extent to which an employee demonstrates his/her ethical business practices and consistency between his/her values and performance, efficiency measures how effectively streamlined an employee's production facilities are in terms of the steps he/she needs to perform in order to accomplish a task (Cascio, 2006). Teamwork, that is how well an employee works in a team setting, and communication skills—the ability of an employee to share information with their coworkers, customers and employer—are also key in measuring employee performance. Cascio (2006) cites other employee job performance indicators like job skills, an employee's work relationships, level of adaptability, self-motivation, creativity, stress tolerance among other factors.

The concept of organizational culture, in particular, has been generating a lot of interest in both research and practice in recent times. It has so far attracted significant interest in both the academic and business world because of a tantalizing promise: that culture may be a key to enhancing financial performance (Siehl and Martin, 1990). Organizational culture is a set of different value system which can help an organization to run itself and run a successful business Schhneider (1983). Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization (Deshpande and Webster, 1989). According to (Lok& Crawford, 2004) organizational culture has remarkable effect on employee's commitment and performance. If the employees of the organization have more understanding with the organizational culture they will have more job Satisfaction (Chang and Lee, 2007). O'Reilly and Chatman's (1996) defined organization culture is a setup of behavior, attitude and values. According to Herzberg (1959) in his study, job satisfaction is a part of employee job. If it affects positively, it motivate employee to job satisfaction otherwise it

leads to job dissatisfaction. Job satisfaction is emotional ability of employee related to positive and negative aspect of its job experiences Locke (1969). Environment of organization and employee's personal traits can influence its job satisfaction Seasohore and Taber (1975). A committed employee is the person who stay with the organization in tough condition and try to fulfill the organizational goals, Meyer and Allen (1997), cited in Rashid, Sambasivan&Johari 2003. According to Silverthorne (2004) organizational culture and employee performance has strong relationship, but organizations with negative organizational culture faces lack of employee commitment.

Despites of so much researches and studies there is contradiction about the impact of organizational culture on employee performance because it provides no such reasonable relationship between organizational culture and employee performance, the various studies based on empirical evidence have come as contradictory results about the impact of organizational culture on employee job effectiveness and efficiency. As there is much contradiction in results the question is that either organizational culture enhances the employee performance or not. So there is further need to research to cover this gap mostly researches have been conducted in developing countries.

1.2 Statement of the Problem

Most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems give less concern on the traditional cultural activities. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual performance and achieve brilliantly whereas a negative and weak culture may

demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management (Ahmed, 2012). Organizational culture is correlated with job satisfaction (Sharma & Bajpai, 2010), job performance and employee retention (Anis et al. 2011).

However, organization culture has received relatively low levels of empirical investigation among the possible antecedents of employee performance (Lok & Crawford, 2004). Although empirical research has been carried out there has been little evidence to prove the effect of organization culture on organization performance (Mckinono et al. 2003). In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of organization culture on employee performance. Zain et al. (2009) examined the effect of four dimensions of organization culture namely teamwork, communication, reward and recognition, and training and development on employee performance and found that all the four dimensions of organization culture were important determinants of performance. Mahmudah (2012) reports a significant relationship between organization culture and service delivery. However Lahiry (1994) indicated a weak association between organization culture and performance.

Concerns have been raised on whether there are any significant relationships between the culture in organizations and employee burnout, type of coping strategies, and employee engagement. Whether there is an inverse relationship between emotional exhaustion and organizational culture (Yousef, 2000). Management of human resources may perhaps force not merely the restructuring of cultural values but to consider the overture of different cultural practices which perhaps leads to a superior organizational performance.

This attempts to analyze the extent an organizations culture has an effect on employee performance in Aso savings and loan organization

1.3 Objectives of the study

The main objective of the study is to assess the impact of organizational culture on employee performance. This research study was poised towards the following objectives which are to:

- i.** Examine the relationship that exists between consistency as an element of organizational culture and employee job effectiveness
- ii.** Examine the extent to which organization's mission as an element of organizational culture has significantly influenced employee efficiency
- iii.** Analyze the extent to which employee involvement as an element of organizational culture has significantly influenced employee job productivity

1.4 Research Questions

- i.** What relationship exists between consistency as an element of organizational culture and employee job effectiveness?
- ii.** To what extent has organization's mission as an element of organizational culture has significantly influenced employee efficiency?
- iii.** To what extent has employee involvement as an element of organizational culture impacted on employee job productivity?

1.5 Statement of Hypotheses

Hypotheses for this research are stated in a null form as shown below:

Hypothesis one:

H₀₁: There is no significant relationship between consistency as an element of organizational culture and employee job effectiveness

H₁₁: There is a significant relationship between consistency as an element of organizational culture and employee job effectiveness

Hypothesis Two:

H₀₂: Organization's mission as an element of organizational culture has not significantly influenced the influence employee job efficiency

H₁₂: Organization's mission as an element of organizational culture has significantly influenced the influence employee job efficiency

Hypothesis Three:

H₀₃: Employee involvement as an element of organizational culture has no significant impact on employee job productivity

H₁₃: Employee involvement as an element of organizational culture has a significant impact on employee job productivity

1.6 Significance of the Study

This study has academic, policy and practical implications. It is hoped that the findings will be of great significance to several groups of people consisting of future researchers, the government, and other financial firms.

1.6.1 Future researchers

This study will be helpful for future researchers in gaining secondary information and can serve as literature review for potential references. It will also serve as a centerpiece idea to other students willing to pursue research in a similar field.

1.6.2 Government

This research will help the government in making some decisions about the financial sector in the country like savings firms, how much tax return financial companies are expected to pay back to the government, some favorable decisions to the financials companies about the working conditions and pay for their employees.

1.6.3 Academics Researchers

In addition, the study will be of immense benefit to a number of people. These include academics who are interested in furthering their knowledge of organizational culture and employee performance as the results to be obtain are capable of adding new insight to the present state of knowledge in the field and may therefore be found useful for teaching and for developing a body of management theory. Equally important is the fact that this study will also be of great benefit to practicing managers in the field of banking who might be willing to consider the usefulness of the study in managing and strengthening their organization.

1.6.4 Savings and Loans firm

The analysis of this research study will provide important details pertaining to the culture of savings and loans firm. The details gained will provide firms in this sector with requisite knowledge that will enable them identify culturally related strengths, leverage their company's overall strength as well as address cultural weakness that hamper success.

For the company under study in particular, this research will be of immense benefit in that the management will be able to use the information produced after the research is complete to re-engineer and restructure the organization's culture in order to improve their employee job performance and by extension organizational performance. The management can also use some of the information to formulate a strategy for the organization. And, for the employees of the organization under study, this research will enable them gain a better understanding of their role in shaping the organization's culture and how this influences their performance and by extension the overall performance of the organization.

1.7 Scope and Limitations of the Study

This study is limited to the impact of organizational culture on employee performance in Nigeria between 2004 and 2014 using Aso savings and loans limited as study.

The possibility of encountering difficulty in the process of data collection and the possibility of getting controversial reports on a particular fact from the institutions involved cannot be ruled-out. This could impose a restriction in one way or the other in carrying out this research work.

Another plausible limitation is the time limit given for the completion of this work and financial constraints.

1.8 Organization of the Study

The following chapters are organized as follows: Chapter one contains a background to the study, the research problem, research objectives and questions. It also discussed the research scope, significance and limitation of the research. Chapter two contains a review of the literature on organizational culture, and employee job performance. It addressed the differences and relationship between the terms organizational culture and employee performance, as well as theoretical review. Chapter three describes the research methodology and design that were used in this study. Chapter four includes the results from the study. Finally, Chapter five includes the conclusions from the study, a summary of the findings and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is devoted to the review of related literature to form a background, conceptual, empirical and theoretical frame work for the study. This review depends on the concept of organizational culture, types of organizational culture, the concept of employee job performance and empirical reviews on organizational culture and employee's performance

2.2 Conceptual Framework

2.2.1 Concepts of Organizational Culture

Organizational culture is literally described by many researchers in diverse studies for various measures. According to Nongo(2012) asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviors.

Organizations are created to solve societal problems. So that organizations employ individuals to assist them in the task of solving their assigned societal problems. However the behavioral border among organizational members creates a pattern of behaviors, values and attitudes that can be distinguished, isolated and identified as strange organizational culture. And the researcher measured organizational culture the in term of involvement, consistency, adaptability, and mission and employee performance measured in profitability, productivity, and employee motivation. On other hand, Mehr (2012) stated that today cultural clashes in any international project organization have led to an increased emphasis on preparedness on possible conflicts

existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration.

For a business, organizational culture is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organization's culture to support new ways of accomplishing work. According to Nelson & Quick, (2011), organizational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces organizational value and serves as a control mechanism for shaping behavior. It is important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals.

However, corporate culture is an important factor in enhancing the attainment of organizational goals and objectives. And corporate culture affects the way in which people behave in an organization and also corporate culture can lead the employee improvement in workplaces to help and become more committed to their jobs (Nongo& Ikyanyon1, 2012). And the researcher measured corporate culture the variables include: involvement, consistency, adaptability, and mission on employee commitment to the organization.

In contrary to, Lim(1995) defined the term "culture" refers broadly to a relatively stable set of beliefs, values and behaviors commonly held by a society. And despite the claims for a link between organizational culture and corporate performance, few studies appear to have actually examined the existence as well as the nature of this relationship.

Garmendia (2004) discussed that a strong culture is now nearly generally understood to have a positive impact on performance. The translation of observation to the association between strong culture and success would involve playing down the importance of the former, so as to avoid an implied defense of cultural determinism. Certainly, financial results themselves influence

cultural strength. Moreover, performance depends on many variables, and may therefore be found to be very high in companies with weak cultures.

The definitions and the measurements of the organizational culture discussed in the previous sections are consistent according to the context in which this study is conducted. Therefore, researchers of this study will measure the organizational culture in term of involvement, consistency, adaptability, and mission as already adopted by Nongo (2012).

2.2.2 Types of Organizational Culture

Scholars of organizational culture based their researches have come up with their own different views on the types of culture, but this study will focus on the types of organizational culture given by Cook and aggressive, cooperative, competitive and aggressive types of culture. They are discussed below:

i. Competitive Culture

This type of culture encourages employees to attain new heights of achievement, quickens competition among fellow employees and also encourages employee being in charge. A company with this kind of culture rewards employees who attain or beat certain predetermined standards, encourages employee decisiveness and creates environment for high expectations. But when the drive competitiveness in employees is in excess in the organization it leads to the incidence of cut throat competition which will be to the company's detriment.

ii. Cooperative Culture

Organisation with this culture promotes employee independence in terms of setting goals and the use of their initiatives. This type of culture values employees and distributes authority as well as power based on trust. Cooperative norms encourage behaviors such as maintaining one's

personal integrity and standards, goal realization and enjoying one's work. It encourages team work.

iii. Aggressive Culture

This culture is more of autocratic. Employees at the lower levels of such organizations are rarely given opportunity to make decisions based on their discretions instead they have to wait for directives the top. This norm promotes procrastination and cause service quality to become confused with winning power and pointing out the flaws of others.

iv. Passive Culture

This type of culture is more of a utopia compared to the other is usually traditionally run (they make their decisions based on past or similar passed actions), they might be plagued with too many formalities and members of the organizations prefer the status quo and are extremely cautious. Organizational effectiveness is abated and most especially, the event of innovation and creativity is repressed.

2.2.3 The Concept of Employee Job Performance

Job performance is a very critical factor in every organization. It is the basis of the success of an organization which, in all aspects, is dependent on individual employee performance. In other words, if an individual performs according to the expected standards, then organization performance will be enhanced and improved (Chegini, 2010). It is, therefore, logical that job performance is an extremely important criterion that relates to organizational outcomes and success. Given the importance of employee job performance, management has to carry out an in-depth analysis of their employees and find out the determinant factors that will increase high employee job performance.

Factors used to measure an individual job performance vary from one field of work to another. For example, in the healthcare industry, these factors will include the relationship of work experiences, job stress and psychological wellbeing (Burke, 1990, 1996). In the research industry, the job performance can be measured by two categories, which are personal and environmental. Campbell (1990) came up with three core determinants of job performance, which he classified under declarative knowledge, procedural knowledge and skill and motivation. He noted that these three are the core of any job performance, as one should have the complete knowledge about the task at hand. They must possess the required skills to perform the task and should have complete understanding of how to do it and lastly, have the level of motivation to perform the task with maximum will and efforts.

This study focused on only three factors, which are the core elements of job performance. These factors are productivity, teamwork and decision-making. Employee productivity is measured by how much of something an employee has produced. This is quantified by incorporating indicators on evaluations that focus on capturing measurable data. Productivity-related indicators may examine the quantity of projects that an employee has versus what the production outcomes are (DeWitt 2010). In the case of a banking industry, we are looking at how many clients the sales team has brought in, and how many policies they have sold.

DeWitt (2010) goes on to affirm that decision-making as an indicator of performance shows how well an employee is able to judge a given work situation and respond to it. Macleod and Brady (2008) on the other hand, refer to the concept as the ability of the employee to manage his time and allocate resources effectively. How to gauge this will differ from one organization to another. Robertson *et al* (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think

carefully and research before responding to customers or project activities. Again, using our case study as an example, the underwriters have to use this skill to evaluate the eligibility of a customer to buy a policy, and anticipate the return on investment, et cetera.

Whichever kind of organization, whether a manufacturing or service industry, an organization will require its employees to be timely (Macleod and Brady 2008). This is examined by an employee's efficiency scores based on what the expected timeliness outcomes were. Macleod and Brady (2008) admit that if the objective of an employee is to complete a project in two months, but it takes them four months to complete it, this will serve as an indication to their supervisor that something went awry.

Employees in an finance company which, in essence, is a service industry, will have to be timely in delivering their reports, getting back to clients and keeping them informed of the new products. Otherwise, the company runs a risk of losing to its competitors.

In a work scenario, employees share information with their coworkers, customers and the employer. This is made possible using reports, email, phone conversations and face-to-face discussions. The better employees can communicate, the more efficiently they can do their job and the better decisions everyone around them can make. All the employees need this skill, but especially those who are in direct contact with customers, at the customer service desk, for instance. (Macey *et al* 2009)

According to Robertson *et al* (2012), job skills include all abilities and skills that the employee needs to successfully work at his current position. Different jobs require different skills specific to them. For example, an IT person will require knowledge of computer software so as to be able to do his/her work, the same to accounting, sales, customer care, graphic design and so on.

Again, this will be needed in a banking firm because, like all other organizations, it is made up of different departments.

Another aspect that can be observed as a measurement of employees' job performance is their consistency. According to Runny (2007), employees' consistency can be gauged by looking at how they demonstrate their ethical business practices, like not stealing the employer's time, and if they are working in the accounts department, how trustworthy they are. Consistency on the side of employees is certainly a positive trait. Here we are looking at how consistent they are with their values, how much innovation, planning and organizational skills an employee displays plus how much initiative an employee has toward meeting required goals. Once all these are consistent, an employee is rated to be a high performer. Consistency indicators, affirms Runny (2007), help supervisors determine the level of an employee's integrity and credibility. To apply this to our case study, this is a savings firm where customers are investing their money with the company. Therefore, there should be a high standard of ethical practices among the employees as they deal with customers.

Teamwork is usually considered as an important factor especially in the workplace. Job performance in terms of teamwork can be gauged on how successfully an employee works with others to achieve desired results. (Macleod and Brandy (2008) This ability, assert Blois, Cook and HunSaker (2007) can be easily assessed on how an employee communicates with his/her coworkers; this can be seen on how one expresses their ideas and information appropriately and with efficiency. A good employee demonstrates great ability in teamwork during scenarios of conflict resolution. Robertson *et al* (2012) concur by saying that, if an employee has what it takes, they should be able to express different points of view in a non-threatening way, having knowledge about when it is appropriate to compromise and when it is important to take a stand.

As a committed team member, an employee should maintain a high level of character and a professional attitude with an ability to conform and promote the company's standards of conduct. Lastly, they should be people who are self-motivated and strive to learn to improve and take on responsibilities (Robertson *et al* 2012).

In this section we have noted that the basis of the success of an organization is in all aspects dependent on individual employee job performance hence the reason why organizations spend a considerable amount of time in finding out some of the determinant factors that will increase high employee job performance; one of these factors is organizational culture. This study measured the level of employee job performance by considering performance indicators like the employee's level of communication skills, teamwork, productivity and timeliness. Some of the aspects of interest were to examine if the employees perform their work to the expected standards, how the organization examines the quantity of projects that the employee has against what the production outcome is. This study was also interested in how timely employees are with their duties and how well they are able to manage their time and allocate the resources provided. For those who deal with customers directly particularly at the customer care desk, this study sought to find out how well they served the customers. The level of employee's integrity and credibility among other ethical practices were also of interest to the study. The next section explores organizational culture and how this impacts on employee job performance.

2.3 Theoretical Framework

The theoretical review will cover the below theories related to performance and organisation culture. This study is based majorly on the Consistency Theory, Involvement Theory, mission theory and Adaptability Theory. Other theory discussed are; the Schein's theory of organisational culture, Theory X and Theory Y by McGregor, and the theory of Open-Book Management by

John Stack. Theories of organizational culture attempt to explain the phenomena that occur in and around individuals. The conceptual study regarding organizational culture is often called the phenomenon of interest. Rather than a mathematical formula, the study of organizational culture includes shared understanding, intangible values and assumptions, and the effects culture has on human behavior. Understanding the phenomenon of organizational culture allows companies to strengthen their working environments.

The study of theories of organizational culture is often difficult due to the lack of concrete evidence on various cultures. A shared understanding of organizational culture is one of the different theories among private and public sector organizations. Individuals in a company often hire like-minded individuals in order to promote a specific, well-defined purpose. This allows the business or organization to have a singular focus in terms of Performance. Theories on organizational culture typically have different overall corporate mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only change through time when hiring managers replace older workers (Ojo, 2008)

2.3.1 Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold 1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Blois, Cook & HunSaker(2007). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

2.3.2 Involvement Theory

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Baker 2004). Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

2.3.3 Adaptability Theory

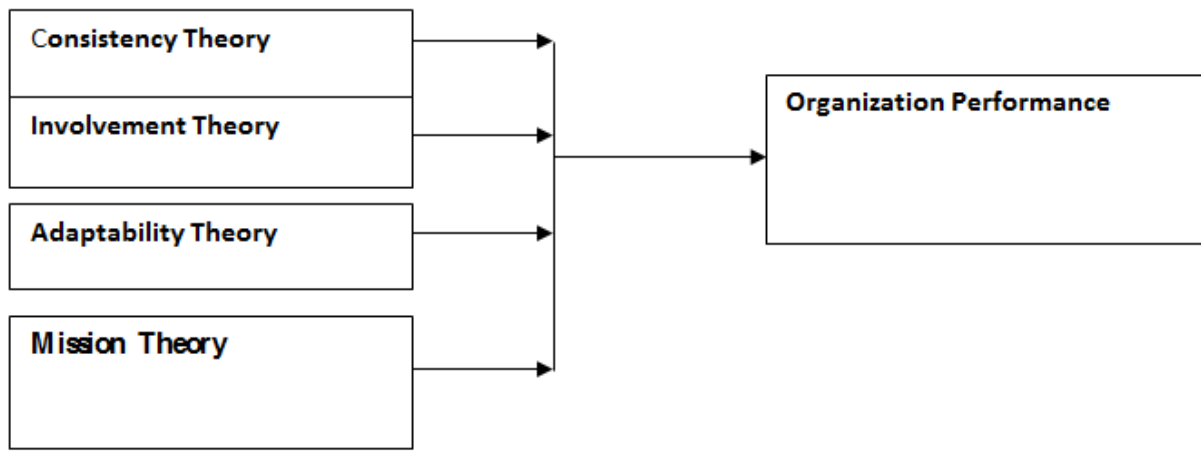
This theory is based on the idea that norms and beliefs that enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over time (Kanter, 1993). Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change (Nadler, 1998; Senge, 1990). Such organizations are continuously changing their systems to promote improvements and provide value for their customers (Stalk, 1988).

2.3.4 Mission Theory

A shared sense of purpose, direction and strategy can coordinate and galvanize organizational members toward collective goals (Baker, 2004). Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzbert, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture (Ahmad, 2012). These theories focus on different aspects of culture but more importantly, they

stress different functions of culture. Consistency theory and mission theory tend to promote stability whereas involvement theory and adaptability theory allow for change and adaptability. Consistency theory and involvement theory see culture as focusing on internal organizational dynamics while mission theory and adaptability theory see culture as addressing the relation of the organization to its external environment (Baker, 2004).

Figure 1: Theoretical Framework



Scholars and practitioners have constantly argued that both financial and non-financial measures should be used to determine the organizational performance (Harold & Darlene, 2004; Rajendar& Jun Ma, 2005). Performance is a broader indicator that can include productivity, quality and consistency. On the other hand, performance measures can include results, behaviors (criterion-based) and relative (normative) measures, education and training concepts and instruments, including management development and leadership training for building necessary skills and attitudes of performance management (Richard, 2002).

Furthermore, Kotter and Heskett (2012) found that companies with “adaptive values” are strongly related with superior performance over a long period of time as compared to just short-term performance. This has been also supported by both Collins and Porras (1994) and DeGeus (1997) in their work in long lived, financially successful companies. Thus in studying the

relationship between cultural and employee performance, it is vital that both financial and non-financial measures are used to get a more comprehensive results.

2.3.5 The theory of Open-Book Management (OBM)

As Jack Stack, (2003) states "The best, most efficient, most profitable way to operate a business is to give everybody in the company a voice in saying how the company is run and a stake in the financial outcome, good or bad. The Open-book management is revolutionary because conventional business operates under two assumptions. These are; "a job must be defined as narrowly as possible and that Workers need close, direct supervision". Case (2003). Changes in the organizational and social environment have prompted changes in the approach to management. Open-book management is a way of running a company that gets everyone to focus on helping the business makes money. John Case (2003) further argues that open-book management takes those trendy new management ideas - empowerment, TQM, teams and so on - and gives them business logic. In an open-book company, employees understand why they're being called upon to solve problems, cut costs, reduce defects, and give the customer better service.

Case (2003) further clarifies that, in open-book management there are three essential differences to a conventional business. Every employee sees - and learns to understand - the company's financials, along with all the other numbers that are critical to tracking the organizational performance. Secondly, employees learn that, whatever else they do, part of their job is to move those numbers in the right direction and finally, employees have a direct stake in the company's success.

2.3.6 Schein's theory of organizational culture

Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artefacts. She distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains. Visible behaviour influences and is influenced by unobservable assumptions through rules, stand.

Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc.

Espoused beliefs and values are the next level of organisational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders.

Basic underlying assumptions are the base level of organisational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness.

The most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality.

2.3.7 Theory X and Theory Y

McGregor developed a philosophical view of humankind with his Theory X and Theory Y in 1960. His work is based upon Maslow's hierarch of needs theory, in that he grouped the

hierarchy into lower-order needs (Theory X) and higher-order needs (Theory Y). He suggested that management could use either set of needs to motivate employees, but better results would be gained by the use of Theory Y, rather than Theory X. These two opposing perceptions theorized how people view human behavior at work and organizational life.

With Theory X assumptions, management's role is to coerce and control employees to perform since; People have an inherent dislike for work and will avoid it whenever possible, secondly People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, thirdly people prefer to be directed, do not want responsibility, and have little or no ambition and finally people seek security above all else.

With Theory Y assumptions, management's role is to develop the potential in employees and help them to release that potential towards common goals since employees view; Work as natural as play and rest, secondly People will exercise self-direction if they are committed to their own objectives, thirdly people are committed to objectives since it is a function of the rewards associated with their achievement, fourthly people learn to accept and seek responsibility, creativity, ingenuity, and imagination are widely distributed among the population therefore people are capable of using these abilities to solve an organizational problem and finally that people have potential to propel the organizational performance.

Intellectual creativity cannot be 'programmed' and directed by Management programs but through proper impartation of cultural values of personal responsibility and accountability. This kind of intellectual contribution to the enterprise cannot be obtained by giving orders, by traditional supervisory practices, or by close systems of control. Even conventional notions of productivity are meaningless with reference to the creative intellectual effort. Management has to consider in depth in what is involved in managing an organization heavily populated with people

of diverse culture and whose prime contribution consists of creative intellectual effort.(from Douglas McGregor's essay, *New Concepts of Management*.).

2.4 Empirical Reviews on Organizational Culture and Employee's Performance

Many researchers investigated the relationship between organizational culture and performance. Studies have shown that the relationship between many cultural attributes and employees' performance has not been consistent over time (Denison, 2015). Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. An organization's culture can have an impact on organizational effectiveness. And the author adopted Peters and Waterman generalized concept of excellence. They identified several attributes that characterize excellent organizations: a bias toward action; close to the customer; autonomy and entrepreneurship; productivity through people; hands-on, value driven effort; sticking to the knitting; simple form, lean staff; and simultaneous loose-tight properties. And also, the author adopted Theory Z which was developed by William Ouchi(1980) as an approach to excellence.

And the features of Theory Z which apply to schools include the following: trust, subtlety, and intimacy; shared control and decision making; skills training; motivation through self-interest; equitable reward system; and quality education. And the researcher recommended the following suggestions. First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. Second, organizational culture can foster commitment to the organization's philosophy and values.

Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors. Finally, certain types of

organizational cultures may be related directly to greater effectiveness and productivity than others (Lunenburg, 2011).

Marcoulides and Heck (2013) researched the Organizational Culture and Performance: Proposing and Testing a Model concerning how an organization's culture affects organizational performance. And demonstrate the application of LISREL modeling methodology to estimate and test this model. And hypothesized three interrelated dimensions: a socio-cultural system of the perceived functioning of the organization's strategies and practices, an organizational value system, and the collective beliefs of the individuals working within the organization. The researcher measured organizational culture by several latent variables which are: organizational structure and purpose, organizational values, task organization, climate, and individual values and beliefs.

Ojo (2011) examined various concepts on organizational culture and strives to ascertain the importance of relationship between organizational culture and corporate performance in business context. The study adopted survey research design. The researcher chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational culture plays a vital role in an organization's general performance.

Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee's performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization's weak culture may cause lack of involvement, consistency, adaptability, and mission.

2.4.1 Organizational Mission and Employee Job Performance

From the discussion above, we see that it takes effort for an organization to establish an explicit, highly distinctive culture that stands out from the crowd. Achua and Lussier (2013) note that a

unique corporate culture provides value to the organization and, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain a firm's competitive advantage. For this to happen, the organization has to have a mission statement and values that have meaning; a statement that people will take seriously; a set of overarching beliefs that serve as powerful guides for everyday action—and that are reinforced in a hundred different ways, both symbolic and substantive.

Organizations that value innovation encourage high employee job performance because by so doing, it promotes competition among the employees. This will make every other employee in that organization to bring out their best in order to stand out and receive rewards and recognition. An organizational mission is an organization's reason for existence (Sorensen, 2002). It is sometimes referred to as a creed, purpose, or statement of corporate philosophy and values (Forest and David 2003). The mission of an organization is aligned to the expectations of its targeted customers, so as to achieve its ultimate returns (Zhang, Li and Pan, 2009). It often reflects the values and beliefs of top managers in an organization. It, therefore, all starts with the organizations' leaders to define these values and then help the employees discover how their personal values are validated when they perform their jobs in accordance with the organizational values. This alignment, asserts Gordon (2008), will make personal and corporate values increase staff engagement. Therefore, employees gain more fulfillments from their job and are motivated to work harder, bringing their best to their work. Runy (2007) concurs, adding that a high-performing organization has a committed workforce that is aligned with mission, vision and values and is motivated to achieve organizational objectives. Achua and Lussier (2013) affirm that culture offers a shared understanding about the identity of an organization. The right culture can make employees feel that they are valued participants and, as such, become self-motivated to

take on the challenge of realizing the organization's mission and work together as a team. It can transform an organization's workforce into a source of creativity and innovative solutions.

2.4.2 Culture of Involvement and Employee Job Performance

Involvement in this context is to be understood as a regular participation of employees in deciding how their work is done, making suggestions for improvement, goal-setting, planning, and monitoring of their performance (Macleod and Brady, 2008). A performance culture is built around shared desire to exceed expectations and achieve remarkable results. However, this starts with individuals. Organizations with high performing cultures, notes Achua and Lussier (2013), see their employees as their number one asset. They treat employees with dignity and respect, grant them greater autonomy, involve them in decision-making, celebrate individual and team achievements, and use a full range of rewards and punishment to enforce high performance standards (Achua and Lussier 2013)

According to Zhang, Li and Pan (2009), organizations that uphold an involvement culture emphasize the input and participation of its members. These organizations, therefore, make their members become highly concerned about organizational immediate interests and increase the cohesion, so they can easily reach agreement in existing challenges.

One way of enhancing employee job performance is by involving them in the organization's decision-making—at least to a level that they are allowed (Manyonyi 2012). There are decisions that require secrecy due to their nature, and this is understandable, but there are others that should involve employees in an organization. These decisions, Manyonyi (2012) advises, should be made with the participation of the people they affect; this means consulting them or having a discussion in order to get their views and generate new ideas. An organization with a culture of involving its employees will tend to perform well because the employees will own the decision,

and, therefore, hold them-selves responsible in-case of any failure. It's easy to get so swept away thinking of solutions in board meetings that managers forget to consult the people who matter: the employees (Bakker, Schaufeli, Leiter, and Taris, 2008). The results can be surprising. Anderson (2012) reveals that a few years ago, Kwik Fit Insurance Company asked its call centre staff what would make them happier at work.

According to Orpen (2015), employee empowerment can be an integral element of organizational culture change in that it embodies the concepts of intrinsic motivation, internal justification for decision-making, shared responsibilities, and integration for problem solving. As employees mature in an organization, they gain more knowledge, internalize justification for the actions they take, and become more intrinsically motivated. Alongside this internalization process, employees tend to take a more active role in intervening in the actions of newer employees and offering feedback regarding culture-consistent behaviors. When employees are empowered, they feel motivated to work because then nothing holds them back as they know what is expected of them and are competent in their duties.

More open forms of participative management give workers decision-making authority regarding their domains of responsibility (Macey 2009). When companies shift to the more open forms of participative management, they begin the process of empowering their employees. Kurstedt, Harold and Mallak, (1996) assert that an organization's level of empowerment is related to its culture. A strong culture supports the empowerment process in many ways. First, companies with strong cultures provide continuity and clarity with respect to their missions. Second, companies with strong cultures minimize mixed signals because they have reduced ambivalence in their communications, and management tends to speak with one voice. Third, companies with strong cultures have a central core of consistency that drives the basic decision-making processes

throughout the organization. This central core promotes consistency regarding basic values and beliefs, yet allows for individual interpretations and responses for items outside the central core. Fourth, strong culture firms help employees build —social currency‖ based on track record, reputation, knowledge, and network of relationships. This social currency builds communication and trust and provides the power to get things done independent of formal titles and authority.

Manyonyi (2012) emphasizes that an organization that effectively communicates information to its employees and makes it accessible to its employees makes them feel part of the organization. This makes employees want to do their best not just for their paycheck, but for the organization. The kinds of information that can be transmitted to employees include: the long-term plans of the organization and new developments such as opportunities or problems faced by the company.

Another way of establishing a culture of involvement in an organization is by incentivizing employees so as to increase their performance. This can be by informing them of the financial position of the organization and, when possible, sharing with them the profits. Case (2013) reveals that PSS, a US-based organization, has a share-the-wealth, share-the-information culture of a sort rarely found in American business. At PSS, every employee is a shareholder where some have more than a million dollars' worth in their accounts. And there are no secrets here, as everybody knows what salespeople X, Y, and Z sold yesterday, how much gross margin each of them realized and how the branch is doing week by week and month by month, against plan.

Most employers believe that offering additional money will draw more production from their employees (Anderson 2012). Many times this is not true. What employees most often want is to know that they matter to the company or organization. Adding to their salaries, says Anderson (2012), does show them they are important, but normally this is the least effective means of increasing employee performance. It is also the most expensive. Some little gestures of

recognition employed by an organization increase employee job performance. Multinational organizations for example, put up a map on the wall of the staff canteen. When people join the company, they put a pin on the country they are from. This makes the new employee feel welcome to the team, and is good for communication. Organizations that have a culture of celebrating birthdays, organizing get-togethers, whether it's paintballing sessions or a small glass of wine in the staff room at the end of an afternoon, helping a charity is another way to give workers a common purpose and a feel-good factor (Macleod and Brady 2008).

DeWitt (2010) asserts that organizations that have a culture of recognizing for a job well done boost morale and offer a greater sense of achievement. The moment employees understand that they are appreciated and that their efforts matter beyond earning a paycheck, performance will normally increase. Regular times of recognition in small or simple ways can help employees know their value and increase their performance.

Another strong trait of organizational culture that enhances high performance among employees in an organization is team work. Xenikou and Simosi, (2006) say that organizational norms that encourage cooperation, teamwork, and participation are related to performance because they facilitate group coordination and synergy of divergent organizational resources. He adds that moreover, self-actualization and employee development are the basis of creating a large pool of organizational resources that reflect the human capital within organizations and lead to organizational efficiency.

2.4.4 Organizational Consistency and Employee Job Performance

Consistency implies the extent to which the values, beliefs and standards of behavior are acquired and shared among employees in an organization (Denison 2009). Organizational culture defines a normative order that serves as a source of consistent behavior inside an organization

(Achua and Lussier, 2013). Consistency culture, in fact, is a theory of strong culture. According to Zhang, Li and Pan (2009), consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on performance. Such a high degree of unity within an organization adds Zhang, Li and Pan (2009), can save on manpower, materials, financial and other resources, whilst boosting performance.

An organization will operate more productively as a whole when key values are shared among the majority of its members. To that end, employees need to be comfortable with the behaviors encouraged by the organization so that individual motivation and group productivity remain high. High functioning organizations are comprised of individuals whose overt behaviors are consistent with their covert values (Khan, 2015). All of this is of crucial importance to managers. Senior executives usually set the tone by exerting core values that form the overall dominant culture shared by the majority of an organization's members. So, if management does not take the time to understand the culture that motivates an organization, problems are inevitable. New procedures and activities will be very difficult to implement if they do not mesh with the organization's culture.

A culture of consistency is created by leaders in the organization who are meant to be role models. According to Achua and Lussier (2013) the stories leaders tell, the decisions they make, and the actions they take reveal an implicit cultural expectation for followers. Employees learn what is valued most in an organization by watching what attitudes and behaviors leaders pay attention to and whether the leaders' own behavior is consistent with organizational values. Again, as leaders who have the voice of the organization, they must be sure to communicate clear expectations for every member of the organization. These expectations should be supported

by the words and actions of managers who regularly let people know how their work is important to the organization.

Another technique of creating a consistent culture in an organization lies with the top management. In order to promote a culture of consistency, leaders can design the physical work environment to reflect the values they want to promote within the organization (Achua and Lussier 2013). The authors give an example of having common eating facilities for all employees, no special parking areas and similar offices is consistent with the value of equality; an open office layout with fewer walls separating employees is consistent with the value for open communication. In designing its headquarters, Google provided open workspaces and an environment that provided coworker contact and interaction. By providing a clear sense of place and purpose for its employees, Google succeeded in communicating an employee-friendly culture through its facility design, with the architecture and comfort of the setting reinforced by the cultural and aesthetic elements in the building. This, in turn, improved employee job performance.

According to Kotter and Heskett (2012) leaders who plan most of the work should give individuals assignments that are consistent with their strengths and interests and opportunities for continued learning and growth. Gordon (2008) asserts that organizational values, which form part of the corporate culture, greatly aid to facilitate the recruiting process. How does recruitment relate to consistency? Serious organizations have a particular way of recruiting; this depends on their kind of business. At recruiting, there is a particular trait organizations are looking for. For an organization to maintain its high performance culture, it has to be consistent in how it recruits—hiring only the best with specific qualifications.

Consistency can also be looked at from the point of view of the organization and employee as far as values and purpose are concerned. If there is consistency in values between the two, then there is a match. Khan (2015) asserts that the degree to which an organization's values match the values of an individual who works for the company determines whether a person is a good match for a particular organization. He (Khan) advises that it is important for individual values to match organization culture because a culture of —shared purpose results in actions that help the organization achieve a common or collective goal.

Consistency, as an element of organizational culture cements positive aspects in an organization hence helps establish a strong culture which, by extension, leads to a high performance organization. There is no doubt that organizations with a strong corporate culture have an almost unfair competitive head start (Rahid, Sambasivan and Johari 2003). Employees in such organizations have reasons to care about how they perform. Even the challenges presented by mind-bending change—whether imposed by the marketplace or necessitated by internal growth—are easier to handle because a stable culture begets a fast-moving, flexible company (Gordon, 2008).

With the fast-changing business environment, organizations undergo a lot of change in order to be relevant and stay competitive in the labor market. With such changes, organizations are forced to develop new product lines, enter new markets, and introduce new technology. Where do these changes leave the employee? In weak and inconsistent cultures, employees will find such moves unsettling, even unnerving. A strong, distinctive culture, however, will offer a fixed reference point. Quoting Rosabeth Moss Kanter of Harvard Business School, Case (1996) equates a strong culture to an anchor for letting people lose to change and not what impedes change (Case, 1996).

2.5 Summary of Literature and Research Gap

Despite the plethora of studies on organizational culture in the last few decades, there is no widely accepted causal relationship between organizational culture and job performance. The empirical evidence emerging from various studies about the effect of organizational culture on job performance have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results, the question of whether organizational culture improves or worsens employee performance is still worthy of further research.

In addition, despite the existence of these studies, not much research has been given to the savings or financial industry. This means that the impact of organizational culture on employee job performance in the financial industry has not received adequate research attention in Nigeria. This study was intended to fill this gap by studying the situation of the Nigerian Aso savings limited and providing more empirical evidence on the effects of organizational culture on employee job performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design provides the framework to be used as a guide in collecting and analyzing data (Cooper and Schindler, 2001). The study assumed a descriptive research design that was triangulated with both qualitative and quantitative tools of analysis. A descriptive design was used because it helps describe characteristics associated with the subject population and explain the variables that exist between these variables in order to provide a picture of a particular phenomenon (Cooper and Schindler, 2003). According to Gill and Johnson (2002), descriptive surveys are concerned primarily with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or at varying times for comparative purposes. The study will focus on measuring the influence of organizational culture on employee job performance at Aso savings and loans Limited. The merge of the two tools of analysis (qualitative and quantitative) was used to establish how respondents perceive organizational culture influences employee job performance.

3.2 Population and Sample Techniques

The population of the study covered staff of Aso Savings and loans limited in selected locations Abuja and Nasarawa state. This research utilized the content analysis technique which is a research method for making replicable and valid inferences from data, to operationalize the organizational culture variables. The study made use of primary sources of data in eliciting the required information needed for this research.

The Smith (1984) formula was used in the determination of the sample size for the study.

The sample was based on the formula:

$$n = \frac{N}{3 + N(e)^2}$$

Where;

n = sample size;

N = population size;

e= Level of precision required;

3 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting into the formula,

Sample size for the number of staff to be used:

$$n = \frac{N}{3 + N(e)^2}$$

Table 1: Population of Surveyed ASO Savings Staff from 2004– 2014

S/N	Categories of Staff	Population of Staff
1	Operational Staff	194
2	Supervisory Cadre	128
3	Managerial Cadre	78
Total		400

Source: Field Survey, 2016

3.2.1 Sample Technique

The Smith, (1984) formula for determination of sample size is given by:

$$n = \frac{N}{3 + Ne^2}$$

Margin error = 5%

Where;

N = population size

3 = is constant

e = is Margin of error (5%)

$$n = \frac{N}{3 + Ne^2}$$

$$n = \frac{400}{3 + 400(0.05)^2}$$

$$n = \frac{400}{3 + 400(0.0025)}$$

$$n = \frac{400}{3 + 1}$$

$$n = \frac{400}{4}$$

$$n = 100$$

Table 2: A Selected sample of Surveyed ASO Savings Staff from 2004– 2014

S/N	Categories of Staff	Population of Staff	Sampled Per Cadre
1	Operational Staff	194	$\frac{100 * 194}{400} = 48$
2	Supervisory Cadre	128	$\frac{100 * 128}{400} = 32$
3	Managerial Cadre	78	$\frac{100 * 78}{400} = 20$
Total		400	100

Source: Field Survey, 2016

3.3 Data Collection Methods

A self-administered questionnaire was used in gathering the data. This is a useful method for collection of primary data and has the advantage of being a low cost option and allows respondents to think about questions (Cooper and Schindler, 2000). The questionnaire was developed by the researcher on the basis of the research questions and it was divided into two parts. Part one comprised of general information relating to the respondent; part two on employee job performance; part three on organizational culture and employee job performance; part four on organizational mission and employee job performance; part five on culture of involvement and employee job performance and the last parts will comprise of organizational consistency and employee job performance.

In the questionnaire the following traits underpinning its measurements were used: involvement, consistency and mission. Each of these traits has indices, which, according to the Denison model (2009), elaborates each one of them. A Likert scale of 1 to 5 was used to measure the extent to which the various respondents agreed or disagreed with the issues raised. In addition, results were used to rank the three measures of performance. A Likert scale is a psychometric response scale primarily used in questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements or factors (Cooper and Schindler, 2006). In this study, the scale was used to indicate the levels of agreement with the given factors addressing the concept of employee job performance.

The research tool was mostly structured and the respondents were provided with guidelines to ensure that they understood the questions and, therefore, responded suitably. As much as possible, questions in the survey instrument were worded in a closed-ended manner to provide quantitative data as per the researcher's response category. Owing to the perceived research

quality intended in this study, both qualitative and quantitative methods of data collection were used. The reason for the utilization of the two methodologies is that the qualitative method was used to explore the perceptions of the various respondents, while the quantitative method was co-jointly used to determine the extent/frequency of the perceptions.

3.4 Method of Data Analysis

Data analysis method entailed editing, coding and tabulation of data collected into manageable summaries. To ensure easy analysis, the questionnaire was coded according to each variable of the study to ensure accuracy during analysis. This analysis was conducted using the Statistical Package for Social Sciences (SPSS), E-views and MS Excel. Data was analyzed using descriptive statistics, which include frequencies and percentages and the OLS regression method. These tools of analysis were used, for instance, to determine the relationship that exists between dependent and independent variables. Regression was used to describe the relationship between organizational culture and employee job performance in this study. This method was appropriate because as Saunders, Lewis and Thornhill (2003) noted, descriptive statistics enable us to describe (and compare) variables numerically. The results from the analysis were presented using tables to provide an accurate picture of the research findings.

3.4.1 Validity and Reliability Test of Research Instrument

The research instruments (questionnaire) were subjected to pilot test so as to ensure its validity and reliability as well as internal consistency of the measures used. Validity test is a test of the extent to which a research instrument is capable of measuring what is intended to measure. For the purpose of this study, the questionnaire were tested for face to face validity, context validity, content validity, construct validity and are found to be valid on all four count. This is a test or

measure of the extent to which a research instrument yielded the same results under the same condition, that is, consistency.

The preliminary analysis of this study shows that the research instrument is valid and reliable for further analysis. The table below shows the overall result of the reliability test.

Table 3.6.1: Result of Reliability and Validity Test

Cronbach's Alpha	No of Items
0.753	29

Source: Computed result using SPSS 16.0

The result of the reliability test of the research instrument shows a Cronbach Alpha value for the questionnaire is 0.753. This means that the Questionnaire is reliable enough to conduct this research as they have Alpha value above 0.70 as the minimum Alpha recommended by Cronbach.

3.5 Procedure for Data Analysis and Model Specifications

Quantitative analysis was used for the purpose of this study. This is because quantitative analysis results provide support for anticipated directions of the association between independent and dependent variables, therefore the study used regression analysis (OLS) to address the three hypotheses of this study since the study is addressing relationship between the various variables. This was achieved by the use of E-view 7.0

The major statistical analysis that was used in this study is the ordinary least square (OLS) regression analysis- the simple regression analysis. This analysis was used in order to find the linear relationship between the independent variables.

3.5.1 Variable Descriptions

- i. **Employee Involvement** is the rate of participation and initiative of all the employees in an organization (Macleod and Brady, 2008).

- ii. **Consistency** implies the extent to which the values, beliefs and standards of behavior are acquired and shared among employees in an organization (Denison, 2009). Consistent organizations, according to Denison, *et al* (2015), develop a mindset and create organizational systems that build internal systems of governance based on consensual support.
- iii. **An organizational mission** is an organization's reason for existence (Sorensen, 2002). Forest and David (2003) assert that successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future, adding that a sense of mission allows an organization to shape current behavior by envisioning a desired future state.
- iv. **Job productivity of an employee**, which is measured by the extent to which the employee produces the desired quality and quantity of assignments. Another measure of employee performance is the extent to which one demonstrates ability to clearly define solutions to problem areas. An employee's ability to complete projects within deadlines and other time-sensitive expectations is another measure of their performance (Cascio, 2006).
- v. According to Cascio (2006), **effectiveness and efficiency** are also crucial factors considered while measuring the employee's job performance. **While effectiveness** measures the extent to which an employee demonstrates his/her ethical business practices and consistency between his/her values and performance, **efficiency measures** how fluently streamlined an employee's production facilities are in terms of the steps he/she needs to perform in order to accomplish a task (Cascio, 2006). Teamwork, that is how

well an employee works in a team setting, and communication skills—the ability of an employee to share information with their coworkers, customers and employer—are also key in measuring employee performance. Cascio (2006) cites other employee job performance indicators like job skills, an employee's work relationships, level of adaptability, self-motivation, creativity, stress tolerance among other factors.

3.5.2 Model Specification

The model specifications here are formulated to tests the three hypotheses and they are as follows:

$$JEV = \beta_0 + \beta_1 C + \mu_t \text{-----} 1$$

$$JEF = \beta_0 + \beta_2 OM + \mu_t \text{-----} 2$$

$$JP = \beta_0 + \beta_3 EI + \mu_t \text{-----} 3$$

Where;

JEF	=	Job efficiency
JEV	=	Job effectiveness
JP	=	Job productivity
OM	=	Organization Mission
EI	=	Employee Involvement
C	=	Consistency

3.8 Justification of Methods Used

The Ordinary Least Square (OLS) method or the classical linear regression model is the econometric technique adopted in this study which covers an annual period of (2004– 2014). The preference of the use of the ordinary least square (OLS) estimation method is because the computational procedure is simple compared to other econometric techniques. The Ordinary Least Square estimator has smaller variance than any other linear unbiased estimator; they are

linear and normally distributed; are efficient; consistent and are symmetrically unbiased (Koutsoyiannis, 1978). Therefore, the Ordinary Least Square (OLS) is said to be the Best Linear Unbiased Estimator (BLUE).

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

In this chapter, the model specified in Chapter three was estimated using regression techniques and attempts to discover the relationship between the different variables involved in the analysis. It evaluates the impact of organizational culture on employee performance in Nigeria using regression analysis, and the implication of the explanatory variable. This chapter also has a regression result as well as the actual test of hypothesis using methods mentioned earlier.

4.2 Data Presentation

Table 4.2: Data Summary

Variables	Items	Agreement scale				
		SD(%)	D(%)	U(%)	A(%)	SA(%)
<i>Job efficiency</i>	Activities and task given are efficiently carried in due to time	4.4	4.6	5.4	25	60.7
	More customers has been attracted due to proper time management in the bank	6.2	3.7	7.1	44.6	37.5
	New technologies has been adopted by the bank staff for efficient discharge of duties	5.3	6.1	2.7	55.5	28.5
<i>Job effectiveness</i>	More returns has been accrued in the bank due to job effectiveness	12.4	2.7	15.2	43.8	25
	The operations of the bank are adequately carried out without complications	6.3	7.1	2.7	54.5	29.5
	Competitive capacity of organizations can be increased by building strong people and effectively managing them	11.6	7.1	9.8	45.2	26.2
<i>Job productivity</i>	The number of hours worked has been reduced to boost effectiveness	5.3	3.7	5.4	24	61.7
	Most challenging task given are carried out without much stress	6.3	7.1	2.7	54.5	29.5
	Most of the customers issue are resolved within the turnaround time and before close of business	5.4	3.6	5.4	22.4	60.7
<i>Organization Mission</i>	The culture of your organization is open to change. You are able to react and adapt quickly, and are open to new ideas.	7.3	6.1	2.7	55.5	28.5
	Organizational culture acts as the _social glue ‘that bonds people together and makes them	11.6	7.1	9.8	45.2	26.2

	feel part of the organizational experience.					
	Top managers help me discover how my personal values are validated when I perform my job in accordance with the organizational values.	5.4	3.6	5.4	25	60.7
	During the interview, some of the questions I was asked presented the organization's cultural values.	5.3	6.1	2.7	55.5	28.5
	The organizational values are aligned along the expectations of our targeted customers.	5.4	3.6	5.4	25	60.7
	The company employs people who share the same values and vision that the organization represents.	11.6	8.1	8.8	48.2	23.2
Employee Involvement	My organization empowers and engages me.	13.4	8.9	10.7	53.6	13.4
	My organization encourages some input into decisions that affect my work.	11.2	8.1	8.8	48.2	23.2
	My organization continually invests in the development of its employee's skills in order to remain competitive and meet on-going business needs.	5.3	3.7	5.4	24	61.7
	My organization places much value on employees working cooperatively towards the common goals of the organization.	5.3	6.1	2.7	55.5	28.5
	The employee involvement in my organization is informal, voluntary and does not involve implicit control systems.	5.4	3.6	5.4	25	60.7
Consistency	I share a set of attributes which create a sense of identity with my organization.	11.6	8.1	8.8	48.2	23.2
	As an employee, am given assignments that are consistent with my strengths, interests and opportunities.	5.3	3.7	5.4	24	61.7
	High functioning organizations are comprised of individuals whose overt behaviours are consistent with their covert values.	6.3	7.1	2.7	54.5	29.5
	My values and behaviors are consistent with those of my organization.	5.4	3.6	5.4	22.4	60.7

Source: Computed by the Author (SPSS and Excel)

4.3 Pre-Estimation Diagnostics Test

4.3.1 Normality Statistics (Descriptive Statistics)

The normality statistics for the variables: JEF, JET, JP, OM, EI, and Care all different. This indicates that the variables exhibit significant variation in terms of magnitude, suggesting that

estimation of the variables in levels may introduce some bias in the results. It could be observed that OM has the highest mean value of 17.00, followed by C with a mean value of 10.76. EI has a mean value of 8.42; JET was found to have the lowest mean value of 6.42.

Following the skewness values, JEF, JET, JP, EI, and C are all negatively skewed to the left of the normal distribution curve. However, only BE was found to be positively skewed with a value 0.037.

The Jarque-Bera statistics for the variables shows that all the variables are less than one, going by the probability values and are significant at 5%; hence we may reject the null hypothesis and state that the series are normally distributed (or have a normal distribution).

Table 4.3.1: Summary of Normality Statistics

	JEF	JET	JP	OM	EI	C
Mean	10.14775	6.423671	8.106866	17.00252	8.429763	10.76625
Median	10.33187	7.619994	8.516517	16.84358	8.858346	11.01442
Maximum	11.99782	8.714308	9.240021	18.29167	9.679790	12.75737
Minimum	8.205191	2.493205	6.145258	15.71964	6.170865	8.659665
Std. Dev.	1.071327	2.410299	1.117729	0.968542	1.310357	1.298575
Skewness	-0.476631	-0.732987	-0.599330	0.037790	-0.628331	-0.233261
Kurtosis	2.836967	1.966041	1.890414	1.506456	1.861275	2.045618
Jarque-Bera	0.506614	1.743164	1.445149	1.211376	1.557775	0.611265
Probability	0.006229	0.018289	0.045501	0.045699	0.058916	0.036657
Sum	131.9207	83.50772	105.3893	221.0327	109.5869	139.9613
Sum Sq. Dev.	13.77291	69.71447	14.99182	11.25687	20.60444	20.23557
Observations	100	100	100	100	100	100

Source: Authors computation, 2016

4.4 Model Evaluation and Test of Hypothesis

The three hypotheses formulated in this study were tested using student t-statistics. The level of significance for the study is 5%, for a two tailed test. The decision rule is that we shall accept the null hypothesis if the critical/t-value (± 1.96) is greater than the calculated value, otherwise reject the null hypothesis. That is, using the student *t*-test (*t*-statistic), we say that a variable is statistically significant if t^* (*t*-calculated) is greater than the tabulated value of ± 1.96 under 95%

(or 5%) confidence levels and it is statistically insignificant if the t^* is less than the tabulated value of ± 1.96 under 95 % (or 5%) confidence levels. Thus;

$H_0: \beta_0 = 0$ (Null hypothesis)

$H_1: \beta_1 \neq 0$ (Alternative hypothesis)

4.4.1 Hypotheses One: H_{01} : *There is no significant relationship between consistency as an element of organizational culture and employee job effectiveness*

Model one: $JEV = \beta_0 + \beta_1 C + \mu_t$ -----4

Table 4.4.1: Regression Result on JE and C

Stepwise Regression Analyses of Consistency on Outcome Variables				
Dependent Variable: Job effectiveness $R^2 = 0.45$; $F = 12.50$; $Sig = 0.0066$				
Independent Variable	Beta	t-value	Pearson Correlation(r)	Probability value
<i>Consistency</i>	2.12	1.98	0.75189	0.0021

Source: Authors Computation, E-Views, 7.0

$$JEV = 2.12 + 2.14C$$
 -----5

$$SEE = 0.56 \quad 0.21$$

$$t^* = 7.83 \quad 1.98$$

$$F^* = 12.50; \text{Prob (F-statistic)} = 0.0066$$

$$R^2 = 0.55; \text{Adj.} R^2 = 0.46$$

$$DW = 2.01$$

Test of Hypotheses One: H_{01}

From the regression result in table 4.4.1, the calculated t-value for *Consistency* (C) is 1.98 is greater than the critical value of 1.96. It falls in the rejection region and hence, we may reject the first null hypothesis (H_{01}). The conclusion here is that *consistency has significantly enhanced job effectiveness in Nigeria*.

The ANOVA F-statistic

The F-statistics which is used to examine the overall significance of regression model equally showed that the result is significant, as indicated by a high low value of the *F*-statistic, 12.50 and it is significant at the 5.0 per cent level. That is, the F-statistic value of 0.0066 is less than 0.05.

The R^2 (R-square)

The R^2 (R-square) value of 0.55 shows that the Consistency has a good impact on job effectiveness (JEF). It indicates that about 55 per cent of the variation in *JEF* is explained by Consistency, while the remaining 45 percent is captured by the error term.

Serial correlation

The model also indicates that there is no autocorrelation among the variables as indicated by Durbin Watson (DW) statistic of 2.01. This shows that the estimates are unbiased and can be relied upon for policy decisions.

4.4.2 Hypotheses Two: *Organization's mission as an element of organizational culture has not significantly influenced the influence employee job efficiency*

Model two: $JEF = \beta_0 + \beta_2 OM + \mu_t$ ----- 6

Table 4.4.2: Regression result on JEF and the OM

Stepwise Regression Analyses of Organizations mission on Outcome Variables				
Dependent Variable: Job efficiency $R^2 = 0.6045$; $F = 14.05$; $Sig = 0.001$				
Independent Variable	Beta	t-value	Pearson Correlation(r)	Probability value
<i>Organizations mission</i>	2.97	2.14	0.61892	0.0431

Source: Authors Computation, 2016 (Eview-7.0)

$$JEF = 2.97 + 2.01OM \text{ ----- 7}$$

$$SEE = 1.59 \text{ } 0.35$$

$$t^* = 2.49 \text{ } 2.14$$

$$F^* = 14.05; \text{Prob}(F\text{-statistic}) = 0.001$$

$$R^2 = 0.6045; \text{Adj. } R^2 = 0.5657$$

$$DW = 2.25$$

Test of Hypotheses Two: H_{02}

From table 4.4.2, the calculated t-value for ***Organizations mission*** is 2.14 and the tabulated value is given as ± 1.96 , under 95% confidence levels. Since the calculated t-value is greater than the tabulated value ($2.14 > 1.96$), we therefore, reject the null hypothesis (H_{02}). *We conclude that Organizations mission has significant impact on Job efficiency in Nigeria*

The ANOVA F-statistic

Also, by examining the overall fit and significance of the ***Job efficiency*** model, it can be observed that the model do really have relevance, as indicated by the relatively high value of the F-statistic, 14.05 and it is significant at the 5.0 per cent level. That is, the F-statistic value of 0.001 is less than 0.05 probability levels.

The R^2 (R-square)

More so, the R^2 (R-square) value of 0.6045 shows that the model does have a good fit too. It indicates that about 60.45 percent of the variation in ***Organizations mission***(OM) is explained by ***Job efficiency*** (JE), while the remaining 49.55percent is captured by the error term.

Serial correlation

Durbin Watson (DW) statistics which is also used to test for the presence of autocorrelation indicates that there is no autocorrelation among the variables as captured by (DW) statistic of 2.25. This shows that the estimates are unbiased and can also be relied upon for policy decisions.

4.4.3 Hypothesis three: *Employee involvement as an element of organizational culture has no significant impact on employee job productivity*

Model three: $JP = \beta_0 + \beta_3 EI + \mu_t$ -----8

Table 4.4.3: Regression result on JP and EI

Stepwise Regression Analyses of <i>Employee involvement</i> on Outcome Variable				
Dependent Variable: <i>job productivity</i> $R^2 = 0.6942$; $F = 16.33$; $Sig = 0.0001$				
Independent Variable	Beta	t-value	Pearson Correlation(r)	Probability value
<i>Employee involvement</i>	3.19	2.64	0.62145	0.0023

Source: Authors Computation, 2016 (Eview-7.0)

$$JP = 3.19 + 2.73EI \text{ -----} 9$$

$$SEE = 0.88 \quad 0.20$$

$$t^* = 4.10 \quad 2.64$$

$$F^* = 16.33; \text{Prob}(F\text{-statistic}) = 0.0001$$

$$R^2 = 0.6942; \text{Adj.} R^2 = 0.6521$$

$$DW = 2.16$$

Test of Hypotheses Three: H_{03}

The calculated t-value for **EI** was found to be 2.64 and also by rule of thumb, the tabulated value is -1.96 under 95% confidence interval levels. The calculated value of **EI** is found to be greater than the tabulated value (that is; $2.64 > 1.96$), we thus, reject the third null hypotheses (H_{03}). **In conclusion, Employee involvement had significant relationship with job productivity in Nigeria.**

The ANOVA F-statistic

Also, by examining the overall fit and significance of the *job productivity* model, it was found to have a good fit, as indicated by the high F-statistic value of 16.33 and it is significant at the 5.0 per cent level. That is, the F-statistic value of 0.0001 is less than 0.05.

The R^2 (R-square)

More so, the R^2 (R-square) value of 0.6942 shows that the model have a very good fit also. It showed that about 69.42 percent of the variation in JP is explained by **EI**, while the remaining 30.58 percentage unaccounted variation is captured by the error term.

Serial correlation

Durbin Watson (DW) statistics which is also used to test for the presence of serial correlation indicates that there is no autocorrelation among the variables as captured by (DW) statistic of 2.16, and as thus the estimates are unbiased and can further be relied upon for sound policy decisions.

4.5 Discussion of Findings

Consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness, contributing 2.12% of job effectiveness. The finding that consistency is significantly related to job effectiveness is consistent with the studies of Zhang, Li and Pan (2009), who found that consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on performance. Such a high degree of unity within an organization adds Zhang, Li and Pan (2009), can save on manpower, materials, financial and other resources, whilst boosting performance. A culture of consistency is created by leaders in the organization who are meant to be role models. According to Achua and Lussier (2013) the stories leaders tell, the decisions they make, and the actions they take reveal an implicit cultural expectation for followers. Employees learn what is valued most in an organization by watching what attitudes and behaviors leaders pay attention to and whether the leaders 'own behavior is consistent with organizational values. Consistency, as an element of organizational culture cements positive aspects in an organization hence helps establish a strong culture which, by extension, leads to a high performance organization. There is no doubt that organizations with a strong corporate culture have an almost unfair competitive head start (Rahid, Sambasivan and Johari 2003).

The positive and significant relationship between *Organization's mission* and *employee job efficiency* is consistent with the findings of Achua and Lussier (2013) whose results showed that unique corporate culture provides value to the organization and, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain a firm's competitive advantage. For this to happen, the organization has to have a mission statement and values that have meaning; a statement that people will take seriously; a set of overarching beliefs that serve as powerful guides for everyday action—and that are reinforced in a hundred different ways, both symbolic and substantive. The mission of an organization is aligned to the expectations of its targeted customers, so as to achieve its ultimate returns (Zhang, Li and Pan, 2009). This alignment, asserts Gordon (2008), will make personal and corporate values increase staff engagement. Therefore, employees gain more fulfillments from their job and are motivated to work harder, bringing their best to their work. Runy (2007) concurs, adding that a high-performing organization has a committed workforce that is aligned with mission, vision and values and is motivated to achieve organizational objectives.

The findings finally showed that there is a direct and significant relationship between *Employee involvement* and *employee job productivity*. The results in table 4.4.3 showed that *Employee involvement* contributed 3.19% to *job productivity*. There are empirical evidence to confirm the positive relationship between *Employee involvement* and *job productivity* in an organisation. According to Zhang, Li and Pan (2009), organizations that uphold an employee involvement culture emphasize the input and participation of its members. These organizations, therefore, make their members become highly concerned about organizational immediate interests and increase the cohesion, so they can easily reach agreement in existing challenges. One way of enhancing employee job performance is by involving them in the organization's decision-

making—at least to a level that they are allowed (Manyonyi 2012). There are decisions that require secrecy due to their nature, and this is understandable, but there are others that should involve employees in an organization. These decisions, Manyonyi (2012) advises, should be made with the participation of the people they affect; this means consulting them or having a discussion in order to get their views and generate new ideas. Manyonyi (2012) emphasizes that an organization that effectively communicates information to its employees and makes it accessible to its employees makes them feel part of the organization. This makes employees want to do their best not just for their paycheck, but for the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

The present study mainly focused on the relationship between organizational culture and employee performance in Nigeria. To achieve the objectives of the study, primary data were collected from the sample drawn from the purposively selected individuals whom are working in Aso savings with the aid of structured questionnaire.

Various conceptual, theoretical and empirical literatures were reviewed in the study.

Ordinary least square (OLS) regression analysis (the simple linear regression method analysis) was used in the study. This analysis was used in order to find the linear relationship between the dependent and independent variables.

Findings from the study revealed that consistency is significantly related to job effectiveness is and its inline with the studies of Zhang, Li and Pan (2009), who found that consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on performance. Consistency culture in an organization is manifested by widely shared beliefs and values that help organizational members to reach consensus and take concerted action, so as to have a positive impact on performance. Such a high degree of unity within an organization can save on manpower, materials, financial and other resources, whilst boosting performance. The positive and significant relationship between *Organization's mission* and *employee job efficiency* is consistent with the findings of Achua and Lussier (2013) whose results showed that unique corporate culture provides value to the organization and, therefore, hard to duplicate or imitate. In this regard, it helps to build and sustain a firm's competitive advantage. The mission

of an organization is aligned to the expectations of its targeted customers, so as to achieve its ultimate returns. And finally, the study showed that there is a direct and significant relationship between *Employee involvement* and *employee job productivity*. Organizations that uphold an employee involvement culture emphasize the input and participation of its members. These organizations, therefore, make their members become highly concerned about organizational immediate interests and increase the cohesion, so they can easily reach agreement in existing challenges. One way of enhancing employee job performance is by involving them in the organization's decision-making—at least to a level that they are allowed

5.2 Conclusion

Based on our findings, we can conclude that employee job performance is a critical factor in every organization. It has come out clearly in this research work that knowledge is everything. One of the main reasons why employees do not perform is lack of knowledge and skills. Our study findings have shown that an organization can boost employee job performance through enhancing better communication, knowledge and understanding of tasks, and time management, among others.

An organization's mission is its reason for existence. Therefore, knowing very well the reason why an organization exists will give an employee the motivation to achieve the organizational objectives. This study has shown that high-performing organizations have a committed workforce that is aligned with the organization's mission, vision and values. It came out very clearly that the top management plays a pronounced role in influencing organizational culture so that it aligns to organizational strategy and structure. They help define the values and beliefs in the organization. This is because they have an accurate picture of the organization's culture. Top

management helps employees to contribute towards the fulfillment of mission of the organization.

From the research objective, we can conclude that when companies shift to the more open forms of participative management, they begin the process of empowering their employees hence the employees will perform better.

Employees are human being with feelings, if they are treated with dignity and respect by the organization they will tend to identify with the organization and by extension give their all to the organization. The study has also found out that organizations with strong cultures help employees build "social currency" based on track record, reputation, knowledge, and network; they provide continuity and clarity with respect to their missions.

The study has shown that organizations with strong cultures have a central core of consistency. This is true of organizations that promote this culture. From the study we can conclude that for an organization to perform well, there should be some level of consistency between the values of its employee and the organization. This can be achieved by maintaining a consistency culture of recruiting only the best with specific qualifications that the organization is looking for; employees whose values and behaviors are consistent with those of my organization.

When there exists a culture of consistency in an organization, different functions and departments of the organization are able to work together well to achieve common goals.

5.3 Recommendations

The research study has a number of recommendations for management.

- i. First, we recommended that the organization carries out regular appraisals to determine the performance of its employees; the organization can take the said opportunity to address the shortfalls and help the employees unleash their full potentials. Similarly, the

organization can invest in employees' capacity development through training and retreats. This will certainly boost the employees' performance. A successful organization must review its working environment and ascertain the employee job performance periodically. This will be important in reviewing its performance and also give awards like the best employee of the month, and celebrate employees' achievements. Birthdays and annual end-year parties are other opportunities for celebration.

- ii. We recommend that the management plays a pronounced role in influencing organizational culture that is aligned to its strategy and structure. This they can do by first of all themselves having a clear picture of the company's organizational culture. The management should focus more on the adherence to the organization's mission by making sure that those in leadership positions are conversant with the organization's mission so as to be able to pass it down to their subordinates. Likewise, the management should work on the ethical practices of the organization like credibility and integrity which promote a high performance culture.
- iii. The study findings revealed that the culture of involvement in the organization under study is somehow shaky. The full responsibility of strengthening this culture lies entirely with the management. We therefore recommend that the organization invests in training and development of its employees to improve their human capability at all levels. At the same time, the management should emphasize the input and participation of its employees. In order to further its employee identification with the organization, the management should extend its employee involvement in decision-making that affects them, giving them the authority and ability to manage their own work. Lastly, the artifacts, that is, tangible evidence of organizational culture like computers, employee

handbook, a company logo, and corporate wares that make employees identify with the organization should be introduced.

- iv. The culture of consistency as we have seen, if indoctrinated in an organization can bear much fruit. As with the mission of the organization, this culture also lies entirely on the shoulders of the top management. For this culture to be boosted therefore, we recommend that senior executives set the tone by exerting core values that form the overall dominant culture shared by the majority of the members in the organization. If this is adhered to, the different functions and departments of the organization will be able to work together well to achieve common goals.

We also recommend that during the hiring process the management should hire only those whose values and behaviors are consistent with those of my organization. Still after the new employees have joined the organization, our recommendation is for the management to go ahead and design the physical work environment of the employees to reflect the values they want to promote within the organization.

And to uphold this culture of consistency, we recommend that those who design work in the organization should, give individuals assignments that are consistent with their strengths, interests and opportunities for continued learning and growth.

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RESEARCH INSTRUMENT

A) General Information

1. Gender
 - a. Male()
 - b. Female ()
2. Age Group:
 - a. 19- 30 years()
 - b. 31-40 years()
 - c. 41-50years ()
 - d. 51 years and above()
3. Years of experience
 - a) Less than 2 years()
 - b) From 3years –less than 5 years()
 - c) From 5years and above()
4. Marital status
 - a) Divorced()
 - b) Single(Never married) ()
 - c) Married()
 - d) Separated()
 - e) Widowed()
5. Highest education level attained
 - a) Secondary degree()
 - b) Diploma()
 - c) Bachelors' degree()
 - d) Masters' degree()
 - e) Ph.D()
6. What is your Job title?
 - a) Manager()
 - b) Operational Staff ()
 - c) Supervisor()
 - d) Others()

PART B: Examining Organizational Culture and Employee Performance

After reading each of the items, evaluate them in relation to your organizational cultural knowledge and then tick against the choices below.

Keys: 5=Strongly Agree; 4=Agree; 3=Undecided; 2=Disagree; 1=Strongly Disagree

Variables	Items	Agreement scale				
		5	4	3	2	1
Job efficiency	Activities and task given are efficiently carried in due to time					
	More customers has been attracted due to proper time management in the bank					
	New technologies has been adopted by the bank staff for efficient discharge of duties					
Job effectiveness	More returns has been accrued in the bank due to job effectiveness					
	The operations of the bank are adequately carried out without complications					
	Competitive capacity of organizations can be increased by building strong people and effectively managing them					
Job productivity	The number of hours worked has been reduced to boost effectiveness					
	Most challenging task given are carried out without much stress					
	Most of the customers issue are resolved within the turnaround time and before close of business					
Organization Mission	The culture of your organization is open to change. You are able to react and adapt quickly, and are open to new ideas.					
	Organizational culture acts as the _social glue ‘that bonds people together and makes them feel part of the organizational experience.					
	Top managers help me discover how my personal values are validated when I perform my job in accordance with the organizational values.					
	During the interview, some of the questions I was asked presented the organization’s cultural values.					
	The organizational values are aligned along the expectations of our targeted customers.					
	The company employs people who share the same values and vision that the organization represents.					
Employee Involvement	My organization empowers and engages me.					
	My organization encourages some input into decisions that affect my work.					
	My organization continually invests in the development of its employee’s skills in order to remain competitive and meet on-going business needs.					
	My organization places much value on employees working cooperatively towards the common goals of the organization.					

	The employee involvement in my organization is informal, voluntary and does not involve implicit control systems.					
Consistency	I share a set of attributes which create a sense of identity with my organization.					
	As an employee, am given assignments that are consistent with my strengths, interests and opportunities.					
	High functioning organizations are comprised of individuals whose overt behaviours are consistent with their covert values.					
	My values and behaviors are consistent with those of my organization.					