

**Impact of Organization Culture on Employees Attitude of Selected Banks in  
Ilorin Metropolis**

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### **Dedication**

This project is dedicated to Almighty Allah and late Dr. O.J.K Ogundeke for his immense efforts and academic advice.

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### ***Abstract***

*Most organizations believe the term culture is very difficult to understand and only worthy of attention when there is time thus focus their time on what will have little or no effect on their attitude. Organization culture in this contemporary global market has captured the attention of corporate organizations especially banks simply because they believe that employees satisfaction is fundamental and may positively or negatively affect the organization attitude. Companies do not perform to the maximum because of the high level they placed on the value of the organization not minding how it affects employee's commitment which has caused low performance for most organization. Organizations rely more on rules and regulations than on a shared understanding of culture. Looking at the problems occurred with employees having negative behaviors toward the laid down rules, regulation, shared valued. Employees are not satisfied as a result of poor motivation which has affected their belief in the organization they have developed some sort of negative attitude towards the organization as well as their job. Hence, this study intends to carry out the impact of organizational culture on employee attitude in selected banks in Ilorin metropolis. The population of the study is 430 employees of Access bank, first bank, guarantee trust bank, united banks for Africa and union bank in Ilorin metropolis in which using taro yamani formula for sample, a sample of 207 copies of questionnaire were administered to respondents out of which 204 were returned. Multiple Regressions were employed in analyzing data collected with the aid of statistical package for social sciences (SPSS) version 20. The researcher found that value, norms, behavior and belief with  $p$  value of 0.000, 0.000, 0.034 and 0.000 respectively have significant impact on employee commitment. Also value, norms, behavior and belief with  $p$  value of 0.000, 0.015, 0.000 and 0.000 respectively have effect on employee job satisfaction however the study concluded that organizational culture has significant impact on employee attitude in the commercial banks in Ilorin metropolis. The study recommends that there is need to encourage employees to have a sense of identity which increases their commitment to work since this will positively influence organizational attitude.*

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND TO THE STUDY**

Culture has to do with the belief, knowledge, art, laws, moral and customs and any object or idea (technology and information) that an individual acquired as a member of a particular society. It includes almost everything that influences an individual's thought, processes and behaviors. The culture of organization refers to behavior patterns and standards that bind it together. (Schein, 2004). Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011).

Organizational culture can be either weak or strong. According to Martins and Martins 2003; Kokila, 2015, in a strong culture, the organization's core values are held strongly and shared widely. This suggests that when organizational members accept the shared values, they become more committed to them. A strong organizational culture therefore refers to organizations in which beliefs and values are shared relatively consistently throughout an organization (Deal and Kennedy, 1982; Kokila, 2015). It is argued that hiring of the best people for your firm doesn't guarantee the success of the firm. However, hiring and developing competent employees through effective culture values such as communication, motivation, growth opportunities and supervisory support can guarantee and grant the firm a competitive advantage over its competitors (Asiedu, 2015) as a result of components or different departments within such an organization uphold different beliefs that do not necessarily address the core goals of the organization. Weak cultures have a negative impact on employees because they are directly linked to increased turnover (Harrison, 1993; Kokila, 2015). In essence, the fundamental strength of an organization's culture is determined by how weak or strong it is.

Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem solving (Kotter, 2012). However, positive organization culture will enhance the performance of employee and eventually boost the performance of organization. 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. Employees do not function in a value-free milieu. They are governed, directed and tempered by the organization's culture. Therefore, organizations can only attain their goals by ensuring that their culture aligns with their performance management system (Agboola, 2013). In other words, employees' performance, which is key to the survival and continuity of any organizations exists at is at the heart of organizations' culture.

Every employee who works in an organization would want to be successful in his career, and one of the steps that can be taken if they are to succeed is the of high commitment to the organization. If the phenomenon has been seen in the attitudes and behavior of employees, it can be said that the employee has had organizational commitment. Organizational commitments means employees' desire to maintain membership in the organization and are willing to do business for the high achievement of organizational goals (Darmawan, 2013). While Luthans 1992; Uha 2011; Adnan 2015) states that, (a) organizational commitment is a strong desire to become a member of a group; (b) the willingness of high effort for the organization; (c) a certain belief and acceptance of the values and goals of the organization.

When employees are satisfied with the culture of the organization, it makes them feel complete and sell the company to outsiders. (Asiedu, 2015 argued that employee job satisfaction is determined and affected by the culture of the organisation. He continued that satisfied employee can guarantee the success of the organization by working wholeheartedly and selfless. According to Hansen, (2013) the attitude and behaviour of the employees towards their job whether intentionally or unintentionally is strongly determined by the culture of the organisation.

Huang and Chi 2004; Asiedu, 2015 argue that if the employees are well satisfied with the organisation's culture, they will be motivated to work diligently to improve the performance level of the company over its competitors. To them, the employee's obligations will be

consistent which would finally raise the performance level of the organization to grant the company a competitive advantage over its competitors. The competitive advantage of an organization is attained through strong association and establishment of culture (Awad & Saad, 2013). Also organization can get the competitive advantage if the management creates and maintains a culture with high level of involvement of employees. (Fakhar, Iqbal & Muhammad 2013). There is a very high positive connection between organizational culture and performance in the Nigerian banking sphere. The stronger the strength of corporate culture, the greater the bank's performance expected to be (Umobuarie, 2013). This research was carried out to examine the impact of organization culture on the attitude of employee in selected banks in Ilorin metropolis.

## **1.2 STATEMENT OF THE PROBLEM**

Culture is often conceived as intangible, difficult to understand and worthy of focus only if there is time. However, the ability to identify the cultural traits of an organization provides a platform for better understanding of the operations of the organization for a better attitude. Unfortunately, most often organizational cultural issues are overlooked, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2003).

Companies do not perform to the maximum because of the high level they placed on the value of the organization not minding how it affects employee's commitment which has caused low performance for most organization. The presence of employees having different value as compared to their organizations so such will affect their job satisfaction and later hinder the performance of organization and prevent them from achieving the whole organizational goals (Shahzad, Luqman, Khan, & Shabbir 2012).

Organizations rely more on rules and regulations than on a shared understanding of culture will definitely affect their workers job satisfaction and eventually affect the absolute organization performance hence there is a strict emphasis of rules and regulations with which members' behavior should be aligned. So negative and weak culture may only demotivate an outstanding employee to underperform and end up with no achievement at all. (Yeh & Chien., 2012). Most banks adopt the idea where their workers work for extra hours and extra days thus affecting their motivation and bounce on the organization in question .Most organizations failed because employee experience some pitfalls as a result of culture with less

motivation, communication, lack of growth opportunity and supervisory support to make them feel empowered.

Looking at the problems occurred with employees having negative behaviors toward the laid down rules, regulation, shared valued. Counter culture is a value, belief, norm and attitude formed by some set of people to pose danger to the goal of broader organization culture. (Fakhar et al, 2012). So if employees defy the standard employed by the management such will eventually affect the employee commitment because they opposed stated rules. Riley, (2014) argues that weak organizational culture sometimes occurs if there is little alignment between the espoused values and the way things are done within the organization. He continues that this can lead to inconsistent behavior and dissatisfaction of employee within the organization which in turn results to inconsistent customer experiences. It is where organizational members do not subscribe to the shared beliefs, values and norm (Kokila & Ramalingam., 2015).

Employees are not satisfied as a result of poor motivation which has affected their belief in the organization they have developed some sort of negative attitude towards the organization as well as their job. They have become less committed and less transparent. Hence it has become very essential for the management to turn to human resource management and help employees to be satisfied with their job not only to retain them but to incorporate in them a strong shared meaning that will drive or boost their belief about organization for better performance. (Biswas. 2015)

### **1.3 RESEARCH QUESTIONS**

The following are the research questions based on which the work's hypotheses were formulated:-

- 1 To what extent does organization culture have effect on employee attitude?
- 2 How far does organization culture impact on employees attitude
- 3 what is the impact of behavior on employee attitude
- 4 how does belief influences employee attitude

### **1.4 OBJECTIVES OF THE RESEARCH**

The aim of this study is to determine the impact of organization culture on employee attitude in selected banks in Ilorin metropolis. The objectives include:

- 1 To analyze the impacts of organization culture on employee attitude.

- 2 To examine the effects of organization culture on employee attitude
- 3 To determine the influence of behavior on employee attitude
- 4 To explore the significant of belief on employee attitude

## **1.5 RESEARCH HYPOTHESES**

For the purpose of the research work, the following research hypotheses were formulated:-

### **Hypothesis 1:**

Organization culture do not have significant impact on employee commitment

#### **Hypothesis i:**

H<sub>oi</sub> Organizational value does not have significant effect on employee commitment

#### **Hypothesis ii:**

H<sub>oii</sub> Organizational norms do not have significant impact on employee commitment

#### **Hypothesis iii:**

H<sub>oiii</sub> Organizational behavior do not have significantly contribute to employee commitment

#### **Hypothesis iv:**

H<sub>oiv</sub> Organization belief does not contribute significantly to the employee commitment

The following hypotheses two were tested for clarity purpose

### **Hypothesis 2:**

Organization cultures do not have significant effect on employee job satisfaction

#### **Hypothesis i**

H<sub>oi</sub> Organizational value does not have significant effect on employee job satisfaction

#### **Hypothesis ii**

H<sub>oii</sub> Organizational norms do not significant have impact on employee job satisfaction

#### **Hypothesis iii**

H<sub>oiii</sub> Organizational behavior do not contribute significantly to employee job satisfaction

#### **Hypothesis iv**

H<sub>oiv</sub> Organizational belief does not contribute significantly to the employee job satisfaction

## **1.6 SIGNIFICANCE OF THE STUDY**

The research revealed the impact of organization culture on the attitude of employees of selected banks, thus, the outcome of this study will serve as additional literature for further study. In addition, it serves as material for the management of organization to make better decision regarding the impact of organization culture on the attitude of financial institution



that through an appropriate guideline, standards behavior there can be increased in the attitude of organization in relation to rules put in place by the organization and in addition other elements such as value, behaviors, custom and beliefs have significance impact on the existence of organization.

Finally it is be useful to students to understand the roles that culture plays in transforming our society. For every organization. Management of institutions, the business organizations and the Government to have an insight on the impact on organization culture on the attitude of employee in selected banks.

### **1.7 SCOPE OF THE STUDY**

Every research work is only effective and useful at drawing reliable conclusion if it concentrates on its objectives. The study covers impact organization cultural on the attitude of commercial banks in kwara state. But the specified commercial banks are: Access Bank Nigeria PLC, Guarantee trust bank and first bank of Nigeria all located at folawiyo road, unity, Ilorin. United bank for Africa (UBA) situated at Oja Oba, along central mosque road Ilorin and Union Bank Plc located at Murtala Mohammed way, Ilorin. The purpose of restricting the study to the institutions is to enable the ease of data gathering and complete the study within the time available.

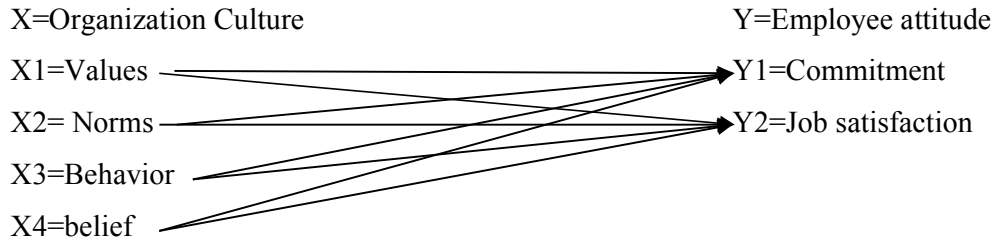
### **1.8 LIMITATIONS OF THE STUDY**

The difficulties of validating data collected from the respondents and other sources. Other limitations include respondents not willing to give out information and also the inaccessibility of getting confidential details of the organization.

### **1.9 OPERATIONALIZATION**

#### **OPERATIONALIZATION OF CONSTRUCTS INTO VARIABLES**

Organization culture:	Employee attitude:
Values	Commitment
Norms	Job Satisfaction
Behavior	Productivity
Belief	Team Work



Where Y depend on X

Operationalizing the above construct into research question, objective and hypothesis. (We restricted to X1Y1, X1Y2, X2Y1, and X2Y2 for this study

## 1.10 OUTLINE OF CHAPTERS

This study comprised of five chapters which are explained as follow:

**Chapter one** consists of the background of study, statement of research problems, objectives of research, research questions, research hypothesis, significance of study, sources of data, limitations of study, scope of study, operationalization as well as the definition of terms that is needed to carry out the research.

**Chapter two** focused on the conceptual framework, theoretical framework, empirical framework and the gap analysis of the researcher.

**Chapter three** discussed about the methodology the researcher intends to adopt in carrying out the research which included the research design, population of study, sampling techniques, research instrument, and validity of research instrument, and ethical issues that may arise in the research.

**Chapter four** discussed the presentation of data, data analyses, empirical results and interpretation of results, test of questionnaire, test of hypothesis, and discussion of result and

**Chapter five** discussed the summary, findings, conclusion and recommendations for institutions, industry regulators, and government and for future studies, references/bibliography and appendices.

## 1.11 DEFINITION OF TERMS

### Organization culture

Organizational culture specifies the way of running affairs in the organization for the employees, it is a shared perception of the organization which is observed in all organizational members and reflects common and permanent characteristics that distinguish the organization from other organizations. Organizational culture is the set of shared values,

beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011).

### **Organization norms**

Organization norms govern how members of organization behave, think, make judgment and perceive the world. The norms are what define a culture or subculture in an organization. Norms can be represented in all kind of signs, whether in documents, oral communication or behavior, in order to preserve, to spread and to follow them. It is the one that make member of organization to behave or think in a certain way.

### **Organization values**

Organization values are the process of following the philosophy of the company that is embedded in organization culture. It is the values which evolve from modes of conduct, communication style and decision making style within an organization. It can also be seen as what people within organization think is good for organization, what need to happen within organization and what might needed within organization in the future

### **Organization belief**

It is an assumption and convictions that are held to be true, by an individual or a group regarding concepts, event, people and things it is something that may not be easy to do but will lead to making the correct decision more often than not.

### **Organization behavior**

Organization behavior is the people in an organization setting and involves the understanding and control of the behavior factors that influence the performance of people as a member of an organization. It is not the behavior of the organization but behavior of people or individuals as a component of organization (group) that make up the organization their interrelationship between them. Also means understanding how the behavior of people, management processes, the organization context and environmental influences combine to drive organizational processes and the execution of tasks.

### **Employee commitment**

Organizational commitment demonstrates confidence, ability and strong desire to engage and maintain them in the organization, so it will be a component of effectiveness in improving employee's working performance. The organizational culture has great effect on the variety of organizations process, employees and its performance. So that when employees are committed and having the same norms and value as per organizations have, could increase the performance to achieving the whole organizational goals.

### **Employee job satisfaction**

Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. Organization has to be more sensitive to the needs of the employees, thus increasing their level of motivation. The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly.

### **Team work**

A team may be viewed as a group of individuals who work interdependently to solve problems or accomplish tasks. The teamwork is very important thing to make the organization more effective in providing quality of service toward the customers, especially for government organization which has the citizen as the customers. In order to adopt specific organizational values to facilitate the service quality and effectiveness of a professional service firm with successfully, the company should provide training, communication, rewards and resources.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, literatures reviewed on organization culture as tool that has significant impact on the attitude of employees. The study carried out to review the impact of organizational cultural on employee attitude in commercial banks. The two constructs researcher reviewed are organization culture and employee attitude. Also their variables are value, norms, behavior and belief for organization culture and while commitment and job satisfactions are for employee attitude. The theories adopted for the study are Schien theory of organizational culture, the theory of organization excellence, the equity theory and theory X and Y. Also the empirical part reviewed numerous research studies done in this field and the gap in literature was identified and discussed.

#### **2.2 CONCEPTUAL FRAMEWORK**

##### **2.2.1 Organizational culture as an approach that influence employee attitude**

There is no unified or standard definition of organizational culture so far, and it is Schein's definition about organizational culture that is representative and of great impact. In *Organizational Culture and Leader*, Schein explained the meaning of organizational culture in detail. He believes, when the culture is regarded as the values, common shared faith and group norm, it just reflects the content of organizational culture, but not the essence of organizational culture. Culture should include deeper basic assumption and faith that is shared by organizational members; they function unconsciously and explain the purpose and environment of organization itself with a basic way of how “it is regarded as naturally “These deep assumptions should be distinguished with values and artificial things which are only the exhibition or the apparent level of culture, but not the essence of culture. On the basis of the argumentation above, Schein explains the meaning of organizational culture as follows: organizational culture is a mode, composed by some basic assumptions. Those assumptions are found and created and formed gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system. The mode can be regarded as effective and workable if it runs well, which guides employee's mind and action correctly.

Organizational culture should be cultivated, set in the function of company's success, but its negative impacts should be avoided (Gavric et al, 2016). Organizational culture is ultimately defined and practiced according to assumptions, attitudes, beliefs and values of the larger society it is imbedded.

We should comprehend the research of scholars domestically and internationally, we can make the following understanding to the meaning of organizational culture: Organizational culture is constructed in the course of production and management, and it is the general name of material wealth and spiritual wealth characterized by organization. Organizational culture is combined with the internal requirements of organization, it is the need of organization's own development, and it does not come from outside environment. Therefore, cultural construction is classified to organization's general development strategy by many organizations, and it reflects organization's spirit and image in production, marketing, human resource management and service. Zhang, (2014).

### **2.2.2 Organization culture as shared values and behavior**

Since the evolution of the concept of organizational culture in the mid-twentieth century, this concept has been defined in many ways; however, what all these definitions have in common is that organizational culture consists of values, beliefs and assumptions which are shared or communicated among members (Schein, 2010; Nazarian, et al 2017)., guide behavior and facilitate shared meaning (Alvesson, 2013; Denison, 1996; Nazarian, et al 2017). Consequently, these organizational culture's elements affect the way employees consciously and unconsciously think, make decisions and the way they perceive, feel and act using shared meanings. Organizational culture specifies the way of running affairs in the organization for the employees, it is a shared perception of the organization which is observed in all organizational members and reflects common and permanent characteristics that distinguish the organization from other organizations (Ghorbanhosseini, 2013).

The culture of an organization is the key that gives organization its shared sense of meaning. This sense of meaning is developed over a period of time in forms of values, beliefs and actions that serve as a guide to employee's behavior (Weeks & Erasmus, 2013). Organizational culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. As organization consists of people, they have become part of its

culture. The way these people interact in the organization, the basic assumptions they hold, will develop the culture of the organization (Schein, 2009; Olulana, 2015). It is what is important and unimportant in the organization. It is often thought of as organization's DNA- i.e. invisible to the naked eye, yet a powerful template that shapes what happens in the workplace. (Osibanjo & Adeniji, 2013).

It prescribes the standards and norms of organizational behaviors in any given organization. It also explains the basic assumptions of different organizations which must be taught to organizational members that will form the basis of their behaviors and attitudes (Schein, 2009; Olulana, 2015) which includes their commitment to their organizations. There are various definitions of organizational culture, with Mohelska & Sokolova (2014), stating that the definition depends on the sector, the organization's historical events, and the employees' personalities and nature of interaction. Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's based on the shared history and traditions of the organization combined with current leadership values (Lydia 2014)

According to Madu (2012) Organizational leaders achieve success by being consistent, in sending clear signals about their priorities, values and beliefs. Once culture is established and accepted, they become a strong leadership tool to communicate the leader's beliefs and values to organizational members, and especially new comers. Organizational culture is the combination of expectations of organization, experiences, philosophy and values. It is also called corporate culture (Nadia & Shazaria, 2015). It is also 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. (Mba, 2014).

Organizations do not exist in a vacuum but in a specific culture or socio-cultural environment that influence the way their employees think, feel and behave. (Mba, 2014) Development of an organization has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment through norms, values and objectives which help in improving culture of an organization (Eddah et al, 2017).

Organizational culture proposed employees the way things should be done. Most of the time people exercise word culture to express the pattern of individual behavior. Before 1980s in

the study of organizational behavior, culture is considered as a most important factor. Businesses show interest in cultural dimensions that was the extreme effect rather than the other fragments of organizational behavior. (Fakhar, et al, 2013). According to Nelson and Quick, 2011; Mba, 2014 organizational culture performs four functions: gives members a sense of identity, increases their commitment, and reinforces organizational values and serves as a control mechanism for shaping behavior. When employees are made aware of the culture of their company they will appreciate both the organization's past and present system of operation. This gives direction about the way to behave in the future and also promote the organization's way of life by enhancing shared feelings.

Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals. (Maina, 2016). According to Sokro, (2014) Organizational culture is the Organization's orientation towards its employees and customers, and includes written and verbal circulated rules that guide the employees' behavior added the aspect of stable beliefs, values and principles developed and shared within the Organization. Arifin (2015) argues that Organizational culture determines Organizational behavior much more than directives from senior management and can affect the implementation of strategies if they differ from the Organization's culture. This emphasizes the power of Organizational culture in the Organization's operations.

Corporate culture also makes it simple for them to understand what will be expected of them and to join with colleagues who are well versed with the culture and believe in the organization. People are constantly surrounded by culture. It forms the strong background of working area, coloring everything in an organization.(Gunaraja, 2014)

Madu, (2012) includes goals and philosophies, visible structures and processes, and the assumptions that underlie the thoughts processes, feelings, beliefs, and perceptions of individuals within. Organizations From this definition, Organizational culture does not only involve employees, but even customers. In an Organizational, the employees' behavior is not only guided by rules but over time values and beliefs develop and are internalized by the employees as a code of conduct, hence it can take some time before these values and beliefs are enshrined in the Organizational "The only thing of real importance that leaders do is to create and manage culture." "If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening."



An organizational culture is not a diversity of race, ethnicity, and background of the individual, but as a way of life in an organization, such as climate or atmosphere of emotional and psychological factors that include employee morale, attitude, level of productivity, the symbol (action, routine, conversation, and others) and the meanings attached to the symbols that include verbal and nonverbal communication in the organization (Endang, Umar, Djamhur, & Umar 2014) Employees and managers are not working in a culture-free environment which means the elements of culture; value, norms, belief, custom, artifact etc. The aforementioned serve as a thread that hold organization together thus they are governed, control, directed, guide and tampered by the culture of organization.

### **2.2.3 Organizational culture as a competitive advantage**

Corporate culture helps employee with the history as well as current method of operation that guide employee on expected and accepted future of organization behavior and norms. And also set aside a mechanism to control behavior of employee by influencing how they see the world around them. It is a must for organization to have culture because manager and employees do not work in a value-free environment thus culture has great influence on their performance and work attitude. (Mba, 2014. As Barney 1991; Catherine, 2015) notes, the people working in organizations can be a source for competitive advantage unlike any other resource, in the way that they can be rare and hard to imitate by competitors.

According to Asiedu, (2015), Organizational culture is one which is embedded deeply into the ways a business does things and the ability to come out with new ideas of doing things and getting things done in the company. A company however, can fail to gain employee job loyalty and satisfaction when there is weak organizational culture.

Organizational culture is the mindset of people that distinguishes them from each other, within the organization or outside the organization. This includes values, beliefs, and behaviors of the employee's different from the other organization (Hofstede, 1991; Fakhar et al, 2013). The culture of an organization can be defined as the embodiment of its collective systems, beliefs, norms, ideologies, myths and rituals. They can motivate people and can become valuable source of efficiency and effectiveness (Sudarsanam, 2010; Kofi & Owusu, 2013) Organization culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational

performance (Kotter, 2012). Culture sets the boundaries by providing employees with a set of normative rules to regulate certain aspects of their behavior which gives rise to attitudes, motivations and a sense of shared identity that contributes to organizations' effectiveness (Rollinson, 2005; Getrude & Titus, 2017)

While to the perspective of employees' culture is the one that glues people to organization or what drive them away. (Owoyemi & Ekwoaba 2014) It is to be noted that corporate culture of any organization is largely hinges on management style, belief system objectives, and environment. Contiu, Gabor and Oltean (2012) contend that employees are conscious of Organizational culture, and they learn it in their life at workplace, and then align their professional goals with the Organization's goals. These values, rules, beliefs and principles also govern the management practices and systems used by an Organization.

According to Kotter (2012) organizational culture has a direct impact on a variety of organizational variables. Research also shows that if employees are guided by the same norms and values in their organization, their performance would improve (Hofstede, 2007).The power and importance of Organizational culture cannot be overemphasized. Culture represents the personality of an organization, having a major influence on both employee satisfaction and organizational success (Chilla, et al, 2014) The competitive advantage of an organization is attained through strong association and establishment of culture (Awad & Saad, 2013). Also organization can get the competitive advantage if the management creates and maintains a culture with high level of involvement of employees. (Fakhar et al, 2013).

Organizational culture is introduced to all employees once they are recruited, this helps them to be acquainted with the organization and the happenings in the system (Fakhar et al, 2012) Peters & Waterman (2014) state that a good organization is characterized by a preconceived notion leaning toward its accomplishment, being focused on the customer, self-sufficiency and skills of doing business. Robbins, (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other. Organizational culture has a pervasive effect on an organization because it defines who its relevant employees, customers, suppliers, and competitors are, and how to interact with these key actors. Organization culture is very significant today compared to the past where most organizations failed to consider it as important. Organizational culture like

"the operating system" leads an organization and its activities, shaping the way employees think, work and how they feel (Vukotić et al., 2014). Organizational Culture is based on cognitive systems which help to explain how employees think about and make decision (Asiedu, 2015)

#### **2.2.4 Attributes of organizational culture**

According to Fakhar et al, (2012), the attributes of organization culture can be seen as follows:

- i. Norms
- ii Rules
- iii Behavioral Regularity
- iv Coordination and Integration

**Norms:** it governed how members of organization behave, think, relate and understand the world around them. It refers to an informal rules and shared expectations that shape individual attitudes and behavior (Arias, Marcus & Harper 2015). Norms can be represented in all kinds of signs, whether in documents, oral communication or behavior, in order to preserve, to spread and to follow them. Norms are rules or expectations of behavior within a specific or social group, often unspoken, these norms offer social standard of appropriate and inappropriate behavior governing what is (or not) acceptable and coordinating our interactions with others.(WHO, 2014).

**Rules:** Clearly rules are defined for employee's behavior associated to the productivity, intergroup cooperation and customer relationship. (Fakhar et al, 2012) The rules in the organization constitute the strict guideline necessary for the organization to function while it is expected of employees in the organization to adhere strictly to them because in doing so, a good attitude will be cultivated from the part of employees. Organizational cultures rely more on rules and regulations than on a shared understanding of values and beliefs (Yeh & Chien, 2012).

An Organization's culture establishes the regulations within which members of the Organizational act and communicate, and know what is required of them in various situations (Taurisa & Ratnawati 2012) and as such strict procedures and control mechanisms are rarely necessary, because it functions as an internal control measure that coordinates employees

'effort (Kalaw, 2014). Organizational culture does not only involve employees, but even customers. In an Organizational, the employees' behavior is not only guided by rules but over time values and beliefs developed are internalized by the employees as a code of conduct, hence it can take some time before these values and beliefs are enshrined in the Organizational.

**Behavioral Regularities:** Observed behavioral regularities, illustrates common language and formal procedures (Fakhar et al, 2012) These are much related to the rules that guide every action of employees in relation to management, stakeholders and the general public. However there is existence of similar characteristics by employee in their place of work in terms of roles assigned to them.

**Coordination and Integration:** This is the responsibility of management to integrate the resources in the organization like managing the affairs of employee, the clients in line with the stated rules and regulations so it is between the organizational units for the purpose of improvement in efficiency to works, quality and speed of designing, manufacturing the products and services. Barney, (2012). The culture's intensity or strength, and its adaptiveness are the components that enable organizations to meet the twin demands of internal consistency and external flexibility. Organizations that fall between internal influence focus, emphasizes on integration information management, communication, while as those that falls within the external influence focus emphasizes on growth, resource acquisition and interaction between the external environments. (Owoyemi & Ekwoaba, 2014). Failure is not something that organizations seek voluntarily; instead, it usually turns out that the cause of failure is the lack of understanding of the importance of significant external factors or unrealized profit from organizational resources and capacity (Coulter, 2010; Gavric et al, 2016).

### **2.2.5 Characteristics of organizations culture**

According to Ahmed & Shafik, 2014.

**Artifact:** it's a social and physical environment e.g rules, philosophy, equipment, systems and procedures

**Language:** the ways for organization to understand the world e.g myths, jokes, tradition and stories

**Behavior pattern:** the continuous behavior of organization e.g ritual, rites and celebrations.

**History:** Culture is considered as a result of the historical process.

**Values, belief and attitudes:** Values are closely attached with moral standards and ethical standards; they examine what people think should be done. Beliefs on the other sides are what is true and what is not, attitude relate to belief, and value to emotion and feeling

**Symbols and Symbolic action:** these may be defines as words, objects, conditions, acts or features of the organization that are important to organizational members. It includes corporate logos, policies and products.

### **2.2.6 Types or kinds of organizational culture**

Bulach, Lunenburg, and Potter (2012) stated that organizational culture can foster commitment to the organization's philosophy and values. Whereas organization culture can be categorized into: counter culture, subculture, strong culture and weak culture.

**Counter culture** is a value, belief, norm and attitude form by some set of people to pose danger to the goal of broader organization culture. (Fakhar et al, 2012) While strong culture employee are like minded and hold similar belief and ethical value. (Mba, 2014).

**Strong culture** according to Madu (2012), strong Organizational culture refers to the set of values and beliefs that are strongly adhered to and shared widely within the Organizational, but such culture requires the Organizational to do more culture specific investments, and such a culture is unlikely to change. ) Organizations with a deeply entrenched culture had greater revenue increases, larger workforce expansions, larger increases in share prices, and larger improvements in net income than their counterparts with weaker cultures (Tavitiyaman & Zhang, 2012).

**Weak culture** indicates that employees are unlike minded and hold dissimilar belief and ethical value. (Mba, 2014) According to Ashipaoloye (2014), a weak Organizational culture refers to values and beliefs not strongly and widely shared within the Organization. This implies that individual members of the Organizational rely more on personal principles, norms and values. Riley, (2014) argues that weak organizational culture sometimes occurs if there is little alignment between the espoused values and the way things are done within the organization. He continues that this can lead to inconsistent behavior and dissatisfaction of employee job satisfaction within the organization which in turn results to inconsistent customer experiences.

**Subculture** is the segment of culture which show different norms, values, beliefs and behavior of people due to difference in geographical areas or departmental goal and job requirements within organization (Schien 1995; Fakhar, et al 2012) Perception of employees about subculture was connected to employee's commitment towards the organization (Lok, Westwood & Crawford, 2005; Fakhar, et al 2012). Some groups may have a similar enough culture within to allow for social interaction outside the workplace. Within an organization culture is also likely to differ over departments, subunits and hierarchies. (Nora, 2016).

In essence, the fundamental strength of the organization's culture is determined by how weak or strong it is. A strong organizational culture could be one where the majority of the participants hold the same basic beliefs and values as applies to the organization. The people in this group may follow the perceived rules and ethical procedures that are basic to the organization, even if those values are not publicly stated by the organization. This can be extremely valuable for building a team where all the participants have the same goals. Working together to improve efficiency or, possibly, communication with management could be some of the goals. This could also be detrimental to the company if the rules and regulations become more important to the participants than the actual goals of the company. New people joining the company are consciously or unconsciously indoctrinated in to the existing culture, making innovation hard to come by. (Kokila & Ramalingam, 2015.)

However, Asiedu, (2015) the supportive culture traits of motivation, communication, growth opportunities and supervisory support make employee feel empowered to think and behave as a leader within their domain. The combination of physiological, psychological and environmental circumstances that cause an employee to voice out and say "I am satisfied with my job". So strong or support culture brings about increase in employee and organization attitude. Contrary to the above assessment, Perrow (2014) observe that supportive culture could sometimes result to employee unconstrained demanding from the company which can negatively be used as a barrier to adaptation and change by employees

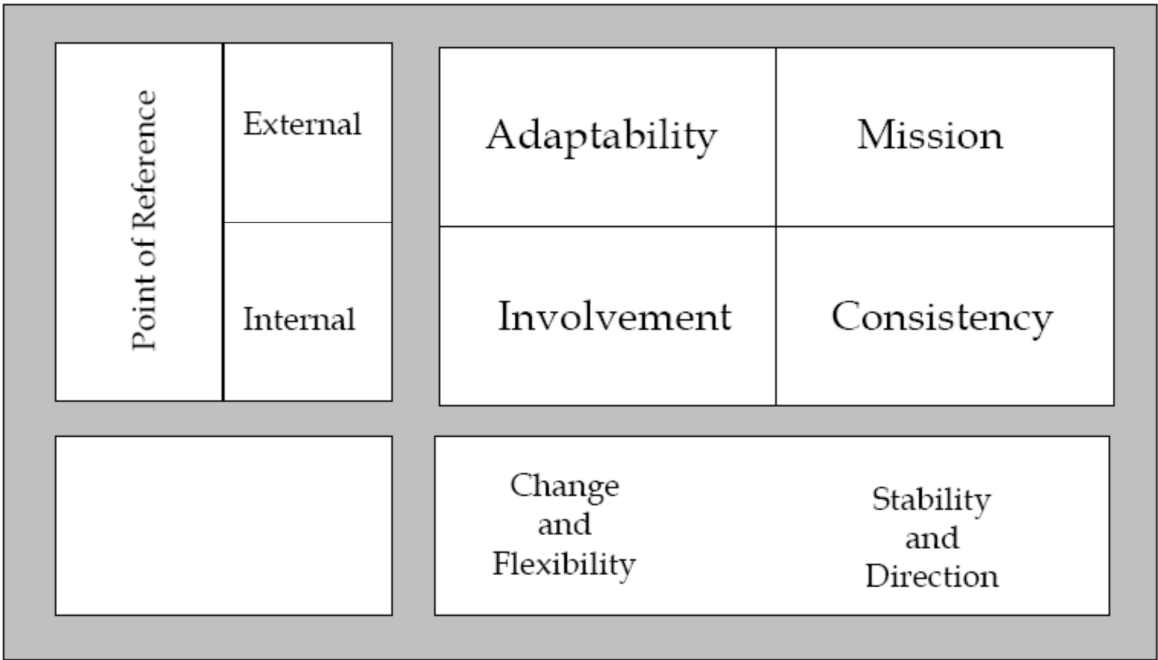
### **2.2.7 Model of organization culture**

The Denison's Model of Culture and Effectiveness (Denison, 1990) presents the interrelations of an organization's culture, its management practices, its performance and its

effectiveness. It highlights the importance of linking management practices with underlying assumptions and beliefs when studying organizational culture and effectiveness. (figure 1

**The Denison’s Model of Culture** The values and beliefs of an organization give rise to a set of management practices, which are concrete activities usually rooted in the values of the organization. These activities stem from and reinforce the dominant values and beliefs of the organization. The model posits that there are four key cultural traits: involvement, consistency, adaptability and mission.

**Figure 2.1: Denison’s Model of Culture and Effectiveness**



Source: Kofi and Owusu, 2013

**Involvement Trait:** Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfil organizational objectives. This trait consists of building human capability, ownership and responsibility. Organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). 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 (Spreitzer, 1995).

When capability development is higher than empowerment, this can be an indication that the organization does not entrust capable employees with important decision making that impact their work. Capable employees may feel frustrated that their skills are not being fully utilized and may leave the organization for better opportunities elsewhere if this is not dealt with. On the other hand, when empowerment is higher than capability development, this is often an indication that people in the organization are making decisions that they are not capable of making. This can have disastrous consequences and often happens when managers confuse empowerment with abdication. When team development is higher than empowerment or capability development, it provides an indication that there cannot be much substance to the team. The team is likely to go about their daily activities without a real sense of purpose or without making a contribution to optimal organizational functioning.

**Consistency Trait:** Consistency is the organization's core values and the internal systems that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Organizations also tend to be effective because they have “strong” cultures that are highly consistent, well-coordinated, and well integrated (Saffold, 1988). The fundamental concept is that implicit control systems, based upon internalized values, are a more effective means of achieving coordination than external control systems which rely on explicit rules and regulations (Pascale, 1985; Weick, 1987).

Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). 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). When agreement is lower than core values and coordination, this tends to indicate that the organization may have good intentions, but may become unglued when conflict or differing opinions arise. During discussions, different people might be seen talking at once or ignoring the input of others, and withdrawal behaviors might be observed. The result is that nothing tends to get resolved and the same issues tend to arise time and time again.

**Adaptability Trait:** Adaptability is the ability of the company to scan the external environment and respond to the ever-changing needs of its customers and other stakeholders. Organizations hold a system of norms and beliefs that support the organization's capacity to



receive, interpret and translate signals from its environment into internal behavior changes that increase its chances for survival and growth (Denison, 1990). Ironically, organizations that are well integrated are often the most difficult ones to change (Kanter, 1983). Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler 1998, Senge 1990, Stalk 1988).

When customer focus is higher than creating change and organizational learning, this signifies that the organization may be good at meeting customer demands currently, but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future. However, when organizational learning and creating change are higher than customer focus, there is an indication that the organization is good at recognizing best practices and creating new standards in the industry, but has difficulty in applying their learning to their own customers.

**Mission Trait:** Mission is the degree to which the organization and its members know where they are going, how they intend to get there, and how each individual can contribute to the organization's success. Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives. They express the vision of how the organizations will look in the future (Mintzberg, 1987; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture. When strategic direction, intent and vision are higher than goals and objectives, this indicates that the organization may have a difficult time executing or operationalizing its mission.

There may be brilliant visionaries who have a difficult time translating dreams into reality. When goals and objectives are higher than strategic direction, intent and vision, this often indicates that the organization is good at execution but lacks a real sense of direction, purpose or long-range planning. The focus is usually a short term, bottom-line focus with little forward planning. Thus, the four traits of Denison's Model of Culture and Effectiveness have been expanded by Denison & Neale (1996), Denison & Young (1999) as well as Fey & Denison (2003) to include three sub-dimensions for each trait for a total of 12 dimensions. The following are the four main cultural traits with their sub dimensions:

***Involvement trait*** (Attributes: capability development, team orientation, and empowerment);

**Consistency trait** (Attributes: core values, agreement, and coordination and integration);

**Adaptability trait** (Attributes: creating change, customer focus, and organizational learning);

**Mission trait** (Attributes: vision, strategic direction and intent, and goals and objectives).

Two of the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong predictors of growth. The other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability. Each of the four traits was also significant predictors of other effectiveness criteria such as quality, employee satisfaction, and overall performance. Mission and consistency are linked to financial performance, while involvement and adaptability can be linked to customer satisfaction and innovation. The four traits were strong predictors of subjectively-rated effectiveness criteria of the total sample of firms, but were strong predictors of objective criteria such as return-on-assets and sales growth only for larger firms.

### **2.2.9 The overview of Human resource management**

Organizations perform various activities to accomplish their organizational objectives. It is these repeatable activities that utilize processes for the organization to be successful that must be quantified in order to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance. Basically, performance is results that reached by workers according to specified standard or criterion in accordance with certain job. In practice, performance is influenced by many factors; one of them is organizational culture. Darmawan (2013) states that, organizational culture associated with the success of the organization. While Uha (2013) states that, organizational culture is values that hold true of human resources in carrying out the obligations and behavior in the organization. However, if organization provides a positive human resource system that is based on supportive value, that creates a positive impact on employee's attitude and behavior which facilitate organization performance. (Ferris et al., 1998; Mohammed, 2013)

An organization's human resource is a strategic component for attaining competitive advantage. Organizations, should come up with better retention strategies, such as staff training, promotional opportunities, work-life balance, health and safety practices, better reward incentives, leadership programs, better orientation programs, to attract, motivate and retain their staff thus boosting employee satisfaction and overall organizational performance (Armstrong, 2009; Ekra & Omondi, 2016) the attitude whereas is when employees

understand the guiding principle (being culture minded) it aids coordination of work to them and there will be efficiency in resource utilization. The same culture helps employee to achieve their personal objective. The mechanism that needed to achieve personal and organization objectives are involvement, commitment, consistency, adaptability and clear mission. There were different types of organizational culture. These cultures had different effect on the overall organizational attitude, human management, employee retention and ultimate market advantage. In this regard enterprise needed to consciously aware of their organizational culture to avoid the risk and uncertainty of the human management and maintain the long-term competitive advantage (Shahid, 2012). Differences in culture have considerable impact on both the personal and corporate spheres of society. Organizational culture affects organizations in various contexts and it has been recognized as one of the most influential factors when considering organizational attitude.

#### **2.2.10 The overview of employee Commitment and job satisfaction**

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 & Ikyanyon, 2012). The organizational culture has great effect on the variety of organizations process, employees and its attitude. So that when employees are committed and having the same norms and value as per organizations have, could increase the performance to achieving the whole organizational goals as argued by Shahzad, et al (2012).

According to Adriani et al, (2015) Organizational commitment demonstrates confidence, ability and strong desire to engage and maintain them in the organization, so it will be a component of effectiveness in improving employee's working performance. It is widely understood that the performance of an organization is dependent on the degree to which the values are widely shared. Similarly, it is widely argued that shared and strongly held values enable management to predict employees reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Kotter & Heskett, 1992; and Ogbonna, 1993; Mba, 2014). A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and commitment towards its mission. Organizational value system may have a profound effect on the preference and attitudes of

workers and organizational culture may therefore elicit the kind of relationships among employees that could promote their commitment and performance (Well, et al, 2009; Olulana, 2015).

According to Astri (2012) the managers always seek ways to enhance their employee's commitment. They are more concern to find strategic way that has a big influence toward commitment. The stronger the culture of organization, the more confidence is built into employee's commitment, these serve as a tool of controlling and motivating employees, hence enhances their attitude. (Fakhar, 2012). The commitment of the employees is an on-going concern for the organization well-being and success. This has necessitated the focus of employers on the development of their human capital with the need to deliver more with less and to differentiate themselves from other competitors (Cohen, 2003; Olulana, 2015).

Therefore, if employees commitment is their degree of identification with the missions and goals of the organization and the willingness to remain in it, it follows therefore that the employers should embark on activities that will enable them retain the skilled, talented and committed workforce. (Matthew & Ogbonna, 2009; Olulana, 2015). Motivation is the key component of organizational culture. Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. These views are further backed by Sempane et al. (2002) by explaining that people are the key factors for competitiveness and organizations can demonstrate highly complex social structure because of their cultural strength. There is a clear mutual interdependence between organization and its employees, where both the parties have an impact on each other's potential in achieving success. Such a relation gives birth to the relation of employee motivation and job satisfaction (Schneider and Synder, 1975). There are evidences from researches that motivation and job satisfaction cannot be treated in isolation. Organizational culture should be prompted to ensure employee motivation in order to achieve organizational goals (Sempane et al. (2002). Motivated staffs take pride whilst doing their job and thus feel responsible for the organizational success. But it has been an issue for some managers regarding how to motivate their employees, (Management News, (1990). According to Hofstede (2001), recognition of the work done by the employees will make them work harder in future.

Motivation can be seen to be linked to culture by looking at the five sources of motivation proposed by Kanter (1989). He details that employees are motivated through mission (inspiring employees to believe in the importance of their work), agenda control (enabling employees to control their careers), a share of value creation (rewarding employees for successful efforts), learning (providing learning opportunities) and reputation (giving employee's opportunity to get a name for themselves). These five sources of motivation link in with the work of Denison (1990) and Truskie (1999) as all three sources focus upon the same general areas. Consequently it can be seen that there is a link between motivation and culture, as strongly integrated cultures will often result in motivated workforce.

Consequently, the general focus in the commitment literature on the analysis of commitment has been on the four general antecedents such as personal characteristics, job characteristics, Work experience and Role related characteristics (Matthew & Hawel, 1998; Olulana, 2015). Organization culture must be adaptable to all employees, give them sense of ownership and job satisfaction, which in turn makes them perform well, be committed and removes conflict excellent performance, commitment and non-existence of conflict are the back bones of any organization that guarantees organization profitability. (Owoyemi & Ekwoaba, 2014). Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public (Jitendra & Mini, 2013) Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. (Sokro, 2014).

According to Hani et al (2016) the organization has to be more sensitive to the needs of the employees, thus increasing their level of motivation. The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. According to Arifin (2015) there are 6 factors affecting job satisfaction, i.e. the work itself, wage/salary, promotion, supervision, work group, and connection/work environment.

### **2.3.0 THEORETICAL FRAMEWORK**

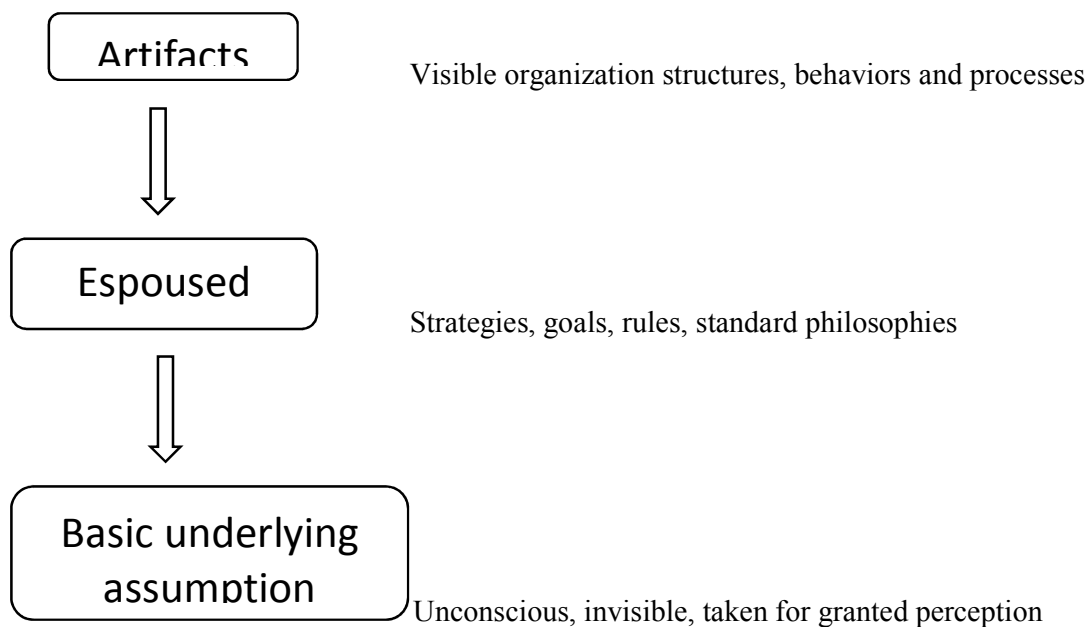
The section reviewed Schein theory of organizational culture, theory of organization excellence, equity theory and theory X and Y.

### 2.3.2 Schein's Theory of Organizational Culture

The theory consists of three domains: basic underlying assumptions, espoused values, and artifacts. 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 (James & Jones, 2005). Espoused beliefs and values include strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders.

According to James & Jones (2005) basic underlying assumptions are the base level of organizational 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. This theory has been chosen to guide this study because it postulates that the basic underlying assumptions, espoused values and artifacts should be reflected in an organizational culture so as to promote organizational attitude.

### 2.2 Schein's Theory of Organizational Culture



Source: Schein (2004)

### **2.3.3 The Theory of Organizational Excellence**

This study will also be guided by the theory of organizational excellence by Peters & Waterman (2014). The theory maintains that the culture that an organization adopts is directly linked to its success. Therefore, successful companies are characterized by cultural practices which put emphasis on action, closeness to customers, entrepreneurship, productivity, value based effort, simplicity, lean staff and economic utilization of resources. This implies that organizations are likely to stay in businesses if their cultural values provide individuals associated with the organization room to perform.

Organizational excellence in commercial banks in Nigeria can be traced to its corporate cultural attributes which include continuously developing innovative ways of meeting customers' needs, facilitating novelty and risk employee's risk taking undertakings via incentives for both the customers and employees and showing a conviction in the employees' ability to be involved in the process of making decisions, avoiding rigidity in the command process and trusting the subordinates. This also involves listening to and adopting employees and customers' suggestions, paying attention to their cultural variables and promoting and clarifying the core values of the organization to the workers (Anis, 2011). This theory has been selected to guide this study because many commercial banks in Nigeria have embraced some of these characteristics which are lead to improved financial performance.

### **2.3.4 Equity theory**

In addition, strong cultural values in an organization that emphasizes high achievement levels for employees can provide individuals throughout the organization room to perform. Discrimination exists when individuals perceive that the ratio of their efforts to rewards they get is inversely proportional than it is for their peers. When this occurs, workers may try to diminish inequity in many ways. These include putting minimal efforts, request to be promoted, change the behavior of the worker among other available options (Robbins, 2012). One of the challenges confronting equity theory concerns how organizations handle inconsistencies in equity that come out when these comparisons are present. For instance, when there is a high disparity in remuneration, those employees who are considered key performers recognize high equity when making self-comparisons as compared to average and low performers who recognize low equity when making social comparisons.

However, in some circumstances, the outlays of perceived unfairness among the latter group can outweigh the benefits of perceived equity among the former group (Bloom, 2000). This theory was considered appropriate in guiding this study because it would help to ascertain the conditions under which Nigeria commercial bank can create equitable culture for different categories of employees.

## 2.4 EMPIRICAL REVIEW

S/N	AUTHORS (YEAR)	ARTICLES (TITLE)	SCOPE		VARIABLE MEASUREMENT	METHOD ESTIMATION	GAP
			SAMPLE SIZE	TIME HORIZON			
1	Rosli I, Ali R and Bakare K. (2017)	Organizational culture and development: testing the structural path of factors affecting employees work attitude in an organization	Manufacturing industry. The sample size is 260 (2015) Malaysia.		(X) attitude, behavior, knowledge, value (Y) Effectiveness, innovation, employee satisfaction, recognition	multivariate analysis,	Higher institution. The sample size should be medium. The research is current. (X) Norms, idea, tradition and knowledge. (Y) Employment commitment, creativity, productivity and mission. T.test Recognition of employees contribution to the achievement of goals
2	Agwu M.O (2013)	Organizational Culture and Employees Commitment in Bayelsa State Civil Service	Civil service. The sample size is 200 (2013). Bayelsa state. Nigeria.		(x) Values, beliefs, behavior and feeling. (Y) team work, learning, reward and development	T-test	Private organization and telecommunication firm. The sample size should be medium. The research work is current. Sokoto state. Nigeria. (X) Norms, tradition, idea and attitude. (Y) Promotion, adaptability, creativity and effectiveness. Inferential analysis. Involve civil servants should take part in decisions making on issues that concern them to ensure a sense of ownership on part of employees, Improve on the current productivity programs for civil servants to enhance efficiency and effectiveness.
3	Olanipekun A.O, Aje I.O. and Abiola-Falemu J.O. (2013)	Effects of Organisational Culture on the Attitude of Quantity Surveying Firms in Nigeria	Surveying firm. The sample size is 126. (2013). Lagos state. Nigeria.		(X) Assumption, attitude, behavior and belief. (Y) Profitability, value creation, customer satisfaction and competitiveness	<i>mean score</i>	Construction firms. The sample size should be medium. The research is current. Kano state Nigeria. (X) Habit, process, custom and norms. (Y) Job satisfaction, employee commitment, supervision and recognition. T-test. Adequate motivation of employee to bring about job satisfaction.



						Association of strong culture so that employee will be committed to the rule and regulation of the organization.
4	Olawuyi O.S (2017)	organizational culture as factor affecting employee attitude and increased productivity in tourism organizations (agodi gardens and university of ibadan's zoological garden)	Education sector (tourism) the sample size is 20. (2017).	(X) Values, belief, behavior and norms. (Y) motivation, appraisals, job satisfaction, productivity	<i>Descriptive survey analysis</i>	Banking industry. The sample size should be medium. The research is current. (X) Custom, attitude, process and idea. (Y) Reward, employee commitment, supervision, productivity and customer loyalty. Test re-tests. Organization should set up appropriate body for thorough supervision to enhance employee satisfaction; reward of workers that added extra effort in carry out the function of organization such will bring about commitment.
5	Wambugu L.W. (2014)	Effects of Organizational Culture on Employee Attitude (Case Study of Wartsila - Kipevu Li Power Plant)	Manufacturing industry. The sample size is 63 (2014). Kenya.	(X) values, organization climate, leadership styles and work processes (Y) Mission, innovation, employee commitment and productivity	Descriptive statistics	Telecommunication firm, the sample size should be medium, the research work is current. Kwara state Nigeria. (X) Communication, norms, custom and tradition (Y) market share, sales, employee satisfaction and customer satisfaction. Test re- test. They should devise strategy to improve ways of communicating, they should ensure that plan is flexible to adapt to external environment, involvement of employees in the decision making process.
6	Biswas W. (2015)	Impact of organizational culture on job satisfaction and corporate attitude	Education sector, the sample size is 80. (2015). Haldia. India.	(X) Behavior, law, norms and values. (Y) innovation, employee satisfaction, efficiency and motivation	Test re-test	Telecommunication sector and private organization, the sample size should be medium. The research work is current. Lagos state Nigeria. (X) values, belief, behavior and attitude (Y) Expansion, effectiveness, employee commitment and adaptability. T-test Level of motivation should be improved, empowerment of employees in the decision making process.
7	Kokila P. and	An Empirical study	Construction industry. the sample size	(X) belief, value, history and	Pearson correlation.	Multinational firm. The

	Ramalingam S. (2015).	on organization culture and its impact on employee motivation with reference to industrial estates in Chennai	are 229 (2015). Chennai. India.	behavior (Y) motivation, employee commitment, loyalty and employee satisfaction		research work is current. Ghana . (X) Belief, attitude, philosophy, moral. (Y) growth, sustainability, commitment and efficiency. Descriptive analysis. Consistency in term promotion for workers to help in achievement of goals.
8	Nazarian A, Atkinson P, Foroudi P. (2017)	Influence of national culture and balanced organisational culture on the hotel industry's attitude	Hotel Industry, the sample is 96. (2016) London. United kingdom.	(X) Values, belief, behavior and assumption (Y) Effectiveness, customer perspective, growth, employee learning.	Structural model	Telecommunication industry. The sample size should be medium. The research work is current. Kwara state Nigeria. (X) Tradition, moral, attitude and law (Y) Innovation, growth, adaptability and mission. Descriptive and inferential analysis. Their strategy should be flexible so as to help them adapt to external environment, employee should be motivated so as to enhance creativity.
9	Adnan H (2015).	Effect of organizational culture, organizational commitment to attitude: study in hospital of district south konawe of southeast sulawesi	Health sector, the sample size is 115. (2015). South konawe. Indonesia.	(X) values, behavior, attitude and belief (Y) employee commitment, efficiency, cooperation and quality	Structural equation method	Hotel industry. The sample size should be large. The research work is current. Ibadan Oyo state. The sample size should be medium. (X) custom, tradition, moral and processes. (Y) Employees satisfaction, growth, value creation and mission. T-test. attractiveworking condition to bring about employees satisfaction, adaptation to external environment, rendering of service in line with needs of their customers and design a missions and means of achieving them.
10	Nguyen L and Watanabe T. (2017)	The Impact of Project Organizational Culture on the Attitude of Construction Projects	Construction industry. The sample size is 199 (2017). Vietmen. Japan	(X) behavior, attitude, knowledge and belief. (Y) innovation, productivity, customer satisfaction and quality	Descriptive analysis.	Manufacturing industry. The sample size should be medium. The research work is current. Lagos state Nigeria. (X) law, moral, tradition and norms. (Y) Employee commitment, creativity, customer loyalty and growth. Test re-test. Adequate reward for committed employee, making use of sophisticated equipments for better output,

						regularly supervisory of employee, provision of value added product to satisfy customers.
11	Musriha H and Dra E (2013)	The Impact of Individual Characteristics and Organization Culture on Attitude and Career Development of Employees Case studies Five Star Hotel in Surabaya Indonesia	Hotel firm, the sample size is 200 (2013) Surabaya. Indonesia.	(X) Philosophies, ideologies, expectations and perception (Y) effectiveness, motivation, cooperation and quality of work	T-test	Hospital . The sample size should be low. The research work is current. (X) Value, behavior, attitude and processes. (Y) Employees commitment, effectiveness, profitability and growth. Descriptive analysis. Establishment of strong culture that will foster employee commitment, acquiring newly emerged technology for the smooth running of the business, customer satisfaction should be their priority and having a clear mission and should be ready to adapt to external environment.
12	Thokozani S.B (2017)	Strong vs. weak organization culture: assessing the impact on employees motivation	Education sector. The sample size is 109 (2017). Swaziland	(X) Behavior, philosophy, visible structure and process. (Y) creativity, monetary Compensation, productivity and environment	Test re-test	Industry. The size should be medium. The research work is current. (X) lagos state Nigeria. Moral, value, belief and attitude. (Y) Promotion, reward, incentive scheme and communication. T-test. Motivational factor like promotion, setting of goals and having a clear mission make employee to perform better.
13	Gavric G., Sormaz G., and Illic D. (2016)	The impact of organizational culture on the ultimate performance of a company	Construction industry. The sample is 200. (2016). Serbia	(X) behavior, Thought, knowledge and value (Y) Flexibility, adaptability, and teamwork and productivity	Chi-square	Banking sector, the sample size should be large. The research work is current. Lagos state Nigeria. (X) Norms, belief, process and knowledge. (Y) Consistency, mission, effectiveness and adaptability. It is important for organization not just to establish culture but strong culture so that their can have similar value and belief to achieve competitive advantage, effectiveness and growth
14	Maina J. (2016)	Influence of organizational culture on performance of commercial banks	Banking industry. The sample size is 120. (2016). Kenya.	(X) Assumption, belief, values and feeling. (Y) Mission, productivity, quality and effectiveness	Descriptive and Inferential Statistics	Telecommunication firm. The sample size should be large. The research work is current. Nigeria. (X) Attitude, knowledge, process

		in Kenya.				and behavior. (Y) Employee commitment, productivity, mission and effectiveness. T-test. Training of employee to understand modern ways of doing the work
15	Jenatabadi H.S. (2014)	Situation of Innovation in the Linkage between Culture and Performance: A Mediation Analysis of Asian Food Production Industry	Food production industry. The sample size is 168. (2014). Malaysia.	(X) Behavior, norms, values and belief. (Y) Innovation, growth, effectiveness and productivity	Structural equation model	Manufacturing firm. The sample size should be large. The research work is current. Nigeria (X) Attitude, knowledge, custom and processes. (Y) Employee commitment, satisfaction, motivation and quality. Descriptive analysis. They should be flexible to adapt to external environment, they should have clear mission and the means of executing them.
16	Awadh A.M and Saad A.M (2013)	Impact of Organizational Culture on Employee Attitude	Education. The sample is 105. (2013). Malaysia.	(X) Norms, attitude, values and belief. (Y) Productivity, employee commitment, quality and efficiency	Pearson correlation.	Construction firm. The sample size should be medium. The research work is current. Nigeria. (X) belief, philosophies, moral and processes (Y) Mission, effectiveness, creativity and reward. T-test. Proper training of employees to improve their effectiveness, they should aim to improve their strategy in order to adapt to external environment.
17	Fakhar S, Zahid. I and Muhammad. G (2013)	Impact of Organizational Culture on Employees Job Performance: An Empirical Study of Software Houses in Pakistan	Information and communication technology industry. The sample size is 101. (2013) Pakistan.	(X) values, behavior, belief and norms (Y) Employee participation, innovation and risk taking, reward system and communication	<i>Descriptive statics</i>	Manufacturing firm. the sample size should medium. The research work is current. Ilorin. kwara (X) Moral, knowledge, behavior and guideline. (Y) employee commitment, customer loyalty, satisfaction and team work. T test. Effective means of communication to enhance employee satisfaction, adequate training of employees should be well planned for.
18	Arifin M.H (2014)	The Influence of Competence, Motivation, and Organizational Culture to High School Teacher Job Satisfaction and	Educational sector. The sample size is 257. (2014). Indonesia	(X) Knowledge, morality, laws, and attitude. (Y) wage/salary, promotion, supervision and work environment	<i>Structural equation method</i>	Civil service. The research work is current. Lagos state Nigeria. (X) Belief, law, tradition and process. (Y) Creativity, mission, employee commitment and job security. Descriptive analysis. Given employees

		Performance				chance to create which bring about new ideas eventually growth of such organization.
19	Uddin M.J, Luva R.H and Hossian S.M. (2013)	Impact of Organizational Culture on Employee Attitude and Productivity: A Case Study of Telecommunication Sector in Bangladesh	Telecommunication firm. The sample size is 34. (2013). Bangladesh. India	(X) Beliefs, proposals, ideas and values. (Y) Productivity, innovation, employee commitment and effectiveness	<i>t-test</i>	Banking industry. The sample size should be medium. The research work is current. Osun state. (X) Attitude, behavior, processes and norms. (Y) Motivation, mission, reward and efficiency. Correlation. Strategy should be very flexible so as to adapt to external environment easily, given employees the chance act or carry out actions independently
20	Sokro E. (2012)	Analysis of the relationship that exists between organizational culture, motivation and attitude	Automobile industry. The sample is 50. (2012). Ghana	(X) <i>Organizational values, individual beliefs, working environment, and employee relationships.</i> (Y) Customer satisfaction, sales growth, market share, competitive advantage	<i>Pearson correlation.</i>	The construction. The sample size should be medium. The research work is current. Lagos state Nigeria. (X) behavior, custom, attitude and moral. (Y) employee commitment, expansion, productivity and quality. Test re-test.. Management should ensure that organization belief, values, moral and attitude implemented is well adhered to for purpose of increasing attitude.

Mba, (2013) the study carried to distinguish between organization culture and employee performance in national agency for food and drug administration control (Nigeria). Data was collected through the use of questionnaire. Descriptive research design was used in executing the study using 420 (judgmentally determined) randomly selected NAFDAC employees from its zonal/state offices in Nigeria for questionnaire administration. The result shows that there is significant relationship between organizational culture and increased employee commitment and productivity.

In a study conducted by Ali and Ahmed (2013) on impact of organizational culture on employee performance in Mogadishu universities. The data was extracted from three selected universities in Mogadishu-Somalia through questionnaire, the sample size is 70 respondents

and data was analysed with SPSS. The study found significance strong positive correlation between organizational culture and employee's performance; this means that the outcome of good organizational culture is high employee performance.

In a study conducted by Anozie and Ismail (2016) on the Effects of Organisational Culture on Employees Performance in Singapore Telecommunication sector. A survey method was used for the purpose of the research work through survey questionnaire. A total of sample of 150 employees was sampled of which 60 of them are senior staff and 40 is from junior staff this is carried out in Singapore telecommunication company as an application of sample method was conveniently used. A descriptive data analysis was applied for the purpose of this research via SPSS 20. The study revealed that organizational culture such as ritual, value and heroes has a huge and significant impact on employee's performance and through this research which shows that symbols has little or no impact on employee's performance.

Lydia (2014) carried out a study on Effects of Organizational Culture on Employee Performance in private organisation in Kenya. The study employed a survey research design with the target population comprising of a stratified census sample of 63 members of staff from the organization at different levels. The data was collected using questionnaires and analysed using descriptive statistics through SPSS. The study was able to revealed that organizational values has a more significant effect to employee's job performance at Wärtsilä company than the organisation climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organisation culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wärtsilä company having more effect to employee's performance.

Another study by Nazir and Shazia (2015) on impact of organizational culture on employee performance. Data was collected with questionnaire The 20 items questionnaire relating employee's performance and 17 items concerning organizational culture were used to collect the data for study. Sample of 60 employees were taken from different organizations. Mean, standard deviation, t-test and Pearson correlation were used for statistical analysis. The findings indicates that there is positive relationship between employees performance and organizational culture.

Mashal and Shafiq (2014) carried out a research on impact of organizational culture on organizational performance. a case study of telecom sector. Balance score card is used to measure the organizational performance. Quantitative approach is adopted in which a

questionnaire is used to collect the data. The questionnaire is adopted from a previous study. 22 questionnaires have been distributed to the research participants out of which 15 questionnaires are returned to the researchers with complete information. The findings indicate that all the dimension of the culture influence the different perspective of organizational performance.

Uddin, Luva and Saad (2013) *Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh*. Data was collected through in-depth interview. The researcher also attended some corporate social events and dinners to get an understanding of organizational culture. During these events, the researcher noted down the significant observations, comments and insights of the employees. The sample size is 34. The study found that performance of employees is maintained and manipulated via motivation, rewards and codes of conduct. Regular meetings and open discussion take place in the organization to neutralize conflict, improve organizational culture and promote open learning.

Gunaraja (2014) conducted a study on organizational corporate culture and employee performance. The primary data include some structured questionnaire that was framed and received answer from the respondents. The study covered the whole workers of the banks at Chennai banking sector, the sample size is 110. To this study survey research design is adopted. To analysed data descriptive statistical techniques was used. The study found that majority of respondents (50%) strongly agreed that corporate culture has effect on employee's job performance. There is also a positive relationship between organizational corporate culture and organizational productivity.

Another study carried out Owoyemi and Ekwoaba in (2013) *organizational culture: a tools for management to control, motivate and enhance employee performance*. Structured questionnaire constituted the major instrument to collect data. The sample size is 120. Descriptive and inferential statistics were used for data analysis. This study indicates that organizational culture is ambiguous and can lead to closure of mind and restriction and reduction of autonomy.

Asiedu (2015) carried out a supportive organizational culture and employee job satisfaction: a critical source of competitive advantage. a case study in a selected banking company in oxford, a city in the united kingdom. In collecting the data for the research, the researcher

used structured questionnaires as the research instruments. In using the secondary sources, the researcher consulted variety of subject disciplines of organisational behaviour with regards to culture and employee satisfaction. Besides, national and international data searches at Oxford City-Centre Library, BPP Library-London, Oxford University Library and relevant abstracts and indexes were consulted. The sample size is 70. Descriptive and inferential employed for analysis. The empirical findings show that cultural traits of communication, motivation, growth opportunities and supervising support in organisations tend to make employees shift mind set and help the firm in its competitive advantage. However, the discussion found out that employees within the company were not motivated enough to perform better due to lack of rewarding culture, growth opportunities (training) culture, communication and supervisory supportive culture.

In the study of Kofi Poku and Owusu Ansa (2013) on organizational culture and organizational performance: empirical evidence from the banking industry in Ghana. The survey instrument with the aid of questionnaire was used to collect data. The sample size is 450. Descriptive Analysis, Factor Analysis, Reliability and Validity Tests and Pearson Correlation Coefficient, were carried out using SPSS. Minitab 15.0 Software was used to conduct the Analysis of Variance (ANOVA), whiles STATA was used for the Regression. The study revealed that though there were significant differences among the banks in terms of the Organisational Culture Traits, there was no significant differences among them with regards to Performance. Apparently, none of the banks is more innovative than the others. Overall, there was a positive relationship between Organisational Culture and Performance in the Banking Industry in Ghana. In all cases, Mission was the Culture Trait with the strongest potential of impacting positively on Performance.

A research carried out by Agboola (2015) on impact of organizational culture on the performance of universities. A questionnaire was used to collect data. a sample of 300 academic and non-academic staff of Covenant University, Ota, Olabisi Onabanjo University, Ago-Iwoye, University of Agriculture, Abeokuta, all in Ogun State were drawn. The data were analyzed using simple frequency tables, Pearson product moment correlation and multiple regressions. The finding shows that there is no significant contribution of organizational culture in predicting the performances of Universities and some elements of organizational culture contributed predicting the performances of Universities in Ogun State. Finally, the analysis shows that there is no significant relationship between organizational



culture and performances of the Universities studied. The general agreement is that positive organizational culture will have a positive impact on performance of any University.

Olulana (2015) conducted a study on effects of organization culture and stress on organization employee commitment. Questionnaire was used to collect data. The sample size is 250. Descriptive and inferential statistic used for analysis. The results show that the departments have hierarchical culture that is unsupportive and that the staff of the departments have too much work to do with less time for the accomplishment. The assessment of employee commitment revealed that the employees are not pleased with the reward system of the departments. The findings also show that the relationship among organisational culture, stress and commitment are significant.

In a research carried out by Getrude and Titus (2017) on role of organizational culture on organizational performance of commercial banks in Kenya: a case study of commercial banks in Voi Sub County. The main data collection method for the study was questionnaires. The researcher used stratified random sampling to select 43 respondents. The study adopted qualitative data analysis. Data analysis was done with the help of SPSS version 20.0. the findings revealed that the banks implement market culture by putting more emphasis on order, rational production, and goal accomplishment in combination with external interactions with suppliers, customers, subcontractors and competitors. The banks also concentrate more on competitive orientation towards rivals and emphasizes on achievements on the market place to distinguish the Market from other cultures.

Chilla, Kibet and Douglas (2014) researched on effects of organizational culture on organizational performance in the hospitality industry. Stratified random sampling technique is used as the staff population in the hotels is not homogenous. Employees are divided into three strata: management staff, supervisors and junior staff then staff are selected from each stratum based on simple random sampling. Primary data was used for this research. Structured questionnaires with definite, concrete and predetermined questions were administered to the respondents sampled. Data collected from the questionnaire was processed and analyzed using SPSS analysis tool. For the descriptive analysis included gender, age, education level, experience, department and employment category, SPSS crosstab was generated and percentages generated. Inferential statistics on the other hand included factor analysis of moderating variables, correlation and regression analysis of the independent and dependent variables. This Study Has Verified That Certain Elements Of

Organization Culture Are Positively And Significantly Correlated To Organizational Performance. It Also Proves That There Is Strong Significant Correlation And Predictability Of Control Systems, Organization Structure And Rituals And Routines On Organizational Performance. There Is Also Weak insignificant Correlation And Predictability On Organization Performance.

In the study of Astri (2012) on influence of corporate culture on organizational commitment; case study of civil government organizations in Indonesia. Questionnaire is the means of collecting data. The sample size is 250. For data analysis descriptive statistic was employed. The results of this study reveal that employees' perceptions of the four dimensions of corporate culture are positively related to employees' work commitment, with those perceiving a greater degree of awareness of corporate culture dimensions exhibiting the more positive reactions towards their commitment. The results indicate that communication was perceived as a dominant dimension of corporate culture since there was a strong association with employees' organizational commitment.

Ghorbanhosseini (2013) conducted a research on effect of organizational culture, team work and organizational development on organisational commitment: the mediating role of human capital. Questionnaire was the means of collecting data. The 266 employees of SAFA Industrial Group were selected using random sampling and they responded research tools. Path analysis test was used for analysis of research data. Findings show that organizational culture, teamwork, and organizational development have direct and significant impact on human capital. In addition, human capital has a positive effect on organizational commitment. Organizational culture, teamwork and organizational development have direct and significant effect on organizational commitment. Finally findings show that human capital has mediating role between organizational culture, teamwork, organizational development and organizational commitment.

Another study conducted by Fakhar, Iqbal and Muhammad (2013) on impact of organizational culture on employee job performance: an empirical study of software houses in Pakistan. This is a survey based research study. Primary and secondary data were used in this study. Primary data was gathered via questionnaire and formal & informal interview. The sample size is 110. Therefore, descriptive statics, correlation and regression analysis have

been used. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan.

Eddah, Charles and Vincent (2015) carried out a research on effect of organization culture on job performance in performance in commercial banks in Kenya. A descriptive survey research design was suitable for collecting facts, views, opinions, attitudes and suggestions from the respondents. Simple random sampling technique was also used. Data collected was summarized and presented using percentages, means and standard deviation. Analysis of Variance (ANOVA) was conducted using SPSS 13. From the findings the study established that team orientation should be considered as the first option, since it is clearly best to ensure job performance executives, managers, and employees should be committed to their work and feel that they own a piece of the organization.

In the study of Arifin (2015) on influence of competence, motivation and organizational culture to high school teacher job satisfaction and performance. the questionnaire was means of collecting data. The sample size is 117. Data is analyzed by SEM analysis method in AMOS program. Findings indicate that competence and organizational culture affect positively and insignificantly teacher job satisfaction. While, job motivation affects positively and significantly teacher job satisfaction, but it did not give any significant effect on teacher performance. Competence and job satisfaction affect positively and significantly teacher performance, in fact organizational culture just has positive but insignificant effect to job satisfaction.

## **2.5 GAP**

Having reviewed forty (40) journals and articles the researcher found out that most studies conducted by previous researchers specialized on educational sector, telecommunication industry, health sector, construction, hotel sector and information communication and technology firm where as few has been done on banking sector that is the reason the researcher choose banking industry and also being a topic that much has not been written on the researcher decided to used large sample size for the scope of the study perhaps in Ilorin to devise a solution in their level of operation.

From the reviews carried out it was discovered that for the independent construct most of the articles used attitude, assumption, values, belief, behavior, moral, law, ideology, philosophy and norms across sectors and industries but none or few have been able to combine values,

norms, belief and behavior in the banking sector as for dependent construct they make use of commitment, productivity, confidence, self-esteem, mission, innovation, efficiency, effectiveness, satisfaction and recognition but the researcher mingles commitment, job satisfaction, team work and productivity together in commercial banks.

To analyze data multiple regression was used to analyze data. Many researchers have written on impact of organizational culture on employee or organizational attitude as well as the effect of culture on the commitment and job satisfaction of employee from the wider dimensions. The researcher intends to bridge this gap by looking at the importance of “value system” adopted by the organization especially in the case of most commercial banks so such can only be achieved by establishing of strong culture which will give employees the shared meaning and identity, on the other way round involvement of employee in the decision making process this will bring about commitment and eventually leads to job satisfaction.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This part of the research work discussed extensively some vital part of the methodology adopted such as; the research philosophy in which the study rest on, the research strategy adopted, the research approach taken in the study, deliberating on the sources in which the data were collected, and the method of data collection. Furthermore, it conversed about the population of the case study and how the sample size was taken. In addition, this chapter discussed the method of analyzing the data collected. Finally, it explained the validity of the instrument adopted, reliability and generalization level of the work not neglecting the ethical consideration.

#### **3.2 Research methods**

This study adopted quantitative research method to explore the impact of organization culture on the attitude of employee in the selected banks in Ilorin metropolis. The reason for use of the quantitative is to get the exact and objective data, thereby providing a valid generalization of research findings.

#### **3.3 Research design**

This study adopted survey research method using descriptive research design and inferential statistics to explore the impact of organization culture on the attitude of employee of selected banks in Ilorin metropolis. Rasis (2017) opined that, survey method is peculiar to social sciences associated with deductive research approach.

More so, information regarding this type of research design is usually collected with the use of interview and questionnaire. It is suitable for this research work because a well structured questionnaire distributed to the staff of banks which served as frame of the study.

#### **3.4 Research Approach**

There are two basic approaches to research study and these are deductive and inductive research approach. Deductive approach is aimed at testing of existing phenomenon or theory in the field of study while inductive seeks to generate a new theory for the data. Hence, for the purpose of this study, the deductive approach was adopted as it was based on hypothesis testing of an existing phenomenon.

### 3.5 Research Philosophy

There are three basic research philosophies that can be adopted in a research study and these are follows; Epistemology, Axiology and Ontology (Otokiti, 2010). However, each of these research philosophies has their peculiar meaning and how they affect general study.

Therefore, for the purpose of this study, Axiology philosophy was employed as it has to do with human value and aesthetics. This further explains why human beings act in a particular way or manner, not disregarding factors that determine their behaviour and what effect does it have on the society at large. Hence, amalgamating the Axiology philosophy concept to the topic of this research being “*the impact of organization culture on employee attitude of selected banks in Ilorin metropolis*”, it was determined that it largely correlates with the value and aesthetics (organization’s culture) of an organization and the effect on employee attitude.

In addition, the researcher realized that the concept of the philosophy adopted (i.e. Axiology) fits better into this research work as this correlate with Heron (1996) stand which he presented a position on values and sees values as the “guiding reason of all human action”. In the same vein, Rest (1986) coined out four components contained in his theory which includes; ethical awareness, ethical reasoning, ethical intention and ethical behaviour and action.

### 3.6 Population of the study

The population of this study consists of all of the five (5) selected banks branches in Ilorin metropolis. It sums up as follows:

Table 3.1 Population of the study

S/N	Bank name	Number of employee
1	Access bank	64
2	First bank	86
3	Guarantee trust bank	96
4	United bank for Africa	102
5	Union bank plc	82
	Total	430

### 3.7 Sample size determination

There are various methods in calculating the sample size from the population. These are Taro Yamani Formula, Tipette Table, the Ballet Table e.t.c. Therefore, in this study the researcher determine the sample size by adopting Yards formula. The reason for choosing the Yards formula is because it is concerned with the application of normal approximation of 95% confidence level and 5% error tolerance. The formula is given as follows;

$$n = \frac{N}{1 + \alpha^2 N}$$

Where, n = sample size

N = population

$\alpha$  = level of significance.

N = Total population of respondents = 430

n=?

$\alpha = 0.05$

$$\begin{aligned} n &= \frac{430}{1 + 0.05^2 (430)} = \frac{430}{1 + 0.0025 (430)} \\ &= \frac{430}{1 + 1.075} \\ &= \frac{430}{2.075} \\ &= 207 \end{aligned}$$

Therefore, the determined sample size for the respondents is 207.

### 3.8 Sample techniques and procedure

The study used simple random sampling techniques and copies of questionnaire were administered to randomly selected staff by the researcher to ensure immediate attention and response from respondents.

### 3.9 Method of Data Analysis

The result gotten from the research field work was analyzed using frequency distribution table in displaying the percentage of the demographic data and to show the level of agreement and disagreement to the research statements in the closed ended questionnaire.

In addition, multiple Regression analysis method was adopted in testing the impact of the independent construct (i.e. organizational Culture) and the dependent construct (i.e. employee attitude) as provided in the hypotheses stated in previous section.

### **3.10 Collection of data**

Otokiti (2014) says the hallmark of research is data collection. Yin (2011) asserted that the framework through which data is being collected for the purpose of research is known as source of data. In this study however, the primary data was adopted. The Questionnaire was divided into two sections designed to extract personal data from respondent. However, critical issues in questionnaire design were to avoid questions that attract subjective answers to ensure reliability of research outcomes and results. To obtain a require data, a well structure questionnaire was administered to the bank staff respectively.

### **3.11 Research instrument**

The use of questionnaire was adopted in order to draw responses from the identified respondents. The questionnaire was formulated with the use of five likert scale: strongly agree (5), agree (4), not sure (3), disagree (2), and strongly disagree (1). It was divided into two sections. Section A comprises of the bio-data of the respondents, which entails sex, age, educational qualification, name of the organization, time frame in the organization while section B contains forty six (46) questions relating to impact of organization culture on employee attitude of selected banks in Ilorin metropolis. The researcher ensures the use of adequate words or phrases to make the respondents understand questions appropriately before giving their responses.

### **3.12 Validity of research instrument**

For this study, the instrument is subjected to expert validation in the department and researcher equally compared the instrument with previous empirical research (Schwalbe, 2013, Monteiro & Calvalho, 2013).

### **3.13 Reliability of research instrument**

The Cronbach's Alpha was adopted to test the reliability of the questions. Cronbach Alpha shows the internal consistency among each of the questions explaining the variables used in the study.



### Reliability Statistics

Variables	Cronbach's Alpha	No of Items	Remarks
Value	.723	8	High reliability
Norms	.719	8	High reliability
Behavior	.857	7	High reliability
Belief	.742	8	High reliability
Commitment	.810	8	High reliability
Job satisfaction	.899	7	High reliability

Source: Author Fieldwork Computation, 2018.

#### 3.14 Ethical consideration

According to Otokiti (2010) ethical issue can be describe as when a researcher embarks on planning his/her research seeks to access an organizations and to individual, collect, analyze and report data. An ethical issues refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work – Ethics can also be defined as the moral principles, norms or standards behavior that guide moral choice about our behavior and our relationship with others . Research ethics also therefore relates to questions about how we formulate and clarify our research topics, design our research and gain access, collect data, processes and store our data, analyze data write up our research finding in a moral and responsible way. In this study, the ethics required in conducting a research were firmly held onto and information that was provided by the respondents was treated with utmost confidence. Similarly, respondents did not force opinions but rendered explanation willingly through sensitization of group of respondents. In addition, the identities of the respondents were not disclosed for ethical consideration.

Besides, this research work did not violate any ethical precept of the organization as confidential information were used wisely without disclosing it on any ground, unless with the permission and authorization of the concerned organisation. The information that was gathered were analyzed appropriately without any form of biased and misrepresentation of information. Hence, the data gathered were made available and used only for the purpose of

analyzing the impact of Organizational culture on employee attitude of selected banks in Ilorin metropolis.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

For any research work to be meaningful the data collected must be analyzed and interpreted to facilitate the process of decision making. Interpretation and analysis of data are the means by which research questions are answered and the formulated hypotheses are tested. In this chapter the data collected through questionnaires were presented, analyzed and interpreted on the bases of their results.

#### 4.2 Presentation of Data

This section data analysis and findings of the research and their possible interpretations from respondents (bank staff). Out of the 207 sampled respondents, only 204 completed the questionnaires, representing 98.8 per cent response rate while 5(1.2%) were either not returned or not properly filled, which the researcher considered adequate and sufficient for the purposes of data analysis.

##### 4.2.1 Data Presentation on Demographic Characteristics of Respondents

This subsection presents data collected on respondent's bio-data.

**Table 4.2.1: Demographic Characteristics of respondents (N=204)**

Characteristics	Category	Frequency	Percent	Cumulative percent
<b>Gender</b>	Male	113	55.4	55.4
	Female	91	44.6	100
<b>Age</b>	Below 30	106	52.0	52.0
	31-40	72	35.3	87.3
	41-50	26	12.7	100
<b>Educational qualification</b>	O'level	18	8.8	8.8
	Diploma	29	14.2	23.0
	Bachelor degree	82	40.2	63.2
	Masters degree	75	36.8	100

<b>Working experience</b>	Below 1 year	69	33.8	33.8
	1-5	69	33.8	67.6
	6-10	28	13.7	81.4
	11-15	38	18.6	100
<b>Organization</b>	Access bank	42	20.6	20.6
	UBA	27	13.2	33.8
	Union bank	50	24.5	58.3
	GTB	40	19.6	77.9
	First bank	45	22.1	100

**Source:** Author Fieldwork Computation, 2018

The frequency distribution of the respondents' demographic characteristics is presented in the table 4.2.1. The table 4.2.1 shows that out of the two hundred and four (204) respondents, 113 (55.4%) are male, while 91 (44.6%) are female. By implication, we have more male respondents to female respondents in the sample. Out of (204) respondents 106 (52.0) are below the age of 30, 72 (35.3%) of the respondents are between 31-40, while 26 (12.7%) are between 41-50. By implication most of the respondents are younger. Also, there are 18 (8.8%) are O'level holders, 29 (14.2%) are diploma holders, 82 (40.2%) are bachelor holder, while 75 (36.8%) have masters degree holder. By implication, the respondents have high BSC educational qualifications. In addition, 69 (33.8%) of the respondents are below the period of 1 year in the organization, 69 (33.8%) have worked between 1-5 years, 28 (13.7%) have worked between 6-10years, and 38 (18.6%) have worked 11–15years. By implication, most of the respondents have 6-10 years work experience. However, 42 (20.6%) of the respondents are working with Access bank, 27 (13.2%) are working with UBA, 50 (24.5%) are working with Union bank, 40 (19.6%) are working with Guarantee trust bank, 45 (22.1%) are working with First bank. By implication, most of the respondents are working with Union bank.

<b>Table 4.2.2: Descriptive Statistics of the respondents' perceptions based on Variables</b>					
Mean of variables	N	Minimum	Maximum	Mean	Std. Deviation
Total Value	204	31	40	35.97	2.799
Total Norms	204	31	40	35.44	2.811
Total behavior	204	24	35	29.83	2.767

Total belief	204	29	40	34.30	3.046
Total commitment	204	29	40	35.11	2.953
Job satisfaction	204	17	35	28.15	5.006
Valid N	204				

**Source:** Author Fieldwork Computation, 2018

The descriptive statistics of the respondents' perceptions is presented in table 4.2.2. Concerning value, we have information from 204 respondents; the range of value is from 31 to 40 points, with a mean of 35.97 and a standard deviation of 2.799 by implication, the respondents, on average, agreed with the questions on value. Regarding norms, we have information from 204 respondents; the range of norms is from 31 to 40 points, with a mean of 35.44 and a standard deviation of 2.811. By implication, the respondents, on average, agreed with the questions on norms. Pertaining to behavior, we have information from 204 respondents; the range of behavior is from 24 to 35 points, with a mean of 29.83 and a standard deviation of 2.767 By implication, the respondents, on average, agreed with the questions on behavior. Concerning belief we have information from 204 respondents; the range of belief is from 29 to 40 points, with a mean of 34.30 and a standard deviation of 3.046 By implication, the respondents, on average, agreed with the questions on belief. Regarding commitment, we have information from 204 respondents; the range of commitment is from 29 to 40 points, with a mean of 35.11 and a standard deviation of 2.953. By implication, the respondents, on average, agreed with the questions on commitment. Concerning job satisfaction, we have information from 204 respondents; the range of job satisfaction is from 31 to 40 points, with a mean of 28.15 and a standard deviation of 5.001 By implication, the respondents, on average, agreed with the questions on job satisfaction.

### 4.3 Test of Hypotheses

To test these hypotheses and achieve the objective of the study, multiple regression analysis was used. Multiple regression was based on correlation but allow a more sophisticated exploration of the interrelationship among a set of variables. It makes a number of assumptions about the data which are: normality, multicollinearity and homoscedasticity  
Normality: It is assumed that the dependent variable is normally distributed (e.g. commitment and job satisfaction ).

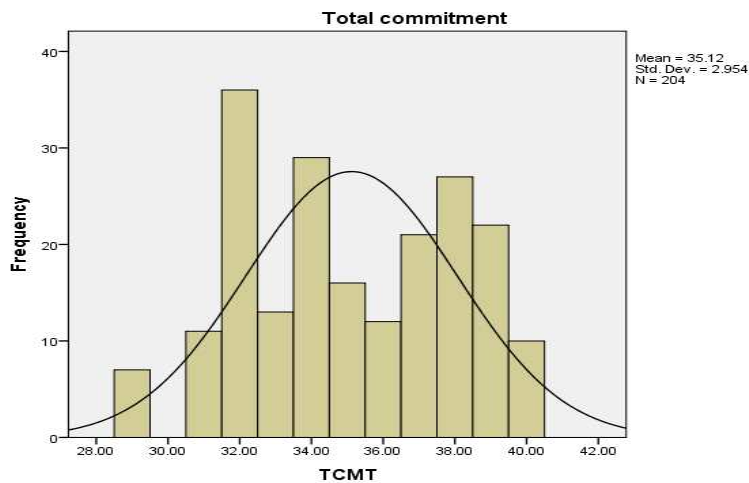
Multicollinearity: It is assumed that the independent variables (values, norms, behavior and belief) are not highly correlated.

Homoscedasticity: It is assumed that the variations among observations are even.

Linearity: It is assumed that the relationship between dependent and independent variables is linear.

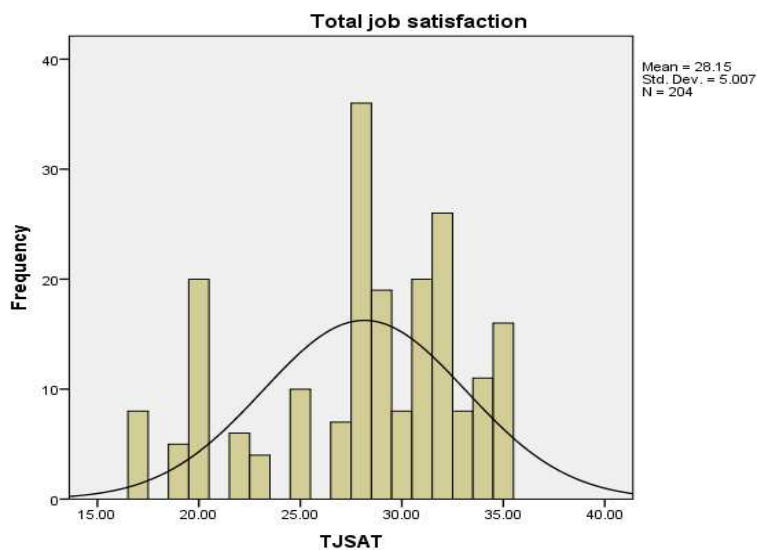
#### 4.3.1 Test of Normality

A normal curve could be drawn to test for normality of the dependent variables (i.e. commitment and job satisfaction).



**Fig 4.3.1:** Histogram of Total commitment

Source: Author Fieldwork Computation, 2018



**Fig 4.3.2:** Histogram of Total job satisfaction

Source: Author Fieldwork Computation, 2018

Figs 4.3.1 to 4.3.2 present normal curves of employee satisfaction. Many parametric assume that the scores on each of the variable are normally distributed (i.e. follow the shape of the normal curve). In the study, the scores are reasonably distributed, with most scores occurring at the center, tapering out towards the extremes.

#### 4.4 Test of Multicollinearity

Multicollinearity exist when independent variables are highly correlated (i.e.  $r=.9$  and above). Tabachnick and Fidell (2001) suggest that you think carefully before including two variables with a bivariate correlation of  $.7$  or more in the same analysis. There is need to consider omitting one of the variables. To check multicollinearity, bivariate correlation was conducted in the Table 4.4.2.1. Table, 4.4.2.1 the highest correlation was  $.639$  It shows low multicollinearity problem among motivation variables (value, norms, behavior and belief). Therefore, all the variables are retained.

Table 4.4.1 Correlations among organization cultural variables					
		total value	total norms	total behavior	total belief
Total value	Pearson Correlation	1	.639**	.380**	.481**
	Sig. (2-tailed)		.000	.000	.000
	N	204	204	204	204
Total Norms	Pearson Correlation	.639**	1	.429**	.512**
	Sig. (2-tailed)	.000		.000	.109
	N	204	204	204	204
Total Behavior	Pearson Correlation	.380**	.429**	1	.684**
	Sig. (2-tailed)	.000	.000		.000
	N	204	204		204
Total Belief	Pearson Correlation	.481**	.512**	.684**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	204	204	204	204

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

**Source:** Author Fieldwork Computation, 2018

#### 4.4.2 Test of Homoscedasticity and Linearity for Hypothesis one

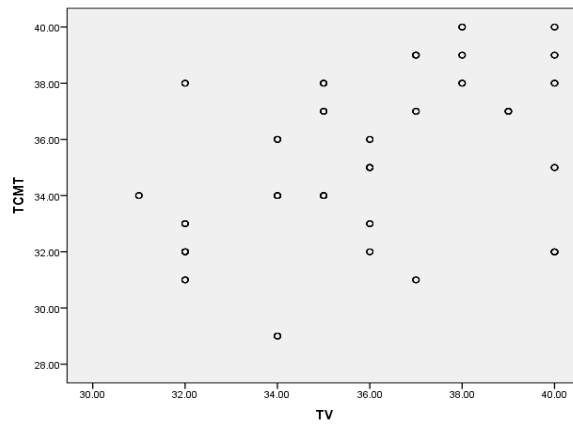


figure 4.4.2.1 Scatter plot of value and commitment.

**Source:** Author field work computation, 2018.

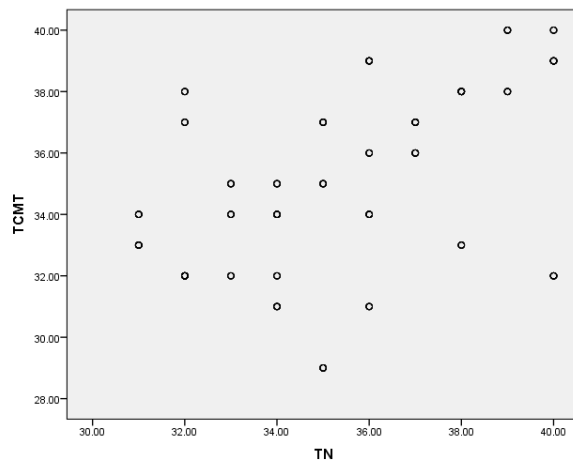


Figure 4.4.2.2 Scatter plot of norms and commitment

**Source:** author field work computation, 2018



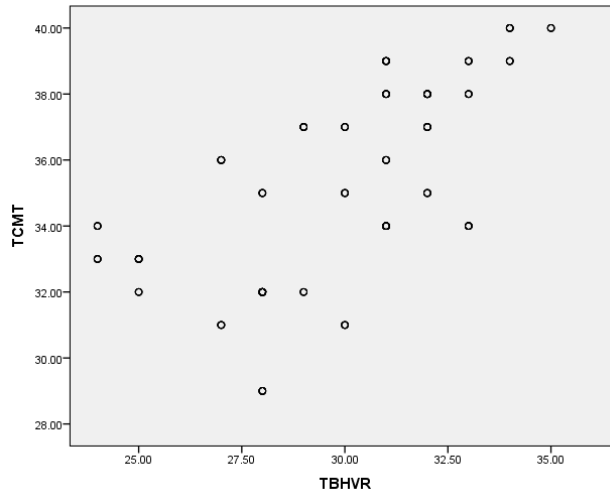


Figure 4.4.2.3 Scatter plot of behavior and commitment

**Source:** Author field work computation, 2018

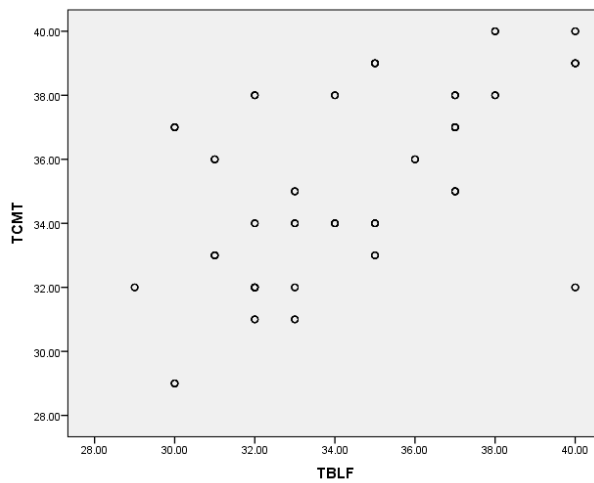


Figure 4.4.2.4 Scatter plot of belief and commitment

**Source:** Author field work computation

#### Test of Hypothesis one

H<sub>01</sub>: value, norms, behavior and belief do not have significant impact on employee commitment.

**Table 4.4.2.1 Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 <sup>a</sup>	.551	.542	1.99908

**Source:** Author Fieldwork Computation, 2018.

a. Predictors: (Constant), Total value, Total norms, Total Behavior and total belief

Also, the result of the regression as contained Table 4.4.2: Model summary, shows that the R Square gave a value of 55.5 percent. This means that the model (which includes value, norms, behavior and belief) explained about 55.5 percent of the variance in employee commitment.

**Table 4.4.2.2 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	975.912	4	243.978	61.051	.000 <sup>b</sup>
	Residual	795.265	199	3.996		
	Total	1771.176	203			

**Source:** Author Fieldwork Computation, 2018.

a. Dependent Variable: Total commitment

b. Predictors: (Constant), Total Value, Total Norms, Total Belief, Total Behaviour

Standard multiple regression was used to explore the relationship of value, norms, behavior and belief have significant relationship with employee commitment. Preliminary analyses were performed to ensure no violation of the assumptions of normality, multicollinearity, homoscedasticity, and linearity. The result regression as contained in Table 4.4.2.2: ANOVA, shows that the F-test was 61.051, significant at 1 percent [ $p < .005$ ]. This showed that model was well specified.

**Table 4.4.2.3 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.398	2.002		3.695	.000
	Total Value	.234	.059	.223	4.003	.000
	Total Norms	.339	.081	.317	4.186	.000
	Total Behavior	.143	.067	.148	2.131	.034
	Total Belief	1.034	.274	.237	3.769	.000

**Source:** Author Fieldwork Computation, 2018

a. Dependent Variable: Total Commitment

Specifically, the result of regression as contained in Table 4.4.2.3 Regression Coefficients, tests the four hypotheses for this study. From the output in table 4.4.2.3 there was positive relationship between value and employee commitment such that a unit increase in value and employee job satisfaction caused about .234 unit increase in value scores which was statistically significant at 1 percent going by the p value (.000). Based on the result, the null hypothesis is rejected, thus, there was significant relationship between value and employee commitment.

Also, although there was a positive relationship between norms and employee commitment such that a unit increase in norms induced about .339 unit rise in employee commitment scores which was statistically significant percent going by the p value (.000). Based on the result, the null hypothesis is rejected, thus, there was significant relationship between norms and employee commitment. More importantly, relationship between behavior and employee commitment was shown such that a unit increase in behavior scores caused about 1.43 unit increases in employee commitment scores which was statistically significant going by the p value (.034). Based on the result, the null hypothesis is rejected, thus, there is a relationship between behavior and employee commitment. Furthermore, there was positive relationship between belief and employee commitment such that a unit rise in belief induced about 1.034 unit rise in employee job satisfaction which was statistically significant at percent going by the p value (.000). Based on the result, the null hypothesis is accepted, thus, there was no significant relationship between belief and commitment.

#### **Test of Homoscedasticity and Linearity for Hypothesis two**

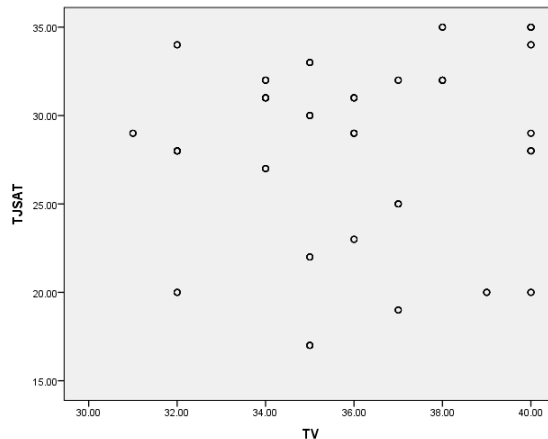


Fig 4.4.2.1 Scatter plot of value and job satisfaction

**Source:** author field work computation, 2018

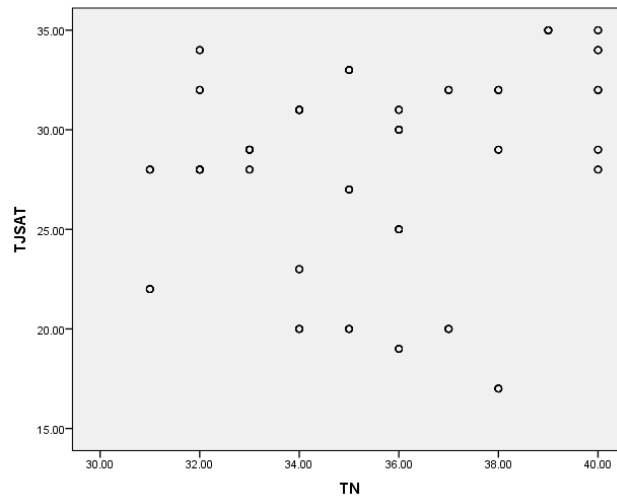


Fig 4.4.2.2 Scatter plot of norms and job satisfaction

**Source:** author field work computation, 2018

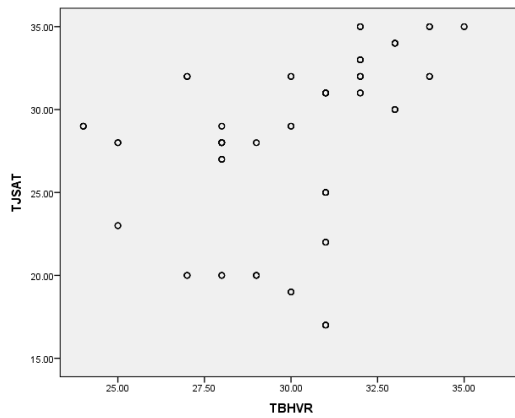


Fig 4.4.2.3 Scatter plot of behavior and job satisfaction

**Source:** author field work computation, 2018

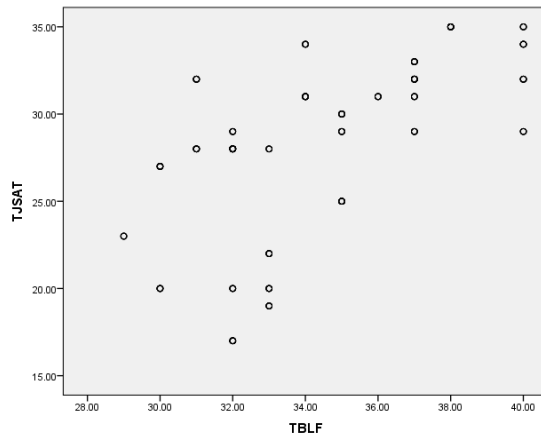


Fig 4.4.2.4 Scatter plot of belief and job satisfaction

**Source:** Author field work computation, 2018

#### Test of Hypothesis two

Ho<sub>2</sub>: value, norms, behavior and belief do not effect employee job satisfaction.

**Table 4.4.3.1 Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				
1	.893 <sup>a</sup>	.797	.793	2.27829

**Source:** Author Fieldwork Computation, 2018.

a. Predictors: (Constant), Total value, total norms, total behavior and total belief

Also, the result of the regression as contained Table 4.4.3.1: Model summary, shows that the R Square gave a value of 79.7 percent. This means that the model (which includes values, norms, behavior and belief) explained about 79.7 percent of the variance in job satisfaction

**Table 4.4.3.2 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4055.357	4	1013.839	195.322	.000 <sup>b</sup>
	Residual	1032.932	199	5.191		
	Total	5088.289	203			

**Source:** Author Fieldwork Computation, 2018.

a. Dependent Variable: Total job satisfaction

b. Predictors: (Constant), Total value, total norms, total behavior, total belief

Standard multiple regression was used to explore the impact of value, norms, behavior and belief which shows that there is significant relationship with employee job satisfaction. Preliminary analyses were performed to ensure no violation of the assumptions of normality, multicollinearity, homoscedasticity, and linearity. The result regression as contained in Table 4.4.3.2: ANOVA, shows that the F-test was 195.322, significant at .000 percent [  $p < .009$ ]. This showed that model was well specified.

**Table 4.4.3.3 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	8.079	2.414		3.346	.001
1 Total value	.389	.084	.237	4.628	.000
Total norms	.170	.069	.100	2.457	.015
Total behavior	3.384	.184	.733	18.355	.000
Total belief	-.345	.067	-.193	-5.172	.000

**Source:** Author Fieldwork Computation, 2018.

a. Dependent Variable: Total job satisfaction

Specifically, the result of regression as contained in Table 4.4.3.3 Regression Coefficients, tests the four hypotheses for this study. From the output below, there was positive relationship between value and employee job satisfaction such that a unit increase in value and employee job satisfaction caused about .385 unit increase in value scores which was statistically significant at 1 percent going by the p value (.000). Based on the result, the null hypothesis is rejected, thus, there was significant relationship between value and employee job satisfaction.

Also, although there was a positive relationship between norms and employee job satisfaction such that a unit increase in norms induced about .170 unit rise in employee job satisfaction scores which was not statistically significant at 1 percent going by the p value (.015). Based on the result, the null hypothesis is rejected, thus, there was significant relationship between norms and employee job satisfaction.

More importantly, relationship between behavior and employee job satisfaction was shown such that a unit increase in behavior scores caused about 3.384 unit increase in employee job

satisfaction scores which was statistically significant at 1 percent going by the p value (.000). Based on the result, the null hypothesis is rejected, thus, behavior and employee job satisfaction.

Furthermore, there was positive relationship between belief and employee job satisfaction such that a unit rise in belief induced about .345 unit rise in employee job satisfaction which was statistically significant at percent going by the p value (.000). Based on the result, the null hypothesis is accepted, thus, there was no significant relationship between belief and employee job satisfaction.

#### **4.5 Data analyses**

#### **4.6 Discussion of results**

##### **4.6.1 Discussion of result of Hypothesis one**

This section presents the number of hypotheses tested for this research study and the null hypotheses are stated as follows.

Ho<sub>1</sub>: Value, norms, behavior and belief do not have significant relationship with employee commitment.

Regression analysis was used to explore if there exist, a significant relationship between the scores of organizational culture and employee attitude. The results as presented in Table 4.4.3.3 Indicated that, there was a significant relationship between value, norms, behavior and belief and employee commitment. Several studies supports this findings for instance 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).However, it was discovered that value and norms were significantly related with employee commitment. This is supported by Fakhar Shahzad, RanaAdeel Luqman, Ayesha Rashid Khan &Lalarukh Shabbir (2012)The research has indicated that if the employees have the same norms and values that organization have then they can shows the good impact on the performance of the organizational culture. Bulach, Lunenburg, & Potter, 2012 propounded that. The values, beliefs and attitude that hold the employee in culture must be strong (Deal and Kennedy, 1982; Shazia., 2016). Strong organizational cultures give positive effect on the attitude of employee The rules must be vital for employee. The policies, actions and goals planned by high authority will determine employee level of commitment. (Martins & Martins, 2003; Nazir., 2015,).The satisfaction and attitudes of the employees are important factors in determining their behaviors and

responses at work and through these behaviors and responses, organizational effectiveness can be achieved. Thus the satisfaction and wellbeing of employees can result in organizational effectiveness through employees commitment. (Uddin, Luva & Saad., 2013).Also Alharbi Muhammad Awadh & Alhaya Muhammad Saad 2013 the results of the study has also indicated that the significant relationship between the norms of the employees and organization and focus of the organization should be on designing the strategies that can play role in increasing the level of the employee satisfaction.

#### **4.4.2 Discussion of result of Hypothesis two**

H<sub>2</sub> Value, norms, behavior and belief and employee job satisfaction in selected banks in Ilorin metropolis.

The results as indicated that, Value, norms, behavior and belief do not have effect on employee job satisfaction.

According to Jack Henry Syauta, EkaAfnan Troena, Margona, Setiawan and Solium 2012 The result of the research has shown that attitude of the employee does not directly influence by the organizational culture. If it has mediated of job satisfaction along with it then organizational culture influence attitude of the employees. The other variable that is related to organizational commitment shows direct influence on the employee satisfaction and indirectly influence through job satisfaction. Kotter (2012) posits that Organizational cultural factors (values, attitude, norms, laws, belief and behavior) have the ability to increase job satisfaction, and awareness about problem solving and organization performance.

This result in line with Kokila and Ramalingam, (2015). They positioned organizational belief as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services. Uddin, Luva and Saad., (2013) Belief, values, behavior and morals plays a vital role in motivating employee, job satisfaction and increasing performance. Martins and Terblanche 2003; Saad., (2012) culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This chapter is divided into four basic sections and these are; summary of findings, conclusions, recommendations and suggestion for further studies. The first section discusses the summary of findings where the finding were discussed extensively, also conclusions was explained and recommendations and suggestion for further studies were taken into consideration.

#### **5.2 SUMMARY OF FINDINGS**

The main focus of this study is to examine the impact of organization culture, thus to ascertain if cultural factors such value, norm, behavior and belief can increase employee attitude. The summary of the findings are as follows:

Hypothesis one stated that value, norms, behavior and belief have significant effect on employee commitment of commercial banks in Ilorin metropolis. The study found that if the scheme of value employed by the commercial banks if it is well adhered to by the parties involved such will help in different ways also in understanding that employees value is fundamental to their success is essential by the way it will boost their commitment in achieving success and on the other way round taking the scheme of value implemented serious is important because majorly protection of customer's interest is paramount in gaining competitive advantage. Whereas employees can only do that when the level of commitment is high, in line with Hafeez (2012) who stated that if employees have the same value in the organization then this will increase the performance of the employees towards achieving overall goals of the organization. Establishment of culture that is very supportive will increase the commitment of employee towards organization "Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace" (Ali and Ahmed., 2013) Employee's commitment to an organization will be more dedicated because they care about their organization's fate, and their caring heightens the power of organizational norms to control their behavior (Uddin Et al., 2013).

Hypothesis two stated that there is significant relationship between value, norms, behavior, belief and job satisfaction commercial banks in Ilorin. Establishing of flexible rules or simplicity of the rule brings about employee job satisfaction and later improves the performance of organization. In the same ways with study of Asiedu (2015), the norms are invisible but if the organization wants to improve upon the attitude of the employees and profitability, then norms must be their first priority. Most organizations believe in history

when it comes to execution of tasks that is the reason why they train newly recruited employee to suit their taste and make provision for employee motivation to bring about job satisfaction. “Organizational culture refers to the beliefs and values that have existed in an organization for a longtime, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior” (Ali and Ahmed., 2013).

### **5.3 CONCLUSION**

Considering the findings of this study and other empirical works reviewed, the following conclusion were drawn:

The study also concluded that, the commitment of organization has significant effect in improving the attitude of employees, as well as the commitment the organization has a significant role as a variable between organizational culture and employee attitude.

Furthermore this meaning that the better the culture of the organization, the better the attitude of employees

Positive development is easier to achieve when everyone is on a common path in the organization. It is viewed in this particular study that strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage under the particular conditions. On the behalf of previous studies it is bring into being that employee’s commitment and group efficiency plays very crucial role to adopt the value and beliefs of the organization and enhancing the attitude of the organization.

### **5.4 RECOMMENDATIONS**

For the purpose of this research work, the study recommends the following that;

The organizational culture should be enhanced in commercial banks in Ilorin metropolis since it enhances employee attitude. In particular, commercial banks should encourage employees to pull towards a common goal. The commercial banks should also encourage a culture in which employees are allowed to understand how the organization operates, vision, and mission and goals that guide all stakeholders.

This study recommended that management ought to consistently measure and evaluate the satisfaction and commitment of employees, to reinforce ideal organization values, and climate that will enhance and maintain high performance of the employees.

Commercial banks should also strengthen the organizational set of principles that define who its employees, customers and suppliers were and how to interact with each other and whether

thought independently when carrying out their work duties. The commercial banks also need to encourage employees to have a sense of identity which increases their commitment to work since this will positively influence organizational attitude.

A collective amalgamation of attributes of culture such as values, norms, behavior, beliefs, assumption, idea and moral leads to employee satisfaction which actually reflects the shared vision, mission and goals. A strongly satisfying culture initiates employee satisfaction, employee's commitment, effective employee performance and eventually leads to organization survival. Also it is very important to create satisfactory working conditions for all employees, so that they are highly motivated to perform well and become more committed to their job.

The management of the bank should motivate their employees through fair rewarding, compensations, job security, fairness in appraisal and promotions, fairness in payment and benefits to reduce the fear and anxiety from employees. Motivation is a double-edge sword that averts fear and anxiety from employees and urges, drives, inspires and directs their behaviours towards specific goals. It helps to induce or coax employees to achieve a certain level of performance. The management should know that the organisational goals of the company can only be achieved by the efforts of the employees. Therefore they should create the aforementioned conditions to encourage the employees to get the best out of them to achieve its goals.

The management of the bank should make communication important between all departments and should be regular to find out how their employees are doing. Effective communication such as exchange of ideas, facts, emotions, respect builds teamwork and good relationship with co-workers. Procedures should be put in place to ensure that there is flow of information through communication from all the departments. Communication on important matters with employees will affect their attitude, behaviour and attitudes towards their job. The management should note that the work climate on how the worker fits into the group, both formal and informal, can make them feel confident and accepted.

## **5.5 SUGGESTIONS FOR FURTHER STUDIES**

This study seeks to study impact of organization culture on employee attitude of commercial banks in Ilorin metropolis. Hence, this study has considered to research from the angle of effect of organization culture. More research is also needed to evaluate and analyze the problem associated with cultural value as most commercial fail to pay attention to the personal values of their workers and such makes them to switch to other organization. Lastly, since the current research was carried out on few commercial banks, more research needs to be done in other sectors in order to compare the results.

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## **APPENDICES**

### **Appendix A**

Department of Business Administration,  
School of Business and Governance,  
College of Humanities, Management and Social  
Sciences,  
School of Postgraduate Studies,  
Kwara State University, Malete.

Dear respondent,

### **LETTER OF INTRODUCTION**

This bearer, Mr. Ibrahim Bolakale ALAUYAN, with matriculation number: 16/27/MBA004 is a master student of the Department of Business Administration, School of Business and Governance, College of Humanities, Management and Social Sciences, School of Postgraduate Studies, Kwara State University, Malete. Nigeria.

With M.Sc in Business Administration in view, he is currently conducting a research study titled “ impact of organization culture on employee attitude of selected banks in Ilorin metropolis.” this study is channeled towards examined how organization culture influences employee attitude in selected banks in Ilorin.

In this circumstance, we request your support in helping him fill this questionnaire attached therein in order to make him carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only. Thanks for your cooperation.

Yours faithfully,

Aminu N. Brimah (PhD)

Dissertation supervisor



## Appendix B

### Questionnaire

#### Section One: Demographic Data

1. Gender: Male ☐ Female ☐
2. Your age? Below 30 yrs ☐ 31-40 yrs ☐ 41-50 yrs ☐ Above 50 yrs ☐
3. Level of Education: O' level ☐ Diploma ☐ Bachelor's ☐ Master's ☐ others ☐
4. Years worked? Below 1yr ☐ 1-5 yrs ☐ 6-10 yrs ☐ 11-15 yrs ☐ Above 15 yrs ☐
5. Place of work (Organization)
7. your organization: Access bank ☐ UBA ☐ Union ☐ GTB ☐ First bank ☐

#### Section Two: Organizational Culture

5. To what extent do you agree with the following statements about organizational culture in your organization, ranging from strongly agree to strongly disagree? Where; 1= strongly disagree; 2= disagree; 3= not sure; 4= agree and 5= strongly agree

S/N	Value	1	2	3	4	5
1	All employees in my organization are considered as important					
2	My organization promotes the interest of customers					
3	Employees always take the system implemented important					
4	Employees in my organization understand that customers satisfaction is needed for the survival of organization					
5	My organization act and react to customer comments and recommendations					
6	Employees in my organization showcase the same attitude towards customers					
7	There is high important placed on employee welfare					
8	My manager creates an environment that supports empowerment and risk taking					

S/N	Norms					
1	Employees in my organization governed by the same rules					
2	Employees in my organization show concern for the problem that face organization and make suggestions for solving them					
3	There is general instruction for every operation					
4	I find a new and better way to serve the customers or clients					

5	Every employee in my organization shows enthusiasm for going to an organization-sponsored productivity program					
6	I try to improve things even though the operation is running smoothly					
7	I look at my supervisor as a source of help and development					
8	As a general rules, team work is encourage among employees.					

S/N	Behavior	5	4	3	2	1
1	Employees work together as a team in the organization					
2	Employees respect each other's needs when making decisions in the organization.					
3	The inputs of employees are always consider in the decision making process					
4	Employees show case a positive attitude in the organization					
5	Organization rewards employee with high positive attitude					
6	Organization creates system that easily enhance employee interrelationship					
7	The environment supports employees in the execution of tasks					

S/N	Belief	5	4	3	2	1
1	There is a set goals for employee to be attained					
2	Employees always want to work with enthusiasm					
3	Employees are always on the lookout for ways to do things better					
4	People in this organization corporate to get the job done					
5	Employees are prepared for promotion when key position become vacant					
6	There is reward for employee professional development activities					
7	Employee usually wants to improve every year					
8	Employees recognize history in setting and attaining certain goals					

### Section Three: Employee Attitude

6. Please rank the following statements about your attitude in the organization on a Likert Scale ranging from not at all to a very great extent: Where; 1= strongly disagree; 2= disagree; 3= not sure; 4= agree and 5= strongly agree

S/N	Commitment	5	4	3	2	1
1	Employees are always motivated to get job done					
2	Employees oblige maximum efforts to their work					
3	Employees are excited and willing to work for the organization					
4	Employees are willing to contribute to the success of organization					
5	I meet up with my organization goals and target in less time					
6	I give overall best quality of service that I provide					
7	I am encouraged to improve my performance and develop my skills					
8	My performance accomplishment gives me important sense of sense respect					

S/N	Job satisfaction	5	4	3	2	1
1	I am satisfied with my job and working in organization					
2	I feel the level of responsible I am given is acceptable					
3	The major satisfaction in my life comes from my job					
4	I get a feeling of accomplishment in my job					
5	I feel valued by senior management					
6	I satisfied with the benefits I received					
7	I feel my opinion count in the organization					

#### Cronbach Reliability Statistics

##### alpha

Variables	Cronbach's Alpha
Value	.723
Norms	.719
Behavior	.857
Belief	.742
Commitment	.810
Job satisfaction	.899

