

**ORGANISATIONAL CULTURE PRACTICES AND EMPLOYEES' PRODUCTIVITY
OF SELECTED COMMERCIAL BANKS IN ILORIN METROPOLIS**

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16/27/MBA010

**BEING A THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS AND
ENTREPRENEURSHIP, SCHOOL OF BUSINESS AND GOVERNANCE. COLLEGE
OF HUMANITIES, MANAGEMENT & SOCIAL SCIENCES. KWARA STATE
UNIVERSITY, MALETE, IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF DEGREE IN MASTER OF SCIENCE (M.SC.) IN BUSINESS
ADMINISTRATION.**

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SEPTEMBER, 2019

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CERTIFICATION

This is to certify that this research project was carried out by **Nasir Olalekan MOHAMMED** with matriculation number 16/27/MBA016. This research has been read and approved as meeting the requirements of the Department of Business and Entrepreneurship, School of Business and Governance; College of Humanities, Management and Social Sciences; Kwara State University, Malete, Kwara State, Nigeria for the award of Master of Science Degree (M.Sc.) Business Administration.

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DEDICATION

This research is dedicated to Almighty Allah for the immense blessing.

ACKNOWLEDGEMENTS

I wish to express my gratitude to Almighty Allah (S.W.T) for His abundant grace and good health throughout my studies and for bringing me this far. I am deeply grateful to my supervisors Dr Abu Zekeri for the guidance, insight, inspiration and encouragement provided me during the period of my research and to Mr I. O. Lawal for his useful comments.

Also, my appreciation goes to the Head of Department Dr Issa Abdulraheem, including Dr Abu Zekeri (Departmental Postgraduate Coordinator), as well as other lecturers in the Department, Professor Rotimi Ayodele Gbadeyan, Professor Sulu Babaita Isiaka, Dr Brimah Aminu Nasir, Dr Rahman Mustapha, Dr Ismaila Bolarinwa Kadiri, Dr. (Mrs.) Ilori Bisayo, Mr I, Lawal, Mr, A, Adebola, Mr, I, Yusuf, Mr, O, Philips. I am immensely thankful to you all for your critique, observations and suggestions.

I would also like to extend my gratitude to the staff of Access Bank, Union Bank, First Bank and Guarantee Trust Bank (GTB) all in Ilorin, Kwara State, Nigeria for their cooperation during data collection.

Also to my course mates Musa Maigari (Class Governor), Alauyan Ibrahim, Tsado Mercy, Olaitan, Jamiu, Ganiu, Finally, to everyone who has contributed to this research and in completion of this program. May Allah bless you in all your endeavours.

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ABSTRACT

Organizational culture practices decisively influence the priorities set by the organization, as it is the underlying value system in the organization that emphasizes things like customer focus, innovation, cost reduction, strong alliances, empowerment and control in response to the various business stimuli. Organizations with a supportive culture tend to have their employees increase their level of productivity for the reason that it serves as a motivational instrument for the organization to perform efficiently and ensure accomplishment in all their operations. This study, therefore, examined the impact of organization cultural practices on employees' productivity of selected commercial banks in Ilorin metropolis. The quantitative research approach was used, while the cross-sectional and longitudinal survey research method was adopted to examine the impact of organizational culture practice and employees' productivity of selected commercial banks in Ilorin Metropolis. The population of the study was 506 employees of Access Bank, Union Bank, GTbank and First Bank. Taro Yamani formula was used for sample size determination where the sample size of 223 respondents was selected. Stratified sampling technique was adopted to administer 223 copies of the questionnaire to the respondents. Multiple Regressions was used in testing the hypotheses. The findings revealed that dominant values and norms have a significant effect on job satisfaction and employee's commitment. The study concluded that organizational culture in banking plays an important role in business practices because it provides an organization with everything needed to have better organizational ways of doing things. The study, therefore, recommends that all members of an organization (banks) should implement organizational culture into their business activities. This will encourage consistency and thus enhance commitment through upholding of organizational values and employee productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Over the last three decades, the nature of organizations in the world has experienced phenomenal changes, as a result of the entry of new aggressive organizational culture and commitment in the marketplace alongside the growing financial sophistication of customers and the greater and more efficient use of information technology. Awadh and Saad (2013) opined that organizational culture adapts overtime to cope with the dynamic changes and meet the varying demands of the organization in its quest for gaining competitive advantage in all its activities. Organizations need to be productive and increase their market share even with the challenge of coping with job stress and changes in the environment.

The culture decisively influences the priorities set by the organization, as it is the underlying value system in the organization that emphasizes things like customer focus, innovation, cost reduction, strong alliances, empowerment and control in response to the various business stimuli. Organizational culture embodies the vision of the company founders and the early heroes of the business enterprise. The effectiveness of organizations' employees determines the ability to cope, survive and make progress in this competitive world. Employees are the most important stakeholders in the company because organizational success depends on their commitment. Job stress involves overtime, harsh work environment, unavailability of personal bonus benefits and accommodation.

Employees' commitment involves knowing what to do and desire to do them without being told. The need to achieve organizational goals has made managers seek cultural means of motivating employees to be productive. Organizational culture is known as one of the most effective factors on the development and expansion of companies. Indeed, culture relates to the informal aspects of organizations rather their official elements. The increased use of such cultural descriptors in the literature of educational management is significant because it reflects a need for educational organizations to be able to articulate deeply held and shared values in more tangible ways and therefore respond more effectively to new, uncertain and potentially threatening demands on their capabilities. The organization's size is often the most important influence on the type of organizational culture (Moses, 2017).

Therefore, organizational culture as noted by Ritchie, (2000) is considered as a motivational instrument which promotes the organization to perform smoothly and ensure success in all its operations. An organization must establish an organizational culture to maintain its position in the market (Ahmad, 2012). Organizational value and norms lead to flexibility in orientation and consumer satisfaction, loyalty, advocacy, trust and commitment. It is necessary to analyze if the implementation of job flexibility strategies of Nigerian commercial banks has any impact on employees' productivity.

Values and attitudes vary from society to society and are depending on the culture. Some countries, especially in Europe and America value time so much and are keen to keep appointments as per agreed timings, other countries like Nigeria and most African countries have no much value for time and tend to delay for meetings or even fail to show up for appointments. The same is applied during negotiations, wherein European countries traders are more direct and faster in dialogues unlike in African countries where people tend to be more watchful requiring more time to seal a deal.

The most important aspect of organization whether formal or informal is the attitude of the employees. Hence, various researches have shown that when employee attitude is of negative to an organization, it would be a great challenge for it to succeed in its corporate goals, hence it will adversely affect the organization's profitability and growth. This plurality makes it hard to select one definition, especially as the definition of organizational culture may differ heavily from a researcher's view of culture (Alvesson, 2011).

The case is not different in Nigeria, where decisions will be from the experts of creativity and innovation regardless of the age of the inventor. When creative workers from companies with different cultures meet, it can be very interesting if there is a clear understanding of each other and appreciating each other's culture. New employees are most likely to question the organizational customs, beliefs and norms that are creative. Accordingly, norms are unable to be seen but if the organizations want to increase the profits and productivity of the employee's norms comes first to be considered. It is the sole responsibility of the organization to help the new employees adapt to the culture of this organization and this is what is referred to as socialization.

1.2 Statement of the Research Problem

The concept of organizational culture has gained wide acceptance in understanding the management of change in human relation practices. The review of numerous literature proved that management of the human resource in an organization has become indispensable in attaining the mission and vision statement. Since employees are seen as the greatest and valuable assets that implement and complement other factors in an organization. Increased competition, globalization, alliances and major workforce department have created a greater need for organizational culture (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014).

Thus, managing organizational culture is emerging as one of the key managerial challenges of the millennium. However, it is important to note that change is inevitable and constant in all aspects of its connotation, and contrary to this assertion, it is argued that just as people resist change, so also organizations are it in Nigeria or any part of the world would surely resist change. In some organizations, how things have always been done where some norms and values are not favourable to employees have been established over time, there is always an irresistible urge on the part of employees to behave peculiarly to stick to status quo.

More often than not, employees are unconscious of their organization culture until it is becoming a problem, and until the occurrence of a new culture which can be made obvious and explicit. Essentially, this most times could constitute a hindrance to employees' satisfaction. According to Lawson, Hatch and Desroches (2013), when the corporate culture of organization is the one that shows hostility, repression of employee view, contributions, turns a deaf ear to employee supplications, lack of unity of purpose and where only the downward flow of communication and information in the organization's hierarchy is recognized indeed there could be problem.

Most organizations need an effective organizational culture that will enable them to formulate a reliable strategy, to enhance their business operations to increase their performance. But, due to the failure of an effective shared value in an organization and job stress, it has negatively affected the organization's productivity and growth. Many organizations are striving to survive but apart from significantly affecting the innovation capability and profitability of the organization in question, shared value often affect the business growth of an organization as it has a huge connection with the organizational culture. Hence, the lack of proper and well-

designed corporate practice may end up affecting the profitability of the organization (Waterman, 2017).

Job Stress and Employee Commitment affect the company negatively and positively respectively, organizations have been faced with the challenge of improving their employee performance which has gone down irrevocably, even with up to date employee motivation initiatives. Initiatives to improve employee performance have been left in the hands of human resource managers, who undermine and sometimes perceive organizational culture to have very minimal influence on employee and organizational performance. Organizational practitioners have continued to be bedevilled with this.

Other problems facing commercial banks in Nigeria are poor management and leadership or any other employee well-being initiatives, the failure of employees, supervisors and managers and organizational leaders to understand the profound effect that organizational culture has on customer satisfaction as well as organizational performance. Nigerian organization has been bedevilled with internal (workers and investors) and external (customers and general public) dissatisfaction, culminating to an image problem (Ngerebo & Yellowe, 2015). The selection process is concerned with luring people who have the skills, knowledge, abilities and capabilities to perform a job creditably in an organization.

1.3 Research Questions

Arising from the statements of the research problem, the following research questions have been generated;

- i. To what extends does dominant values influence job satisfaction from employees?
- ii. What is the impact of dominant values on employees' commitment?
- iii. To what extent has norms do have an impact on job satisfaction from employees?
- iv. What is the effect of norms on employees' commitment?

1.4 Research Objectives

The study assessed the impact of organizational culture practices and employees' productivity of selected commercial banks in Ilorin Metropolis. Other specific objectives are to:

- i. Determine the impact of dominant values on job satisfaction from employees
- ii. Examine the effect of dominant values on employees' commitment

- iii. Assess the impact of norms on job satisfaction from employees
- iv. Evaluate the effect of norms on employees' commitment

1.5 Research Hypotheses

The hypotheses for this study are as follows:

H0₁: There is no significant impact of dominant values on job satisfaction from employees

H0₂: There is no significant effect of dominant values on employees' commitment

H0₃: Norms have no significant impact on job satisfaction from employees

H0₄: Norms have no significant effect on employees' commitment

1.6 Significance of the Study

The study provides knowledge of organizational culture practices through building trustworthiness with employee productivity characteristics. The application of the knowledge derived from the study serves as a means of retaining existing employees and acquiring new competent employees through seminars/workshops, and it serves as an added advantage to commercial banks, revealing ways in which employee empowerment can ensure employees' commitment.

The study provides a strong background serving as a source of reference and the existing body of knowledge for a more elaborate future research on organizational culture to the organizational performance of Nigerian commercial banks. Furthermore, this study is noteworthy to several concerned parties, ranging from Academia to Entrepreneur, and different business organizations in enhancing the essence of mentoring. Also, this study is important to money deposit financial institutions in Kwara State on knowledge of employee effectiveness.

The study gave organizations insight into dominant values on the part of the employee. Organizational culture practices can be handled effectively and efficiently to strengthen the longitudinal relationship with the employees. By doing this, it assisted financial institutions on how to improve their productive commitment. However, this study serves as a guide on how commercial banks can enhance the practice of shared value with their customers to satisfy them and also elevate the situation where customers remained on the same official duty for a very long time.

The study drew the attention of the management of the commercial banks under the study and the views of their employees concerning the effect of norms on employee performance in Nigeria. Organizational culture practice is an aspect of management strategy which involves learning and growth of employees and rendering of quality service. This study focused on employee commitment and effectiveness, implementation of organizational culture practices brings about employee trust, communication, commitment and responsibilities and close supervision.

Lastly, this study is significant to research students and scholars in drawing empirical analysis. It would be useful to other forms of organizations, novel entrepreneur and researchers that would refer to it and consider objectively, the recommendations proposed.

1.7 Scope of the Study

The study focused on the impact of organizational culture practices and employees' productivity of selected commercial banks in Ilorin metropolis. This study was also limited to organizational culture variables such as dominant values and norms, while employees' productivity variables such as job satisfaction and employees' commitment are also considered. The selected commercial banks are Access Bank Plc, Guaranty trust bank (GTB), First Bank Plc and Union Bank Plc. The purpose of restricting the study to these banks is to have proper capturing of old and new generation banks and because of their nation widespread out.

The motive for chosen Ilorin was because it is the largest marketable hub in Kwara State and has the uppermost number of inhabitants in the State. This study covers the period of 2015-2018. The justification of chosen commercial banks is because of the existence of different personality of staff from various parts of the country.

1.8 Limitations of the Study

This study is limited by the number of variables used to measure the impact of organizational culture practices and employees' productivity of selected commercial banks in Ilorin metropolis. The major constraints were the reluctance and non-disclosure attitudes of respondents to divulge the required information. The researcher was able to overcome this through the mechanism of persuasion and appeal to the respondents.

1.9 Operationalisation of Variables into Constructs

Operationalization involves the concept in which the dependent and independent variable can be practically measured. Operationalising the effects of organizational culture practices and employees' productivity in selected commercial banks Ilorin is expressed below: -

The Independent construct of this study is **Organizational Culture Practices** denoted by X while the dependent variable is **Employees' Productivity** denoted by Y, the construct and variables are stated below:

$$Y = f(X)$$

Where X = Organizational Culture Practices

x1 = Dominant Value

x2 = Norms

Where Y = Employees' Productivity

y1 = Job Satisfaction

y2 = Employees' commitment

$$Y = f(X)$$

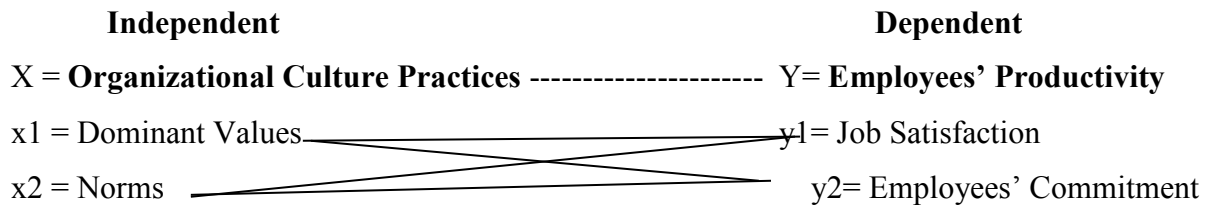
Where

X = Independent variables

Y = Dependent variables

$$Y_1 = f(x_1, x_2, \dots, x_n)$$

$$Y_2 = f(x_1, x_2, \dots, x_n)$$



1.10 Operational Definition of Terms

Organizational Culture Practices: "webs of norms" that are instituted in every organizational setting, "artefacts", "beliefs and values", and "basic underlying assumptions". The artefact includes noticeable and observable formation and course of action.

Employees' Productivity: Is a measure of output per unit of input. An organization can guide the conduct of its employees by embedding ethical values in its culture. By hiring employees who are responsive to their practices, organizations hope to establish a robust and stable

attachment among their members; such selection processes may also serve to select individuals with values compatible to those of the organization.

Dominant Values Are views and beliefs that are widely shared among the majority of a society or group which may begin to influence the rest of their peers. The fit between a person and an organization is a suitable way of assessing interaction, as individual values within an organization are relatively persistent and can be directly compared between an individual and an organization. Values can be considered to have a strong influence on human behaviour, the question of how values cause preferences and how they cause individuals to act on their preferences remains unsolved; values are equal neither to attitudes nor behaviour.

Job Satisfaction: The consistent behaviour and satisfaction of employee responsibilities within the organization which in turn results in consistent customer experiences. The process that influences directly to employee performance. It can also be seen as a pleasurable or positive emotional state resulting from the appraisal of one's job.

Employees' Commitment: It involves employees' high performance: values, norms, job flexibility and employee commitment produce a successful organization and thus contribute to performances. Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to the organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goal of the organization.

Employee Efficiency: The ability to achieve a given output with a given input by the employee. It is also the measurement of the relationship between inputs and outputs or how successfully the inputs have been transformed into output.

Employee Performance: Performance is the degree of employees' achievement on a given job based on organizational goal and mission. Performance is the various measures of the efficiency of production. It is also expressed as the ratio of output to the input used in a production process, i.e. output per unit of input. It is considered to be the most crucial factor in the production performance of firms and nations. Increase in firm productivity can bring about attractive working condition and environment and makes business to be more profitable.

CHAPTER TWO

LITERATURE REVIEW

2.0 Preamble

This study is designed to examine the impact of organizational culture practices and employees' productivity of selected commercial banks in Ilorin metropolis. The researcher reviewed literature relating to the dominant values and norms under organizational culture practices while job satisfaction and employees' commitment is reviewed under employees' productivity of banks in Ilorin metropolis. The researcher also took into cognizance employee effectiveness, efficiency, trust and dedication in commercial banks. Expedient areas that were also reviewed are theoretical and empirical aspects of the literature review, this chapter concluded with gaps in the literature.

2.1 Conceptual Review

2.1.1 Overview of Organizational Culture

According to Schein (2011), Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. It prescribes how Such organizations are continuously changing their systems to promote improvements and provide value for their customers. Besides, the establish of organizational culture, not only influence enterprise itself but also have a certain impact on public, as well as domestic and international enterprises, it forms a part of social culture while improving enterprise's popularity, that is to say, organizational cultures has an enormous radiating function (Awogbemi, 2016). Moreover, Nelson and Quick (2011) stated that culture is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.

Organizational culture comprises the unwritten customs, behaviours and beliefs that determine the "rules of the game" for decision-making, structure and power. It is based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success (Dave & Jeanne, 2011). An organization can guide the conduct of its employees by embedding ethical values in its culture. Organizational culture forms a strong background of the working area, colouring everything in an organization (Gunaraja, 2014).

Organizational goals can change over time as the organizational culture changes (Kolawole, 2015). The domestic companies can also inculcate the vision of business growth/profitability and not just to exist. Organizational culture may spring from different sources, mainly from the beliefs of the founders (Martínez-Cañas & Ruiz-Palomino, 2014).

One can see from the above definitions of organizational culture that the concept has been defined in many ways. An organization must establish an organizational culture to maintain its position in the market (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014). 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. 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), guide behaviour and facilitate shared meaning (Denison, 2016).

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 (Brown 2015). Organizational culture is also described as the basic assumptions of different organizations which must be taught to organizational members that will form the basis of their behaviours and attitudes (Schein, 2011).

Montana & Charnov (2015) define organizational culture as an important aspect of a company, the total sum of the values, customs, traditions, and meaning that make a company unique. It is also often called the character of an organization. Organizational culture embodies the vision of the company founders and the early heroes of the business enterprise, standards and norms of organizational behaviours in any given organization (Khan, 2015). Organizational culture must be developed to provide support to an organization and bring continuous improvement. The culture of an organization is very important for the progress of an organization because it

impacts on employees' commitment and their retention as well. If the culture of an organization is flexible, it will provide a good working environment to employees and as a result, influence the organization's overall performance.

2.1.2 Dimensions of Organizational Culture

According to Schein, (1991) different kind of culture are as follow:

Counter Culture: The values and beliefs of organizational culture which were shared among different management, departments and managers forced to gain advantage from them come under countercultures (Kerr & Slocum, 2005). The organization performance based upon the contribution of strong culture leads to a strong association between performance and management. The culture of an organization is very important for the progress of an organization because it impacts on employees' commitment and organization as well. If the culture of an organization is flexible it will provide a good working environment to employees and as a result, influence the organization's overall performance.

Sub Culture: Subcultures have been defined as organization segments with different sets of norms, values and beliefs based on geographical areas, job requirements and department goals (Schein, 1991). The commitment of employees towards an organization based upon employee perception that affects culture (Lok, Westwood & Crawford, 2005). The social interaction of workplace outside organization considers well for some groups. Subculture is a reputation and an intangible asset which organizations use to create a competitive strategic advantage to differentiate themselves from other firms to enhance performance.

Strong Culture: The same type of values and beliefs which all employees hold in culture must be considered strong. The beliefs and values of the organization were considered strong when employee embraces a greater part of the culture. (Deal & Kennedy, 1982), the reduction in gaps in employee relationship has been agreed with managers so far. The rules in the organization must be considered important for employees. The policies, procedures and objectives designed by top managers must influence the behaviour of employees so that competitive advantage has to be gained.

Weak Culture: The loosely knit organization cultures that help in pushing thought, attitudes and beliefs of individuals to be more innovative. The loosely joined culture based upon values and beliefs has an association with perfect sets. (Deal & Kenndy 1982) The diversity between

personal objectives and organizational goals has made the management to create rules and procedures so that perfect association will be created between them.

2.1.3 Elements of Organizational Culture

According to Fakhar, Iqbal and Muhammad (2012), the attributes of organizational culture can be seen as follows:

2.1.3.1 Norms

Norms governed how members of an organization behave, think, relate and understand the world around them. It refers to an informal rule and shared expectations that shape individual attitudes and behaviour (Fakhar, Iqbal & Muhammad, 2012). Norms can be represented in all kinds of signs, whether in documents, oral communication or behaviour, to preserve, to spread and to follow them. Norms are rules or expectations of behaviour within a specific or social group, often unspoken, these norms offer the social standard of appropriate and inappropriate behaviour governing what is (or not) acceptable and coordinating our interactions with others.

2.1.3.2 Rules

Clearly, rules are defined for employee's behaviour associated with productivity, intergroup cooperation and customer relationship (Fakhar, Iqbal & Muhammad, 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 Organization act and communicates, and know what is required of them in various situations 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). In an organization, the employees' behaviour is not only guided by rules but over time values and beliefs develop and are internalized by the employees as a code of conduct, though it can take some time before these values and beliefs are enshrined in the Organization (Taurisa & Ratnawati, 2012).

Also, the level of outputs on the side of the employee will be guided by the rules imposed by the management that specified the rate at which employees are expected to produce. However, it must be known to them before the period of production and they will act on them accordingly.

2.1.3.3 Behavioral Regularities / Ritualized Behaviour

Behavioural regularities illustrate the common language and formal procedures. (Fakhar *et al*, 2012) These are much related to the rules that guide every action of employees about management, stakeholders and the general public. However, there is the existence of similar characteristics by the employee in their place of work in terms of roles assigned to them. Culture sets the boundaries by providing employees with a set of normative rules to regulate certain aspects of their behaviour which give rise to attitudes, motivations and a sense of shared identity that contributes to organizations' effectiveness.

2.1.3.4 Coordination and Integration

It is the responsibility of management to integrate the resources in the organization like managing the affairs of employee and the clients in line with the stated rules and regulations. So it is between the organizational units for improvement in commitment to responsibilities, quality and speed of designing in manufacturing the products and services (Barney, 2012). The culture's intensity or strength, and its adaptability are the components that enable organizations to meet the twin demands of internal consistency and external flexibility. Organizations that fall within internal influences focus emphasis on integration information management, communication, while those that fall within the external influence focus emphasis 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 (Gavric, Sormaz & Illic, 2016).

2.1.4 Characteristics of Organizational Culture

The followings are the characteristics of organizational culture according to Ahmed & Shafik (2014)

Artefact: It's the social and physical environment e.g. rules, philosophy, equipment, systems and procedures. The artefact includes noticeable and observable formation and course of action.

Language: the ways for the organization to understand the world e.g. myths, jokes, tradition and stories. Due to the dynamic of business, the issues of organizational structure and organizational performance has attracted the attention of scholars in organizational culture and have ignited a lot of discussions and arguments.

Behaviour pattern: the continuous behaviour of organization e.g. ritual, rites and celebrations. Employees' productivity has been affected by a range of things; one of these is the structure of the organization. It has been observed that some organizations' problem occurs from their internal structure which affects the level of employees' commitment and behaviour, this results in a weak cordial relationship between the superior and the subordinate staff.

History: Culture is considered as a result of the historical process. Nohria, Ouchi, & Fred 2003) state that winning companies write down their values in clear, forceful language and demonstrate them with concrete actions. Organizations are sometimes faced with challenges of adopting the best structure to maximize the highest level of commitment from employees. Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace.

Values, belief and attitudes: Values are closely attached with moral standards and ethical standards; they examine what people think should be done. while the beliefs and values coherently focus on the purposes, desire, objectives, values, philosophy and beliefs of the culture; and the underlying assumptions represent the essence of culture and lay much emphasis on the insensitivity and non-awareness of the instituted values, philosophy and beliefs (Schein, 2010). Beliefs on the other side 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 defined as words, objects, conditions, acts or features of the organization that are important to organizational members. It includes corporate logos, policies and products.

2.1.5 Factors Influencing Organizational Culture

Awadh and Saad (2013) list several factors acting on organizational culture.

2.1.5.1 Power Distance

It is defined as the degree of employee and management behaviour that have been based upon a perfect relationship between a formal and informal set of planning action. Also, if organizations want to increase their profits and productivity of the employees, improvement of norms and values has to come first. However, hiring and developing competent employees through effective cultural values such as communication, motivation, growth opportunities and supervisory support can guarantee and grant the firm a competitive advantage over its competitors (Asiedu, 2015).

2.1.5.2 Individualism

This is when the difference between organization interest and self-interest needs to be perfectly matched. A positive and strong organizational process will foster strong individual and organization interest and make an average individual performance to achieve brilliantly whereas a negative and weak organizational process as a result of organizational culture may affect employee's commitment.

2.1.5.3 Uncertainty Avoidance

The uncertainty and ambiguity based upon tolerance help in mitigating willingness of people. In cross-cultural psychology, uncertainty avoidance is a society's tolerance for uncertainty and ambiguity. It reflects the extent to which members of a society attempt to cope with anxiety by minimizing uncertainty. People in culture with high uncertainty avoidance tend to be more ration than people in a culture with low uncertainty avoidance.

2.1.5.4 Masculinity

It comes in avoidance of caring and promotion rather than the level of success based upon challenges, insolence and ambition. The organizational policy is a set of guidelines and best practices put in place to protect the company, employees, and customers. As stated by Oladele (2015), there is an increasing demand for committed employees who need little or no supervision to carry out their job sufficiently for the good of the organization. Organizational policies may cover employment practices concerning masculinity, employee conduct, disciplinary procedures,

Internet and e-mail use. organizational culture phenomena and personal values of individuals help to shape organizational culture.

2.1.6 Dominant Values

According to Mashal and Saima, (2014), the organization's norms and values have a great impact on those who are fully devoted to the organization. Moreover, organizations differ in their cultural context in terms of the relative ordering of beliefs, process, structure, values and assumptions. Uhal (2008) views organizational culture as a system of shared values and beliefs that interact with a company's people, organizational culture, and control systems to produce behavioural norms. Most definitions seem to share the notion of something shared (values are particularly mentioned here) and a reference to organizational or organizational culture as being unique and distinctive. Organizational values describe the core ethics or principles which the company will abide by, no matter what. They inspire employees' best efforts and also constrain their actions.

Strong, clearly-articulated values should be a true reflection of your organization's aspirations for appropriate workplace behaviour and play an important role in building a positive culture at your organization. Every organization prefer some values over others when people are faced with a majority of others who agree on a particular attitude or judgment, they are very likely to adopt the majority judgment (Hofstede, 2007). A university might value intellectual rigour, independence and the pursuit of knowledge. By comparison, a listed telecommunications company would prefer customer service, network reliability, and profit. For this reason, there is no such thing as a one-size-fits-all Code of Ethics. Values refer to what is desirable and worthy, and in their collective form, characterize social collectives such as corporations by a set of assumptions, beliefs, and values (Denison & Mishra, 2015).

Hofstede (2007) describes values as A broad tendency to prefer certain states of affairs over others. They are different from an organizational culture because they reflect more than values and beliefs. Behavioural processes are the sequences of steps used for accomplishing the cognitive and interpersonal aspects of work. Denison (2016) gives another definition of values: "an enduring belief that a specific mode of conduct or end-state of existence is personally and socially preferable to alternative modes of conduct or end-states. Values can serve as a means of

social control, recognizing the importance of normative prescriptions (Denison & Mishra, 2015). This power of peers is an established finding in social psychology, based also because people adopting normative views fear disapproval and rejection for being different, not being accepted or even being rejected (Hofstede, 2007).

Analyzing the nature of personal values and their implications contributes to the understanding of the customer policies and provide guidelines on working with customers and outline what customers can expect from the organization. Organizational culture includes the shared set of beliefs, expectations, values, norms and works routine that control how members of an organization relate with one another and work together to achieve organizational goals and objectives (Nwodo, 2015). Indeed, culture is a set of effective shared values and opinions on the behaviour and thought of organizational members. It can be regarded as a starting point of both organizational success and failure. Moreover, Douglas, (2010) wrote that organizations differ in their cultural context in terms of the relative ordering of beliefs, values and assumptions. Organizations must not only adapt to nation-level values prevailing in their society, but also to individual-level values that are important to the members of the organization (Hofstede & Bond, 1998).

2.1.7 Norms

Organizational culture is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Its a set of effective values and opinions on the behaviour and thought of organizational members (Rishipal, 2014). A system of shared values and beliefs that interact with a company's people, organizational culture, and control systems to produce behavioural norms. The consideration of having a strong influence on human behaviour, the values relating to preferences and how they cause individuals to act on their responsibilities. These organizational attitudes related to employee behaviour. Effective organizational attitude and values bring about trust, communication, commitment and responsibilities on the part of the employees, and the need to have close supervision on the management if the objectives of organizational norms are to be realized.

As stated by Kotter and Heskett, (2012), culture is a collection of beliefs, behaviours and values which shape the society. Culture is knowledge, explanations, values, beliefs, communication and behaviours of many people, at the right time and right place. In the present era, the concept of culture is used as a concept of organization. According to Stewart, (2017), the organization's norms and values have a great impact on those who are fully devoted to the organization. According to him, norms are unable to be seen but if the organizations want to increase the profits and productivity of the employees' norms comes first to be considered.

A system of shared values and beliefs that interact with particular people, societal structures and control systems to produce behavioural norms. It has often been assured that commitment to a particular set of values, beliefs and norms have positive results that strengthen organizational culture. They focus on the values, beliefs and norms of individuals in the organization and how these individual perceptions coalesce into shared meanings. According to Oladele (2015), when a person aids or behaves in an expected or beyond expectation, such a person is said to have performed well or creditably well. Organizational culture is the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.

Most definitions seem to share the notion of something shared (values are particularly mentioned here) and a reference to organizational or corporate culture as being unique and distinctive. It refers to rules of behaviour that determine what are considered to be suitable and unsuitable responses from employees in different conditions. Understanding such dynamism is very crucial to pursue organizational strategic objectives (Awad & Saad, 2013). These norms grow over time when several persons make a discussion with each other to decide on how they can handle the organizational issues. Organizational culture helps to provide opportunity and broad structure for the development of human resources' technical and behavioural skills in an organization.

Organizational culture is something that is changeable or is at least subject to the influence, any adequate definition must imply the adaptability of the cultural concept to guide behaviour in a corporation. Today's organization is principally dynamic as it establishes huge opportunities and challenges to the corporate circle and decision-makers (Osibanjo&Adeniji, 2013). Even though values and behavioural norms are different concepts, it seems that they share a core theme as

they are expressed in similar terms. The organizational culture must be developed in a way to provide support to an organization and bring continuous improvement. The culture of an organization is very important for the progress of an organization because it impacts on employees' commitment and their retention as well.

If the culture of an organization is flexible it will provide such a working environment to employees and as a result, influence the organization's overall performance. Norms are measured by things like the amount of work done and also the level of cooperation between management and employees of the organization, (Ngerebo & Yellowe 2015). Clearly, rules are defined for employee's behaviour associated with the productivity, intergroup cooperation and customer relationship. Observed behavioural regularities have illustrated common language and formal procedures, Coordination and integration between the organizational units for improvement in commitment to works, quality and speed of designing and manufacturing the products and services.

2.1.8 Employee Performance and Productivity of Nigerian Commercial Banks

According to Cascio (2006) performance and productivity is the degree of an achievement to which an employees' fulfil the organizational mission at the workplace. He continues to say that the job of an employee is to build up by the degree of achievement of a particular target or mission that defines boundaries of performance. Performance and productivity measure is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization (Gordon, 2008). As stated by Upadhaya (2014) Performance measurement is the process of collecting, analyzing and reporting information regarding the performance of an individual, group, organization, system or component.

Performance measurement has been defined by Cascio (2006) as the process of quantifying the efficiency and effectiveness of past actions. The adoption of good cultural practices has benefited commercial banks by improving their performance and enhancing the efficiency and effectiveness of their employees. While Moullin (2002), defines it as the process of evaluating how well Organizations are managed and the value they deliver for customers and other

stakeholders. The organization have goals and objectives to achieve but as a result of inadequate structure which resulted in a lack of employee's commitment, many organizations were unable to attain it. In recent times, business organizations in an attempt to adopt the best type of structure to attain maximum organizational commitment have faced a lot of problems (Lawson, Hatch, & Desroches, 2013).

Effectiveness is the level of quality with which a task or process is carried out that ultimately leads to higher performance. Employee 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. Neely (2002) cites other employee job performance indicators like job skills, and employees work relationships, level of adaptability, self-motivation, creativity, stress tolerance among other factors. The ability to achieve a given output with a given input by the employee.

Performance is the degree of employees' achievement on a given job based on organizational goal and mission. It is also the measurement of the relationship between inputs and outputs or how successfully the inputs have been transformed into output. Productivity is the various measures of the commitment of production. It is also expressed as the ratio of output to the input used in a production process, i.e. output per unit of input. It is considered to be the most crucial factor in the production performance of firms and nations. Increase in firm productivity can bring about attractive working condition and environment and makes business to be more profitable. Cascio, (2006) commitment shows how fluently streamlined an employee's production facilities are in terms of the steps he/she needs to perform to accomplish a task.

2.1.8.1 Job Satisfaction

Employee job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job (DeWitt, 2010). Job satisfaction, itself, has direct (and indirect) bearing on important individual and organizational outcomes, including employee work motivation, turnover, productivity, and commitment (Jenatabadi, 2015). He argued that job satisfaction is the single best predictor of employee turnover, which itself imposes considerable costs on organizations. Turnover costs include direct losses in productivity as well as indirect

declines due to recruitment and training expenses and losses in institutional knowledge and memory (Cascio, 2006).

An organization can continue to monitor inconsistent behaviour and dissatisfaction of an employee within the organization which in turn results in too inconsistent customer experiences. Organizational policies promote consistency for employees' by stating the types of behaviour that are acceptable and those that are not. This helps both employees and employers to respond to different situations in similar ways. Additionally, the consistent and equitable treatment of employees helps to ensure that the organization follows employment legislation. This reduces the chances of employees taking organizations to court for unfair practices. So again, the organization is protected from legal liabilities. Every employee sees and learns to understand the company's financials, along with all the other numbers that are critical to tracking the organizational performance, (DeWitt, 2010).

Secondly, employees learn that, whatever else they do, part of their job is to move those numbers in the right direction and finally, employees have a direct stake in the company's success. Because of its apparent influence on job satisfaction, work motivation, and individual and organizational productivity, public administration scholars argue research exploring the factors that lead to increased goal clarity (or, conversely, diminished goal ambiguity) and employee goal commitment is desperately needed in the field (Jenatabadi, 2015). However, organizations incapable of shaping at least a moderate degree of common understanding may fail to achieve a shared understanding on at least some issues, may perform badly, they even risk their existence (Alvesson, 2011). Whereas both a “strong” culture and an appropriate culture from the standpoint of content will produce positive performance, a combination of the two is most powerful.

A strong culture is endowed with the organization's shared values which are more directly related to reduce turnover and promote job satisfaction. Oftentimes, it is during this process of organizational orientation that employees realize that their values and standards may not coincide with those of the organization. In these instances, the employee or employer frequently come to term to align their differences (Habib, *et al.*, 2014). The role of organizational culture in facilitating increased competition, diversity, mergers, acquisitions, internal integration, and

various workforce developments have created a greater need for promoting corporate survival, growth and development. The concept of culture is what distinguishes an organization in terms of originality, change management, risk-taking, consistency and assertiveness from other organizations (Denison, 2016).

The culture of every organization is represented by the values, beliefs, customs and traditions of its members. This culture articulates the core values which are collectively shared by the same organization's members. At the same time, management seeks ways of recognizing and harmonizing the gender, religion, race, ethnic, and other differences that these employees bring to the workplace (Yilmaz, 2008). The culture of every organization is particularly resistant to change and even when culture needs to be changed, the management has little or no influence because the employees must have been committed to them. Organizations also tend to be efficient because they have shared values that are consistently reliable, harmonized, and integrated. Above all, management at all levels must create a culture that promotes the attainment of corporate goals and increased employees' performance

2.1.8.2 Employee Commitment

According to Adriani, Budi and Sutrisu (2015), Organizational commitment demonstrates confidence, ability and strong desire to engage and maintain each other 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. Consistency can also be looked at from the organization and employee as far as values and purpose are concerned. Organizational commitment is the employees' state of being committed to assist in the achievement of the organization's goals and involves the employees' levels of identification, involvement, and loyalty (Caught & Shadur, 2000). It is an emotional response that can be measured through people's behaviours, beliefs, and attitudes and can range anywhere from very low to very high. It is a commitment that gets the job done.

This intense dedication is more powerful than our best intentions, willpower, or circumstances. Without commitment, influence is minimal, barriers are unbreakable and passion, impact, and opportunities may be lost (Gordon, 2008). The culture of an organization is very important for the progress of an organization because it impacts on employee commitment and its retention as

well. If the culture of an organization is flexible it will provide such a working environment to employees and as a result, influence the organization's overall performance. All organizations exist for a purpose, and, to achieve that purpose, top management sets goals and objectives that are common to the whole organization. In organizations that are not using the employee commitment approach, most planning and objective setting to achieve these common organizational goals is directed downward.

Plans and objectives are passed down from one managerial level to another, and employees are told what to do and what they will be held responsible for. This makes sense because good behaviour is driven by ethical values (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014). The employee commitment injects an element of dialogue into the process of passing plans and objectives from one organizational level to another. The superior brings specific goals and measures for the subordinate to a meeting with this subordinate, who also brings specific objectives and measures that he or she sees as appropriate or contributing to better accomplishment of the job. Together they develop a group of specific goals, measures of achievement, and time frames in which the subordinate commits himself or herself to the accomplishment of those goals.

The employee is then held responsible for the accomplishment of the goals. The manager and the employee may have occasional progress reviews and re-evaluation meetings, but at the end of the set period, the subordinate is judged on the results he or she has achieved. He or she may be rewarded for success by promotion or salary increases or he or she may be fired or transferred to a job that will provide needed training or supervision. Organizational culture ensures employee commitment, by focusing on employee and customer satisfaction (Hartnell & Walumba, 2011). Whatever the outcome, it will be based on the accomplishment of the goals the employee had some part in setting and committed himself or herself to achieve. However, managers always have been challenged to produce results, but the modern manager must produce them in a time of rapid technological and social change. Managers must be able to use this rapid change to produce their results; they must use the change and not be used or swallowed up by it.

Both they and the organizations they manage need to anticipate change and set aggressive, forward-looking goals so that they may ultimately begin to make change occur when and where

they want it to and, in that way, gain greater control of their environments and their destinies. Organizations must not only adapt to nation-level values prevailing in their society, but also to individual-level values that are important to the members of the organization (Sagiv, Ngerebo, & Yellowe, 2011). The most important tool the manager has in setting and achieving forward-looking goals is people, and to achieve results with this tool the manager must: first, be able to instilled in the workers a sense of vital commitment and desire to contribute to organizational goals; second, control and coordinate the efforts of the workers toward goal accomplishment; and, last, help his or her employee to grow in ability so that they can make greater contributions.

2.1.9 Forms of Employees' Commitment

Allen and Meyer (1990) have identified three types of employees' commitment.

Affective: Affective or moral commitment occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization.

Continuance or Calculative Commitment: This occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations.

Normative commitment: This occurs when individuals remain with an organization based on expected standards of behaviour or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviours as those who have affective commitment. Allen & Meyer (1990) suggested that an additional type commitment may also exist, he writes that this occurs when individuals feel they have little or no control or impact and would like to leave their jobs. These employees usually demonstrate low levels of performance.

2.1.10 Organizational Culture, Management Style and Employees' Performance

Since culture has a greater influence on the behaviour and performance, every organization through the managers must, therefore, have a numerous channels of transmitting their cultural values to the employees. Brown & Harvey (2006) highlighted some of the several ways of

learning the culture of the organization. This includes; stories, rituals, material symbols and languages. The story, according to Buchanan and Huczynski (2004) provides a descriptive explanation about the past, give insight into the present and anticipate for future occurrences. This enlightenment focuses on the rationale behind the establishment of the organization, the core values, actions and reactions to past mistakes, and organizational coping strategies (Frambach & Schiilewaert, 2002).

The rituals are the actions that articulate and strengthen the key values of the organization, management style, the strategic intent and objectives as well as the resourcing strategies of the organization. The material symbols serve as a means to spread messages like values of sincerity, risk-taking, honesty, equality, resourcefulness, inventiveness, and discipline to the employees. Ogbonna and Harris (2000) also identified other examples of material symbols which include the culture, composition of employees, size of offices, trademarks, logo, and so on. Finally, the banking industry adopts and uses different languages as a way to identify members who shared common values and with relatively stable characteristics. To the new employees, they are frequently overwhelmed with acronyms and jargon that, after six months on the job, have become fully part of their language.

Organizational members can understand how their communicative actions and interactions contribute to the increased performance and the organization's mission and philosophy. Kandula (2006) adduced that effective performance cannot be attained without formidable cultural values. Magee (2002) contends that the relationship between organizational culture and employees' performance cannot be quantified since both variables depend on each other for success. Since culture is what distinguishes an organization from another, therefore the strategies and practices put in place will be quite different as well. It is believed that formidable cultural values and diversity have a significant influence on the performance, commitment, morale and motivations of an employee in the banking sectors.

2.1.11 Factors influencing Organizational Culture

Nongo and Ikyanyon (2012) list several factors acting on organizational culture. These authors distinguish between factors with the capability of being influenced only conditionally and those that can be widely influenced by the organization. Aspects subject to conditional influence may need considerably more effort and time to change compared with those subject to wider

influences. Nongo and Ikyanyon (2012) construct could be complemented with an additional, third model for aspects that are not capable of being influenced at all. Age and history of the corporation, for example, attributed to the conditionally capable factors are unchangeable.

In the present era, the concept of culture is used as a concept of the organization (Mashal & Saima, 2014). Organizational culture may consist of two important elements of a social group; structural stability of several peoples and assimilation of an individual item in good standard (Schein, 2010). Cultural practices by commercial banks have adapted over time to cope with the dynamic changes and meet the varying demands of organizations in their quest for gaining competitive advantage in all their activities.

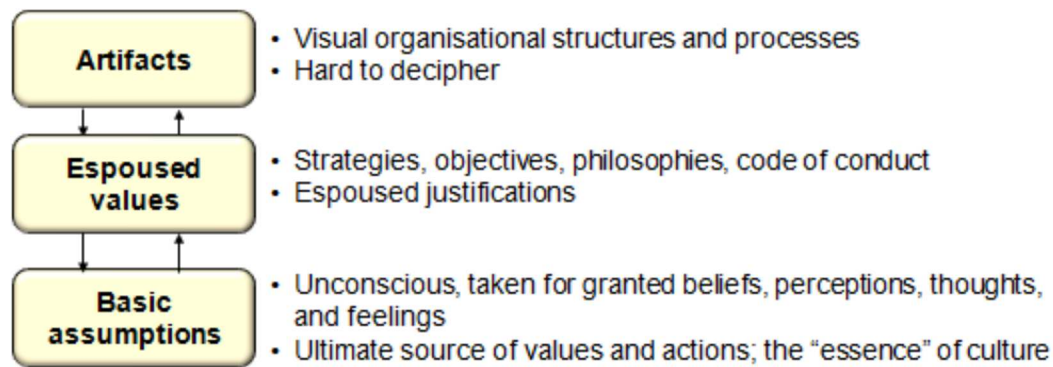
However, organizational excellence could be varied since cultural traits could be the source of competitive advantage through casual ambiguity (Barney, 2012). It is a shared perception of the organization which is observed in all organizational members and reflects common and permanent characteristics that distinguish the organization from other organizations (Ghorbanhosseini, 2013). It is argued that the hiring of the best people for your firm doesn't guarantee the success of the firm.

2.2 Theoretical Review

2.2.1 Schein's Theory of Organizational Culture

Most organizations focus mainly only on basics reward systems and give less concern on traditional cultural activities. Schein (1991), the theory of organizational culture describes how the complex concept of culture can be used by managers to better understand the dynamics of an organization and also to initiate interventions. He further maintains that due to differences in organizational culture, the same strategies do not yield the same result for two organizations in the same industry and the same location. According to Kandula (2006), the key to good performance is a strong culture. Schein (1991) points out the role of leaders when it comes to applying the principles of corporate culture to achieving an organization's objectives and understanding. The theory of organizational culture diagram depicts the phenomenon of organizational culture as an interaction between interrelated cultural levels (Schein, 1991).

Figure 2.1 Schein's Theory of Organizational Culture



Source: Schein (1991) Adapted in Rietmann, (2013)

On the first layer, culture is evident in created objects and artefacts; this encompasses tangible, visible, or audible things such as buildings, decor, logos, physical products, stories, speeches, interactions, rites, and rituals. Sackmann (1991) however cautions against concluding without knowing the specific meanings attributed to visible cues by giving an example from anthropology, where Mayan and Egyptian pyramids served completely different purposes.

On the second layer lie the collective values of the organization’s members, which have a significant impact on attitudes. Imposed values have, according to Schein (1991), a lesser impact on the behaviour than self-imposed, internalized moral concepts. The third level, the “essence” of culture, incorporates the basic assumptions or underlying principles of the members of an organization. Such assumptions are normally taken for granted and have a long-term, binding influence. They are neither visible nor consciously perceived.

Schein (1991) attributes importance to basic assumptions for the understanding of organizational culture followed by values. The decoding of the embedded underlying principles is important to Schein, whose model is based on anthropologist researchers (Sackmann, 2007). In contrast, Hofstede's (2007) research suggests that values are part of the larger societal culture, whereas collective practices determine organizational culture (Sackmann, 2007). Schein's ideas and descriptions of different layers of culture formulated in 1985 still occupy an important position, have received widespread acceptance and have seen numerous adaptations (Sackmann, 2007). The researcher adopted this theory as a guide because it states that the three layers as mentioned should be made to reflect in organizational culture to achieve the highest level of efficiency and commitment from organizations' stakeholders.

2.2.2 The Theory of Open-Book Management (OBM)

Open-book management theory was developed by Stack (2003). The theory states that the best, most efficient, most profitable way to operate a business is to give everybody in the company a voice in saying how the company is run and a stake in the financial outcome, good or bad. Open-book management is revolutionary because the conventional business operates under two assumptions. These are; a job must be defined as narrowly as possible and that Workers need close, direct supervision (Case, 2013). Changes in the organizational and social environment have prompted changes in the approach to management.

Open-book management is a way of running a company that gets everyone to focus on helping the business makes money. Case (2013) further argues that open-book management takes those trendy new management ideas - empowerment, Total Quality Management, teams and so on - and gives them business logic. In an open-book company, employees understand why they're being called upon to solve problems, cut costs, reduce defects, and give the customer better service. Case (2013) further clarifies that in open-book management there are three essential differences to a conventional business.

Open-book management theory is directly related to organizational culture, Thomas (2015) defined organizational culture as the prescribed pattern of work-related behaviours that are deliberately established for the accomplishment of organizational goals. Chijindu, Alaye and Gideon (2016) defined organizational culture as to how job tasks are formally divided and coordinated. It is the hierarchical relations among members of the organization. Germain (2006) conceptualize organizational culture as the way responsibility and power are allocated inside the organization and work procedures are carried out by organizational members. Organizational culture is defined as the formal system of authority relationships and tasks that control and coordinate employee actions and behaviour to achieve goals in organizations (Jones, 2013).

Open-book management theory describes the formal arrangement of jobs and tasks in organizations. The culture of an organization can be defined simply as the total of how its labour is divided into distinct tasks and then its coordination and integration is achieved among those tasks (Bernd, 2007). A different organizational culture that companies follow is reliant on several

factors such as the size of the business, Nature of business, Geographical regions, Workflow, Leadership style and Hierarchy which are stated in the organizational culture (Rishipal, 2014).

2.2.3 Organizational Culture Theory

Organizational culture theory was propounded by Pacanowsky and O'Donnell-Trujillo (1982). The theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization but their culture, behaviours, activities, and stories. Thus business analysis or performance appraisal or evaluation or merit rating usually expand to include all activities of the firm including completion (Olaolu, 2014). The appeal of organizational culture theory has been far and wide, resulting in a heuristic theory.

For instance, it has framed research examining Muslim employees (Alkhazraji, 1999), law enforcement officers (Frewin & Tuffin, 2008), and pregnant employees. According to Issa (2014), the Organization is a system of co-operative activities of two or more persons. The organization is essentially a matter of the relationship of man to man, job to job and department to department. Even more relevant in higher education, the theory has been used to study the stories of undergraduate students and their perceptions of "fitting in" at a college or university.

Current well-drafted organizational values of organizational culture theory are guiding staff behaviour, as well as strategic and operational decisions. Provide a solid foundation for your employment policies, and "fill the gaps" where policies are silent. Over time, improve the organization's ethical character as expressed in its operations and culture. Demonstrating integrity and accountability to external stakeholders through organizational culture, (Griffin & Pustay 2017). Setting the organization apart from its competitors, reduce the risk of inappropriate behaviour. Strengthen the employment value proposition, in general, organizational policies define what is or is not permitted within the organization. By doing this, they establish expectations and limitations related to behaviour.

According to (Chintan, 2015), there are many types of policy that an organization may develop, for example:

Security policies - Most security policies and procedures outline what is expected or required in terms of security measures at the company premises, what security checks are needed when

employees use their computers, and what employee identification is required. They may also include what information is public and what is private within the organization. Whistle blowing procedures and disciplinary procedures for breaches in security are also covered.

Health and safety policies – A health and safety policy must comply with federal and state laws as well as requirements set out by the organization's insurance company. These policies often include measures for personal protection, safety training, accident reporting procedures, and guidelines around maintaining a healthy environment. The thriving force of most international businesses is their host environment, the learning experience derives from the social trends of the business environment (Nguyen & Aoyama, 2014).

Employee discount policies – An employee discount policy may be developed to ensure that employees receive the same types of benefits and to regulate what benefits an employee can claim. This type of policy describes which employees are eligible for discounts and how employee purchases should be handled and recorded. It also outlines the limits of these benefits and procedures to take if someone does not follow the policy. The socialization process can, therefore, be seen to serve as an important source of being introduced to the culture of an organization (Grebe, 2017).

E-policies – Written e-policies should describe what is, and isn't, allowed to be communicated via an organization's e-mail and Internet systems. These policies typically state legal and ethical guidelines and requirements for using the software. They also should state how the organization monitors employee e-mail and Internet use. Disciplinary action for employees who disregard the policy is also provided in the policy. The excellent cultural atmosphere usually may produce a kind of incentive mechanism which makes each member's contribution get other employees and leader's appreciation and reward in time (Oladele, 2017).

2.3 Empirical Review

Salihu, Salihu and Musa (2016) carried out a similar study on Impact of organizational culture on employee performance in Nigeria. Descriptive research designed was adopted for the study, the primary source of data collection was used with the aids of self- administered. Ordinary least square (OLS) simple regression method of analysis was employed to examine the extent to

which Employee Involvement, Consistency, and organizational mission, has impacted on Job commitment, Job effectiveness, Job productivity. Findings from the study revealed that consistency as a factor of organizational culture was found to be a significant predictor of job effectiveness. Organizations mission was also found to have a significant impact on Job commitment in Nigeria. The study finally revealed that there is a direct and significant relationship between employee involvement and employee job productivity. The study thus recommends that every organization should carry out regular appraisals to determine the performance of its employees, and the organization can take the said opportunity to address the shortfalls and help the employees unleash their full potentials.

A study was conducted by Shahzad, Luqman, Khan, and Shabbir, (2012) titled “Impact of Organizational Culture on Organizational Performance”. The study was on defining and measuring organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. The objective of this study demonstrated conceptualization, measurement and examine various concepts on organization culture and performance. After analysis of wide literature, it was found that organizational culture has a deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of culture. Research showed that if an employee is committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organizational goals. Balance Scorecard is a suggested tool to measure the performance in the performance management system. A suggestion for further studies was advised to be done in this area to understand the nature and ability of the culture in manipulating the performance of the organization. Managers and leaders are recommended to develop a strong culture in the organization to improve the overall performance of the employees and the organization.

Lydia (2014) carried out a study on the Effects of Organizational Culture on Employee Performance in private organization 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 analyzed using descriptive statistics, to determine whether organization culture affects the employee's performance. Collected data were analyzed using Statistical Package for Social Science version

20 software and data represented in graphs, charts and tables for better understanding and interpretation. The study was able to reveal that organizational values have a more significant effect on employee's job performance at Wärtsilä company than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organizational 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. The study recommended that managers should focus on the factors that have a significant effect on employee performance if they want to enhance their businesses.

A study was carried out by Osibanjo and Adeniji, (2013) titled Impact of Organizational Culture on Human Resource Practices: A Study of Selected Nigerian Private Universities to examine the impact of organizational culture on the human resource development programmes of organizations using selected Nigerian Private Universities as a study case. The statistical analysis was based on two hundred and thirty-seven respondents (237) in the selected studied private universities showing that a close relationship exists between organizational culture and recruitment process, training programmes, job performance management, the performance of employees, pay structure, and compensation administration. The study suggested that given the organizational context of the study, each of the variables was appreciated more by the individuals in values, beliefs, and practices of the organization. The study concluded and recommended that prospective employees or job seekers should endeavour to familiarize themselves with the organizational culture before accepting job offers.

Another study by Mohamad and Mohammed (2013) examined the relationship between organizational culture and performance. The main aim of research the study was to identify and measure a strong relationship between performance and organizational culture. The literature review is adopted as a methodology to assess the culture of an organization impacts upon process, employees and systems. Certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. The goal of an organization is to increase the level of performance by designing strategies. The performance management system has been measured by balanced scorecard and by

understanding the nature and ability of the system culture of an organization have been identified.

Habib, Aslam, Hussain, Yasmeen and Ibrahim (2014) conducted a research work on the Impact of Organizational Culture on Job Satisfaction, Employees' Commitment and Turn over Intention". The purpose of this research was to explore the impact of organizational culture on job satisfaction, employees' commitment and the retention of the employees in the organization. The research was based on primary data and was conducted on the employee's working in different organizations within the territory of the Multan region, Punjab, Pakistan. Data was collected through a questionnaire from 235 employees of different Organizations. The Correlation analysis test was applied through the Statistical Package for Social Science version 20 to find out the results of the research. Results indicated that the nature of the organization significantly effects on Job Satisfaction and turnover intentions. Hence, the findings of research proved that organizational culture is an important element which highly influences employee commitment, job satisfaction and retention. The study then further recommended that Organization should have a flexible culture and top management should use the decentralized technique of management so that employees at a low level have authority and power to decide any problem they face according to their authority. Every employee must have direct dealing with top-level management. It will impact positively their satisfaction level as well as employees' performance which will increase the organization productivity.

Purnama (2013) examines how much influence organizational culture, job satisfaction, organizational commitment and organizational citizenship behaviour (OCB) to employee performance. The study population was employees of small and medium enterprises (SMEs) in East Java Province shoe-ranking supervisor to manager. The sampling technique used is a collection of sample (stratified cluster sampling) samples totalling 174 respondents. Selection of sample areas is based on the areas that have the potential for industrial development (industrial district). Results of this study indicate that organizational culture and job satisfaction and organizational commitment affect Organizational citizenship behaviour (OCB). Organizational commitment and Organizational Citizenship Behavior (OCB) effect on employee performance. The study concludes and recommends that simultaneously organizational culture, job

satisfaction, organizational commitment and organizational citizenship behaviour (OCB affects employee performance).

Ojo (2009) did a study on the Impact of Organizational Culture on Employee Job Performance. The study assessed empirically the impact of corporate culture on employee job performance as well as organizational productivity using the Nigerian banking industry as the case study. The study ascertained if organizational culture affects employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. The study adopted the survey research method in data gathering. The case study companies were selected using stratified and simple random sampling techniques; while the targeted respondents were selected using a simple random sampling technique. The findings made the research to accept the two alternative hypotheses and reject the null hypotheses because in both cases the calculated values of chi-square are greater than the tabulated values. The study concludes and recommends that corporate culture has an effect on employee job performance, and corporate culture determines the productivity level of the organization.

Syauta, Troena, Setiawan and Solimun (2012) carried out research that aimed at analyzing and revealing the influence of organization cultural and organizational commitment to employee performance directly or indirectly to the job performance. Data collection was done by questionnaire. The research samples were 127 employees. The research used descriptive analysis to determine characteristic and description of the respondent for each variable indicator. While to test the relationships among variable by using inferential analysis with Partial Least Square (PLS) method and Sober Test. The results showed that organizational culture does not, While organizational commitment influence significantly to employee performance directly or indirectly through work satisfaction. The study recommends and concludes that organizational culture has a direct impact on employee commitment and directly on organizational performance.

Another research was conducted by Iqbal (2013) to explore the influence of organizational culture on employee performance within software houses working in Pakistan. Primary and secondary data were used in this study. Primary data was gathered via questionnaire and formal and informal interview. Customer service, employee participation, reward system, innovation

and risk-taking and communication system, are considered variables for this study. The sample size is (n=110) therefore, descriptive statics, correlation and regression analysis have been used. The overall results support that culture of organizations has a significant positive impact on employee's job performance at selected software houses in Pakistan. The study concludes and recommends that employee's participation is the most important factor for achieving organizational goals.

Anozie and Ismail (2016) conducted a study on the Effects of Organizational Culture on Employees Performance in Singapore Telecommunication sector. A survey method was used for the research work through a survey questionnaire that contains 25 questions in which a scale of 1 being disagreed and 5 beings agree was applied. A sample of 150 employees was sampled of which 60 of them were senior staff and 40 were from junior staff. A descriptive data analysis was applied for the research via Statistical Package for Social Science version 20. The study revealed that organizational culture such as ritual, value and heroes has a huge and significant impact on employee's performance. The study concludes and recommends that communication symbols and symbols have little or no impact on employee's performance.

Abdulkadir, Mohamed, Abdifatah and Mohamed (2016) conducted a study on the Effect of Organizational Culture on Employee Performance at Telecommunication Firms in Mogadishu-Somalia. The researchers utilized convenient sampling to collect 80 questionnaires from three Telecommunication Firms in Mogadishu, Somalia. The questionnaire was provided where attention was centred on four main constructs. However, using a correlation coefficient, the study found that academic achievement (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of the regression analysis found that three constructs had statistically significant, positive, and straight effects on employee performance. The study concludes and recommends that organizational culture influences employee performance through commitment.

Rose, Kuma and Abdullah (2011), attempt to provide some insights into the organizational culture and how it might assist in increasing organizational performance. A total of 240 questionnaires were mailed to the respective companies and only 133 completed questionnaires were received giving a responses rate of 55%. The collected data were coded and analyzed using

inferential and frequency statistics. The findings revealed that American and European Multi-National Corporations are skewed towards a culture of individualism, low power distance, low uncertainty avoidance, and femininity. The study concludes and recommends that collectivism, high power distance, high uncertainty avoidance, and masculinity best describe the culture of Japanese and Malaysian Multi-National Corporations.

Sokro (2012) investigated the relationship that exists between organizational culture, employee motivation and performance. The domains of organizational culture (organizational values, individual beliefs, working environment, and employee relationships) and employee motivation and performance were investigated. To find the culture and motivation link, mixed-method approach for data collection and analysis has been used. By using Pearson's and Spearman's Correlation methods, a positive correlation has been found between the two variables. The study revealed that organizational culture has a direct impact on employee motivation and indirectly on organizational performance as well. The study concludes and recommends that organizational culture have an impact on employee motivation and performance.

2.4 Gaps in Literature

From the above literature review, the issue of the inter-relationship between the organization culture and employee productivity is not brought out as far as the variables under investigation are concerned. Several researchers have described organizational culture and employee productivity from other wider dimensions in other countries. This study bridges the available gap by identifying the actual effect of culture in an organization on employees' productivities. Most of the past studies reviewed seem not to make use of the cultural variables used for this study (dominant values and cultural norms) rather they made use of others such as belief, culture, behavioural regularities and religion.

CHAPTER THREE

METHODOLOGY

3.0 Preamble

This chapter deals mainly with the research procedure that was used in collecting and analyzing data. It describes the method of data collection and the techniques employed in the data analysis to accomplish the purpose of the study. Finally, it explains the validity of the instrument adopted, reliability and generalization level of the study not neglecting the ethical consideration.

3.1 Research Design

This study employed the use of cross-sectional and longitudinal survey method to assess the impact of organizations cultural practices on employees' productivity of selected commercial banks in Ilorin metropolis. Otokiti (2010), survey research involves the collection of information from a sample of individuals through their responses to questions.

Yates (2004) asserted that there are two main methods for conducting research and these are; quantitative and qualitative. However, given the purpose and nature of this study where the researcher collected information using the quantitative method as it deals with primary data and this was collected with the aid of a close-ended questionnaire. Hence, by implication, the research adopted the quantitative method.

3.2 Population of the Study

The study focuses mainly on selected commercial banks in Ilorin metropolis, Kwara state Nigeria. The selected commercial banks are Access Bank Plc, Guaranty Trust Bank (GTB), First Bank Plc and Union Bank Plc. The purpose of restricting the study to these banks is to have proper capturing of old and new generation banks and because of their nation widespread out.

The population for this study covered the staff of the four commercial banks in Ilorin metropolis. The total population of the selected banks is five hundred and six (506) staff.

Where:

Table 3.1 The Population Proportionate

S/N		Population
1	Access Bank Plc	68
2	Union Bank	81
3	GTbank	170
4	First Bank	187
	Total	506

Author's Computation, (2019)

3.3 Sample Size Determination

It will be necessary and more realistic to determine the sample size for the respondents to make it easy. Therefore, in this study, the researcher determined the sample size by adopting Taro formula. The reason for choosing the Taro Yamani 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

α = level of significance.

Therefore, substituting the number below to determine the sample size for the study;

N = Total population of respondents = 506

n = ?

α = 0.05

$$n = \frac{506}{1 + 0.05^2 (506)} = \frac{506}{1 + 0.0025 (506)} = \frac{506}{2.265} = 223$$

Therefore, the sample size for the respondents is 223.

Table 3.2 Sample Size Determination using Proportion Method

S/N	Selected Commercial Banks	Population	Proportionate (%)	Sample (223)
1	Access Bank Plc	68	13.4	30
2	Union Bank	81	16	36
3	GTbank	170	33.6	75
4	First Bank	187	37	82
	Total	506	100	223

Author's Computation, (2019)

For each staff banks, the sub-sample size will be determined as (sub-population size/total population) required sample size. Using the proportion method to assign sample size, the following were gotten, Access Bank (30), Union Bank (36), Gtbank (75) and First Bank (82).

3.4 Sampling Technique

This study employed stratified sampling methods to select the individual member of the sample because it involves dividing the entire population (which are the staff of the selected banks in Ilorin metropolis) into subgroup (Access Bank, Union Bank, Gtbank and First Bank).

3.5 Research Instrument

The use of questionnaire is highly recommended in ensuring that the objectives of the research study are achieved because they have also been deemed to be appropriate in another study. The justification of adopting questionnaires and interview is that it will give the researcher the opportunity of collecting quantitative data relating to the effects of organizational culture practices and employees' productivity of selected commercial banks in Ilorin Metropolis.

The questionnaire was designed using 5 Point Likert Scale, the questions were submitted for validation to experts in the field, the panel members were requested to review the statements in the instrument and determine the feasibility of administering it to prospective respondents.

3.6 Method of Data Collection

A closed-ended questionnaire was adopted using the Five-point Likert scale in series as SD = Strongly Disagreed, D = Disagreed, N = Neutral, A = Agreed and SA = Strongly Agreed as this allows consistency and accuracy. Lastly, the questionnaire was divided into three sections as; Section A to take care of Demographic questions, Section B looked at the level at which the respondents understand the subject matter and the last section which is Section C takes into consideration the statements that looked into addressing the hypotheses set in the research study.

3.7 Method of Data Analysis

Based on the nature of the dependent and independent variables involved in the research questions, appropriate analytical techniques were used for the study. Descriptive statistics were adopted such as tables, simple percentage and statistical frequency tables was used to analyze the demographic information of respondents and background information of the organizations. Inferential statistics were used to test section B of the questionnaire and the hypotheses, multiple regression analysis was used to test the hypotheses formulated for the study.

3.8 Validity of Research Instrument

Validity is the extent to which an instrument measures what it purports to measure. An instrument that is not reliable will not yield consistent results when measuring the same phenomenon over time. It is an essential criterion for evaluating the quality and acceptability of a study. For this study, the instrument of data collection was subjected to content and face validity.

Therefore, the quality of the instrument of research work is very critical because the conclusion drawn by the study was based on the instruments used (Malhotra, 2010). This is to show if the study test what it is meant to test. The emphasis was on the in-depth review of the literature covering a wide range of source material collected to date, for which a draft of the questionnaires was designed.

3.9 Reliability of the Research Instrument

A pre-test is important before using the questionnaire to collect data from the respondent (Creswell, 2012). The procedure for the pilot test was essential before carrying out the actual data collection to ensure respondents understand the intention of the researcher. Even though the items used in this study were adapted and adopted from the previous literature in this field, this study went further to confirm the validity and reliability of the instrument because many factors may warrant amendment as stated by (Hair, Ringle & Sartetd, 2012).

Thirty (30) copies of questionnaires were administered to the experts in the field through the research assistant. Twenty-five (25) were retrieved back from the respondents and one (1) questionnaire were not useful for the pilot test due to too double-clicking and wrong filling, which remain only twenty-four (24) used for the pilot study. This is supported by Lopez-Gameroe (2009) who stated that the pilot test should be within the range of five (5) to thirty (30) questionnaires. The observation received from the pilot test was used to revise the items for the quality improvement of the questionnaires. Table 3.3 indicates the result of the Pilot study.

Table 3.3 The Result of the Pilot Test

Constructs	Items	Cronbach's Alpha
Dominant Values (DV)	7	0.845
Norms (NM)	7	0.862
Job Satisfaction (JS)	7	0.708
Employee's Commitment (EC)	7	0.796

Author's Computation, (2018)

Table 3.3 is the test of the reliability and validity of the study. Several tests were done. Firstly, Cronbach's Alpha (α) was conducted for all the constructs to be able to decide the measure of sampling appropriateness. The result of the α for all constructs ranges from 0.708 to 0.862 which are above 0.7 which is considered acceptable. The reliability of the study is considered to be satisfactory as the prior study considered the reliability coefficient of 0.6 to 0.7 as adequate in exploratory research (Hair, Ringle & Sartetd, 2012).

3.10 Ethical Considerations

In respect of ethical consideration, the critical sources of information and data were protected and kept confidential. Furthermore, all the authors consulted in this study were fully acknowledged in order not to run afoul of the ethics of plagiarism. This study conforms to the laid down procedures in carrying out researches. All materials used in this study were duly sourced and analyzed before making recommendations.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Preamble

This chapter discusses the analysis of data collected for the study. It was divided into the following sections; presentation of data, data analysis and interpretation of results, and discussion of results.

A total number of two hundred and twenty-three (223) copies of the questionnaire were distributed to the respondents from selected commercial banks within Ilorin metropolis, but coincidentally, out of which only two hundred and eight (208) copies were returned from the respondents and used for computation.

4.1 Presentation of Data

4.1.1 Questionnaire's Response Rate

Table 4.1 Response Rate

Response Rate	Frequency	Percentage of Respondent (%)
Returned	208	93.0
Unreturned	15	7.0
Total	223	100.00

Source: Author's Computation, 2019

4.2.2 Demographic Features of the Respondents

Five items were used to presents the demographic variables of the respondents such as gender, age, marital status, educational qualification, Year in service. The result is presented in the table below:

Table 4.2 Distribution of Demographic Features of the Respondents (N=208)

S/N	Characteristics	Variables	Frequency	Percentage (%)	Cumulative (%)
1	Gender	Male	156	75.0	75.0
		Female	52	25.0	25.0
		Total	208	100.0	100.0
2	Age	20 below	13	6.3	6.3
		21-30	50	24.0	51.4
		31-40	107	51.4	24.0
		41-50	13	6.3	6.3
		51 and above	25	12.0	12.0
		Total	208	100.0	100.0
3	Marital Status	Single	51	24.6	24.6
		Married	152	73.1	73.1
		Separated	2	0.9	0.9
		Widowed	3	1.4	1.4
		Total	208	100.0	100.0
4	Educational Qualification	SSCE	10	4.9	4.9
		OND/NCE	38	18.2	18.2
		HND/B.Sc.	122	58.7	58.7
		M.Sc, MBA/MPA	29	13.9	13.9
		Others	9	4.3	4.3
		Total	208	100.0	100.0
5	Years in service	less than 5 years	35	16.8	16.8
		5-10	49	23.6	23.6
		11-20	78	37.5	37.5
		21-30	29	13.9	13.9
		above 30	17	8.2	8.2
		Total	208	100.0	100.0

Source: Researcher's Field Survey, 2019

Table 4.2 above presents the responses of respondent demographics features. Firstly, the result of the gender of the respondents shows that 75% are male while 25% are female. This implies that majority of the respondents are male. The second response is on respondent age where 6.3% are below 20years, 24% are between the age of 21-30, 51.4% are between the age of 31-

40, 6.3% are between the age of 41-50% while 12% are within the range of 51 years and above. This implies that majority of the respondents are between the age range of 31-40. The third statement is on a marital status where 24.6% are single, 73.1 are married, 0.9 are separated while 1.4% are widowed.

This by implication means the majority of the respondents are married. The fourth response is on educational qualification where 4.9% are SSCE holders, 18.2% are OND/NCE holders, 58.7% holds HND/B.Sc., 13.9% are M.Sc., MBA/MPA holders while 4.3% are others. This implies that majority of the respondents are HND/B.Sc. are holders. The last response is on years of service where 16.8% are those with less than 5 years, 23.6% are those with 5-10 years, 37.5% are those with 11-20, 13.9% are those with 21-30 while 8.2% are those with 30 years above. This by implication means the majority of the respondents are those with 11-20 years in service.

The implication of the above findings shows that since there are more male staff in the selected banks than female, these banks could be prone to fraud as a result of their numbers. Majority of the staff are in their mid-thirties; this implies that they have a lot of youthful strength to work in the banking sector for a very long time.

Majority of the staff are married, which implies that they are prone to family pressure. Most of the respondents are B.Sc./HND holders which shows that they have full knowledge of banking opportunities. The average years of experience of the bankers are 11 – 20 years which gives the management the opportunity of having experienced workers.

4.3 Data Presentation of Questionnaire

Table 4.3 Summary of the Responses on Dominant Values

S/N	Factors	Level of agreement	Frequency	Percentage (%)	Mean	Standard Deviation
1	Vision and mission statements of the organization have assisted in improving organization commitment.	D	22	10.6		
		SD	25	12.0		
		N	22	10.6		
		A	88	42.3		
		SA	51	24.5		
		Total	208	100.0	4.23	0.409
2	Effective practice of rules and regulations has assisted the organization in achieving its objectives.	D	51	24.5		
		SD	20	9.6		
		A	80	38.5		
		SA	57	27.4		
		Total	208	100.0	4.02	0.605
3	The organization has established rules and regulation which is followed within the organization.	D	41	19.7		
		A	47	22.6		
		SA	120	57.7		
		Total	208	100.0	3.71	0.513
4	The staff operates by the organizational policies.	D	36	17.3		
		SD	28	13.5		
		N	28	13.5		
		A	48	23.1		
		SA	68	32.7		
		Total	208	100.0	3.76	1.190
5	Organizational values of the	D	2	1.0		
		SD	18	8.6		

	organization serve as a major guide for employee performance	A	33	15.9	3.80	0.217
		SA	155	74.5		
		Total	208	100.0		
6	Cultural practice in my organization has helped organizational performance.	D	30	14.4		
		SD	12	5.8		
		A	88	42.3		
		SA	78	37.5		
		Total	208	100.0	4.29	1.079

Source: Researcher's Field Survey, 2019

Table 4.3 above presents the response of respondent dominant values. Firstly, the result on whether vision and mission statements of the organization has assisted in improving organization commitment, where 10.6% disagreed with the statement, 12% strongly disagreed, 10.6% are neutral, 42.3% agreed while 24.5% strongly agreed that vision and mission statements of the organization have assisted in improving organization commitment. This implies that majority of the respondents agreed that vision and mission statements of the organization have assisted in improving organization commitment.

The second response is on whether the effective practice of rules and regulations has assisted the organization in achieving its objectives where 24.5% disagreed, 9.6% strongly disagreed, 38.5% agreed while 27.4% strongly agreed. This implies that many respondents agreed that effective practice of rules and regulations has assisted the organization in achieving its objectives. The third statement is to know if the organization has established rules and regulation which is followed within the organization. 19.7% disagreed with the fact, 22.6% agreed while 57.7% strongly agreed. This by implication means the majority of the respondents strongly agreed that the organization has established rules and regulation which is followed within the organization.

The fourth statement is on whether the staff operates by the organizational policies, where 17.3% disagreed with the statement, 13.5% strongly disagreed, 13.5% are Neutral, 23.1% agreed while 32.7 strongly agreed that the staff operates by the organizational policies. This implies that more of the respondents strongly agreed that the staff operates by the organizational policies. Also, the fifth statement is on whether the organizational values of the organization served as a major guide for employee performance. 1% disagreed with the fact, 8.6% strongly disagreed, 15.9% agreed while 74.5% strongly agreed that organizational values of the organization served to have a major guide for employee performance.

This implies that majority of the respondents strongly agreed that organizational values of the organization served as a major guide for employee performance. Finally, the responses on whether cultural practice within the organizations has helped organizational performance, where 14.4% disagreed, 5.8% strongly disagreed, 42.3% agreed while 37.5% strongly agreed. This implies that many of the respondents agreed that cultural practice within the organization has helped organizational performance.

Table 4.4 Summary of the Responses on Norms

S/N	Factors	Level of agreement	Frequency	Percentage (%)	Mean	Standard Deviation
1	In my organization, workplace decisions are made through consensus.	D	4	1.9		
		SD	13	6.3		
		A	52	25.0		
		SA	139	66.8		
		Total	208	100.0	3.50	1.159
2	Management in my organization expects employees to closely follow instructions and procedures.	D	33	15.9		
		SD	40	19.2		
		A	52	25.0		
		SA	83	39.9		
		Total	208	100.0	2.40	1.234
3	Employees are satisfied with the organization working process.	D	49	23.6		
		SD	63	30.3		
		A	70	33.7		
		SA	26	12.5		
		Total	208	100.0	3.90	0.291
4	Manager rotates employees through different functions as part of a formal employee development process.	D	41	19.7		
		A	47	22.6		
		SA	120	57.7		
		Total	208	100.0	3.70	0.888
5	Work Processes are clearly and adequately structured in my workplace.	D	34	16.3		
		SD	13	6.3		
		N	5	2.4		
		A	56	26.9		

		SA	100	48.1		
		Total	208	100.0	3.20	1.231
6	Managers openly and effectively discuss employee career development process	D	23	11.1		
		SD	48	23.1		
		N	7	3.4		
		A	28	13.5		
		SA	102	49.0		
		Total	208	100.0	3.50	1.022
7	My organization is always a concern with working according to the stated process and procedures in the organization.	D	30	14.4		
		SD	12	5.8		
		A	88	42.3		
		SA	78	37.5		
		Total	208	100.0	3.50	1.159

Source: Researcher's Field Survey, 2019

Table 4.4 above presents the response of the respondent on norms. The first result is on whether the workplace decisions are made through consensus, where 1.9% disagreed with the statement, 6.3% strongly disagreed, 25% agreed while 66.8% strongly agreed workplace decisions are made through consensus. This implies that majority of the respondents agreed that workplace decisions are made through consensus. Second responses are on whether management within the organization expects employees to closely follow instructions and procedures, where 15.9% disagreed, 19.2% strongly disagreed, 25% agreed while 39.9% strongly agreed.

This implies that majority of the respondents agreed that management within the organization expect employees to closely follow instructions and procedures. The third responses reveal the on whether employees are satisfied with the organization working process. 23.6% disagreed with the fact, 30.3% strongly disagreed, 33.7% agreed while 12.5% strongly agreed. This by implication means more of the respondents agreed that the employees are satisfied with the organization working process. The fourth statement shows if manager rotates employees through different functions as part of a formal employee development process, 19.7% disagreed

with the statement, 22.6% agreed while 57.7% strongly agreed that manager rotates employees through different functions as part of a formal employee development process.

This implies that more of the respondents strongly agreed that the manager rotates employees through different functions as part of a formal employee development process. Also, the fifth statement is on whether the work Processes are clearly and adequately structured in my workplace. 16.3% disagreed with the fact, 6.3% strongly disagreed, 2.4% are neutral, 26.9% agreed while 48.1% strongly agreed with the fact. This implies that majority of the respondents strongly agreed that work Processes are clearly and adequately structured in my workplace. The sixth result shows whether managers openly and effectively discuss employee career development process, where 11.1% disagreed, 23.1% strongly disagreed, 3.4% are neutral, 13.4% agreed while 49% strongly agreed with the statement.

This implies that many of the respondents strongly agreed that managers openly and effectively discuss employee career development process. Finally, the responses on whether organizations are always concerned with working according to the stated process and procedures in the organization, where 14.4% disagreed, 5.8% strongly disagreed, 42.3% agreed while 37.5% strongly agreed. This implies that many of the respondents agreed that organizations are always concerned with working according to the stated process and procedures in the organization.

Table 4.5 Summary of the Questions on Jobs Satisfaction

S/N	Factors	Level of agreement	Frequency	Percentage (%)	Mean	Standard Deviation
1	My manager encourages me to come forward with ideas and suggestions.	SD	33	15.9		
		N	21	10.1		
		A	33	15.9		
		SA	121	58.2		
		Total	208	100.0	3.33	1.334
2	Managers take time to build relationships with other employees.	D	45	21.6		
		SD	57	27.4		
		A	28	13.5		
		SA	78	37.5		
		Total	208	100.0	3.23	0.783
3	My organizational policies are directed at improving employee participation.	D	37	17.8		
		N	18	8.7		
		A	92	44.2		
		SA	61	29.3		
		Total	208	100.0	4.29	0.458
4	Managers encourage employees in decision making within the organization.	D	67	32.2		
		SD	67	32.2		
		A	23	11.1		
		SA	51	24.5		
		Total	208	100.0	2.55	1.060
5	Employees deal with each other fairly by relying on the rules, regulations and values of the organization.	D	11	5.3		
		SD	12	5.8		
		A	141	67.8		
		SA	44	21.1		
		Total	208	100.0	4.56	0.634

6	The kind of communication and management style used in my workplace determines employees performance.	D	16	7.7		
		SD	47	22.6		
		SA	145	69.7		
		Total	208	100.0	2.91	1.022
7	Rules set out within the organization are practical.	D	46	22.1		
		N	11	5.3		
		A	39	18.8		
		SA	112	53.8		
		Total	208	100.0	3.32	0.771

Source: Researcher's Field Survey, 2019

Table 4.5 above reveals the response of the respondent on Job Satisfaction. The first responses show if managers encourage the employees to come forward with ideas and suggestions. 15.9% strongly disagreed, 10.1% are neutral, 15.9% agreed while 58.2% strongly agreed that the manager encourages the employees to come forward with ideas and suggestions. This implies that majority of the respondents agreed that the manager encourages the employees to come forward with ideas and suggestions. Second responses are on whether managers take time to build relationships with other employees, where 21.6% disagreed, 27.4% strongly disagreed, 13.5% agreed while 37.5% strongly agreed.

This implies that more of the respondents strongly agreed that managers take the time to build relationships with other employees. The third responses show whether organizational policies are directed at improving employee participation. 17.8% disagreed with the fact, 8.7% are neutral, 44.2% agreed while 29.3% strongly agreed. This by implication means more of the respondents agreed that the organizational policies are directed at improving employee participation. The fourth statement shows if managers encourage employees in decision making within the organization, 32.2% disagreed with the statement, 32.2% strongly disagreed, 11.1% agreed while 24.5% strongly agreed that managers encourage employees in decision making within the organization.

This implies that more of the respondents disagreed and strongly disagreed that the Managers encourage employees in decision making within the organization. Also, the fifth statement is on whether the employees deal with each other fairly by relying on the rules, regulations and values of the organization. 5.3% disagreed with the fact, 5.8% strongly disagreed, 67.8% agreed while 21.1% strongly agreed with the fact. This implies that majority of the respondents agreed that managers encourage employees in decision making within the organization.

The sixth statement is if the kind of communication and management style used in my workplace determines employees' performance, where 7.7% disagreed, 22.6% strongly disagreed while 69.7% strongly agreed with the statement. This implies that many of the respondents strongly agreed that managers openly and effectively discuss employee career development process. Finally, the responses on whether rules set out within the organization are practical, where 22.1% strongly disagreed, 5.3% are neutral, 18.8% agreed while 53.8% strongly agreed. This implies that majority of the respondents strongly agreed that rules set out within the organization are practical.

Table 4.6 Summary of the Responses on Employee's Commitment

S/N	Factors	Level of agreement	Frequency	Percentage (%)	Mean	Standard Deviation
1	I am always motivated to get my work done.	D	46	22.1		
		N	6	2.9		
		A	75	36.1		
		SA	81	38.9		
		Total	208	100.0	3.54	1.003
		N	40	19.2		
		A	85	40.9		
		SA	83	39.9		
		Total	208	100.0	4.02	0.810
3	I am encouraged to improve my performance and develop my skills.	D	37	17.8		
		SD	18	8.7		
		A	92	44.2		
		SA	61	29.3		
		Total	208	100.0	3.61	1.326
4	Employees in my organization have a sense of identity which increases their commitment to work.	D	41	19.7		
		A	47	22.6		
		SA	120	57.7		
		Total	208	100.0	4.07	0.814
5	Workers are always committed to the organization.	D	34	16.3		
		SD	13	6.3		
		N	5	2.4		
		A	56	26.9		
		SA	100	48.1		
		Total	208	100.0	4.12	1.092

6	I always meet up with my target at the required time.	D	24	11.5	3.81	1.066
		SD	56	27.0		
		SA	128	61.5		
		Total	208	100.0		
7	Employees in my workplace are always willing to put their maximum effort in discharging their duties.	D	23	11.1	4.67	1.721
		SD	48	23.1		
		N	7	3.4		
		A	28	13.5		
		SA	102	49.0		
		Total	208	100.0		

Source: Researcher's Field Survey, 2019.

Table 4.6 above presents the results of the respondents on Employee's commitment. The first responses show if employees are always motivated to get work done. 22.1% disagreed, 2.9% are neutral, 36.1% agreed while 38.9% strongly agreed that employees are always motivated to get work done. This implies that many of the respondents strongly agreed that employees are always motivated to get work done. Second responses are on whether employees are excited to work for the organization, where 19.2% are neutral, 40.9% agreed while 39.9% strongly agreed. This implies that more of the respondents agreed that employees are excited to work for the organization.

The third responses show whether employees are encouraged to improve their performance and develop their skills. 17.8% disagreed with the fact, 8.7% strongly disagreed, 44.2% agreed while 29.3% strongly agreed. This by implication means more of the respondents agreed that employees are encouraged to improve their performance and develop their skills. The fourth statement shows if employees within the organization have a sense of identity which increases their commitment to work, 19.7% disagreed with the statement, 22.6% agreed while 57.7% strongly agreed that employees within the organization have a sense of identity which increases their commitment to work.

This implies that majority of the respondents strongly agreed that the employees within an organization have a sense of identity which increases their commitment to work. The fifth statement is on whether the workers are always committed to the organisation. 6.3% disagreed with the fact, 2.4% are neutral, 26.9% agreed while 48.1% strongly agreed with the fact. This implies that many of the respondents strongly agreed that workers are always committed to the organization. Also, the sixth responses show whether employees are always meet up with their target at the required time, where 11.5% disagreed, 27% strongly disagreed while 61.5% strongly agreed with the statement.

This implies that majority of the respondent strongly agreed that employees are always meet up with their target at the required time. Finally, the responses on whether employees within the workplace are always willing to put their maximum effort in discharging their duties, were 11.1%, disagreed, 23.1% strongly disagreed, 3.4% are neutral, 13.5% agreed while 49% strongly agreed. This implies that majority of the respondents strongly agreed that employees within the workplace are always willing to put their maximum effort in discharging their duties.

4.4 Assumptions of Multiple Regressions

The variables were checked for normality, linearity and multicollinearity to satisfy the basic and underlying assumptions of the multiple regression analysis in line with the suggestion by Hair *et al.*, (2014).

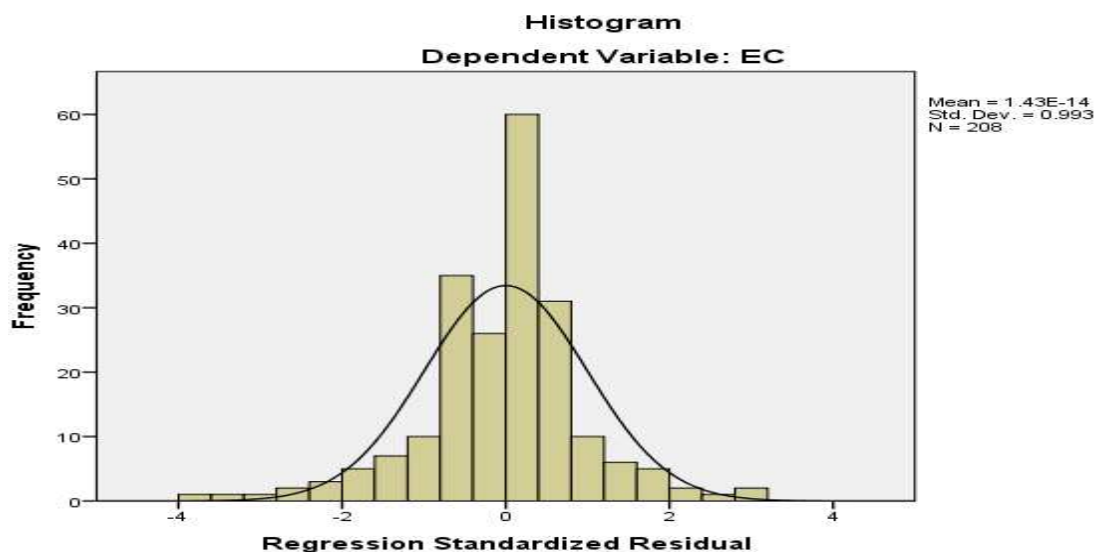
4.4.1 Normality

Tabachnick and Fidell (2007) asserted that one of the basic assumptions of regression analysis is that each variable and all linear groupings of the variable are normally distributed. Normality is usually evaluated by either statistical or graphical methods. The basic mechanisms of statistical normality are skewness and kurtosis. When a distribution is normal, the value of both skewness and kurtosis should be close to zero. Table 4.8 indicates the result of the skewness and kurtosis of the variables.

Table 4.7Skewness and Kurtosis of the Variables

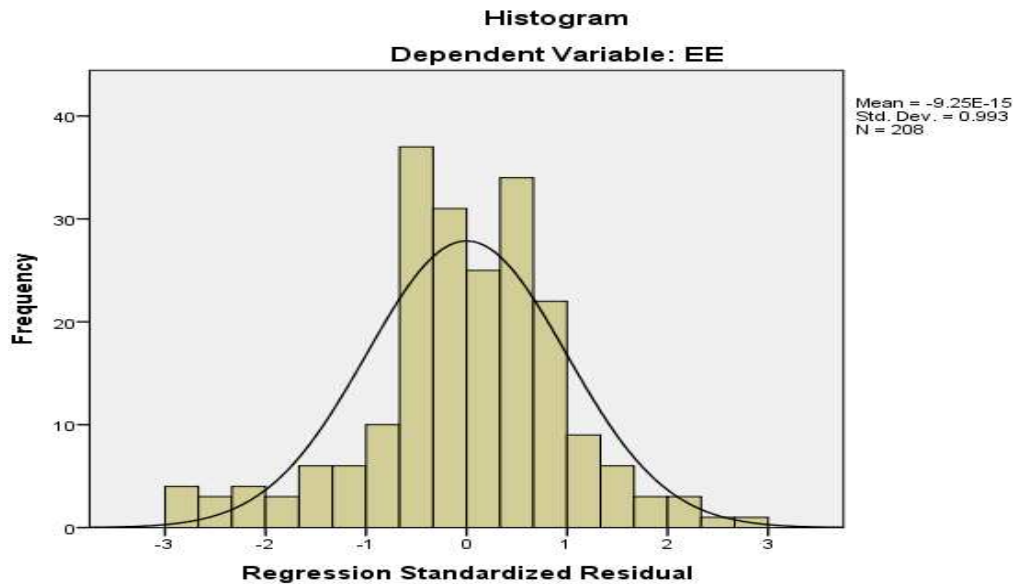
Constructs	N	Skewness	Kurtosis
Dominant Values (DV)	208	-2.172	2.333
Norms (NM)	208	-2.133	0.986
Job Satisfaction (JS)	208	-1.452	1.569
Employees' Commitment (EC)	208	-1.795	0.336

In the graphical method, normality is usually determined through histogram residual plots. This refers to a shape of the data distribution to an individual continuous variable and its correspondence to normal distribution. If the assumption is met, the residuals should be normally and independently distributed (Tabachnick & Fidell, 2007). Below figure shows the normal histogram showing that the normality assumption has been achieved since the entire bars on the histogram was closed to the normal curve.

Figure 4:1Job Satisfaction Histogram

Source: Field Survey, 2019

Figure 4:2 Employees' Commitment Histogram

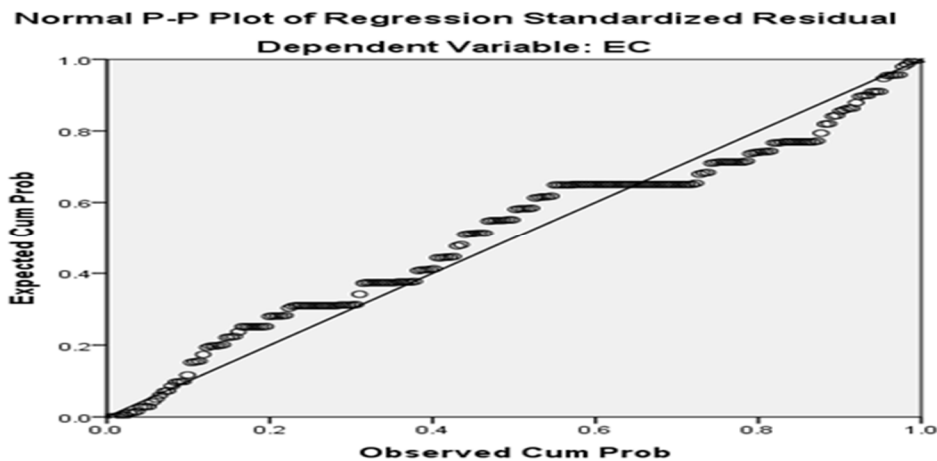


In this study, the normality assumption was diagnosed by checking at both skewness and kurtosis at the same time looking at histogram residual plots. Based on the analysis, the residual appears to be normal and the values of skewness and kurtosis were close to zero. Therefore, the normality assumption was not violated (Afifi & Clark, 1998).

4.4.2 Linearity

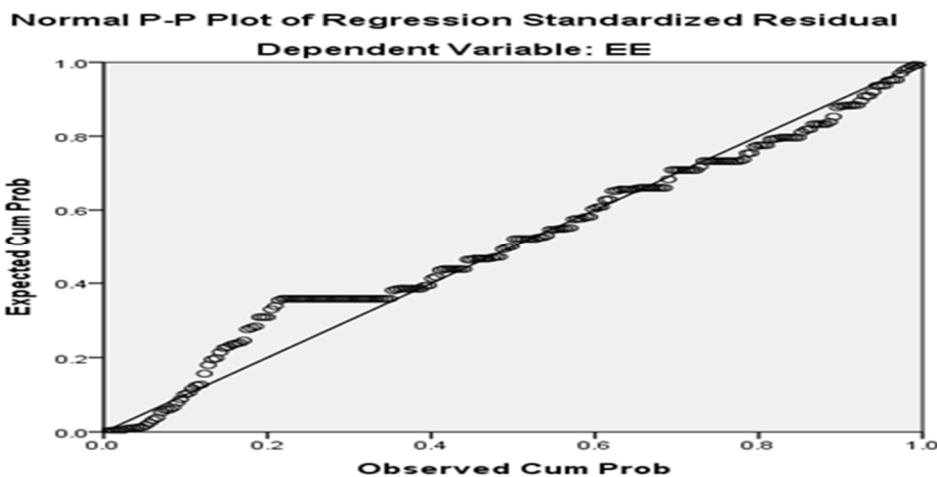
Linearity is of essential in regression analysis because one of the underlying assumptions of the technique is that the relationship between independent and dependent variables is linear. However, correlation can only capture the linear association between variables. Therefore, if substantial non-linear relationships exist, they will be ignored in the analysis, which will, in turn, underestimate the actual strength of the relationship (Tabachnick & Fidell, 2007). The study used residual scatter plot, the residual ought to scatter around 0 and most of the scores should concentrate at 0 points. Figure 3 and 4 presents the scatter plot between Organizational Culture Practices, Norms, Dominant Values, Job Satisfaction and Employee's Commitment. The assumption was not violated as the plot shows that residual scores converged at the centre along with the zero points, hence evidencing that the linearity assumption was fulfilled.

Figure 4:3 Plot of Regression for Employees' Commitment



Source: Field Survey, 2019

Figure 4.4 Plot of Regression for Job Satisfaction



Source: Field Survey, 2019

4.4.3 Multicollinearity

Multicollinearity is described as a phenomenon in which two or more independent variables in a multiple regression model are extremely associated. The multiple regression procedure assumes that no independent or explanatory variable has a perfect linear relationship with one another (Tabachnick & Fidell, 2007). The simplest way of detecting multicollinearity is to check the correlation matrix of the independent variables. According to Hair *et al.*, (2010) the value of

independent variables is highly correlated among themselves at 0.9. In an effort at identifying the multicollinearity problem, a device for finding multicollinearity is to look at the variance inflated factor (VIF) and tolerance value. Pallant (2011) asserted that any VIF exceeding 5 and tolerance value lower than .12 indicates a problem of multicollinearity. Table 4.9 below shows the VIF and the Tolerance value of independent variables.

Table 4:8VIF and Tolerance Value

Construct	Collinearity Statistics	
	Tolerance	VIP
Dominant Values (DV)	.660	1.515
Norms (NM)	.642	1.557

Source: Author's computation, 2019

The result in Table 4.9 shows the absence of multicollinearity among the independent variables because the VIF values are less than 5 while the tolerance values are more than .20. An examination of these results indicated that multicollinearity was not a problem.

4.4.4 Correlation Test

Correlation analysis is used to explain the strength and direction of a linear relationship between two variables. Pearson correlation was used to examine the interrelationship between study variables. Table 4.8 shows the interrelations among dominant values, norms, job satisfaction and employees' commitment. (Pallant, 2011) asserted that a correlation of 0 indicated no relationship at all, a correlation of 1.0 is an indication of positive correlation, and the value of -1 is a pointer of a perfect negative correlation. Cohen (1988) suggested the following guidelines as: $r = 0.10$ to 0.29 small; $r = 0.30$ to 0.49 medium; and $r = 0.5$ to 1.0 large.

Table 4:9*Pearson Correlation between the Constructs*

Constructs	OCP	DV	NM	JS	EC
organizational culture Practices (OCP)	1				
Dominant Values (DV)	.520**	1			
Norms (NM)	.538**	.502**	1		
Job Satisfaction (JS)	.387**	.439**	.448**	1	
Employees' Commitment (EC)	.529**	.513**	.475**	.586**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4:10 signifies that the variables are significantly correlated to the fact that there is no variable with a value of 0.9 which indicated that there is no problem of multicollinearity (Hair *et al.*, 2010).

4.5 Test of Hypotheses

This section of chapter four presents the number of hypotheses tested for this research study and these are illustrated in null and alternative hypotheses as follows;

Multiple regression analysis provides an avenue of neutrally assessing the degree and character of the relationship between independent variables and the dependent variable (Sekararan & Bougie, 2012). The regression coefficient uses to show the relative importance of each of the independent variable in the prediction of the dependent variable. When independent variables are jointly regressed against the dependent variable in an attempt to explain the variance in it, the size of each (individual) regression coefficients will show how much an increase in one unit in the individual variable would affect the dependent variable, taking into cognizance all other individual variables and dependent variable cave into multiple correlation coefficient (Field, 2009). Regression analysis was employed to test the hypothesis in this study; it is intended to investigate the relationship between predicting as well as the criterion variables respectively.

4.5.1 Hypothesis One

H₀₁ There is no significant impact of dominant values on job satisfaction from employees

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.720 ^a	.571	.460	.16252

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Dominant Values

The model summary as indicated in table 4.11 above shows that R Square is 0.57; this implies that 57% of the variation in the dependent variable (Job Satisfaction) was explained by the constant variables (Dominant Values) while the remaining 43% is due to other variables that are not included in the model. This means that the regression (model formulated) is useful for making predictions.

Table 4.11 ANOVA^a

Model	SUM OF SQUARES	Df	Mean Square	F	Sig.
1 Regression	2.002	3	.667	25.268	.000 ^b
Residual	5.388	204	.026		
Total	7.390	207			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Dominant Values

stable 4.12 above summarized the results of an analysis of variation in the dependent variable with a large value of regression sum of squares (2.002) in comparison to the residual sum of squares with value of 5.388 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (25.628) as given in the table above with significance value of 0.000; which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Job Satisfaction).

Table 4.12 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.394	.148		-2.667	.000
Workplace decisions	.237	.045	.196	5.232	.000
Rotation of employees functions	.625	.044	.584	14.196	.000
Career development process	.199	.060	.246	3.343	.001
Processes and procedures	.319	.052	.236	6.103	.000

a. Dependent Variable: Job Satisfaction

Source: Researcher's Field Survey, 2019

Table 4.13 explains the impact of dominant values on job satisfaction from employees'. This was used as a yardstick to examine the influence between the two variables (i.e. dominant values). The result shows that dominant values dimensions (workplace consensus, employee's rotation, employees career development and work procedures) has an impact on job satisfaction. The result is shown by its probability value of each dimension respectively (p-value; 0.000, 0.000, 0.001 and 0.000) which are less than the chosen 5% significance level (0.05). This means that these variables are statistically significant at 5% significant level. The overall summary of this regression outcome is that dominant values have a significant effect on job satisfaction from employees'. This implies that the null hypothesis is rejected (i.e. There is no significant impact of dominant values on job satisfaction from employees) while the alternate hypothesis is accepted (i.e. dominant values have an effect on job satisfaction from employees').

4.5.2 Hypothesis Two

H₀₂: There is no significant effect of dominant values on employees' commitment

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.656 ^a	.565	.423	.97976

a. Predictors: (Constant), Dominant Values

b. Dependent Variable: Employees' Commitment

Source: Researcher's Field Survey, 2019

The model summary as indicated in table 4.14 above shows that R Square is 0.56; this implies that 56% of the variation in the dependent variable (Employees' Commitment) was explained by the constant variables (Dominant Values) while the remaining 44% is due to other variables that are not included in the model. This means that the regression (model formulated) is useful for making predictions.

Table 4.14 ANOVA^a

Model	SUM OF SQUARES	Df	Mean Square	F	Sig.
1 Regression	12.358	1	12.358	15.499	.000 ^b
Residual	229.878	355	1.088		
Total	233.025	353			

a. Dependent Variable: Employees' Commitment

b. Predictors: (Constant), Dominant Values

Source: Researcher's Field Survey, 2019

The table 4.15 above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (12.358) in comparison to the residual sum of squares with value of 229.878 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (15.499) as given in the table above with significance value of 0.000; which is less than p-value of 0.05 ($p < 0.05$) which

means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Employees' Commitment).

Table 4.15 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.272	.503		.542	.004
Forwarding of suggestions and ideas	.197	.044	.399	4.490	.000
Managers build a relationship with employees	.613	.069	1.193	8.885	.000
Communication used with the organization	.158	.051	.334	3.082	.003
Rules set are practical	.202	.052	.226	4.301	.000

a. Dependent Variable: Employees' Commitment

Source: Researcher's Field Survey, 2019

Table 4.16 explains the influence of dominant values of employee's commitment. This was used as a yardstick to examine the influence between the two variables. The result shows that dominant values dimensions (suggestions and ideas, build relationship, communication and work rules) influence employees' commitment. The result is shown by its probability value of each dimension respectively (p-value; 0.000, 0.000, 0.003 and 0.000) which are less than the chosen 5% significance level (0.05) each. This means that these variables are statistically significant at 5% significant level. The overall summary of this regression outcome is that dominant values have a significant influence on employees' commitment. This implies that the null hypothesis is rejected (i.e. dominant values does not have any influence on employees' commitment) while the alternate hypothesis is accepted (i.e. dominant values have an influence on employees' commitment).

4.5.3 Hypothesis Three

H₀₃: Norms has no significant impact on job satisfaction from employees

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.616 ^a	.679	.570	.15658

a. Predictors: (Constant), Norms

b. Dependent Variable: Job Satisfaction

Source: Researcher's Field Survey, 2019

The model summary as indicated in table 4.17 above shows that R Square is 0.68; this implies that 68% of the variation in the dependent variable (Job Satisfaction) was explained by the constant variables (Norms) while the remaining 32% is due to other variables that are not included in the model. This means that the regression (model formulated) is useful for making predictions.

Table 4.17 ANOVA^a

Model	SUM OF SQUARES	Df	Mean Square	F	Sig.
1 Regression	3.055	3	1.018	41.535	.000 ^b
Residual	5.002	204	.025		
Total	8.057	207			

a. Dependent Variable: Norms

b. Predictors: (Constant), Job Satisfaction

Source: Researcher's Field Survey, 2019

The Table 4.18 above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (1.018) in comparison to the residual sum of squares with value of 5.002 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (41.535) as given in the table above with significance value of 0.000; which is less than p-value of 0.05 ($p < 0.05$) which

means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Job Satisfaction).

Table 4.18 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.342	.413		.362	.002
Workplace decisions	.237	.053	.249	5.420	.001
Rotation of employees functions	.513	.056	.391	6.112	.001
Career development process	.213	.061	.324	4.021	.000
Working processes and procedures	.228	.057	.270	3.974	.000

a. Dependent Variable: Job Satisfaction

Source: Researcher's Field Survey, 2019

Table 4.19 explains the effect of norms on job satisfaction, this was used as a yardstick to examine the influence between the two variables. The result shows that norms dimensions (workplace consensus, employee's rotation, employees career development and work procedures) affect job satisfaction. The result is shown by its probability value of each dimension respectively (p-value; 0.001, 0.001, 0.000 and 0.000) which are less than the chosen 5% significance level (0.05) each. The overall summary of this regression outcome is that norms have a significant effect on job satisfaction. This implies that the null hypothesis is rejected (i.e. norms does not have a significant effect on job satisfaction from employees) while the alternate hypothesis is accepted (i.e. norms have a significant effect on job satisfaction from employees).

4.5.4 Hypothesis Four

H₀₄: Norms has no significant effect on employees' commitment

Table 4.19 Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.688 ^a	.721	.670	1.07976

a. Predictors: (Constant), Norms

b. Dependent Variable: Employees' Commitment

Source: Researcher's Field Survey, 2019

The model summary as indicated in Table 4.20 above shows that R Square is 0.72; this implies that 72% of the variation in the dependent variable (Employees' Commitment) was explained by the constant variables (Norms) while the remaining 28% is due to other variables that are not included in the model. This means that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 4.20 ANOVA^a

Model	SUM OF SQUARES	Df	Mean Square	F	Sig.
1 Regression	16.898	1	16.898	14.698	.000 ^b
Residual	201.259	201	1.051		
Total	220.157	205			

a. Dependent Variable: Employees' Commitment

b. Predictors: (Constant), Norms

Source: Researcher's Field Survey, 2019

The Table 4.21 above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (16.898) in comparison to the residual sum of squares with value of 201.259 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (14.698) as given in the table above with significance value of 0.000; which is less than p-value of 0.05

($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Employees' Commitment).

Table 4.21 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.640	.187		.421	.000
Forwarding of suggestions and ideas	.287	.048	.366	2.312	.000
Building relationship with employees	.315	.052	.197	7.775	.003
Effective communication	.158	.051	.423	4.052	.000

a. Dependent Variable: Employees' Commitment

Source: Researcher's Field Survey, 2019

Table 4.22 explains the effect of norms on employees commitment. This was used as a yardstick to examine the influence between the two variables. The result shows that norms dimensions (suggestions and ideas, build relationship and communication) have a significant effect on employees' commitment. The result is shown by its probability value of each dimension respectively (p-value; 0.000, 0.03 and 0.000) which are less than the chosen 5% significance level (0.05) each. The overall summary of this regression outcome is that norms have significant on employee's commitment. This implies that the null hypothesis is rejected (i.e. Norms have no significant effect on employees' commitment) while the alternate hypothesis is accepted (i.e. Norms have a significant effect on employees' commitment).

4.6 Discussion of Results

From the finding, it was revealed that organizations cultural practices have an impact on employees' productivity of the selected commercial banks within Ilorin metropolis. The study provided an answer to the specific objectives and hypotheses drafted for the study.

The finding revealed that there is a significant impact of dominant values on job satisfaction of employees' commitment of the selected commercial bank within Ilorin metropolis and the outcome is empirically in line with the study conducted by Habib, *et al.*, (2014) which states that organizational culture has effect on job satisfaction, employees' commitment and turn over intention. Their findings further indicated that the nature of the organization significantly influences job satisfaction and turnover intentions. Hence, the findings of research proved that organizational culture is an important element which highly influences the employees' commitment, job satisfaction and retention. The finding is also in support the work of Abdulkadir, Mohamed, Abdifatah and Mohamed (2016) which they also agreed with the result of the study.

Furthermore, the outcome of the study revealed that dominant values influence employees' commitment to the selected commercial banks in Ilorin metropolis. This outcome is in line with the study of Anozie and Ismail (2016) which reveals that organizational culture such as ritual, value, structure and heroes has a huge and significant impact on employee's performance. The findings of Salihu, Salihu and Musa (2016), and Kayla, Ergün, and Kesen (2014) are also in agreement with the outcome of the study.

The outcome of the study also indicated that norms affect job satisfaction of employees commitment of the selected commercial banks. This result is in support of the study conducted by Lydiah (2014) which states that organizational values have a more significant effect to employee's job performance at Wärtsilä company than the organization climate as is mostly assumed as a vice versa relationship. Overly a positive relationship between organizational 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. The results of the study recommended that managers should focus on

the factors that have a significant effect on employee performance if they want to enhance their businesses.

Lastly, the outcome of the study revealed that there is a significant effect on employees' commitment to the selected commercial banks. This result is empirically in line with the study conducted by Sokro (2012) which shows that there is positive relationship impact of organizational culture on employee performance. The study is also in support of the study conducted by Purnama (2013), Shahzad, Luqman, Khan, and Shabbir, (2012).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Preamble

This chapter is the final chapter of this study and it is divided into five principal parts which are summary of findings, conclusions, recommendations, contributions to Knowledge and suggestions for further studies. The summary of findings presented is a review of the findings of the research, while the conclusions represent the inferences made from the summary of the findings, also, the recommendations are suggestions emanating from the conclusions of the study, contributions to knowledge provided the benefits that different bodies will derive from the study and lastly the suggestions for further studies as this gives direction for area that can still be looked into by future researches on this topic.

5.1 Summary of Findings

The outcome of the study shows various levels of agreements which help achieve the purpose of this study. From the demographic information used for the finding, it was revealed that the study recorded a high number of male employees compared to the female which means the study had more male respondents. The findings likewise revealed that more of the respondents are within the age bracket of 31-40 years of age. The study also disclosed that more of the respondents were B.Sc. /HND graduates which mean that many of the respondents understood the objective of the study.

While the study also provided a better understanding of the work experience of the respondents which shows that the study recorded more respondents within the bracket of 11-20 years of work experience and this means most respondents are experienced enough to understanding the concepts of this study and how it is applied in their organization. Conversely, majority of the respondents agreed that vision and mission statements of the organization had assisted in improving organization commitment, which means that the vision and mission statements of the organization always serves as a guide within the organization in performing operations.

Also, effective practice of rules and regulations has assisted the organization in achieving its objectives, which gives clear direction on how to perform operations within the organization. Therefore, the study disclosed that staff operates by the organizational policies, as this call for proper adherence of the organizational policies and effective maintenance of the policies.

Furthermore, the findings revealed that employees are satisfied with the organization working process which helps in effective achievement of the task given to the employees. Also, the study revealed that manager rotates employees through different functions as part of a formal employee development process, this by implication means that formal rotation of employees through different functions within the organization helps the employees in developing themselves and broadening their knowledge in performing different functions. Therefore, the study shows that managers take their time to build relationships with other employees which leads to employee's commitment and efficiency within the organization.

Lastly, the findings provided answers to the questions and hypotheses formulated for the study which states that there is a significant relationship between organizational process and employee's commitment. Also, the study revealed that organizational culture influences employees' commitment, likewise that organizational process had effects on employee's commitment and that there is a significant relationship between organizational culture and employee's efficiency.

5.2 Conclusion

This study, therefore, concludes that organizational culture has a significant impact on employees' productivity. From the outcome of the study, the following was concluded;

The study, therefore, concluded that cultural practices in commercial banks play an important role because it provides an organization with the knowledge of equipping employees with a better understanding of how things should be done. Likewise, the organization culture helps in maintaining a joint relationship that leads to managing effective management of organizational dominant values.

Furthermore, the study concluded that rules and regulations established in the organizations serve as a major determinant of individuals' behaviours within an organization which determines what to do and what not to do while at work. Also, in an organization, strong culture enables the effective and efficient management of the workforce.

Also, it was concluded that work processes are clearly and adequately cultured within the banks. This makes it possible for the employees to work strictly in performing tasks given to them and making sure that the right materials are used for the right operation.

The study finally concluded that, managers keep encouraging employees in decision making within the organizations and this provides them with the ability to participate in decision making

5.3Recommendations

Based on the result of the finding, the study, therefore, recommends the followings:

The study recommends that commercial banks should employ more female employees to balance gender inequality as discovered by the researcher. Also, all members of the organization (banks) must imbibe the organizational culture practices of that organization as this will encourage consistency and thus enhance commitment through upholding of organizational norms and employees' commitment.

There should be training for managers and employees on organizational cultural processes that are important for employee commitment. Also, employees should be effectively motivated, economic rewards must not be offered alone, but recognition and opportunities for realizing various individual goal and aspirations must be created.

Top management in banks should create good processes and principles for both managers and subordinates to carry out activities together as this will give all employees/members sense of belonging and hence increases their productivity. This study recommends 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 from the employees.

Managements should design good organizational dominant values that will give room for effective communication within the organization and allow free flow of information between managers and subordinates which will foster cordial relationship within the banks.

The management should employ more female staff than male so that banks will not be prone to fraud as a result of their numbers. There should be a balance between the married and single so that the married staff will not be prone to family pressure.

5.4 Suggestions for Further Studies

This study, in essence, suggests that a larger sample size may be considered to improve on this study. Also, the future researcher could capture other banks that are not considered for this study as this may give a different result.

Finally, other variables of organizational culture which are not used for this study should be capture for more result.

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APPENDIX A

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

Dear Respondent,

LETTER OF INTRODUCTION

The bearer, Nasir Olalekan MOHAMMED with Matriculation number 16/27/MBA010 is a Masters student from the Department of Business and Entrepreneurship, College of Humanities, Management and Social Science, School of Postgraduate Studies, Kwara State University, Malete.

He is currently conducting a thesis titled “Organizational Culture Practices and employees’ Productivity of selected Commercial Banks in Ilorin Metropolis”.

It is for this purpose, that I solicit for your support in helping her fill this questionnaire attached therein in order to make him carryout this research thesis successfully. The information supplied in this questionnaire will be treated with utmost confidence as it is intended for academic purpose only.

Thanks for your cooperation.

Yours Faithfully,

Dr. Abu Zekeri
Thesis Supervisor

Section A: Demographic information

(Please tick as appropriate)

1. Gender: (a) Male () (b) Female ()
2. Age: (a) below 20yrs () (b) 21-30yrs () (c) 31-40yrs () (d) 41-50yrs () (e) 51years & above ()
3. Marital Status: (a) Single () (b) Married () (c) Separated () (d) Widowed ()
4. Educational Qualification: (a) SSCE () (b) OND/NCE () (c) HND/B.Sc. () (d) M.Sc. / MBA/MPA () (e) Others ()
5. Years in Service: (a) Less than 5yrs () (b) 5-10yrs () (c) 11-20yrs () (d) 21-30yrs () (e) More than 30yrs ()

SECTION B

INSTRUCTION: Please tick (✓) the appropriate option for each of the statement.

Please show your level of agreement on each of statement below by choosing from the alternatives,

D= Disagreed, SD= Strongly Disagreed, N= Neutral, A= Agreed, SA= Strongly Agreed.

S/N	Dominant Values	D	SD	N	A	SA
1	Vision and mission statements of the organization has assisted in improving my organization commitment					
2	Effective practice of rules and regulations has assisted the organization in achieving its objectives					
3	The organization has established rules and regulations which is followed within my organization					
4	The staff operates in accordance with the organizational policies					
5	Organizational values of the organization serves as major guide for employee performance					
6	Cultural practice in my organization has helped organizational performance					
S/N	Norms	D	SD	N	A	SA
1	In my organization, workplace decisions are made through consensus					
2	Management in my organization expect employees to closely follow instructions and procedures					

3	Employees are satisfied with the organization working process					
4	Manager rotates employees through different functions as part of a formal employee development process					
5	Work Processes are clearly and adequately structured in my workplace					
6	Managers openly and effectively discuss employee career development process					
7	My organization is always concern with working according to the stated processes and procedures in the organization					
S/N	Job Satisfaction	D	SD	N	A	SA
1	My manager encourages me to come forward with ideas and suggestions					
2	Managers take time to build relationships with other employees					
3	My organizational policies are directed at improving employee participation					
4	Managers encourage employees in decision making within the organization					
5	Employees deal with each other fairly by relying on the rules, regulations and values of the organization					
6	The kind of communication and management style used in my workplace determines employees performance					
7	Rules set out within the organization are practical					
S/N	Employees' Commitment	D	SD	N	A	SA
1	I am always motivated to get my work done					
2	Employees are excited to work for the organization					
3	I am encourage to improve my performance and develop my skills					
4	Employees in my organization have a sense of identity which increases their commitment to work					
5	Workers are always committed to the organization					
6	I always meet up with my target at the required time					

7	Employees in my workplace are always willing to put their maximum effort in discharging their duties					
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Thanks for your time.