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## Assessment of organisational culture and organisational performance in Nigerian deposit money banks: Evidence from zenith bank PLC

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### Abstract

Organizational culture is a system of meanings shared to various degrees in an organizational performance. Despite the attention paid to the importance of organizational culture in Nigerian deposit money banks, most studies have not provided consistent evidences. This is partially due to its complexity and the difficulties in defining and measuring organizational culture. Therefore, this paper aims to examine the relationship between organizational culture and organizational performance of Nigerian deposit banks: evidence from zenith bank plc. In doing so, structured questionnaire which consisted of four parts of organizational culture dimensions, the study has its focus on organizational

ulture specified as innovation and risk taking, attention to detail and staff orientation, while quality and innovation (IQ) and job performance (JP) represent firm performance to be tested along with firm's size as the control variable, others are *FS* = Firm's Size (as firm's characteristic indicator) the results reveal that employees believe that their organization enjoys significant quality and innovation as well as a good competitive edge in the marketplace. Likewise, this finding confirms literature which suggests that organizational culture have influence on of which positively impact on organizational culture as well as the development quality and innovation of competitive advantage in the long run.

**Keywords:** Organizational culture, Organizational performance, Nigerian deposit money banks

### 1. Introduction

During the last decade, the academic world tried to help the professionals solve the dilemma that the organizational world faces today of growing demands from employees and the decreasing resources available to compensate, by searching for isolated values that can influence by the organizational culture on workplace performance, addressing issues such as spirituality (Abdullah *et al*, 2014; Ezirim and Nwibere, 2010; Ahmed and Shafiq, 2014) [1, 19, 3], quality of work life (Bass and Avolio, 1993) [7], courage to act (Bleady and Alli, 2018) [8].

Culture is arrangement of different attributes that express an organization and differentiate the firm from other one (A.M and Denison, 2015) [12]. According to Muhammad (2011), culture is the collective thinking of minds which create a difference between the members of one group from another. As per Sackmann (2011) [33], defines culture is set of different values and behaviors that may considered to guide to success. According to the Bonett and Wright (2015) [11], culture means fairly established set of beliefs, behaviors and values of society contain generally. In simple words, culture is a gained knowledge, explanations, values, beliefs, communication and behaviors of large group of people, at the same time and same place.

Culture has a big effect on the performance of an organization. This is the practice that cannot just be assumed as it has both positive and negative effects as far as performance is concerned, sometimes it is involve in both private governmental organizations, (Minkov, 2018) [27]. The specific objectives of the study were to establish the link between competitive culture and performance in organizations, to explore the effect of entrepreneurial culture on performance in both private and governmental organizations, to assess the level of bureaucratic culture and its influence on overall performance in organizations, and to examine the influence of consensual culture on performance in governmental organizations. So it is reasonable for the researcher to follow up this interesting issue by conducting research with a title the impact of organizational culture towards organizational performance at consumable goods firms

Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people. The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources. (Creswell, 2019) [16] The cognitive systems of human that helps in improving thinking and decision making were based

upon organization culture. (Rowley, 2014) [32] The multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner. The normative glue based upon organization culture helps in holding overall management effectiveness. (Minkov, 2018) [27].

The cultural content in terms of the relative ordering of beliefs, values and assumptions. 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. Therefore, a supportive 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 endeavors. Nonetheless, deep and wide differences exist between such beliefs and the actual effects of a company's organization's culture. These differences impact on overall optimized company results through the identification of an organization's core purpose and prediction of its future (Abdullah *et al.*, 2014) [1].

This study analyses the different components of organizational culture and their impact on the organizational performance. In order to do this, organizational performance has some particular features that can increase sustainability on basis of effectiveness. The enhancement in performance contributes to employee commitment while norms, values and objectives contribute in enhancing the culture of an organization (Block, 2003) [9]. Most of staff contributes a great part of their time in organizations. The study of Geert Hofstede indicates that cultural differences among nations are found specifically on the greatest level; that is on the level of values. By comparing cultural differences between organizations are specifically identified on the basis of practices

Organizational culture is one of the most popular topics in the domain of organizational behavior. It refers to a particular pool of shared beliefs, values and norms among people and groups in an organization that differentiates the organization from others. Organization's solidity mainly depends on organizational culture and success of any organization deeply depends on its culture. Organizational culture not only helps to shape the employees' behavior patterns, but it also influences the way in which an organization manufactures its products and gives services to its customers. In addition, by understanding its organization culture, management can overcome the probable cultural defects of the organization. It is supposed that each organization has its own unique culture which cannot be easily wiped out. All people who are involved in the organization strongly were affected by organizational norms.

These norms are invisible but if management wishes to improve business performance through productivity. Some scholars like Cascio (2006) [14] and Amin (2017) [4] and Matthew (2019) [26], have identified direct influence of organizational culture on some business performance related issues, including staff satisfaction and commitment, employee motivation, customer retention and revenue growth, and productivity on the other hand refers to the ratio of output to input in the production process. Productivity is one of the crucial elements for communities to achieve progress and ultimately comprehensive development.

The different attributes of culture have been arranged on basis of norms and attitudes which help in differentiating one firm from another, (Acav, 2012). The process of thinking helps in

establishing one member from another on basis of cognitive thinking (Rogers, 2016) [31]. The success guidance based upon different values and norm that makes culture effective (Minkov, 2018) [27]. The set of beliefs, behaviors, norms and values helps in making culture most effective suggested by (Bass and Avolio, 1993) [7]. The knowledge of culture have been gained through understanding and beliefs on basis of large groups contribution, (Matthew, (2019) [26].

The concept of effective organization culture helps in improving business decisions. The survival of culture in an organization lies upon national and foreign culture differentiation in culture management. (Block, 2003) [9] The culture of organization has been affected by attitudes, norms and beliefs that lead to strong communication between employees. Now a day's organization culture has generally been interrelated to management, (Hoe and Hoare, 2012) [20]. The two essential factors that lead to effective culture management include structural stability and integration of superior standard of organization culture, (Block, 2003) [9]. Certain characteristics of organization culture have been established in which set of norms, values and beliefs helps in perfect association between them, (Bleady and Alli, 2018) [8]. At different level of organization culture different background, ethics and racial differences impact upon performance. The similar organization culture with different backgrounds has common set of values and beliefs to be effected by organization systems, (Bonett and Wright, 2015) [11].

## 1.2 Statement of Problem

In the course of the most recent two decades, there have been remarkable changes in the performance of Nigerian deposit money banks, because of the entrance of new forceful rivals into the already competitive market as well as the increased monetary maturity of customers and the more noteworthy and increasingly proficient utilization of data innovation (Schonborn, 2010 cited in Amin, 2017. Ogbor (2012) has also argued that organizational culture in Nigeria, especially in the banking sector, are plagued with problems of productivity. Also, the decline in global oil price of 2014 severely affected the Nigerian banking sector (A.M and Denison, 2015) [12], leading to revenue deficits, decrease in bank deposits, staff lay-offs and reduction in the volume of transactions (Creswell and Miller, 2020) [17].

Since then, the 'manufacturing firms' had to undergo some changes in different aspects of its operations. Such changes are likely to have resulted in the creation of a new organizational culture. Till now knowledge, no study has been carried out to investigate the relationship between organizational culture and firm performance among Nigerian deposit money banks. Therefore, any changes to the organizational culture are likely to have an impact on their firm performance levels. The questions this study therefore seeks to answer is: Since there is effect of organizational culture on firms performance, to what extents does organizational culture have effect on firm performances proxies in selected firms? Which is not yet determined in various studies? Both management and shareholders should focus on how the company should generate adequate profit to enhance the company's performance and to solve the likely challenges hinged on managements which has not been determined within or outside the Nigerian context.

The issue of the effect of organizational culture on firm performance has remained a topical issue of the management

and other regulatory policy makers, (Ezirim and Nwibere, 2010) [19]. The concern is not only to shareholders but also to potential investors and the growth of the nation. This statement of problem may be examined through an assessment of the effect of organizational culture on dependent variables proxies within the selected firms.

The above statement of problem calls for more academic research or investigation and assessment to bring more about the reliable ideas and findings regarding the topic.

### **1.3 Research Questions**

Based on the problem statement above, this study addresses the following research questions:

1. To what extent does organizational culture influence job performance in selected Nigerian deposit banks?
2. At what level does organizational culture affect quality innovation in selected Nigerian deposit banks?

### **1.4. Objective of the Study**

The major objective is to access the effect of organizational culture on the firm performance in selected consumer good s firms. The specific objective is to.

1. Examine the influence of organizational culture on job performance in selected Nigerian deposit banks?
2. Assess the Impact of organizational culture on quality and innovation in selected Nigerian deposit banks?.

### **1.5 Research Hypotheses**

H01: Organizational culture has no significant effect on job performance in selected Nigerian deposit banks?

H02: Organizational culture has no significant impact on quality and innovation in selected Nigerian deposit banks?

### **1.6 Significance of the Study**

The finding of this study would be of benefit to the management sector and Federal Inland Revenue Service (FIRS). This would assist them to instill good organizational culture and to address the problems associated to such culture of the firms which may affected the firms performance. It is important to note that the study provides an avenue for an in-depth understanding of this topic by financial managers, board of directors and other decision makers in formulating optimum policies for their respective shareholders.

This study might be helpful to policy makers to have a better understanding on how difference's culture affect all firm performance proxies and the management will be in a better place to develop good culture to enhance firm performance. It serves as a tool for asssting firms in making their reasonable decisions as well as aiding to expose the various factors that may influence firm performance negatively. The study further serves as research materials to potential investors and to the existing body of knowledge.

### **1.7 The scope of the study**

This study intends to measure the effect of organizational culture on firm performance of listed Nigerian deposit money banks. In particular, the study has its focus on organizational culture specified as innovation and risk taking, attention to detail and staff orientation, while quality and innovation and job performance represent firm performance to be tested along with firm's size as the control variable. The study intends to consider zenith bank plc.

### **2.1 Conceptual Review**

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Bass and Avolio, 1993) [7]. Hoe and Hoare (2012) [20] define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Barney (1986) [5] summarizes organization culture as collective process of the mind that the members of one group from the other one. Thus the above concept asserts that organizational culture could be the means of keeping employees in line and exhilarating them towards organizational objectives. Early organization behavior researchers (Cascio, 2006; Creswell, 2019; and Rogers, 2016) [14, 17, 31] find the unambiguous links between culture and organizational performance. These cultural values are consistent with organizational chosen strategies that led to successful organizations.

Although the relationships between organizational culture and staff performance have been widely accepted, some researchers (Block, 2003; Amin, 2017; and, Acav, 2012) [9] raise concerns about the relations. Thus Bogdanowicz (2014) [10] and Barney (1986) [5] argue that culture characteristics might affect performance but restricted or conditioned to the specific context. They further argue that culture may lead to higher performance if it fits with changes of environmental factors within the context. Recently, researchers argue that cultural traits cannot be copied and therefore it could be source of organizational sustainability. Resource-based view (Barney, 1986 and 1991) [5] suggests that sustainability depends on the values, rarity and sustainability of the culture concerned. Overall, the aim of the literature review is to examine the existing research to explore the links between culture and performance.

Due to the subjective nature of culture, it could be challenging to precisely define the specifications of organizational culture. Despite no single theory is uniformly accepted, there is a general consent about organizational culture on being traditionally determined and socially structured that involves beliefs, behaviors, values and morals allied with different levels of the organization and incorporates to all aspects of organizational life (Schonborn, 2010 and Matthew 2019 and Muhammad, 2011). The organizational culture is outlined by Cascio (2006) [14] as overall phenomenon of the organization such as natural settings, the rite and rituals, climate and values of the company. According to Creswell and Miller (2000) [17], culture is deeply associated with values and beliefs shared by personnel in an organization.

Organizational culture relates the employees to organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards. Abdullah *et al.* (2014) [1] positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services. Block (2003) [9] defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it shaped up by the employees and managements gestures, behaviors and attitudes. Eariler scholars (Bass and Avilio 1993; Ahmed and Shafiq 2014; Ezirim and Nwibere, 2010; Barney, 1986; Block, 2003;

Cascio, 2006) [7, 3, 19, 5, 9, 14] have explained culture as mutual experience which depends on the behavioral and societal activities. Behavioral aspect turns into a means of achieving organizational goals and objectives that is the outcome dimension or performance aspect

Culture is a model of norms, values, beliefs and attitudes which affects organizational behavior. The definition of the organizational culture exists in many versions. Creswell *et al.* 2000 stated that organizational culture as “shared philosophy, ideology, value, assumption, beliefs, hope, behavior and norms that bound the organization together.” mentioned it as “Common perceptions which are held by the members of an organization; a system of common meaning”, while Bleaday and Alli [2018] [8] mentioned it as “Informal design of values, norms that control the way people and groups within the organization interact through each other and with parties outside the organization” Minkov (2018) [27].

The pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization (Sackmann, 2011) [33]. Organizational culture could be a strategic asset for the organization in that it increases the adaptability of and fit between an organization and its environment (Ahmed and Shafiq, 2014) [3]. Members continuously interpret aspects of their work environment and these interpretations, as well as the ways in which they are enacted, from the culture of the organization [8]. Among the manifestations of culture are rituals, group norms, habits of thinking and espoused values.

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### **2.1.1 Concept of Organizational culture**

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (A.M and Denison, 2015) [12]. Creswell and Miller, 2013; p96 define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. Summarize organization culture as collective process of the mind that differentiates the members of one group from the other one.

### **Competitive Culture**

Forerun Conduct that Corporate culture and reputation are intangible assets organizations use to create a competitive strategic advantage to differentiate themselves from other firms to firm performance. Numerous articles cite how corporate culture may be an important intangible predictor of reputation, but only a few researchers have empirically tested the relationship between culture and reputation. Culture not only enhances financial performance, but also is positively relates to reputation. Research on corporate reputation has identified antecedents and consequences of reputation to better explain how a firm may benefit and best strategically position itself through its reputation (Matthew 2019) [26].

Competitive culture is not only intangible and illusive but can also be observed at multiple levels of an organization. Indeed, organizational culture is reflected in values, norms, and practices. At the deepest level, organizational culture consists of values, which are embedded tacit preferences about what organizations should strive to attain and how they can achieve that (Rowley, 2014) [32]. At a more observable level, organizational culture also consists of norms and practices that are derived from underlying values (Creswell and Miller,

2000) [17].

### **Entrepreneurial Culture**

Entrepreneurial culture is considered important in explaining the differences in the economic success of nations (Rogers, 1979). Literature in the field of regional science and economic geography also attributes the economic development of regions to non-economic elements of which the role of entrepreneurial culture is mentioned (Matthew, 2019) [26]. However, entrepreneurial culture remains an mean defined concept and sometimes misrepresented in an attempt by scholars to explain Jurnal Berkala Ilmiah Efisiensi Volume 16 No. 01 Tahun 2016 Gerald Sengke 590 regional economic success in terms of non-economic factors. Although entrepreneurial culture is essential for the development of entrepreneurship, the ability of the government to foster it and create an entrepreneurial society to reduce the problem of unemployment has been hindered due to a lack of conceptual clarity of entrepreneurial culture in entrepreneurship research.

This lack of conceptual clarity emanates from the lack of distinction between entrepreneurial culture and organizational culture. For instance, while many studies on entrepreneurial culture have failed to explicitly define the term, the concept have been highly associated with established firms seen as part of an organizational culture and perceived as personality characteristics of entrepreneurs (Bleaday and Alli, 2018) [8].

### **Bureaucratic Culture**

Bureaucracies play a central role in making public policy by applying program rules to individual cases (Amin, 2017) [4]. In so doing, they create the public policy that the public actually experiences. An understanding of public policy, therefore, requires an understanding of the determinants of bureaucratic behavior. While the dominant paradigm for understanding bureaucratic behavior focuses our attention on how the incentive structures elected officials create constrain bureaucratic behavior (principal-agent theory), scholars have recently argued that political scientists refocus their attention on the central bureaucratic task of information processing and return to the behavioral approach to understanding bureaucratic organizations (Block, 2003; A.M. and Denison, 2015) [12]. This approach draws from both early work in the behavioral tradition in public administration (Sackmann, 2011; Rogers, 2016) [33] and the work on social construction and issue definition in public policy (Creswell and Miller, 2000; Muhammad, 2011) [17].

### **Consensual Culture**

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labour for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

### **2.1.2 Understand organizational culture**

Culture idea must be learned and shared in the organizations (Bogdanowicz). Matthew (2017) [26], argue that cultures of organization based on cognitive systems which help to explain how employees think and make decision. He also noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways to organizations to conduct its business. According to (Barney, 1986) [5], organizational culture is known as "normative glue" means to hold the overall organization together. The concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations that are doing business in the same national culture (Acav, 2012) [9].

The concept of culture is generally used in the concept of organizations now-a-days (Bonett and Wright, 2015) [11]. Organizational culture could be build up by two essentials factors of social group; structural stability of a group and integration of single item in superior standard (Cascio, 2006) [14]. Bleday and Alli (2003) [8], define the different characteristics that are associated with the culture of organization. Culture may be defined as system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization (Hoe and Hoare, 2012) [20].

Minkov (2018) [27], stated that organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered by researcher that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look, such as:

#### **Counter Culture**

Shared beliefs and values which are in directly opposite to the values and beliefs of the broader organizational culture recognized as countercultures, it mostly formed around a forceful manager or leader (Ahmed and Shafiq, 2014) [3]. This type of culture may be bearded by the firm whenever positively contributing to the improvement of the organizational performance. But it is considered as a danger for the original organizational culture.

#### **Sub Culture**

According to Rowley (2014) [32], subculture is the segments of culture which show different norms, values, beliefs and behavior of people due to difference in geographical areas or departmental goal and job requirements (within organization). Perception of employees about subculture was connected to employee's commitment towards the organization (Bass and Avolio, 1993) [7]. Some groups may have a similar enough culture within to allow for social interaction outside the workplace.

#### **Strong Culture**

Culture of organization is considered strong, where the greater part of the employees holds the same type of beliefs and values as concern to the organization. Culture of organization is believed strong, where the greater part of the employees embraced the same sort of beliefs and values as concern to the organization (Ezirim and Nwibere, 2010) [19]. They agreed that managers should try to reduce the gap between employees to develop a strong relationship. Management also considered that employees are more

important than rules in the organization.

#### **Week Culture**

A weak culture of organization could be one that is loosely knit. Some time it may push individual thought, contributions and in a company that needs to grow through innovation, it could be a valuable asset, some time not. According to Ahmed and Shafiq (2014) [3], a weak culture of organization could be one of that is loosely joined. Rules are imposed strictly on the employees that may create diversity between the person's personal objectives and organizational goals.

### **2.1.3 Determinants of Organizational Culture**

An organization's culture can be captured in four primary characteristics (Block, 2003) [9]: innovation and risk tasking, attention to detail and staff orientation.

#### **Innovation and risk taking**

Abdullah, Shamsddin, Wahab and Hamid (2014) [1] explain innovation as the introduction and implementation of new ideas that positively benefit the organization and its members. Managers regard innovation as the major source of competitive advantage (Schonborn, 2010). Different studies support innovation as an organizational culture component expressed in various ways such as improvement orientation (A.M. and Denison, 2015) [12], adaptability (Matthew, 2017) [26], and high performance work orientation (Matthew, 2007) [26]. Innovation has been found to have a link with job satisfaction. For example, (Hoe and Hoare, 2012) [20] found that employees who work in an innovative and supportive culture are more likely to be satisfied with their job. In addition, Silverthorne (2004) concurred that an innovative culture plays an important role in the level of employee job satisfaction.

#### **Attention to detail**

Attention to detail defines the degree to which employees are expected to exhibit precision and detail in the workplace (Sackmann, 2011) [33]. However, Abdullah *et al.* (2014) [1] argue that in the world today, a lot of time and effort within organizations is directed towards innovation and aggression and this carries with it a reduced emphasis on attention to detail. Similarly, in a study done by A.M and Denison (2015) [12] on medical school faculty members, the participants pointed out that there is insufficient support for the aspect referred to – paying attention to detail – within the school. Furthermore, these results agree with research conducted by Hoe and Hoare (2019) on leadership in Iran. On the other hand, Chow *et al.* (2001) found that an organizational culture that emphasizes innovation, aggressiveness and respect for people, but de-emphasizes attention to detail, engenders positive responses by employees.

#### **Staff orientation**

According to Kulkarni (2010), people orientation is still one of the most contentious issues in organizational culture today. How much of their time should management dedicate to its workforce? Some organizations are famous for being employee orientated – as they focus more on creating a better work environment for their 'associates' to work in (Barney, 2011) [6]. Others, still, are feudal in nature, treating employees no better than work-machines (Amin, 2017) [4]. Ahmed and Shafiq (2014) [3] explain people orientation as the extent to which management can take criticism from staff, and have

concern for personal problems and personal development. A study by Bass and Avolio (1993) [7] looking at organizational culture and job satisfaction in Korean professional baseball organizations, and found a positive impact of the clan culture on employee satisfaction because of the great importance of personal values and respect for people, which is presumptively universal regardless of cultural boundaries. Furthermore, they found that an organization that is people orientated and which respects its employees tends to create reciprocal responses of commitment, satisfaction and intention to stay with the organization. According to Abdullah *et al.* (2014) [11], in academic culture, the aspects of risk taking and people-orientation give rise to innovation and creativity and can increase motivation, which however, is very low in Iranian medical schools..

#### **2.1.4 Organizational Culture: A source of competitive advantage**

The concept of leadership has indeed featured prominently in numerous organizational culture research, as it has been established that leaders can shape the process of organizational culture formation by inculcating their own bias, assumptions and experiences. Another theme that has also been widely researched on is culture and its potential as a source of competitive advantage (Acar, 2012). Because today's business environment is characterized by uncertainties, incessant changes and rapid technological revolutions, corporations have become conscious of the importance of developing competitive competencies through flexible and innovative work cultures as well as the development of new leadership practices that can provide continuity in the midst of these disruptions in the business world (Block, 2003) [9].

Warrick (2017), pointed out that organizational culture is a key element that can determine a firm's survival in the face of intense competition in the global marketplace. "Culture is a focus for competitive advantage when it is different from other cultures and the elements that constitute it are difficult to imitate" (Cascio, 2006 cited in Rowley, 2014) [14, 32]. In his article, which examined the link between organizational culture and sustained competitive advantage, (Barney, 1986) [5] argued that a culture which possesses a strong set of core managerial values can create an environment where creativity and innovativeness can thrive. This, in turn, would translate into sustained competitive advantage. Also further clarified that effective leadership practices are also needed to fully exploit such a competitive edge for the generation of superior organizational effectiveness.

More importantly, (Barney, 2011) [6] added that for an organization's culture to deliver sustained competitive advantages, the attributes of 'Valuable', 'Rare' and 'Imperfectly imitable' must be present. A good number of studies have investigated the significance of organizational culture in the generation of competitive advantage, with results that highlighted the role played by organizational culture in the development of competitive advantage (e.g. Bass and Avolio 1993 ; Block, 2003; [7, 9] (Bogdanowicz, 2014) [10]; Abdullah, Shamsuddin and Wahab, 2014) [11] Hoe and Hoare (2012)'s [20] study supports (Barney, 2011)'s [6] view that creative and innovative cultures can create the right conditions for the growth and sustenance of competitive advantage, which leads to superior financial performance. (Bogdanowicz, 2014) [10] also maintained that an

organizational culture with distinct cultural traits can develop competitive competencies to withstand competition in the marketplace. However, the author further argued that these benefits can only be reaped when an alignment between the company's strategy and its culture is established. In contrast to the latter, Watthew, (2019) disputes that an alignment between strategy and culture is paramount to the creation of sustained competitive advantage.

By citing the downfall of the American energy company, Enron, the author argued that a culture which creates an atmosphere that enables trust, unity, commitment and discourages fear, is more critical and instrumental in the development of competitive advantage. Firms with values that encourage customer-orientation, innovation and employee productivity possess flexible structures and models that enable them to anticipate changes and outperform their competitors (Abdullah *et al.*, 2014) [11].

#### **2.1.5 The concept of performance**

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006) [14]. Different researchers have different thoughts about performance. Mostly researcher's used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Sackmann, 2011) [33]. According to Barney (1986) [5] performance is a continuous process to controversial issue between organizational researchers.

Organizational performance does not only mean to define problem but it also for solution of problem (Bonet and Wright 2015). Cascio, (2006) [14] said that organizational performance is the organization's capability to accomplish its goals effectively and efficiently using resources. As similar to Bleadu and Alli (2018), said that achieving organizational goals and objectives is known as organizational performance. Rogers, (2016) [31], suggested that organizations success shows high return on equity and this become possible due to establishment of good employees performance management system.

The notion of organizational performance is affiliated to the endurance and success of an organization. In service organization as well as in manufacturing organizations the computation of the organization performance is critical (Brynjolfson, 1993). A balance score card proposed by Ezirim and Nwibere, (2010) [19], is used to measure the organization performance. The dimensions of the balance score used in this study are financial perspective; customer perspective; internal business perspective and learning perspective.

Performance is a comprehensive measure that can include productivity, quality, consistency, and so on. On the other side, performance indicators may also involve (criterion-based) results, behaviors and (normative) relative measures, concepts of education and training and instruments, involving management development and leadership training for developing attitudes of performance management and essential skills. (Richard, 2002) Balance Scorecard is the one of most critical tool which provides help or frame work to ensure that the strategy is translated into rational set of performance measurement (Hoe & Hoare, 2012) [20].

The performance measurement system assists in enhancing organization association to achieve goals and objectives in a successful manner. (Ahmed & Shafiq, 2014) [3] The strategic planning that is based on development of objectives assist

organization to emphasize on non-financial or intangible assets. The quality, performance and services associated with customers have financial features. The financial and non-financial reward management system is possible through the measurement and evaluation of performance measurement system (Creswelt & Miller, 2000) [17].

Organizational performance can be judged as one of the main concepts in management and around which most managerial tasks are centered on. Organizational performance can be described as the summation of achievements realized by a business or departmental unit (Amin, 2017) [4]. These successes involve an organizational goal that is achieved within a given period such as a precise point in time or for an extended period (Lee and Huang, 2012). The concept of organizational performance is associated with the growth and development of an organization (Ahmed and Shafiq, 2014) [3]. Organizational performance can be described as the extent at which an employee accomplishes the goals and aspirations of an organization (Cascio, 2006) [14]. Organizational performance determines the degree of effectiveness and efficiency against the stipulated performance indicators of an organization (Rogers, 2016) [31].

#### **2.1.6 Impact of organizational culture on firm's performance**

Wilderom and Berg (1998) pointed out that the empirical evidence for the impact of the organizational performance using organizational culture practices was still limited, but it formed a fruitful basis for more refined organizational culture-performance research. The use of organizational cultural practice to assess organizational culture was supported by Block (2003) [9]; Abdullah *et al.*, (2014) [1]. The objective of some review works is to highlight the definition, conceptualization, and measurement of organizational culture and organizational performance. It also highlights the literature and previous studies on the link between organizational culture and organizational performance.

Moreover, the following are the primary but interrelated factors that can shape a company's pay culture; Social customs; economic forces alone do not determine wages but the current notion of a federally mandated minimum wage which evolve from the employee demanding a just wage which always go with the remuneration culture of the organization on ground. Thus, this suggests that the organizational culture has a positive relationship with the compensation administration. Job requirements; some jobs may require greater skills, knowledge or experience than others, hence attract a higher pay rate. Employee Acceptance; employees expect fair pay rates and compare their wages with their co-workers and supervisor's rate of pay. If they consider their par rates as unfair, they may file a law suit, reduce their output or seek employment elsewhere.

**Employee Knowledge and Skills:** employees bring different levels of skills and knowledge to organizations; hence they can work at different levels of a company hierarchy and receive different rates of pay as a result. **Company Factors;** pay structures depend on the kind of technology an organization adopts and whether an organization uses pay as an incentive to motivate employees to improve job performance and to accept more responsibilities. Not only that, achieving external competitiveness in the area of compensation means balancing the need to keep operating costs low with the need to attract and retain quality workers which is in line with the corporate culture of cost minimization. It is how an organization's rate of payment

Denison (1984) used data from 34 American firms on cultural performance over a period of five years and scrutinized the characteristics of organizational culture and tracked the performance over time in these firms. As per Amin (2017) [4], stated that culture researchers have committed various studies to the definitions of culture, relatively few researchers have been contributed in culture and performance research. Only reason for doing this was the complexity in operational concept of the culture construct. According to Ahmed and Shafiq (2014) [3], investigate the relationship between long-term organizational performance and economic performance across more than 200 organizations.

More ever, being one of the most important and most conscientious research efforts on this subject, the study has arranged three vital contributions. First, relationship between culture and performance established in their research is forceful. Second, the writer gives an important combination of theoretical point of view regarding the nature and scope of culture. Third, they sketch strong associations between culture, management practices and performance. The claim that organizational culture is attached to performance is initiated on the apparent role that culture can play in caused competitive advantage. Rowley (2014) [32] studied to overcome some of the limitations in measuring the culture of organization. At the end the results shows that there is no positive correlations between culture and job performance

#### **2.2 Theoretical review**

To better conceptualize firm's performance, several of organization culture on firm performance, while few theories have emerged and have provided the vital framework for understanding the concept (Rogersl, 2016) [31]. The theories that attempt to explain firm's performance are many but dynamic Capabilities theory shall be focused on this study. The explanations of theory presented below:

#### **Dynamic Capabilities theory:**

In order to facilitate a well-grounded appreciation of organizational culture and its dynamics in an organizational performance, this section will provide an overview of the Dynamic Capabilities theory, upon which this research is based. B)'s research work on Dynamic Capabilities and Strategic Management, was an important reference on the discussion of what constitutes competitive resources and capabilities in an organization (Bleady and Ali, 2018) [8]. The Dynamic capabilities theory has also been subject to varying definitions in an attempt to effectively capture what comprises sources of competitive advantages that can improve a firm's chances at surviving in the ever-changing business environment.

According to Abdullah *et al* (2014) [1], Dynamic Capabilities is defined as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments" (Acar,2012). Dynamic Capabilities allow corporations to develop and assign resources that sustain efficient business performance, (Block, 2003) [9].

Similarly, (Minkov, 2018) [27] defines Dynamic Capabilities as organizational practices that integrate, reconfigure, acquire and distribute resources in the quest for competitive advantages that would help to create flexibility in responding to market changes. Dynamic capabilities constitutes a system of resources which enterprises can integrate, reconfigure, remodel and assign for the purposes of achieving competitive

advantage (Ludwig and Pemberton, 2011 cited in (Bleady and Ali, 2018)<sup>[8]</sup>). It is a set of configurable resources which a firm can utilize for the process of adapting in the business environment characterized by changes (Ezirim and Nwibere, 2010)<sup>[19]</sup>.

From the definition above, it is generally agreed that for a resource to be dynamically capable of responding to market changes, it must be readily configurable, adaptive, and transferable in order to respond adequately and timely to external conditions that may affect business's performance. Furthermore, the Dynamic Capabilities framework establishes that maintaining superior business performance in a market characterized by technological changes can only be possible by refining internal organizational and managerial policies and procedures. In addition, (Block, 2003)<sup>[9]</sup> argues that the high-flyers in the marketplace are those firms that have developed flexible structures and processes, coupled with effective management control, which allow them to deploy resources in order to achieve new sources of competitive advantage.

The Dynamic Capabilities theory, which is an extension of the resource-based view theory (Bass and Avolio, 1993; Bleady and Ali, 2018), suggest that competitive advantage of firms relies on the functionality of organizational and managerial processes, supported by their pool of tangible and intangible resources (Cascio, 2006)<sup>[14]</sup>. Dynamic capabilities, which are a source of competitive advantage, consist of these organizational and managerial processes, which are further comprised of three core elements; coordination/integration, learning and reconfiguring (Amin, 2017; Barney, 1986)<sup>[5]</sup>. Out of these elements, 'Learning' resonates well with the elements of organizational culture

### **2.3 Empirical Review**

Empirical studies also provide the evidence of link between organizational culture and organization related performance outcomes. Creswell, 2019; reported that culture was found to impact a variety of organizational processes and performance. The strength of cultural values was found to be correlated with the organizational performance of firms in a few cases. For example, it was correlated with return on assets in manufacturing firms, growth in annual premiums and sum assured in insurance firms. There were no significant correlations with hospital performance. Hoe and Hoare, (1993) found that organizational culture has a strong direct effect on organizational performance. Oparanma (2010) found that organizational culture is an important variable to be considered when organizational performance in consideration.

According to the results of Ahmed and Shafiq (2014)<sup>[3]</sup>, there is positive association between organizational culture and performance. Abdullah *et al.*, (2014)<sup>[11]</sup> reported that the positive effect of organizational culture on organizational effectiveness. However, this effect is negligible when a mediator (in this case, knowledge management) is involved. There are also some studies revealing the evidence regarding what types of organizational cultures affect performance outcomes. Bleady and Alli (2018)<sup>[8]</sup> reported that competitive and innovative cultures are positively related to organizational performance. They also found no relationship between organizational performance and bureaucratic and community cultures.

Acav, 2012; found that hierarch is negatively related to

various performance outcomes including finance related outcomes. They also confirmed the positive impact of market, clan and adhocracy culture on various performance outcomes. Some studies compared the performance outcomes across the various organizational cultures. Results from the study of Sackmann (2011)<sup>[33]</sup> reveal that adhocracy culture is better performer than clan and hierarchy cultures. Matthew (2019)<sup>[26]</sup> found that high sustainability companies significantly outperform their counterparts over the long-term, both in terms of stock market and accounting performance.

Elaborating on both theoretical and empirical studies, Creswell *et al.*, (2019)<sup>[16]</sup> concluded that culture can affect organizational performance if it is strong (wide consensus deeply internalized and socialised) and appropriate to its environment (relevant to its industry and business conditions). In a different study, Rowley (2014)<sup>[32]</sup> showed organizational culture differences between eBay China and Taobao in term of professionalism vs. enthusiasm, formality vs. flexibility, and steadfast vs. innovative. They argued that each culture with its own characteristics can thrive in its specific context of time and environment.

According to (Minkov, 2018)<sup>[27]</sup>, culture within an organization is deeply ingrained and unique; with the ability to foster cooperation and coordination. Based on this, the authors argue that increased levels of cooperation and coordination within units can lead to improved organizational performance. (A.M and Denison, 2015)<sup>[12]</sup> believe that companies with a core set of values perform better than their counterparts in the marketplace. This view is supported by the work of Creswell (2019)<sup>[16]</sup> who established that performance within an organization relies on the extent to which the values are generally accepted. The result of their study further supported this view; as it was established that firms, with values that promote respect, innovation, cooperation, teamwork, etc. enjoyed increased performance. From these authors, it can be understood that organizational culture has different attributes which influence organizational performance in a positive way

### **2.4 Surveys in investigating the linkage between organizational culture and organizational performance**

Studies on the relationship between organizational culture and performance has featured prominently in the field of organizational studies, with the earliest discourse dating back to the 1950's and led by the erudite scholar, Jacques Elliot in his research titled 'The Changing Culture of a Factory' (Ahmed and Shafiq, 2014)<sup>[3]</sup>. Since then, studies on the Culture-performance link has become widespread with various scientific approaches employed in measuring the two constructs with conclusions that associate superior organizational effectiveness to the presence of a strong corporate culture (e.g. Creswell, 2019; Cascio 2006; Bogdanowicz, 2014; Amin, 2017; Muhammad, 2011; Hazana Abdullah, Shamsuddin and Wahab, 2019)<sup>[10, 14, 5]</sup>. Coupled with this, the use of the different research approaches has also evolved rapidly, as more researches have adopted quantitative research methods, with surveys serving as the basis for quantitative evaluations due to the fact that it is more economical and efficient in providing normative data on organizational culture and its impact on performance (Sackmann, 2011; Denison *et al.*, 2014)<sup>[33]</sup>.

### **3. Methodology**

**3.1 Research Design:** The main research problem of this cross-sectional study is to investigate the possibility of a positive link between organizational culture and organizational performance in banks located in Lagos, Nigeria. For this purpose, quantitative data would have to be collected from the sample population in order to capture the opinions and attitudes of the research participants to achieve the research objectives (Block, 2003; Creswell, 2019)<sup>[9, 10]</sup>. Since the survey design is associated with quantitative research approach, the researcher selected this method for the purpose of gathering data, using questionnaires as an instrument, in order to answer the research sub-questions.

### 3.2 Population Size

The population of any study would include all the individuals, organizations or units that are applicable to the purpose of the study (Quinlan, 2011). Given that the research aim is focused on zenith bank plc., the relevant population

$$Jp_{it} = \beta_0 + \beta_1 SO_{it} + \beta_2 IRT_{it} + \beta_3 AD_{it} + \beta_4 FS_{it} + \sum_{i=1}^{15-1} \mu_i DUM + \varepsilon_{it} \dots \dots \dots \dots \quad \text{Equation 3.4}$$

## Model 2: Assess the Impact of organizational culture on quality and innovation in selected Nigerian deposit banks?...

$$IQ_{it} = \beta_0 + \beta_1 SO_{it} + \beta_2 IRT_{it} + \beta_3 AD_{it} + \beta_4 FS_{it} + \sum_{i=1}^{15-1} \mu_i DUM + \varepsilon_{it} \dots \dots \dots \dots \quad \text{Equation 3.4}$$

This study intends to measure the effect of organizational culture on firm performance of listed Nigerian deposit money banks. In particular, the study has its focus on organizational culture specified as innovation and risk taking, attention to detail and staff orientation, while quality and innovation (IQ) and job performance (JP) represent firm performance to be tested along with firm's size as the control variable, others are  $FS$  = Firm's Size (as firm's characteristic indicators).

$U_{it} = \alpha_i + \varepsilon_{it}$  is often called the composite error Random Effect Model (REM).

**DUM** = Firms' unobservable effect in Fixed Effect Model (FEM) and  $\mu$  is the dummy coefficient.

$\beta_0$ ,  $\beta_{1-3}$  and  $\varepsilon$  are as described earlier. The subscript  $i$  represents the entity of each quoted company at the timet, while subscript represents the year:

#### **4. Presentation and analysis of questionnaire**

## 4.1 Questionnaire analysis

The questionnaire analysis shows that majority of the respondents in this survey were females as compared to males, for a total of 59.5% of females and 40.5% percentage of males participated in the survey. These figures suggest that both genders were adequately represented. The age distribution of the respondents shows that 3.9% of the respondents were within 18 – 20 years, 45.0% of the

would comprise of all the employees working within the selected firm. In terms of population size, the National Bureau of Statistics (2019)<sup>[29]</sup> reports the total staff strength in zenith bank plc. These include both senior, executive, junior and contract staff. According to (Schonborn, 2010), previous studies on organizational culture and performance have made the error of focusing only on the Senior management for data collection, thereby causing the data to be too limited in acting as the basis for culture-performance assessment. Hence, the researcher acknowledged the importance of examining all organizational members represented in the different levels of management to provide a more robust assessment of the research problem at hand

### 3.3 Model Specification

**The modified model for this research is**

Model 1 Examine the influence of organizational culture on job performance in selected Nigerian deposit banks?

$$Jp_{it} = \beta_0 + \beta_1 SO_{it} + \beta_2 IRT_{it} + \beta_3 AD_{it} + \beta_4 FS_{it} + \sum_{i=1}^{15-1} \mu_i DUM + \varepsilon_{it} \dots \dots \dots \dots \quad \text{Equation 3.4}$$

respondents were within the age range of 21-30 years, 41.3% were within the age range of 31-40 years, 1.3% in the age range of 41-50 while the remaining were above 50 years. It was therefore deduced that employees in the selected bank are very young and economically active. Base on the analysis, majority of the respondents fell under the category of B.sc and M.sc level of studies taking a percentage of 40.1% and 42.5% respectively, the rest were categorized in the ND/HND level of study while 3.8 were Ph.D. holders. Hence, it was assumed that the survey population were literate and expected to provide an objective assessment of the issues raised in the research instrument. In other words, valid information was likely to be extracted from these set of respondents.

Furthermore, the Analysis shows that majority of the respondents had worked for about 1 – 10 years, thereby taking a percentage of 66.9%, 31.3% had worked for 11-20 years while the remaining 1.9% of them had worked for less than a year. These figures imply that majority of the respondents had accumulated significant years of experience in the banking sector. Thus, it was deduced that these set of respondents were expected to provide relevant and valid information for the subject matter of study, as they were assumed to have an in-depth understanding of the issues raised in the subject matter. Finally, the result revealed that

42.5% of the respondents were working-level employees, 36.9% were middle management staffs, while the top management staffs was a percentage of 20.6%. Also, shows that 19.4% of the respondents were working in the information technology department, 11.9% were under the Human Resource department, 25.0% for marketing/sales department, 13.8% for finance department, 11.9% for operations department while the remaining 18.1% were accounted to other departments.

#### 4.2 Analysis of the questionnaire items represented in percentages and mean scores

The questionnaire items are summarized using the percentages and mean score. As regards the tables below, the calibrations are as follows: 1= Strongly Disagree, 2 = Disagree, 3 = Partially Disagree, 4=Undecided, 5= Partially Agree, 6=Agree and 7= Strongly Agree. Any mean score below '4' implies a Partially Disagree, Disagree, or Strongly Disagree which means that the respondents do not agree with the statement, while any mean score above '4' implies

Partially Agree, Agree, or Strongly Agree; meaning that the respondents agree with the statement.

In addition, the one sample test statistics and test of significance was also performed on the questionnaire items on each construct in order to ascertain the overall response and to draw a conclusion based on the mean score derived. It must be reiterated that any mean score below or above 4 means that the respondents either disagree or agree with the statements. The purpose of conducting a one sample t-test is to establish whether the sample drawn came from a population with a specific mean.

**Table 4.1** Statistics sample test for Organizational Culture on job performance

#### Sample Test Statistics and Test of Significance

The result of the one sample t-test performed on the organizational culture construct is presented in table 4.1, with the result showing that respondents agree to the existence of a positive job on performance in Nigerian banks.

**Table 4.1**

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
Job performance	140	5.1866	1.18021	0.08920	
One-Shaped Test					
			Test Value = 3		
	T	df	Sig. (2-tailed)	Mean Deviation	95% Confidence Interval of the Difference
Job performance	10.350	159	.0000	1.08406	Lower      Upper
				0.8820	1.3674

#### One sample test statistics and test of significance

The result of the one sample t-test performed on the organizational culture construct is presented in table 4.2

below, with the result showing that respondents agree to the existence of significant quality and innovation in Nigerian banks.

**Table 4.2**

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
quality and innovation	160	5.4836	1.19021	0.094620	
One-Shaped Test					
			Test Value = 3		
	T	df	Sig. (2-tailed)	Mean Deviation	95% Confidence Interval of the Difference
quality and innovation	15.354	159	.0000	1.49465	Lower      Upper
				1.3070	1.6815

#### 4.3 Summary of Results

In the analysis of the questionnaire items Organizational culture proxies on job performance the results demonstrate that the bank employees agree to the presence of an enabling culture that promotes job performance. This is in line with what was suggested in the literature that the presence of a culture with traits such as innovation and creativity can be fundamental in the generation of organizational effectiveness (Bogdanowicz, 2014; Bleday and Alli, 2018; Bonett and Wright, 2015; Bass and Avolio, 1993) [8, 11, 7].

For the items addressing Organizational culture and quality and innovation, the results reveal that employees believe that their organization enjoys significant quality and innovation as well as a good competitive edge in the marketplace. Likewise, this finding confirms literature which suggests that organizational culture have influence on of which positively impact on organizational culture as well as the development quality and innovation of competitive advantage in the long

run Bogdanowicz, 2014; Block, 2003 and Davidson, M. G. (2003) [18].

#### The results of the hypotheses, which were tested using regression analysis demonstrates that

1. Organizational culture has a significant effect on job performance formation in Nigerian banks
2. Organizational culture provides a significant means of generating sustained quality and innovation in Nigerian banks
3. Organizational culture has a significant effect on firms performance in Nigerian banks.

From the above findings, it has been identified that there exist significant correlations to the key arguments presented in the literature review chapter of this research project, which suggest the following; that Organizational culture can promote the formation of job performance within an

organization; since that culture create the right conditions for the growth and sustenance of quality and innovation

#### **4.3. Practical Implications**

This research on the impact of Organizational culture on Organizational performance proposes a few practical implications. Firstly, it emphasizes the instrumentality of Organizational culture in the shaping of job performance and therefore calls upon managers to be deliberate more on good organizational culture to enhance job performance that stimulates the development and assimilation of certain traits as result of the organization's culture, which encourage creativity, innovativeness, entrepreneurial behaviors amongst employees, teamwork, fair treatment and thus, superior organizational performance.

Secondly, this study implies that, in the nearest future, organizations would have to rely seriously on the presence of a good organizational culture in the pursuance of significant on quality and innovation. Furthermore, managers may soon have to invest more time and resources towards building strong good organizational cultures that are valuable rare and imperfectly imitable, in order to stay ahead of competition and survive in the volatile business environment.

#### **5 Conclusion**

Overall, the findings in this primary research are broadly found to be in line with existing literatures which argue that the presence of a strong and combining culture can be instrumental in the actualization of organizational goals which generates effectiveness and profitability, therefore resulting in superior job performance and quality and innovation in the long run. The significance of this study can be identified in the support it lends to the existing empirical studies on the impact of organizational culture on firm's performance which asserts a significant relationship between the two concepts. This study sought to investigate the possibility of a positive link between organizational culture and organizational performance in Nigerian banks.

From the data collected and analyzed, three major findings were made, which further strengthens the arguments made by other researchers on the interrelation between culture and job performance and between organizational culture and quality and innovation. It is also crucial to note that these findings accompaniment each other in that they not only clearly highlight the instrumentality of leaders in the way culture is formed as well as the traits it would possess, but also that good organizational culture is critical in harnessing the benefits of organizational performance proxies which can generate superior job performance as well as a means of sustained quality and innovation in the long run.

#### **5.2 Recommendation**

An important Recommendation to this study is that organizational culture is a principal factor that can promote organizational efficiency and productivity, if the traits prevailing in the culture are those that encourage innovation, creativity, cohesiveness, fair treatment, individuality, teamwork and a sense of belonging. In addition, the findings of this study have demonstrated the different dynamics involved in the correlation between organizational culture and organizational performance, which may serve as pointers to why some certain organizations are more successful and profitable than others.

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