

## **THE IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF BANKING INDUSTRY IN NIGERIA**

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### **Abstract**

*This study investigated the impact of organizational culture on performance of Banking Sector in Nigeria. Most Nigerian banks are performing below expectations notwithstanding their high funding due to the fact that they do not operate under strong values of corporate culture. The massive failure in the banking sector which brought about distresses is traceable to lack of strong culture. The culture of credit analysis and trust were destroyed. A survey was conducted in this study using questionnaire. The data collected was analyzed using percentages and multiple regression. The findings show that a significant and positive relation lies between the independent variables, cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness and the dependent variable organizational performance. A significant and negative relationship exists between the independent variable consistent pattern of behavior and the dependent variable organizational performance. These results are consistent with the literature. We recommend that organizations should build strong and consistent culture that will help to pattern their growth and reinforce the pillars of its perpetual existence. Organizations should not deliberately pull down the cultural pedestals upon which organizations stand, just for selfish interests.*

*Keywords: Organizational Culture, Cultural Value, Organizational Founder, Cultural Fit, Organizational Performance, Organizational Rite*

## INTRODUCTION

Culture are consistent ways organizations carryout their activities to sustain their existence. It is the way organizations work and adapt to both internal and external environment and realities of work. Organizations generate their own culture, which embodies the values which organization seek to be known for and identified, and defined their consistent pattern of behavior (Schein, 2005; Wheelen & Hunger, 2006).

The activities and missions of organizations that have worked well in the past and which translate into norms, behavior and expectations about what is desirable ways of thinking can influence organizational culture (Kotter & Heskett, 2000). It is already known that most successful companies are those directed and managed within very strong culture and values. Some organizations in the Banking sector are performing below expectations notwithstanding their high funding, due to the fact that they do not operate under strong values of corporate culture. Most cultures are side stepped and manipulated in pursuit of selfish interests and this in the long run devastates the organization.

Organizations in Nigeria operate cultures that are not consistent and have no pattern and protection for the future. Because of the manipulative notoriety associated with our culture, people have continued to wonder if anything works in our organization and society. A cultural system is not supposed to be manipulated for selfish interests. An organizational culture should define appropriate behavior and motivates employees and proffer solutions where there is problem. Corporate culture governs the way organization process information and values and the way organization do their business. The massive failure in the Banking Sector which brought about distresses is traceable to lack of strong culture. The culture of credit analysis and trust were destroyed. There was a period that there was no recognized culture in legal regime of banking, especially in the deregulation of foreign exchange market (Egwuonwu, 1998)

Banks can only grow where there is strong culture, which reinforce pillars of its perpetual existence. Pulling down of cultural pedestal upon which bank stand just for self aggrandizement by executives, directors and employees have resulted in collapse of many banks (Egwuonwu, 1998; Strickland, 2001)

There must be institutionalization of culture of respect and attention of details before modern organization can achieve success. Organization must love and respect its employee in order to tap the latent reserve of skill and ingenuity from them. There must be delegation of authority to these individuals who order its steps and determine the fate of the organization (George, 2003). There must be fit between culture and what it stands for to avoid devastating effect on organization. Cultural fit occurs when the prevailing culture enhances organization performance and effectiveness. Cultural fit can also ensure that employees fit organizational

culture, especially during selection of candidate for a job (Hofstede et al, 1990; Egbuonwu, 1998; Kilman, Saxton & Serpa, 2002). Employees whose attitudes, values and beliefs are congruent with that of the organization are selected. This will enable employee to adjust to the reality of the job and not to develop cultural shock. Incidence of stress associated ailments are pronounced when job holders have no fit between the value held by the organization. The resultant effect can dislocate performance and influence employee behavioural pattern that can worsen corporate performances.

Every organization should always appraise organizational culture and find out the specific ways the prevailing culture might detract from corporate goals. This would unravel how and why culture hinders performances, when organization members begin to believe that their approach to problems or system of doing things is the best and cannot be changed or improved when it is perceived inadequate. First Bank Plc, Union Bank Plc and United Bank for Africa were chosen for this study because they are ideal companies that operate strong cultures.

Furthermore, contribution to the literature is that the study has incorporated the impacts of organizational culture as independent variables in the model of study in order to view the impact of these variables as a whole on organizational performance.

This study has five chapters, chapter one is introduction, chapter two is literature review, chapter three is research methodology chapter four is presentation and analysis of data, chapter five is summary of findings, conclusion and recommendations.

### **Objectives of the study**

This study attempts to determine the impact of organizational culture on performance of Banking Sector in Nigeria. In specific terms, the objectives of the study are to:

- i. identify the extent cultural fit affects organizational performance.
- ii. examine the extent reinforcement of pillar of existence affects organizational performance
- iii. establish the extent enhancement of organizational effectiveness affects organizational performance
- iv. ascertain the extent consistency pattern of behavior affects organizational performance.

### **Statement of Hypothesis**

The following null hypotheses were formulated to guide this study:

Ho<sub>1</sub>: Cultural fit does not positively affect organizational performance

Ho<sub>2</sub>: Reinforcement of pillars of existence does not positively affect organizational performance

Ho<sub>3</sub>: Enhancement of organizational effectiveness does not positively affect organizational performance

Ho<sub>4</sub>: Consistent pattern of behavior does not affect organizational performance.

## **LITERATURE REVIEW**

### **Conceptual Clarification of Organizational Culture**

Culture are consistent ways devised by organization to do their businesses and achieve sustained existence. It is the ways they work and adapt to both internal and external realities of work. Every organization generate their own culture consciously or unconsciously. Corporate Cultures embodies the values which organization seek to be known and identified with. Culture defines a consistent pattern of behavior of the organization (Schein, 2000)

There is no culture if the values organization seems to entrench are not consistent pattern of an organization behavior. Consistency becomes a defining part of culture, when the values of the culture are respected and followed all the time. Therefore, corporate culture is not just found on the elaborate statement of the values, which an organization seeks to pursue or which purportedly guide its operation and existence, or in stated ways a company does its things, but it is found on the consistency of the pattern of the behavior (Schein, 2002, Wheelen and Hunger, 2006).

If a company sets rules and regulations which are often sidestepped, such that they only exist on paper or at best sparingly applied in isolated circumstances, such a company does not have a culture of rules and regulations. In the same way, if a company establishes a recruitment and selection procedures but its directors and executives influence employment matter outside these procedures, the company does not have a respectable recruitment and selection culture (Egwuonwu, 1998; Kotter & Heskett 2000).

### **Characteristics of Organizational Culture**

The effectiveness and success of an organization are not determined solely by their ability and motivations of employees and managers but by the consistency of its organizational culture (Schein, 2003). Kilman, et al, (2002) posited that organization itself has an invisible quality, a certain style, a character, a way of doing things that may be more powerful than the dictate of any one person or any formal system. They emphasized that the soul of organization requires that we travel into the underground world of Corporate Culture. Organizational culture enhances effectiveness and success of an organization.

Organizations culture are formed in response to two major challenges that face an organization, which are external adaptation, survival and internal integration (Schein, 1985).

External integration and survival address issues related to organization missions and strategies, setting goals, while internal integration establishes and maintains effective work relationships among members of organization (Smircich, 1983; Soresen, 2002).

### **Factors that influence organizational Culture**

Organizational Culture are influenced by the organization founders. The values and ideas the founder brought in the organization permeate the organization overtime and eventually becomes the norm with which the organization is to be run. Overtime, organizational members learn from each other, which values are important in the organization and the norms that specify appropriate and inappropriate behavior. Eventually, organization members behave in accordance with the organization values and norms and acquire work behavior without realizing they are doing so (Schein, 2003; Zabid, Morali & Juliana, 2003).

High performing organization Culture have the following attributes, culture value, norm, high quality customer service, commitment to employee (Robert & Dowling, 2002.) Organizational norms and values influence employees behavior, for example in employees desire to be contentious and innovative and ethical. The nature of industry environment in which an organization operates also results in certain kind of values and norms that influence the way managers in the company behaves. When managers leave organization for career reasons, they often move to another in the same industry where they can use their skills and experience. As a result, values and norms they brought become widespread throughout the industry and result in the same approach to planning, organizing and so on (Gordon, 1991; Strickland, 2001).

### **Impact of Culture in reinforcing Pillar of Existence and Organizational Effectiveness**

It is difficult to change culture because of resistant to change and the fact that people find it difficult to embrace new idea. However, there is an underlying assumption that cultural change and organizational culture and its performance and effectiveness are directly related. Thus the rational for changing is to create more effective organization and reinforce the pillar of existence. An outdated culture that is no longer productive is supposed to be changed (Deal & Kennedy, 1982; Peter & Waterman, 1982; Jacob, 1995; Strickland, 2001).

Some companies are conservative in all aspects of their existence, simply because their existence is woven around a history of conservative executives or leaders who have influenced the ways these organizations respond to their environments. This unhealthy culture does not allow cultural change and are often hostile to change and to people who champion new ways of doing things. Strong culture implies that employees and managers share a set of consistent values and methods of doing business and helps to build the pedestal of existence. Strong

culture companies have value statements, and executives regularly stress the importance of using these values and principles as the basis for decisions and actions taken throughout the organization. In strong culture companies, values and behavioural norms are so deeply rooted that they don't change much when new chief executives takes over – although they can erode overtime. (Strickland, 2001). Strong Culture is found in organizations like Procter and Gamble, Wal-Mart, Marry Kay etc in United States. In Nigeria, they are found in First Bank, Union Bank, Guinness Breweries, Nigerian Breweries, Unilever, etc. They have long lasting reputation and hard for others to duplicate, thus providing sustainable advantage (Fombrun & VanRiel, 2002; Robert & Dowling, 2002).

A very good percentage of the culture of trust and operations found in First Bank, United Bank for Africa and Union Bank reflect their history. For instance, First Bank's slogan of being "truly the first is only harping on the bank's history which also underscores their culture of being "Old fashioned about trust". Union Bank's slogan of being "Big, Strong and Reliable" harps on its history of branch networks, capital base, size of deposits, consistency in meeting obligations etc. And these have foundation in the establishment of the bank (it's history) and they assist in influencing the culture in the banks today. They were built on strong culture pedestal and have lasting reputation and hard for others to duplicate (Fombrun, 2002; Shamsie, 2003)

### **Impact of Culture in enhancing Cultural Fit**

Strong culture is associated with strong performance due to fit between strategy and culture, alignment of goals among employees, and employee commitment and motivation. In view of this, culture is crucial for developing the dedication to excellent performance that characterizes successful organizations. (Hofstede, 1990; Kilman et al, 2002). A study carried out by Kotter and Heskett (1992) revealed that organization culture will probably be an even more important factor in determining, the success and failure of firms, and even affect its long term economic performance. There must be fit between how an organization approaches its business before it can record a meaningful success that could sustain existence. The established way of doing business that adds to the performance of the organization must be consistent with the purpose for which these activities were designed and being executed (Kotter & Heskett, 2000). There must be marriage of the organization goals and the established patterns, procedures, activities and behavior of employees for reaching these goals.

Furthermore, there must be fit between culture and what it stands, to avoid devastating effect on the organization. Cultural fits occurs when the prevailing culture enhances organizational performance and effectiveness. Employees must fit to the culture of the organization to avoid cultural shock.

Organizational rite is another way in which managers can create influence and fit on organizational culture. The rite of passage determines how individual enter, advance within or leave the organization, the way which people are prepared for promotion, retirement etc (Trice & Beyer, 1993). Stories and Languages also communicate organizational heroes and villains and their actions provide clues about values and norms. Stories can reveal the type of behavior that are valued by the organization and the kind of practices that are frowned on. These stories transmit the existing culture from the older to new employees and emphasize important aspect of culture (Strickland, 2001).

Organizational language encompasses not only spoken language but how people dress, the office they occupy, the cars they drive and the degree of formality they use when they address one another (Trice & Beyer, 1984). When employees speak and understand the language of their organization's culture, they know how to behave in the organization and what attitude is expected of them.

Finally for an organization to thrive in its business there must be consistent pattern of doing things and consistent pattern of behavior that will be adopted by everybody in the system.

## **Summary**

Culture requires change when it is outdated and is no longer productive and stifles initiative. This is why research in organizational culture is a continuous exercise, so that new productive cultures can be unraveled, while existing ones are reappraised and revalidated. Furthermore, there is dearth of literature on the impact of culture in organization. Although there is sound theoretical base, more empirical studies are still needed in this area. Very few empirical study exist in this area with good number of reviews.

## **METHODOLOGY**

Survey research design was used to gather information or data from sample of bank workers of United Bank for Africa, Union Bank and First Bank in Enugu metropolis. These banks were selected because they operate strong culture. A non-probability purposive sampling technique was used in this study due to various limitations. So the sample was based on non-probability data.

The questionnaire was made up of 5 points Likert scale. For each variable, there were five (items/elements) which were deployed keeping in view the questionnaire filling–culture and understanding of the population. The questionnaire is self-designed. The demographic data was part of the questionnaire. A total of 200 questionnaires were distributed to these banks and out of these questionnaires, 152 questionnaires were retrieved and processed in this study. This

represents 76% of response rate. There are five variables in total in the model where there are four independent variables and one dependent variable. The independent variables are cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness, consistent pattern of behavior and the dependent variable organizational performance.

As the data consist of single dependent variable, and multiple independent variables, multiple regression analysis was deployed and SPSS 16.0 was used to generate results. Descriptive method of analysis was utilized to analyze data from questionnaire instrument using percentage. Hypothesis testing was carried out using multiple regression statistics.

The reliability coefficient of the questionnaire used was .761 and this was measured using Cronbach's Alpha Coefficient. It can test the degree of correlation between each item and establishes the internal reliability of questionnaire responses. The reliability value was above .7, and when the value is above .7, it is viewed as ideal item and could be used in data collection. The score of 30 copies pretest was .725 to .931, it means that the questionnaire was excellent and could be used to make a formal questionnaire, while the Cronbach's Alpha for actual questionnaire collection was .732 to .836, it means that the questionnaire has reliability. Both of these two tests were passed and this means that the data collected were valid and reliable enough to be used for analysis.

### Model Specification

In order to identify the determinant of organization's performance, a multiple regression model was used.

The regression model used is specified as follows:

$$OP = \beta_0 + \beta_1,CF + \beta_2,RPE + \beta_3,EOE + \beta_4,CPB + \mu$$

Where:

OP = Organizational Performance

$\beta_1,CF$  = Cultural Fit

$\beta_2 RPE$  = Reinforcement of Pillar of Existence

$\beta_3 EOE$  = Enhancement of Organizational Effectiveness

$\beta_4 CPB$  = Consistent Pattern of Behaviour

$\beta_0$  = Y – intercept of line

$\beta_i = i (1,2,3,4)$  = are estimates of coefficient

$\mu$  = An error term measuring variation in organizational performance unaccounted for by the independent variables.



## ANALYSIS AND FINDINGS

Table 1: Distribution of Responses to Questions on Independent Variables

Independent Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
CF	74 (48.7)	48 (31.6)	2 (1.3)	11 (7.2)	17 (11.2)
RPE	51 (33.5)	54 (35.5)	4 (2.6)	19 (12.5)	24 (15.9)
EOE	72 (47.4)	49 (32.2)	2 (1.3)	11 (7.2)	18 (11.9)
CPB	38 (25)	26 (17.1)	3 (2.0)	38 (25)	47 (30.9)

Note:

- CF = Cultural Fit  
 RPE = Reinforcement of Pillar of Existence  
 EOE = Enhancement of organizational effectiveness  
 CPB = Consistent pattern of Behaviour

Figures that are not in bracket show the number of responses

Figures that are in bracket show the percentage of responses

Table 2: Distribution of Responses to Question on Dependent Variable

Dependent Variable	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Organizational Performance	55 (36.2)	27 (17.7)	47 (30.9)	3 (2.0)	20 (13.2)

Note:

Figures that are not in bracket show the number of responses.

Figures that are in bracket show the percentage of responses.

Table 3: Multiple Regression Results.

Dependent Variable: Organizational Performance				
Variables	Coefficients	Std. Error	T-Statistics	Prob.
Constant	1.116	.252	4.413	.000
CF	.443	.061	7.211	.000
RPE	.308	.052	5.862	.000
EOE	.561	.048	11.621	.000
CPB	-.133	.054	-2.458	.010

Note:

- R<sup>2</sup> = .648  
 Adjusted R<sup>2</sup> = .641  
 F-Statistics = 33.216  
 Standard Error = .411

## Test of Hypothesis

### ***Hypothesis 1***

The beta value shows that 1 unit positive change in the value of cultural Fit (CF) would result in .443 units (44.3%) positive change in organizational performance, other variables being held constant. This in essence entails that cultural fit is a function of organizational Performance. Cultural Fit shows statistically unique contribution in explaining organizational Performance ( $P < .01$ ) while the t-statistics of cultural Fit (CF) also accounted for significant positive variation in dependent variable, that is organizational performance ( $t = 7.211$ ,  $P < .01$ ). Resultantly, null hypothesis is rejected and alternate hypothesis is accepted. Meaning that Cultural Fit exert significant impact on organizational performance and have positive relationship with organizational Performance. This result aligns with the theory which states that cultural fit exists when the prevailing culture enhances organizational Performance. For an organization to record a meaningful success that could sustain its existence, there must be a fit between the established pattern of carrying out business and the activities designed to execute them. There must be a fit between how business is approached and the end sought for these approaches.

### ***Hypothesis 2***

The beta value shows that 1 unit positive change in the value of reinforcement of pillar of existence (RPE) would result in .308 units (30.8%) positive change in organizational performance, other variables being held constant. This in essence entails that reinforcement of pillar of existence (RPE) is a function of organizational performance. Reinforcement of pillar of existence shows statistically unique contribution in explaining organizational Performance ( $P < .01$ ) while t-statistics of reinforcement of pillar of existence also accounted for significant positive variation in dependent variable, that is organizational performance ( $t = 5.862$ ,  $P < .01$ ). Resultantly, null hypothesis is rejected and alternate hypothesis is accepted. Meaning that reinforcement of pillar of existence exerts significant impact on organizational performance and have positive relationship with organizational Performance. This result accord with the theory which states that for an organization to attain excellence, it must reinforce the pillars of its perpetual existence through dominance and coherent culture. A strong corporate culture helps to pattern growth part of organization and reinforce the pillar of existence.

### ***Hypothesis 3***

The beta value shows that 1 unit positive change in the value of enhancement of organizational effectiveness (EOE) would result in .561 units (56.1%) positive change in organizational performance, other variables being held constant. This in essence entails that enhancement of

Organizational effectiveness is a function of organizational performance. Enhancement of Organizational effectiveness shows statistically unique contribution in explaining organizational Performance ( $P < .01$ ), while t-statistics of Enhancement of Organizational effectiveness also accounted for significant positive variation in dependent variable, that is organizational performance ( $t = 11.621$ ,  $P < .01$ ). Resultantly, null hypothesis is rejected and alternate hypothesis is accepted. Meaning that Enhancement of Organizational effectiveness exert significant impact on organizational performance and have positive relationship with organizational Performance. This result align with the theory which states that effectiveness and success of an organization are not determined solely by their ability and motivation of employees and managers but by the consistency of its organizational culture. Organizational effectiveness caused by adoption of strong coherent culture by organization enhances organizational performance.

#### ***Hypothesis 4***

The beta value shows that 1 unit negative change in the value of Consistent Pattern of behaviour (CPB) would result in -.133 units (13.3%) negative change in organizational performance, other variables being held constant. This in essence entails that Consistent Pattern of Behaviour is a function of organizational performance. Consistent Pattern of Behaviour shows statistically unique contribution in explaining Organizational Performance ( $P < .01$ ) while t-statistics of Consistent Pattern of Behaviour (CPB) also accounted for significant negative variation in dependent variable, that is organizational performance ( $t = -2.458$ ,  $P < .01$ ). Resultantly, null hypothesis is accepted and alternate hypothesis is rejected. Meaning that Consistent Pattern of Behaviour exert significant impact on organizational performance and have negative relationship with organizational Performance. This result aligns with the theory which states that consistent pattern of behavior can be changed when the existing pattern stifles initiative and discourages hardworking, or make work sluggish and work life meaningless. The consistent pattern of behavior may have been desired when they were adopted, but with time, it won't require one to know that they no longer find productive meaning in the organization and have to be changed

#### **DISCUSSION OF FINDINGS**

Considering the results obtained in table 3, the individual coefficient in case of each and every variable indicates positive result with the exception of consistent pattern of behavior. Positive relationship lies between the independent variable Cultural fit and dependent variable organizational performance. This result is consistent with the researches of Hofstede (1990), Kilman et al (2002) and Schein (2003).

Positive relationship also exists between the independent variable reinforcement of pillar of existence and the dependent variable organizational performance. This result is consistent with the research of Kotter and Heskett (2000); Kilman et al (2002).

There is a positive relationship between the independent variable enhancement of organizational effectiveness and dependent variable organizational performance. This result is consistent with the researches of Kotter and Heskett (2000) and Kilman et al (2003).

A negative relationship exists between the independent variable Consistent pattern of behavior and the dependent variable Organizational Performance. This result is consistent with the researches of Deal and Kennedy (1982), Peter and Waterman (1982); Hofstede (1993); Jacob (1995) and Kotter and Heskett (2000).

The whole analysis show that the independent variables, cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness and consistent pattern of behavior influence organizational Performance and gives significant result as  $P < .01$ ,  $F = 33.22$  and  $R^2 > .60$ , whereas the standard error is less than 1.  $R^2$  show that the model is a fit one.  $F = 33.216$  at significance .001 show that the model has overall significance at 1% level.  $R^2 .648$  suggests that the model has a good fit. This indicates that the variation in organizational performance is accounted for by variation in explanatory variables, suggesting that the model has a good explanatory power on the changes in Organizational Performance among variables.

## CONCLUSION

The individual coefficient  $\beta$  parameter of the predictor variables cultural fit, reinforcement of pillar of existence, enhancement of organizational effectiveness have statistically significant t-ratio with the exception of consistent pattern of behavior. These parameters with significant t-ratio have positive relationship with organizational performance in Banking Industry in Nigeria. All the predictor variables with the exception of consistency pattern of behavior significantly and independently predicted performance among Banking Industries in Nigeria. These results are consistent with the literature.

## RECOMMENDATIONS

1. New employees must be made to understand, absorb and adjust to the peculiar pattern of behavior in the organization to avoid cultural shock
2. Organizations must ensure that their culture is consistent and embodies the values they seek to pursue

3. Chief executives, directors, employees should not deliberately pull down the cultural pedestals, upon which organizations stand; just for selfish interest. No company can attain excellence without dominant and coherent culture
4. Organizations should try to build a strong and consistent culture that will help to pattern their growth and reinforce the pillars of its perpetual existence
5. Organizations should endeavour to change its culture before it becomes unproductive, stifle initiatives and hinder performance

### **LIMITATIONS AND FURTHER RESEARCH**

There is very few empirical study on the impact of organizational culture in organizational performance. There is dearth of literature on this subject area. There was problem in getting some relevant information especially population of the study due to non-free access to bank documents and their secret nature of duty. However, purposive sampling was used to distribute sample to bank workers notwithstanding the non-generalizability of the result, since random sampling approach was not adopted. Furthermore, one of the limitations of the study was delay in returning the questionnaire by respondents. There were assumption that respondents would complete the questionnaire correctly and in true and fair view without any form of bias, but it is not always the case, as error is introduced through lack of knowledge of subject matter and paucity of information. Refusal to return questionnaire could also be another source of constraint, because no data can be obtained without respondent's co-operations and perseverance.

The scope for this study covered the impact of organizational culture on performance of Banking Sector in Nigeria which was a service industry. Scope for further study will center on the impact of high performing culture on organizational performance of Brewery Industry in Nigeria, which is a production industry. The study will be wider in scope as it will cover all the Brewery Industry in Nigeria. To implement sample in the field, the population of Nigerian Breweries Plc will be used to determine sample size. It will have a wide generalization and will also be useful in confirming or rejecting existing findings on issue under study. It will be significant in terms of relevance in determining the direction and magnitude of the relationship between the criterion and predictor variables of interest. The variables which will include culture value, culture norm, high quality customer services and commitment to employees will be viewed on organizational performance. The variables will constitute the independent variable in the model of study while organizational performance will constitute the dependent variable. These explanatory variables will be considered the important determinant of organizational

performance. The impact of the factors that are perceived as not important will be taken into account by the introduction in the model of a random variable.

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