

**INFLUENCE OF ORGANISATIONAL CULTURE ON
EMPLOYEES' PERFORMANCE**

(A study of Access Bank Nigeria Plc, Imo state)

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Certification

I certify that this work was carried out by Ogbonnaya Mmesoma Esther, of the Department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision.

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Dedication

I dedicate this research work to the Lord Almighty, whose strength and grace carried me through this undergraduate process. I also dedicate it to my parents and siblings, whose love and effort has aided my pursuit of academic know-how.

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TABLE OF CONTENTS

	Page
Title Page	i
Certification	ii
Dedication	iii
Acknowledgements	iv
Table of Contents	v
Abstract	vii
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	3
1.3 Research Questions	4
1.4 Objectives of the Study	4
1.5 Hypotheses	4
1.6 Significance of the Study	5
1.7 Area of the Study	6
1.8 Limitations to the Study	6
1.9 Definition of Terms	6
Chapter Two: Literature Review	
2.1 Conceptual Review	8
2.2 Levels of Organisational Structure	9
2.3 Elements of Organisational Culture	10
2.4 The Importance of Organisational Culture	11
2.5 Organisational Culture in Banking	12
2.6 Concept of Employees' Performance	13
2.7 Organisational Culture and Employees' Performance	14
2.8 Impact of Organisational Culture on Performance	15

2.9	Reward and Compensation system and Employees achievement	17
2.10	Employees' Attitudes and their Impact on Performance	17
2.11	Organisational Communication Pattern and Employees' Productivity	19
2.12	Empirical Review	19
2.13	Theoretical Framework	20
2.13.1	Edgar Schein (1992) Model for Organisational Culture	20
2.13.2	McGregor's Theory of X & Y	21

Chapter Three: Research Methodology

3.0	Introduction	23
3.1	Research Design	23
3.2	The Study Organisation	23
3.3	Population of the Study	24
3.4	Sample Size	24
3.5	Sampling Technique	25
3.6	Sources of Data	26
3.7	Validity & Reliability of Data	26
3.8	Method of Data Collection	26
3.9	Data Analysis	27
3.10	Ethical Principles in Research	27

Chapter Four: Data Presentation, Analysis and Interpretation

4.0	Introduction	29
4.1	Preliminary Survey Details	29
4.2	Demographic Information of the Respondents	29
4.3	Link Between Organisational Norms/ Rules and Employees' Output	32
4.4	The Link Between Reward System and Employees' Target Achievement	34
4.5	Workers' Attitudes to Work Relative to Their Efficiency	36

4.6	Relationship Between Communication Pattern and Employees' Productivity	37
4.7	Hypothesis Testing	39
4.8	Discussion of the Findings	43
Chapter Five: Summary, Conclusion and Recommendations		
5.1	Summary of the Findings	46
5.2	Conclusion	47
5.3	Policy Recommendations	48
5.4	Contributions to Knowledge	48
5.5	Suggestions for Further Studies	49
	References	50
	Appendix	55

Abstract

Employees' performance in any work organisation can be fully examined within the context of many factors. Previous studies had not been able to link organisational culture with employees' performance. Consequently, the study examined the influence of organisational culture and employees' performance in Access bank Nigeria plc.

The combination of Edgar Schein (1992), Model for Organisational Culture and McGregor's Theory of X & Y were employed as theoretical framework. Multi-stage sampling technique, consisting of purposive, stratified and systematic sampling was employed. A descriptive research design was adopted in the study. It concerns the collection of data from a populations sample in order to explain the current circumstances or relationships, views held, ongoing procedures, apparent effects or patterns.

Yaro Yamane sample determination technique was used to get a sample size of 215. While 62.5% of the respondents were female, 37.5% were males. The largest proportion of the respondents (58.5%) were within the range of 31 to 35 years. While 50.0% of the respondents had spent 3 to 5 years in service, 37.0% had spent 6 to 0 years and 8.5% had spent 2 years. On whether laid down rules and regulations promoted worker's productivity, 33.0% of the respondent strongly agreed, 50.5% agreed, 8.55 disagreed and 8.0% strongly disagreed. As to whether organisation gave special reward for excellent performance 83.0% of the respondent agreed while 17.0% disagreed. In respect of whether all workers in the organisation had positive attitude to work 12.5% of the workers strongly agreed, 12.5% agreed, 41.5% disagreed while 33.5% strongly disagreed. Hypothesis one, showed significant relationship between organisation norms and employees' output. Hypothesis two, equally showed positive relationship between reward system and employees' target achievement. Hypothesis three, revealed positive relationship between worker's attitude to work and their efficiency. Hypothesis four, demonstrated positive relationship between Organisational patterns and employees' productivity.

The performance of an employee goes a long way to determine the success or otherwise of the organisation. In view of this, top management of work organisation should ensure that a standardized culture profile be established in order to serve as reference material for existing and new employees so as to learn about organisational norms and core values.

Key words: Organisational culture and employees' performance

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organisational productivity benefits from individual involvement in all parts of the company. In a situation where all individual tasks follow the expected expectations, then organisational efficiency will be increased. This is why work success is considered an extremely important criterion that translates into organisational efficiency and development, making it the strength of any organisation. This also helps us understand why research in this area has earned high quality time and resources.

Employees' performance is a commonly used term, it is something that we hear every time in the business environment, it refers to the manner at which a worker performs his/her duties, to determine the quality of the job done, in other words to ascertain if the work is shabbily or properly done. Campbell, McCloy, Oppler and Sager (1993) described job performance as an individual level variable. In other words, performance is something a single person does. Cascio (2006), on the other hand refers to the term as the magnitude of the duty that constitutes the job of an employee. Meanwhile, Jones (2003) defines it as the net effect of employee effort as adjusted by skills, responsibilities, or perceptions of tasks.

Armstrong and Baron (1998), considered multiple variables in assessing employee performance. One is an employees' productivity level, determined by the degree to which the employee achieves the desired quality and quantity of assignments. Another indicator of employee success is the degree to which one shows ability to clearly identify problem areas solutions. An employees' capacity to complete tasks in time and other time-sensitive expectations is another indicator of their performance (Cascio, 2006). According to Cascio (2006), competency and productivity are also critical considerations when assessing the job performance of the employee. While competency measures the degree to which an employee demonstrates his/her ethical business practices and continuity between his/her principles and results, efficiency measures how well the production facilities of an employee are streamlined in terms of the steps he/she needs to take to accomplish a task (Cascio, 2006). Teamwork, that's how well an employee functions in a

team environment, and communication skills—an employee's willingness to exchange information with their colleagues, clients, and employer—are often important in evaluating employees' efficiency. Cascio (2006) cites other employee performance metrics such as work skills, employee relationships, adaptability, self-motivation, innovation, stress tolerance among other factors.

Organisational culture has a vital role to play in the way employees perform in the workplace, we need to understand what organisational culture means so that understanding its relationship with employee performance is easy. Organisational Culture focuses on the core beliefs shared among members of an organisation that operates within the same work environment. Organisational culture is also the personality of an organisation or its corporate identity. Every long-lived organisation attributes the primary source of its prosperity to its culture.

Organisational Culture includes the basic assumptions, values, beliefs, norms and behaviours of people in the organisation that distinguishes them from members of other organisations. It could be in terms of norms relating to dressing, honesty, timekeeping, process, procedure, ways of attending to customers, manners, interpersonal relationship etc. Organisational Culture is a strong point that can attract organisations to prospective customers as well as employees. With organisational culture an organisation will be able to develop a competitive advantage over its competitors, in terms of services and product. That is a differentiation advantage that will make customers and employees stay with the organisation for a long time.

Organisation Culture enhances employee performance, operational efficiency and effectiveness and at the end Organisation survival. In other words, a positive organisational culture will improve the productivity of workers and ensure an organisation's survival. It is on the basis of the above analysis that the study hopes to examine the influence of organisational culture on employees' performance in Access Bank Nigeria plc- Owerri, Imo State.

1.2 Statement of the Problem

Most researchers concentrated on organisational culture and performance interaction. In several fields, they consider the relationship between organisational culture and performance. Many researchers investigated this study (Kotter and Heskett, 1992; Denison, 1990; Van der Post et al., 1998; Schwartz and Davis, 1981; Scholz, 1987; Choe, 1993; Rashid and Anantharaman, 1997; Deshpande and Farley, 1999). Despite the numerous researchers who have researched corporate culture in recent decades, there is little or no generally accepted causal association between corporate culture and performance. So far the empirical evidence emerging from numerous research on the impact of corporate culture on performance has created unstable and conflicting outcomes. Due to these conflicting findings, the issue of whether organisational culture enhances or worsens employees' performance is worth further study.

Moreover, amid these studies, the banking industry has not received much analysis. This indicates that in Nigeria, the effect of corporate culture on employee job performance has not received sufficient research attention. This study was intended to fill this void by analysing the Nigerian banking industry situation and presenting more empirical data on the impact of corporate culture on employees' performance. In this context, the study hopes to investigate the impact of organisational culture on the performance of employees at Access Bank Nigeria plc Owerri, Imo State.

According to Kandula (2006), a strong culture is essential to good performance. He further claims that the same techniques do not yield the same outcomes for two companies in the same sector and location due to variation in organisational culture. A positive and strong culture can produce an average individual performance to achieve excellence, whereas a negative and poor culture can demotivate an excellent employee to underperform and end up without achievement. Organisational culture therefore has an active, direct function in performance management (Ahmed, 2012). Organisational culture correlates with employees' satisfaction, job performance and retention.

Past studies on employees' performance focused on issues like: Performance Appraisal system and employee performance (Ayomikun I. 2017), Employees' Performance in the context of the problem of Management and Evaluation (Szbo P. 2018), Performance Management System on Employees' Performance (Zhang Y. 2004), Employees' Engagement and Job Performance

(Schrita O. 2017). As impressive as these works are, little or nothing has been done in intellectual discourse on the influence of organisational culture on employees' performance. It is this gap created in knowledge that the study hopes to fill through empirical investigation. Consequently, the study focuses on the influence of organisational culture on employees' performance in Access Bank Nigeria plc.

1.3 Research Questions

- i. What is the link between organisational norms/rules and employees' output?
- ii. What is the association between reward/compensation system in the organisation and employees' target achievement?
- iii. What is the relationship between worker's attitude to work and their efficiency in the organisation?
- iv. What is the relationship between the communication pattern of the organisation and employees' productivity?

1.4 Objectives of the Study

The general objective of the study is to examine the influence of organisational culture on employees' performance in Access Bank Plc.

The specific objectives are:

- i. To examine the link between organisational norms/rules and employees' output.
- ii. To verify the association between reward or compensation system in the organisation and target achievement by employees
- iii. To assess the worker's attitudes to work in the organisation, relative to their efficiency.
- iv. To determine the relationship between organisational communication pattern and employees' productivity.

1.5 Hypotheses

- i. H0: There is no significant relationship between organisational norms/rules and employees' output.
H1: There is a significant relationship between organisational norms/rules and employees' output.

- ii. H0: There is no significant relationship between reward/compensation system in the organisation and employees' target achievement.
H1: There is significant relationship between reward/compensation system in the organisation and employees' target achievement.

- iii. H0: There is no significant relationship between worker's attitude to work and their efficiency.
H1: There is significant relationship between worker's attitude to work and their efficiency.

- iv. H0: There is no significant relationship between organisational communication pattern and employees' productivity.
H1: There is significant relationship between organisational communication pattern and employees' productivity.

1.6 Significance of the study

The study will enable managers in work organisations to devise appropriate organisational culture that will enhance effective job performance and commitment among workers.

With effective job performance and commitment among workers, job satisfaction will be incorporated that will enhance high productivity and optimal result achievement by the work organisation that can give room for business expansion and more employment opportunities.

With high productivity, the profit of the organisation will rise, which will translate into higher wages/salaries of workers. This will invariably promote better standard of living in the society.

1.7 Area of the Study

The focus of this study is how employee performance can be affected by an organisation's culture. It bases its concentration on Access Bank Nigeria plc as case study of the banking sector. This study is to analyse the influence organisational culture has on employee performance.

1.8 Limitations of the study

The possible limitations of the research study are;

Financial constraint: there would be a limitation to data gotten online from online libraries, and traveling to some particular areas where my data would be collected.

Time: due to the limited amount of time for this study it would be quite difficult to examine a huge amount of sample.

Access: this is another limitation due to the fact that there is a restriction to the access of documents from some firms.

Retrieval of Questionnaire: here the limitation is the fact that the questionnaires may not be sincerely answered and also, they might not be answered on time.

1.9 Definition of Terms

Organisation: Organisation can be described as a society sub-system involving a team of people who have common or related interests and decide to join to achieve a specific goal. It's a structured group of people with a specific goal, like a corporation or government agency.

Culture: Culture is a set of popular attitudes, values, interests, and behaviours that characterise a person, institution, or organisation group. It is customary beliefs, social structures, material characteristics and features shared by people in a place or time.

Organisational culture: Organisational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the exceptional social and psychological environment of an organisation. It is an organised body of people who have a particular purpose to attain.

Employees: Employees are individuals who are hired by the employer to do specific predetermined jobs and in turn receive financial or other compensations as reward for jobs performed depending on the employment contract.

Performance: Performance can be described as fulfilling a task measured against pre-set known standards of accuracy, completeness, expense, and speed. In a contract, success is considered to be the fulfilment of an agreement in a way that excludes the performer from all contractual obligations.

Employees' performance: Employee efficiency applies to how employees act in the workplace and how well they perform their work duties.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

Culture is essentially the combination of different characteristics displayed by a company, which distinguishes one company and the other (Forehand & von Gilmer, 2004). “Culture can also be defined as a collection of divergent values, attitudes and behaviours which may be regarded in guiding a set of institutions to a successful completion of a task” (Shurbagi & Zahari, 2012 p. 87). Common values, norms, and attitudes formed between a specific group of individuals or organisations are known as their culture. Culture in layman is what separates one person or groups of people from the others. Culture can also be defined, in a more concise way, as information acquired, with clarification, the value systems, communication and the actions of a collection of large groups of individuals at the same place with common ideology (Daniel, 2016).

Counter-culture is a form of observed culture which contrasts with the organisation's generally adopted culture. Such a culture is very dangerous but is sometimes considered when the efficiency of the company seems to be improved (Kerr, & Slocum, 2005). According to Mansoor and Tayib (2010), the theory of sub-ranching is a part of the community that demonstrates a strong connection between the two categories of expectations, principles, beliefs, and individual actions and attitudes as a result of regional inequalities and organization goals. Strong culture is a part of the culture where high numbers of employees have the same value system as the organisation. The staffs share similar belief systems and standards (Monsor & Tayib, 2010). Good interpersonal relationships in the company should be promoted, as this will help the organisation build a strong culture. Good communication skills will also encourage the workers to share ideas and this will strengthen the organisational culture. Meanwhile, the cultural values in the company may also be considered weak, if such cultural practices are very loosely integrated. Deal and Kenndy (2002) claimed that poor cultural traditions are those that are not tightly connected. In corporations, the regulations laid down are binding on workers, thus creating disparity between the workers ' goals and the organisation's objectives.

“Organisational culture in the field of management and organisational studies can be defined as a thought or scheme that depicts and defines an organisation's psychology, attitudes, perceptions,

beliefs and values. These could be personal as well as cultural morals, values, ethics and ideals "(Harrison & Stokes, 1992, p.23). Because of its impact on employee performance, organisational culture has been an integral part of any business. Each organisation must identify the culture of its unique organisation, so that managers, supervisors and administrators can make informed decisions to improve the performance of the company and the employee. Organisational culture, as identified by Ritchie et al. (2013), influences profitability, output, commitment self-confidence, fulfilment, and ethical conduct. Likewise, more current authors suggest that every company's employee morale, employee happiness and eventually its financial results are influenced by corporate culture. In addition, organisational culture allows management to recognize the best tactics and policies to help workers participate and lead to corporate success (Ritchie et al., 2013).

“Collins and Porras (2000, p.338) state that organisational culture refers to a system of mutual significance between members who differentiate one organisation from another.

2.2 Levels of Organisational Structure

The organisational culture consists of three different levels (Mansoor & Tayib, 2010). The first level is known as the artefact level. This reflects the most noticeable stage and this level is often defined by our actions and the artefacts around us. This degree of culture also involves the level that can clearly be seen through the physical setting of the workplace, what employees and management wear in the workplace, the degree of paradigm shift in the business environment as well as the attitudes that employees demonstrate in the work environment. This second level offers every organisation adequate support or benefit by measuring behaviour (Belias & Koustelios, 2014). But most of the time such significant values are not recognized very quickly when compared with the physical behaviour and the artefact shown. For example, in situations in which the company's products and the organisation's customers are being valued. The operating value, however, always looks at the actual display of the asset that is currently running. Hence most of the employees in the organisation will link the behaviour that is in them to the said value.

According to Mansor and Tayib (2010), the third level which is very important is the shared behaviors. These are more obvious and just a little easier to modify than values. This is because people do not recognize the values that unite them. A quite complex issue which is typically

faced by the management in the organisation is the fact that already established cultures can be transformed or not by some process. In the meantime, the fact remains that most corporate cultures are generated by the management or the company itself and are preserved and ultimately developed in the organisation by the people themselves. People are an important factor needed to maintain organisational cultures.

2.3 Elements of Organisational Culture

Griffin and Pustay (1999) have listed six elements of culture in every region or world, namely: communication, values and attitudes, religion, social buildings, and language. The interactions of these components establish values and principles of a position that organisation needs to integrate in its work. This determines the role of the person, its stratification and mobility in society in a social system. The most significant aspect of this aspect is the role of the family in a society, be it in the nuclear family or in a larger family. The essence of individualism versus collectivism has also been debated under social structure, and the success of the individual in individualistic societies is rewarded by the individual. On the other hand, the emphasis on collective effort and coordination is more understood by collectivist cultures.

Language classifies how members in a social community see the environment, the world and the cultural values. Some nations, such as Asian countries, have the same language, but they have the same culture. Understanding a language or linguistic countries gives an enterprise a competitive advantage, since contact is a critical element in the business process.

The other aspect is communication which derives from the need to understand two or more people. Communication barrier is particularly difficult when people from different cultures communicate. Communication, either verbally or non-verbally, can mean something entirely different in one culture as a sign or word.

In particular, in the African context, faith is another important factor. In the business setting, the influence of religion varies from country to country depending on the jurisdiction of the land, the resemblance of moral values and their indulgence with other religions. Religion also affects the selection of goods and services purchased by the customer and their availability to operate on certain days. For instance, swine businesses are not succeeding in Nigeria's northern part and Arab counties and will not be open for work on Fridays or other days of the year because of

religious beliefs that the Brewery and Gin Production Company in Nigeria may not work well in Islamic States because of their religious beliefs. Christians in many countries will not work on Sundays, while Adventists will do the same for Saturdays as they believe it's their Sabbath day. Values and behaviors vary from region to region and are culturally based. Some countries have such high time and want to keep appointments as decided, others such as Nigeria and many African countries have little time value and prefer to postpone meetings or even skip appointments. The same is true for negotiations, where in Europe, traders are more direct and quicker in dialogs than in African countries where people appear to take more time to reach an agreement.

Various societies have various values and age approaches. The age is revered in Asian and Arab societies and elderly people are often heads of companies. The situation is different in the United States, where decisions will be made by experts irrespective of age. When staff from these organizations with these diverse cultures meet, it can be devastating if they do not clearly appreciate one another's culture.

Different people in the organisations have different elements which are collectively called organisation culture. When two or more organisations or employees come together. The top management need to understand and respect the culture of each and every person in that organisation. This will ensure good interpersonal relationship among the employees or organisation for the success of that organisation. Organisations should also take it upon themselves to enlighten the employees about the diversity and encourage the employees to trust and respect one another's culture, this in turn will foster peace and encourage teamwork.

2.4 The Importance of Organisational culture

In the current situation where businesses are seriously concerned about how their market success can be efficiently promoted and increased, Organisational culture is very important. Creating organisational culture often includes the leader's commitment to lead and provide direction to his followers or employees. Aspridis (2012) stipulates that as organisations achieve stabilisation by effectively carrying out their mission, the leadership's assumption is now considered to be a joint duty and way of familiarizing and socializing with new members. Consistent organisational leaders are bound to be effective in defining their essential priorities and standards in the long term. When culture is developed it turns out to be a very powerful lead tool that can promote

successful communication regarding the views, norms and values of leaders, especially the new one for the members of the organisation.

Mansoor and Tayib (2010) were of the opinion that corporate cultures are very important as some decisions can eventually turn out to be something one cannot expect with its unwanted consequences to be made without the cultural forces in business. The leader that understands and treats the organisational culture strictly will be able to predict the results of his actions in the anticipation of any potential consequences. Hence, organisational culture is important to the leaders as well as the members. Knowing the organisational culture would ensure exceptional performance for the leaders and the organisation as a whole.

2.5 Organisational culture in Banking

Organisational culture are important factors that will help drive businesses forward particularly in the banking sector. Organisational culture has served as a way of promoting public confidence in the financial sector and further strengthening the reliability of people's financial issues (Dudley, 2014). With the largest financial institutions-imposed sanctions of over \$100 billion since the financial crisis, there is now a growing concern that ethical banking delays are not the result of a few weak workers or traders alone but are a reflection of structural failures (Song and Thakor, 2016). The insecurity created by such scepticism in the banking system may encourage more stringent regulation, which may reduce the risk but can also limit lending. This issue is of broad economic interest considering how important banks are for economic growth and their complementarity with financial markets to channel capital from savers to investors (Song and Thakor, 2010).

Compensation is as critical as pay would be for shaping employee behaviour. Undue dependence on bonuses will potentially distract attention from other primary determinants of the banks' decisions. There are other important issues that culture tackles similarly, including productivity in improving employees' actions and also encouraging employee desires to function in compliance with the organisation's goals and objectives, most importantly by achieving it through any formal contract that may either be very expensive as a result of negotiating situations. (Song and Thakor, 2016). Cultural difference means that the same incentive-based compensation scheme can produce different behavioural outcomes in two banks.

2.6 Concept of Employees' performance

Employees' performance is characterized as a means of achieving a set target in a company and a position explicitly channeled to the role of the individuals in an organisation at a specific point in time linked to set standards (Hakim, 2006). According to Jones et al. (2015) performance can be obtained by the actual work carried out by the workers with regard to organizations' specified objectives. Kline & Boyd (2014) further stipulated that job output is thought to be a form of knowledge expressing an evaluation of the progress of the work in the light of the organisation's target achievement. The achievement turns out to be the basic terms that represent the highest quality and efficient output of an individual or group of people that is an important part of all management levels in Lund (2013).

Performance of workers involves three dimensions: efficiency, work quality and performance. Each organisation was founded to accomplish certain aims. These goals can be accomplished by using resources such as men, equipment, materials and money. All these tools are important, but the employee is the most important of these. It plays an important role in carrying out activities in order to achieve the objectives.

Grinzberg and al. (2001) used the word employee performance to describe an employee's reaction to the employer's or organisation's demands on him. According to Koontz (2008), how employees' performance can be enhanced requires proper financial or non-financial reward programs. This should be after defining employee expectations and wishes which can therefore be fulfilled to enhance efficiency.

Porter and Lawler (2008) clarified and evaluated the success of employees in an organization by their skills, features, culture and their understanding of their position. Environmental factors also play an important role in an employees' efficiency. It may affect the skill of employees and also influence the direction or interpretation of the job. Effective output can be accomplished with a combination of commitment, expertise and awareness of the mission direction by inspiring, engaging and deciding employees.

The market environment is rapidly evolving. Environmental conditions cannot be regulated. This are beyond the influence of company management. Management must respond to the outside conditions in order to succeed on the market. Every environmental factor is changing very quickly, such as social, cultural, legal, political, economic, technological or competition. Therefore, highly qualified and committed workers are required to achieve the best output.

Markets are also very competitive nowadays and competition is cutting back on throat. Starting, surviving, stabilizing and excelling in business is hard for every organisation (Paarlberg & Perry, 2007). The business, which profits from its talented committed employees over other rivals, will take the lead on the market. Workplace workers are the most significant element in company growth and excellence (Maynard & Musheno, 2003). Close coordination of employee performance on various jobs is required for the unit's success. Employees perform various jobs in an organisation depending on the organisation's nature. All these activities are connected to achieving the objectives. These should be performed properly by workers to achieve the best results at work. This will have a direct impact on the total production, sales, profit, development and market position of the business. Managements have to understand the importance of employee performance and genuine efforts have to be made in that direction. The management of the business should take timely steps in this direction and inspire the people to grow. Finally, the organization will take the lead in the industry and take advantage of market opportunities.

2.7 Organisational Culture and Employees' Performance

The association between organisational culture and performance of employee has gained a lot of interest among researchers. This association is affected by the way and manner in which organisation acquire and process information (Stoica, Liao, & Welsch, 2004). Organisational culture establishes an institution's reputation not only through the habits and behaviors of each person in the organisation but also through the organisation's collective attitudes and behaviors in general (Aksoy, Apak, Eren, & Korkmaz, 2014).

Norms, values, beliefs, and attitudes affect the way organisation does their things (Akta, Çiçek, & Kiyak, 2011). These are patterns that may not be obvious or expressed but they determine the ways the employees behave and how the organisation operates (Armstrong, 2006). Analyzing an organisation's culture and employee performance is necessary so as to make important changes in the organisation. Ezirim, Nwibere and Emecheta (2012) therefore make the argument that supervisors, administrators or managers must structure and develop a culture that is more conducive to both the workers and the organisation in order to accomplish the necessary organisational objectives.

In an effort to explain how culture works to influence an organisation's overall employee performance, diverse cultural types have been organized and analyzed. That is important since

different cultures produce different results. Culture is often unique to every organisation (Ogbonna & Harris, 2000).

2.8 Impact of Organisational Culture on Performance

Organisational culture is a crucial factor for explaining various business functions such as business performance, job satisfaction, dedication to organisation and also performance of employees. Here we will explain the impact on employees' performance of the organisational culture. The corporate culture was essentially used as a way to forecast certain construct in the organisational environment (Liu et al, 2006), and if effective management and control is in place, it would act as a mechanism to improve effective management in the quality and adequacy of organisations. Abdul-Rashid, Sambasivan and Johari (2003) believed that a great many studies have been conducted in order to determine the essence and exact nature of organisational culture to identify the fundamental values, beliefs and expectations of the organisation that have produced the requisite efforts for the organisations in question to achieve success and good results. Organisational culture includes the belief system, the beliefs and behaviours observed at various levels of the organisations, and which have different characteristics with organisational existence (Krumbholz & Maiden 2000).

Organisational culture is also very important to the performance of the company (Twati & Gammack, 2006). The organisation's success can be seen in large part as the efficiency part of the work. Suppiah and Sandhu (2012) believed that the type of organisational culture has a significant influence on a certain level of the phenomenon of information sharing in a positive and negative way which depends largely on the type of culture displayed. It is apparent that any negative impact implies or suggests that the contribution of culture to businesses or organisations may be both positive and negative. However, the satisfaction resulting from the results and degree of interaction will significantly assess the organisation's performance (Riketta, 2002). According to Jones et al. (2015), culture is capable of giving a shape to the organisational processes which in turn assist in creating a modified culture in the organisation. It is clear that the contribution of culture to the organisational performance is of much significance while it remains as one of the less demanding factors as compared to other studies that involve.

Organisational culture has various functions that are important in building successful businesses. These functions are as follows:

- i. The company's principles and values are based primarily on certain essential factors that can affect decisions and employee behaviour
- ii. In most cases, an organisation culture becomes something of a cohesion which connects employees and enables them to believe in themselves as an integral part of the organisation and its corporate know-how, which has been useful fundamentally to attract new employees and retain the best performers.
- iii. The organisational culture remains useful in helping employees to build a sense and to further support them in their understanding of the event and of set goals that later encourage the robustness of employees in the business. Mansoor & Tayib's (2010) claimed that both types of cultures inevitably have a serious effect on the organisation's attitudes when moving in a culture that is perceived to be robust with employee expectations in line with the organisation's goals and management which will greatly contribute to increasing the organisation's overall performance. Organisational culture provides an important and serious advantage (Kline and Boyd, 2014). There is the growing belief that corporate success is expected to enjoy the competitive advantage in the long run. According to Xiaoming and Junchen (2012), the study revealed that the organisation's success would automatically increase the organisation's income level by close to 765% between 1977 and 1988 and by 1% over the same period (Mansoor & Tayib, 2010).

The management of resources and services is also part of the corporate culture. In spite of this the philosophy of organisation is less about allocating resources and more about employee efficiency and control. Schein (1992) points out that one of the strategies to promote a community that the leader needs to be met with observed requirements under which leaders distribute limited resources. Literature indicates that the use of resources is linked to decision-making and conflict management as disputes are triggered by an organisation's use of fearsome resources (Robbins & Coulter, 1998, Chandra, 1999). Decisions and the resolution of disputes are part of the organisational culture; thus, decisions and conflicts related to resource and facility usage represent an organisational culture.

Organisations need resources to do their job, and so how those resources are accessible to workers is crucial for the work to be done. No wonder that there is an organisational imperative for organisational reform in our will to use resources (Beckhard, 1992). Access to such

opportunities is also seen from the viewpoint of motivational factors and dynamics of control. Mobile phone (1976) talks about organisational culture and talks about power culture and illustrates the power problem in an organisation. We should analyse the power holders and their influence over the organisational resources and installations as control is one of their management roles from the viewpoint of power (Robbins and Coulter, 1998). The use of resources and equipment often represents the commitment and team spirit within an organisation that reflects the organisation's culture once more. Thus concerns surrounding the access and utilization of resources become part of the culture of the company.

2.9 Reward and Compensation system and Employees achievement

Author Kim (2010), a forecast of the notion of employees' efficiency, is the unit of the overall organisational performance. This is because the amount of the contributions of all individuals leads to the organisational success overall. In addition, the author Zhang (2012) has pointed out that individual performance contributes to team performance and team performance to the departmental performance and to the performance of all departments.

A firm's incentive scheme is used as a method for tracking employee efficiency and for rewarding workers. Therefore, a company like Tesco uses a compensation scheme to improve its employees' morale. Organisation strategies and goals are reached by designing the roles and tasks of employees. The productivity and effectiveness of the entire organisation therefore depends on the efficacy and efficiency of individual tasks and tasks. When individuals exercise their duties and accomplish their tasks, they are bound to excellence on the market in relation to their rivals.

2.10 Employees' Attitudes and their Impact on Performance

Employees' attitudes play a strong role in manipulating employee output in organisations. The need to consider, evaluate and improve employee attitudes is therefore remarkable for today's organisations. Organisations may be described and experienced as static, accommodating, extreme, innovative, conventional or otherwise, as individuals. These attributes may also be considered as aspects of people's attitudes and behaviours within these organisations (George & Jayan, 2013).

Ahmad, Ahmad, and Syah (2010) also describe a job behaviour as a model that indicates how a person likes or does not like various behavioural modes. Liao et al. (2012) describe the employees' attitude as a collection of conduct and judgements for working and reorient these

attitudes and thoughts in terms of job engagement and organisational commitment. Accordingly, this concept allows employee conduct to be regarded as acts and inactions towards their job. Susanty, Miradipta and Jie (2013) describe the attitude towards the job as a belief or a predisposition towards certain activities on the job as a result of personal and individual experience. The way people are behaving at work rarely depends on how an employee feels about his/her job which means that the employees' perception of his/her work attitude depends on his/her behaviour.

Harrison, Newman, and Roth (2006) also pose a very interesting question how vital it is to consider employee performance and overall actions at work. A paper study by Liao et al. (2012) aims to detect whether the relationship between working values, working attitude and job performance was relevant in Taiwan with the role of the management of employees in the green industry and that the attitudes of employees in the green energy sector were positively related to job performance. In a research entitled *Attitude and Performance: Study of Russian workers*, Linz and Semykina (2008) also concludes that the role of the job is linked to employee performance. In a thesis done by Susiana, Sulaiman and Almsafir (2013) describe the role of the employee as an efficient and essential impetus to effectively carry out their respective work in order to investigate the connection between competence and attitudinal attitude towards the attainment of organisation vision. In an effort to examine the attitudes of employees towards employment-related factors in rural intervention organisations in India, Pandey et al (2014) pointed out that there is a substantial relationship between employee productivity and job-related factors. A positive mind-set increases employee efficiency and encourages innovation and productivity. Therefore, if workers have better attitudes towards the company their efficiency will improve and everything that is equal, the organisation will be more resourceful and productive (George et al, 2012). In a study aimed at defining compatibility fundamentals of attitude and behaviour, Harrison, Newman and Roth (2006) proposed that an employee's overall work status was strongly incorporated into the success of those employees.

According to the Chih, Yang and Lu (2008) reports a positive attitude to the job success of employees is positive. Similarly, in a paper entitled *Empirical research on relationships between personalities, attitudes, quality of service, job performance and customer satisfaction of a financial holding firm in Taiwan* Wei and Chu (2008) conclude that the attitude of work has a

major connection to employees' performance. In addition, Chu and Shi (2007) concluded that job behaviour is related to employee performance in a study to study the correlation between working attitudes, work pressure, exit patterns and organisational conflicts. Hunter and Thatcher (2007) suggest that employees who are passionately interested in their workplace are cultivating a positive attitude to their jobs, thus increasing their level of success.

2.11 Organisational Communication Pattern and Employees' Productivity

The pattern of organisational communication is of utmost importance in all human organisations. It does not overemphasise the art of communication, it is the medium by which people communicate and operate. Like people's blood stream, contact is the bloodstream of organisation. This ensures that nothing can be done without good communication in an organisation. In every human endeavour, including business, communication skills are relevant. Ramah (1985) describes the communication as "transmission and acceptance, verbally or non-verbally, of thoughts, feelings and attitudes, to generate a favourable response." Communication means the exchange of information between the sender (source) and the recipient (destination), to be acknowledged, understood and to be used (Obamiro, 2011). Obilade (1989) describes contact as a transmission mechanism from the sender to the recipient.

2.12 Empirical Review

Empirical review concentrates on previous studies on the relationship between organisational culture and employee performance. Studies showed that the relationship between cultural factors and employees performance varies with time (Denison, 2015).

Lunenburg (2011) explored the connection between organisational culture and performance and claimed that organisational culture is a collection of common values, beliefs and expectations, which affect employees' way of thinking, feeling and behaving on the workplace. Organisational efficiency may be influenced by an organisation culture. And the author has followed a simplified definition of excellence from Peters and Waterman. They identified several qualities characterizing outstanding organisations: bio-sensitivity to action; customer proximity; self-reliance and entrepreneurship; human productivity; realistic, value-driven work; adherence to knitting; clear type, lean staff; and at the same time unwieldy properties. The Author also adopted Theory Z, founded by William Ouchi (1980) as an approach to excellence and the features of Theory Z, which are applicable to schools: confidence, subtlety and intimacy; sharing

power and decision-making; training of skills; encouragement by self-interest; equal remuneration and education in quality. The researcher concluded that understanding the culture of a company helps workers to understand both the past of the organisation and current operational methods. Organisational culture also promotes the adherence to organisational philosophy and values, and by its expectations, organisational culture acts as a regulation mechanism to redirect actions to the desired behaviors and not to undesirable behaviour. Finally, certain forms of organisational cultures can be directly linked to greater performance and productivity than others (Lunenburg, 2011). He further recommended that managers learn to use organisational culture as a method for decision-making to enhance their business performance.

Marcoulides and Heck (2013) researched Organisational Culture and Performance: to include and evaluate a model on how culture affects organisational performance to illustrate the use of LISREL's modeling approach for estimating and evaluating this model. The researcher hypothesized three interrelated dimensions: a socio-cultural system about how the organisation's policies and activities work, an organisational value system, and common values of persons who reside throughout the organisation. A number of latent variables, namely organisational institutional structure and intent, organisational values, mission organisation, environment, and individual values and beliefs, have been used for the analysis.

Aluko (2013), looked at an essential positive relationship between organisational culture and employee performance and noticed that companies and workers were not doing very well and cooperating very well because of their poor culture. The poor culture of the company can lead to a lack of communication, participation, discipline, adaptability and development.

2.13 Theoretical Framework

For the purpose of this research work, two theories will be employed for analysis. The first is Edger Schein's theory of organisational culture and the second is McGregor's theory of X and Y.

2.13.1 Edgar Schein (1992) Model for Organisational Culture

Edgar Schein explores the processes directly and implicitly in organisations. The model of organisational culture is directly affected by direct mechanisms, including behaviour, beliefs, employee status, opinion, etc. Indirect processes affect organisational culture indirectly, which includes company mission and vision, rules and regulations, corporate logos, rituals and design. Edgar Schein divided organisational culture into three separate levels, including: artifacts and

symbols; this is the first culture addressed here and they are the organisation's identifiable characteristics, which include logos, corporate uniforms, systems, processes and architecture. This marks the organisation's surface and is noticeable to all stakeholders.

Espoused values are concerned with set standard, values and code of conduct. It is the second culture discussed by Edgar. Espoused values are known to be responsible for how organisation expressed their strategy, objectives, philosophies and how those are made public.

Edgar also discussed that there are some basic underlying assumptions which are hard to recognized internally. These assumptions are said to be embedded in the organisational culture and it is experienced as self-evident and unconscious behaviour.

The third cultures model can be regarded as an onion-based model because it has different layers. Both the inner layer and the outer layer. The inner less adjustable layer is regarded as the core. The outer layer is adjustable and easy to change, for example the artifacts and symbols such as logo, architects, structure of the company.

Around the core or inner layer contain the assumptions that dictate how things are being done by the people in the organisation based on their previous experience, perception and value. This is also considered to be the most important.

2.13.2 McGregor's Theory of X & Y

McGregor's theory of X and Y stated that there is a direct link between motivation and employee performance. Hence, the Douglas McGregor, a famous MIT Professor and Social Psychologist, formulated Theory X and Theory Y, where he highlighted that these two contrasting theories directly relate to almost every employee you may find in any workplace and this also influence their performance. Assumptions of theory X were:

- (a) employees do not like work, they try to avoid task and responsibility assigned to them
- (b) employees need instruction and strict supervisor for them to be able to get thing done.
- (c) employees are not naturally motivated to work
- (d) employees need external motivation which maybe positive in form of incentives and reward.

Meanwhile, Theory Y assumes that

- (a) employees are self-motivated, passionate, creative, industrious and willing to solve challenges.

- (b) employees perform their responsibility and deliver on task.
- (c) The kind of management used for these set of employees is a fairly decentralized one.
- (d) Since employees are goal-driven, they are involved in decision making and they are provided with opportunities to take up more responsibilities thereby improving their performance through creative inputs and innovative ideas.

Theory X works very well for large-scale mass manufacturing activities and for work involving unskilled workers; while theory Y is better suited for experienced workers, where information sharing and quality development are promoted. Both theories have proved to influence the performance of different employees at different levels.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology for this study is explained in this chapter. This includes research design, study population, sample size and sampling methodology, data collection source, data collection methods, data collection techniques, data analysis methods, instrument validity and reliability and ethical consideration.

3.1 Research Design

The adopted research design was a descriptive analysis to describe the influence of organisational culture on employees' performance in the banking sector, using Access Bank of Nigeria plc as a case study. It measured two variables, independent and dependent variables. The independent variable is the influence of organisational culture while the dependent variable is employees' performance.

3.2 The study Organisation

Over the past 26 years, Access Bank Plc. has evolved from an obscure Nigerian Bank into a world-class African financial institution. Today, it is one of the five largest banks in Nigeria in terms of assets, loans, deposits and branch network; a feat which has been achieved through a robust long-term approach to client solutions – providing committed and innovative advice.

Access Bank has built its strength and success in corporate banking and is now applying that expertise to the personal and business banking platforms. As part of its continued growth strategy, Access Bank is focused on mainstreaming sustainable business practices into its operations. The Bank strives to deliver sustainable economic growth that is profitable, environmentally responsible, and socially relevant.

Access Bank was issued a banking licence in December 19, 1988, it was later incorporated as a privately-owned commercial bank in February 8, 1989. Access bank commenced operations at its Burma road, Apapa Head office in May 11, 1989, it became a public limited liability company in

march 24, 1998, it was later listed on the Nigeria Stock Exchange in November 18, 1998. Access bank obtained a universal banking license from the CBN in February 5, 2001.

The Bank's shareholders fund today stands at over N240 billion with an expanded shareholder base of over 1,000,000 domestic and foreign investors. Access Bank is consistently seeking for ways to expand its service platform across the African continent. The bank currently operates through a network of about 366 branches across major cities and commercial centres in Nigeria, Gambia, Sierra Leone, Zambia, Rwanda and Democratic Republic of Congo.

Access Bank is a full service commercial bank operating through a network of more than 600 branches and service outlets, spanning three continents, 12 countries and 36 million customers. The Bank employs 28,000 thousand people in its operations in Nigeria, Sub Saharan Africa and the United Kingdom, with representative offices in China, Lebanon, India and the UAE. It continues to look at opportunities to build its network in global trade and payment centres, helping Africa to play its part on the world stage.

3.3 Population of the study

The population of study for this research work covered the entire staff of Access Bank of Nigeria Plc MCC road branch, Owerri, Imo State. The total population of study for this research is 465, as obtained from the records of the bank.

3.4 Sample Size

The sample size for the study was 215, with the inclusion of both senior and junior staff. The sample size was determined by using Yaro Yamane

n = Number of sample size

N = population size

i = constant

e = Level of significance of error assumed to be 0.05

Therefore:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{465}{1 + 465(0.05)^2}$$

$$n = \frac{465}{1 + (465 * 0.0025)}$$

$$n = \frac{465}{2.16}$$

$$n = 215.277$$

approximately the sample size is 215.

3.5 Sampling Technique

Multi stage sampling technique was used in this research work so as to get appropriate sample that would serve as a true representative of the total population of study.

Stage 1 - Purposive sampling method:

Access Bank of Nigeria Ltd was purposively selected for this research work due to the following reasons:

- a. Access Bank of Nigeria Plc is a popular and recognised bank in Nigeria.
- b. It is a private bank and as a result, organisational culture is enforced.

Stage II – Stratified Sampling

This involved division of the workers of the banks into various strata (departments) namely human resource, risk department, accounting and finance, administration, marketing, customer care, cleaners and securities etc.

Stage III- Systematic Sampling

There was random selection of respondents using systematic method (fixed interval). This involved getting the total population of the workers in the bank (N) and a sample size(n). The

total population (N) was divided by the sample size (n) which is N/n . The result will be used as the fixed interval to determine the sample and the consumer given was used as fixed interval to select the sample.

3.6 Sources of Data

The main sources for this study were;

- a. Primary data: These are data gathered from questionnaire.
- b. Secondary data: These are data gathered from the Federal office of statistics.

3.7 Validity & Reliability of Data

Validity: It aims to explain whether a research instrument measure what it is supposed to measure.

Content validity: An attempt to check whether the research instrument covered all dimensions of the topic.

Construct validity: This type of validity explained how a research instrument measures all the dimensions of the concept.

Reliability: Reliability refers to consistency in the result given by the same research instrument.

To ensure validity and reliability of data, the questionnaire was given to my supervisor for perusal. More so, there was Pilot study carried out before administering the questionnaires to the respondents in the selected organisations.

3.8 Method of Data Collection

In this research work, quantitative method was used for data collection.

Questionnaire was used due to the following reasons:

- a. So that respondents have time to think about their answers; they are not to reply immediately.
- b. A large sample of the population can be communicated with a relative low cost.
- c. Availability of sample is imperative as some workers are too busy to start attending to other forms of data questioning.

3.9 Data Analysis

In this research study, quantitative analyses such as descriptive statistics, percentages and correlation were used.

3.10 Ethical Principles in Research

The three major ethical principles guiding research were examined in this study. These are:

Respect for person, Respect for beneficiaries, Respect for justice.

1) Respect for Person: this is divided into two:

a. The researcher is expected to respect the participant because the participant has autonomy to participate in researcher's work or he could withdraw at will. i.e. whether to be part or not, the researcher has no authority to force the participants. Because of that liberty of participants to continue to participate or withdraw, it is expected therefore, this decision is respected. Hence, the participant has the ability and right to exercise that autonomy.

b. The researcher needs to accord respect to the participant because of the recognition of the participants which could reduce the capacity to administer the autonomy. This reduced capacity to administer the autonomy could be due to factors such as age, where an aged person is too old to administer his autonomy. Even the age of a child, i.e. when the child is too young to administer his autonomy. Also, a mentally retarded person or with physical disabilities or perhaps financial problem (a beggar), or a prisoner. All these people have reduced capacity to administer their autonomy. Therefore, it is ethical for the researcher to ensure that the participant does not face any harm in carrying out the research.

2) Respect for beneficiaries

This principle emphasizes that the participant must be voluntarily informed with full consent, which must be based on full information about the research. The details such as the full name of the researcher, address, the relevance of the research, the benefit of the research to the participant are also important. The researcher must inform the participants of the possible risk in the process of the research, i.e. what harm is likely to occur in the research. In fact, there should be an agreed document for the consent, and the consent of the participant must be based on full information. If a researcher takes a picture during the course of the research, a copy should be sent to the participant.

The value of the research must be exemplified in terms of its objective, significance, methodologies, etc. of the research. The informed agreement must be effected with the participant from the onset. e.g. a male professor who just came to Dr. Omokaro for an interview in his office. During the interview process Dr. Omokaro gave him his full cooperation but after the interview, the professor say he would like to attend one of his classes to examine the reality of some of the information supplied. Dr. Omokaro rejected the offer simply because it was not stated from the onset. If he had informed him ahead, perhaps, he could be granted audience.

3) Respect for Justice

There was fairness and justice given to all participants, i.e. no bias or prejudice against anybody on the grounds of sex, age, complexion, ethnic group, religion, education. These must be handled with utmost confidentiality and discreteness while undergoing the research. Most importantly, there must be no bias in design, conduct or reporting of the research; hence, there should be a sense of objectivity during the research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter consist of analysis and presentation of data collected from the field, interpretation as well as the discussion of the insights generated from the analysis of the data. All data collected were presented and discussed in this chapter. 200 copies of questionnaire retrieved from respondents were analysed using Software Package for Social Science (SPSS) for easy understanding.

4.1 Preliminary Survey Details

Table 4.1: Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaires administered	215	100%
2.	Questionnaires retrieved and used for the final analysis	200	93.02%
3.	Number of questionnaires not retrieved	10	4.65%
	Number of questionnaires not properly filled	5	2.33%

Source: Field Survey 2020

Table 4.1 presents the response rate to questionnaires administered. A total of 215 copies of questionnaires were administered to the respondents who were staff of Access Bank of Nigeria Plc. The total number of questionnaires retrieved and used for final analysis were 200. During the process of administration, 5 copies of the questionnaires were not properly administered and 10 copies were not properly retrieved and hence cannot be used for the final analysis. This means 93.02% retrieval rate was achieved.

4.2: Demographic Information of the Respondents.

This section presents the analysis of demographics of the sample respondents in terms of their Age, Gender, Position in the organisation, Number of years spent so far in the organisation, Department and Educational level.

Table 4.2.1: Demographic information of respondents

Variables	Frequency	Percentage (%)
Age		
25 years	8	4.0
25-30 years	51	25.5
31-35 years	117	58.5
36-40 years	16	8.0
40-45 years	0	0.0
46-50 years	8	4.0
51-55 years	0	0.0
56-60 years	0	0.0
TOTAL	200	100.0
Gender		
Male	75	37.5
Female	125	62.5
TOTAL	200	100.0
Position in the organisation		
Subordinate	183	91.5
Supervisor	17	8.5
Manager	0	0.0
Other	0	0.0
TOTAL	200	100.0
Years spent in the organisation		
2 years	17	8.5
3-5 years	100	50.0
6-7 years	74	37.0
10 years and above	9	4.5
TOTAL	200	100.0
Department		
Executive	0	0.0
Finance and Administration	25	12.5
I.T	17	8.5
Sales & Marketing	0	0.0

Claims	0	0.0
Medical	0	0.0
Underwriting	0	0.0
Operations	158	79.0
Internal Audit	0	0.0
Others	0	0.0
TOTAL	200	100.0
Educational level		
Certificate	0	0.0
Diploma	117	58.5
Bachelors' degree	74	37.0
Master's degree	0	0.0
Doctorate degree	9	4.5
Others	0	0.0
TOTAL	200	100.0

Source: Field Survey 2020

Table 4.2.1 presented the demographic information of the respondents. As shown above, 8(4.0%) of the respondents were 25 years, 51(25.5%) were between 25-30 years, 117(25.5%) were between the ages 31-35 years, 16(8.0%) were between the ages 36-40years while 8 representing 4.0% were between 46-50 years of age. This simply implies that majority of the sample employees were in the age range 31-35 years. This means majority of the employees in Access Bank of Nigeria are in their Middle Ages.

From the table above, it can be seen that 75 of the respondents representing 37.5% are male while 125 respondents representing 62.5% are female. Majority of the employees that participated in this survey were female.

With respect to position/level of the respondents in the organisation, as shown in table above, more than average respondents were subordinate in the organisation. Statistically, 183 respondents representing 91.5% were Subordinate while the remaining 17(8.5%) were supervisors.

The researcher also collected information on the number years spent in the organisation, this is to measure their level of experience in this organisation. It can be seen that 17(8.5%) of the respondents have spent 2 years, 100 respondents representing 50.0% have spent up to 3-5

years in the organisation, 74 of the respondents representing 37.0% have up to 6-7 years working in this organisation and lastly 9 respondents representing 4.5% have 10 years and above in the organisation. The results show that majority have spent 3-5 years in the organisation. In holistic view, on average, employees that participated in this survey have enough work experience to provide suitable answers.

The distribution of the respondents based on their department were also shown as follows, 25(12.5%) were in Finance and Administration department, 17 representing 8.5% of the respondents were in I.T department, 158(79.0%) were in operations hence majority of the respondents were in department of operations.

Lastly, the educational level of the respondents was presented, it can be seen on the table above that 117(58.5%) had Diploma, 74(37.0%) had Bachelor' degree while 9 representing 4.5% of the respondents had Doctorate degree/

4.3. Link Between Organisational Norms/ Rules and Employees' Output

This section presents the answer provided by the employees in response to research question one that seeks to analyse the link between organisational norms/rules and employees' output. The following are responses for each item.

Table 4.3.1. Laid down rules and regulations promote workers' productivity

Responses	Frequency	Percentage (%)
Strongly Agree	66	33.0
Agree	101	50.5
Disagree	17	8.5
Strongly Disagree	16	8.0
Total	200	100.0

Source: Field Survey 2020

Table 4.3.1 above showed that 33.0% of the respondents strongly agreed that laid down rules and regulations promote workers' productivity, 50.5% agreed, 8.5% disagreed while 8.0% strongly disagreed. Majority of the respondents agreed that laid down rules and regulations promote workers' productivity. This shows that, because the organisation has standardized rules and regulations, the workers' productivity is enhanced.

Table 4.3.2: Established norms among workers facilitate efficient performance

Responses	Frequency	Percent (%)
Strongly Agree	26	13.0
Agree	133	66.5
Disagree	33	16.5
Strongly disagree	8	4.0
Total	200	100.0

Source: Field Survey 2020

Table 4.3.2 present responses on the whether established norms among workers facilitated efficient performance. The table showed that 13.0% of the respondents strongly agreed that established norms among workers facilitated efficient performance 66.5% agreed, 16.5% disagreed while 29.4% strongly disagreed. More than average respondents actually agreed. This implies that established norms among workers of access bank Nigeria promote efficiency in their performance.

4.3.3: Employees are not lazy because efficiency determines their promotion

Responses	Frequency	Percent (%)
Strongly Agree	43	21.5
Agree	124	62.0
Disagree	25	12.5
Strongly Disagree	8	4.0
Total	200	100.0

Source: Field Survey 2020

Table 4.3.3 above showed that 21.5% of the respondents strongly agreed that employees are not lazy because efficiency determines their promotion. 62.0% agreed, 12.5% disagreed, while 4.0% strongly disagreed. This implies that majority of the employees agreed that efficiency is link and serve as a metric for promotion, hence employees do not condone laziness since their promotion ultimately depends on their efficiency.

4.4: The Link Between Reward System and Employees' Target Achievement

These questions help us to understand the relationship between reward system and employees' target achievement. It will also explain the influence of reward system on

employees' target achievement. Below are the responses from sample staffs of Access Bank plc.

4.4.1: Are employees in your work organization given special reward for excellent performance?

Responses	Frequency	Percent (%)
Yes	166	83.0
No	34	17.0
Total	200	100.0

Source: Field Survey 2020

In a bid to understand the link between reward system and target achievement, it was indicated that 83.0% of the respondents affirmed that employees in their work organization are given special reward for excellent performance while only 17.0% believed there is nothing of such. Since majority answered Yes, it implies that employees are rewarded according to their excellent performance.

4.4.2: In my workplace

Responses	Frequency	Percent (%)
special package for target achievement is the basis for high performance	117	58.5
target achievement does not attract any reward	0	0.0
promotion on yearly basis is the reason for high performance	75	37.5
fear of being sacked compels employees to work hard	8	4.0
Total	200	100.0

Source: Field Survey 2020

With respect to reward system and employees' target achievement. 58.5% of the employees believed that special package for target achievement is the basis for high performance, 37.5% of the respondents stated that promotion on yearly basis is the reason for high performance while 4.0% is of the opinion that fear of being sacked compels employees to work hard. According to the respondents, special package for target achievement is the basis for high performance in the study area.

4.4.3: The common practice in my workplace is that

Responses	Frequency	Percent (%)
on monthly basis targets are set for each employee which promotes overall profit	66	33.0
it is only those that can meet targets that are entitled to special package	17	8.5
workers are encouraged to be productive due to bonuses being paid for target achievement	67	33.5
those who cannot meet target are not rewarded and promoted fast	50	25.0
Total	200	100.0

Source: Field Survey 2020

Talking about the common practice within the organizations, 33.0% of the respondents stated that on monthly basis targets are set for each employee which promotes overall profit, 8.5% said it is only those that can meet targets that are entitled to special package, 33.5% confirmed that workers are encouraged to be productive due to bonuses being paid for target achievement meanwhile, 25.0% also affirmed that those who cannot meet target are not rewarded and promoted fast. So, according to the responses, the most common practice is that employees are given bonus when they achieved target in a bid to motivate them to be more productive. Also, Targets are set on a monthly basis to encourage them focus and achieve their target.

4.5: Workers' Attitudes to Work Relative to Their Efficiency

This research, also addressed the attitude of workers in relation to work efficiency, hence, the results aim to shed light on the relationship between workers' attitude and their relative experience with is.

4.5.1: All workers in my workplace are hardworking

Responses	Frequency	Percent (%)
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Strongly Agree	33	16.5
Agree	51	25.5
Disagree	83	41.5
Strongly disagree	33	16.5
Total	200	100.0

Source: Field Survey 2020

In a bid to understand the relationship between workers' attitude and their efficiency. The responses of employees of Access bank Nigeria is presented as follows. 16.5% of the respondents strongly agreed that all workers in their workplace are hardworking. 25.5% agreed, 41.5% of the respondents disagreed while 16.5% strongly disagreed. The outcome however revealed that not all the workers in the organisations as it was seen that majority of the respondents disagreed.

4.5.2: All workers in my workplace have positive attitudes to work, hence, their efficiency is in no doubt.

Responses	Frequency	Percent
Strongly Agree	25	12.5
Agree	25	12.5
Disagree	83	41.5
Strongly Disagree	67	33.5
Total	200	100.0

Source: Field Survey 2020

Table 4.5.2 above showed that 12.5% of the respondents strongly agreed that all workers in their workplace have positive attitudes to work and that their efficiency is in no doubt. 12.5% agreed, 41.5% of the respondents disagreed while 33.5% strongly disagreed. This implies that majority of the respondents is of the opinion that not all workers in their workplace have positive attitude and in fact that some of their employees' efficiency are questionable.

4.5.3: Workers in my workplace report for work early that accounts for their persistent selfless service.

Responses	Frequency	Percent
Strongly Agree	17	8.5

Agree	101	50.5
Disagree	74	37.0
Strongly Disagree	8	4.0
Total	200	100.0

Source: Field Survey 2020

Table 4.5.3 showed that 8.5% of the respondents strongly agreed that workers in their workplace report for work early. 50.5% agreed, 37.0% of the respondents disagreed and 4.0% strongly disagreed. This means that most of the respondents accepted that workers are selfless and they report to work early.

4.6: Relationship Between Communication Pattern and Employees' Productivity

This section presents the responses of employees with respect to the relationship between communication pattern and employees' productivity.

4.6.1: Free flow of communication facilitates maximum productivity among employees

Responses	Frequency	Percent
Yes	192	96.0
No	8	4.0
Total	200	100.0

Source: Field Survey 2020

In terms of communication pattern and employees' productivity, 96.0% of the respondents affirmed that free flow of communication facilitates maximum productivity among employees while only 4.0% opined. This implies that steady flow of information among employees enhance maximum productivity among access bank employees.

4.6.2: In my workplace

Responses	Frequency	Percent
high performance is due to good communication network	67	33.5
there is no room for free flow of communication	26	13.0
strategic information is exclusively meant for the management	0	0.0

individual worker's output rises due to atmosphere of mutual interaction	107	53.5
Total	200	100.0

Source: Field Survey 2020

With regard to the link between communication pattern and productivity of employees. 33.5% of the employees believed that high performance is due to good communication network, 13.0% of the respondents stated that there is no room for free flow of communication, 53.5% is of the opinion that individual worker's output rises due to atmosphere of mutual interaction. According to the respondents, individual worker's output rises due to atmosphere of mutual interaction.

Table 4.6.3: The present communication pattern in my workplace will continue to accelerate maximum productivity among workers

Responses	Frequency	Percent
Strongly Agree	25	12.5
Agree	142	71.0
Disagree	33	16.5
Strongly Disagree	0	0.0
Total	200	100.0

Source: Field Survey 2020

Table 4.6.3 above showed that 12.5% of respondents strongly agreed that the present communication pattern in their workplace will continue to accelerate maximum productivity among workers, 71.0% agreed while 16.5% of respondents disagreed with the statement. This implies that majority of the respondents agreed that the communication pattern in their organisation has proved and will continue to improve workers' productivity.

4.7 Hypothesis Testing

Table 4.7.1 Hypothesis One

H₀: There is no significant relationship between organisational norms/rules and employees' output

H₁: There is a significant relationship between organisational norms/rules and employees' output.

Correlations

			Organisational norms/rules	Employees' output
Spearman's rho	Organisational norms/rules	Correlation coefficient	1.000	.712**
		Sig (2-tailed)	.	.000
	Employees' output	Correlation coefficient	200	200
		Sig (2-tailed)	.712**	1.000
		N	.000	.

Source: Field Survey 2020

The above finding demonstrates that there is a strong positive connection between organisational norms/rules and employees' output with correlation coefficient "r" being 0.712. Hence, good and standard organizational norm/rules will improve employees' output. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that the strong positive relationship observed between organisational norms/rules and employees' output is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Therefore, we concluded that organisational norms/rules are positively correlated with employees' output.

4.7.2: Hypothesis Two

H₀: There is no significant relationship between reward/compensation system in the organisation and employees' target achievement.

H₁: There is significant relationship between reward/compensation system in the organisation and employees' target achievement.

Correlations

			Rewards/compensation system	Employees' target achievement

Spearman's rho	Reward/compensation system	Correlation coefficient	1.000	.544**
		Sig (2-tailed)	.	.000
	Employees' target achievement	Correlation coefficient	.200	.200
		Sig (2-tailed)	.544**	1.000
		N	.000	.

Source: Field Survey 2020

The result above indicated that there is a moderate positive correlation between reward/compensation system and employees' target achievement with spearman's rho correlation coefficient "r" being 0.544. Therefore, the association between reward system and target achievement in Access bank is said to be relatively mild. Hence, we can say compensation strategy have moderate influence on employees' level of achievement at the workplace. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05) which means that the relationship observed is highly significant. To this effect, the null hypothesis that stated that "there is no significant relationship between reward/compensation system in the organisation and employees' target achievement" is rejected, while alternative hypothesis is accepted, which means, there is a significant positive relationship between reward/compensation system in the organisation and employees' target achievement.

4.7.3: Hypothesis three

Ho: There is no significant relationship between worker's attitude to work and their efficiency.

H1: There is significant relationship between worker's attitude to work and their efficiency.

Correlations

			Workers' Attitude	Workers' Efficiency
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Spearman's rho	Workers' Attitude	Correlation coefficient	1.000	.709**
		Sig (2-tailed)	.	.000
	Workers' Efficiency	Correlation coefficient	.709**	1.000
		Sig (2-tailed)	.000	
		N	200	200

Source: Field Survey 2020

This hypothesis sought to check whether there is a significant relationship between workers' attitude and worker's efficiency or not. The above table showed the result of spearman rho's correlation and it indicated that there is a strong positive correlation between worker's attitude and their efficiency as the correlation coefficient "r" was 0.709. The researcher further tested the significance of this relationship at 5% level of significance and results indicated that the relationship was highly significant with significant value of 0.00. This suggests that the frame of mind of access bank staffs influences their efficiency to a greater degree. Alternative hypothesis is then accepted and null hypotheses is dismissed.

4.7.4: Hypothesis four

Ho: There is no significant relationship between organisational communication pattern and employees' productivity.

H1: There is significant relationship between organisational communication pattern and employees' productivity.

Correlations

			Organisational communication pattern	Employees' productivity
Spearman's rho	Organisational communication pattern	Correlation coefficient	1.000	.433**
		Sig (2-tailed)	.	.000

	Employees' productivity	Correlation coefficient	200	200
		Sig (2-tailed)	.433**	1.000
		N	.000	.

Source: Field Survey 2020

Finally, we analysed whether there were important links between the pattern of organisational communication and the productivity of employees. The result above indicated that there is a weak positive correlation between communication pattern and employees' productivity in the organisation with correlation coefficient "r" being 0.433. Also, the significant value (sig 2-tailed) "0.000" is higher than the p-value (p-value = 0.05) which indicated that the relationship is significant. On this basis, null hypothesis is accepted, while alternative hypothesis is rejected. The results suggested that the pattern of communication within Access bank plc has little to no impact on the productivity of employees.

4.8 Discussion of the Findings

In this section, the findings from the survey analysis of the Topic "Influence of Organisational Culture on Employees' Performance. A study of Access Bank Nigeria Plc, Owerri, Imo State" would be discussed.

The general objective of this research is to examine the influence of organisational culture on employees' performance in Access Bank Plc- Owerri, Imo State. The research makes use of a survey design in order to get information from selected respondents through structured questionnaire. The resulting data collected were then analysed using inferential statistics which arrive at our findings. The findings from the study are discussed below.

This research examined the link between organisational norms/rules and employees' output. In the course of this work we discovered that there is a significant strong positive relationship between organizational norms/values and employees' output. This implies that organizational norms/values strongly influence employees' output. This finding is in line with Twati & Gammack, (2006) where they discovered that organisational norms and values is very crucial towards the successful achievement of the organization and its employees.

The association between reward or compensation system in the organisation and target achievement by employees were investigated. Findings showed that there is a significant positive and moderate correlation between reward or compensation system and target achievement by employees. This implies that, reward system can further be utilized in the organisation in order to monitor as well as boost the target achievement of employees.

Similarly, the research assessed the worker's attitudes to work in the organisation, relative to their efficiency. The findings showed a strong positive correlation between workers' attitude and worker's efficiency. The research agrees with a lot scholars' findings. Joseph (2012), A positive work attitude can usually have a positive effect on efficiency, while the reverse is also true. Liao et al (2012) in their research aimed to discover whether there was an important correlation between work values, work attitude and job performance with the controlling role of leadership of employees in the green industry in Taiwan found that work attitude of employees in the green energy industry has a positive connection to job performance. These findings provide proof of support with several authors that discovered worker's attitude as a measure of employee's productivity and efficiency.

The researcher analysed the relationship between organisational communication pattern and employees' productivity. There exists a significant weak positive correlation between organisational communication pattern and employees' productivity. According to Draft (2000), communication skills are very important in organisations and this means that nothing can be achieved in an organisation without effective communication. The findings also support this claim; however, communication pattern may not directly influence the employees' productivity but may holistically affect the organisations' performance.

Hypothesis one, demonstrates that there is a strong positive connection between organisational norms/rules and employees' output with correlation coefficient "r" being 0.712. Hence, good and standard organizational norm/rules improves employees' output. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that the strong positive relationship observed between organisational norms/rules and employees' output is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Therefore, we concluded that organisational norms/rules are positively correlated with employees' output.

In hypothesis two, result indicated that there was a moderate positive correlation between reward/compensation system and employees' target achievement with spearman's rho correlation coefficient "r" being 0.544. Therefore, the association between reward system and target achievement in Access bank is said to be relatively mild. Hence, we can say compensation strategy have moderate influence on employees' level of achievement at the workplace. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05) which means that the relationship observed is highly significant. To this effect, the null hypothesis that stated that "there is no significant relationship between reward/compensation system in the organisation and employees' target achievement" is rejected, while alternative hypothesis is accepted, which means, there is a significant positive relationship between reward/compensation system in the organisation and employees' target achievement.

Hypothesis three, sought to check whether there was a significant relationship between workers' attitude and worker's efficiency or not. The above table showed the result of spearman rho's correlation and it indicated that there was a strong positive correlation between worker's attitude and their efficiency as the correlation coefficient "r" was 0.709. The researcher further tested the significance of this relationship at 5% level of significance and results indicated that the relationship was highly significant with significant value of 0.00. This suggests that the frame of mind of access bank staffs influences their efficiency to a greater degree. Alternative hypothesis is then accepted and null hypotheses is dismissed.

The result for hypothesis four indicated that there was a weak positive correlation between communication pattern and employees' productivity in the organisation with correlation coefficient "r" being 0.433. Also, the significant value (sig 2- tailed) "0.000" is higher than the p-value (p-value = 0.05) which indicated that the relationship is significant. On this basis, null hypothesis is accepted, while alternative hypothesis is rejected. The results suggested that the pattern of communication within Access bank plc has little to no impact on the productivity of employees.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The chapter presents the overview of the findings from previous chapter, and it also provides the conclusions and recommendations of the research based on the objective of the study. The general objective of this study was to investigate the impact of organisational culture on employees' performance in Access bank Nigeria

5.1 Summary of the Findings

The research studied the relationships between organisational culture and employee performance in Access Bank Nigeria using descriptive survey design. The aims of the study include evaluating the correlation between organisational norms and employee output, verifying the relationship between compensatory or incentive scheme and target achievement of employees, determining workers' attitudes towards work in an organisation as per efficiency and finally assessing the link between organisational communication pattern and employees' productivity. A total of 215 access bank staffs participated in this survey and 200 questionnaires were retrieved and used for the final analysis.

In the demographic section of the analysis, it was brought to notice that majority of employees that participated in the survey were in their middle age, most of the respondents were females, 91.5% of the employees were subordinate while the rest of the respondents were supervisor or manager.

Regarding the relationship between organisational norms and employees' output. The results indicate that the majority of respondents agreed that rules and regulations encourage the

competitiveness of worker. Respondents also agreed that established norms among workers would enhance efficient performance. Ultimately, most of them said that employees are not lazy because efficiency decides promotion. An in-depth analysis showed that there is a significant positive correlation between organisational norms / rules and the output of employees.

With regard to the connections between the compensation scheme and the target achievement of the workers, many respondents have stated that staff in the company are financially compensated for outstanding performance, while the majority of employees also claimed that special package is the basis for high performance in the organisation. The final findings meanwhile revealed that in the company there is a significant moderate positive relationship between the reward / compensation system and the target achievement of the workers.

Considering the relationship between the attitudes of workers and their productivity at Access Bank Nigeria. The survey reveals that the majority of the employees deny that all employees work hard. Equally, most workers disagreed that all workers had a positive attitude to their job, but most respondents accepted that employees report early for work and that their continuous selfless service was accountable. Testing results found that there is a significant strong positive association between the attitudes and productivity of workers.

Lastly, there exists a significant weak positive correlation between organisational communication pattern and employees' productivity. The results of the survey show that the majority of respondents claimed that free flow of information encourages maximum productivity between employees and also that the current communications pattern in Nigeria's Access Bank will continue to accelerate maximum productivity for employees.

5.2 Conclusion

The general purpose and objective of this study is to investigate how organisation's culture influences the performance of the employees and on the basis of the findings, below are the conclusions. The study concludes that the organisational culture has a major influence on the performance of employees. For this study, organisational rules/norms are a significant determinant of the productivity of employees. The organisations' rules and regulations are part of their culture, a structured rule and regulations serve as a framework for workers to obey and to deliver as exactly as the company requires. Reward and compensation system have a significant moderate correlation with target achievement, hence, employees are motivated with an incentive scheme provided by the organisation to reward them for going

extra mile to achieve target. Research also shows that workers' attitudes are a significant factor in their success. A positive attitude towards work improves employees' chances of delivering exact jobs as expected. The positive association between organisational communication pattern and the productivity of employees is significantly weak, and thus research concluded that communication patterns do not directly affect employees' productivity but may have effect on organisational output holistically.

5.3 Policy Recommendations

The following recommendations were made on the basis of the findings and conclusions of the study.

- i. Top managements of the organisations should ensure that there is a standardized culture profile that will serve as reference material for existing and new employees to learn about the organisational norms and core values.
- ii. Management should provide reward and compensation system since it enhances the target achievement of the employees.
- iii. Managers needs to help the employees to set performance goals that are easily achievable so as to gradually boost their confidence and keep them motivated.
- iv. It is recommended that the organisation should pay attention to the communication pattern as well as conduct research and implement training that will improve communication among the employees and between the employees and management.

5.4 Contributions to Knowledge

- i. The gap in knowledge created in the research work is the first contribution to knowledge. That is, the pasted studies have examined employees' performance from the areas of performance appraisal system (Ayomikun I. 2017), Management and Evaluation (Szbo P. 2018), Performance management system (Zhang 2004), but little or nothing has been done on the influence of organisational culture on employees' performance.
- ii. The study will enable manages in work organisations to devise appropriate organisational culture that will enhance effective job performance and commitment among workers.

- iii. With effective job performance and commitment among workers, job satisfaction will be incorporated that will enhance high productivity and optimal result achievement by the work organisation that can give room for business expansion and more employment opportunities.
- iv. With high productivity, the profit of the organisation will rise, which will translate into higher wages/salaries of workers. This will invariably promote better standard of living in the society.

5.5 Suggestions for Further Studies

- i. Further studies can focus on the influence of Organisational culture on employees' performance in Public sectors.
- ii. Further studies can combine questionnaire and interview research instruments for data collection, so as to get elaborate data from the respondent.
- iii. The sample size for further studies may be extended to 500 or 600 in order to get more facts from the respondents
- iv. Further studies can equally focus on manufacturing sectors since this study was on banking sector.

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Appendix

Influence of Organisational Culture on Employees' Performance.

(A study of Access Bank Plc, Owerri).

Dear Respondent,

I'm Mmesoma Ogbonnaya - a 400 level student of Mountain Top University. I am writing a project on the above- named topic in partial fulfilment of the requirements for the award of Bachelor of Science Degree in Industrial Relations and Personnel Management. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to obtain credible results.

The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Thanks.

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided.

SECTION A: Demographic Data

1. Age: ()25 ()25-30 ()31-35 ()36-40 ()40-45 ()46-50 ()51-55 ()56-60
2. Gender: ()Male ()Female
3. Level/Position in the organization: ()Subordinate ()Supervisor ()Manager ()
Other specify
4. Number of years spent so far in the organization: ()2yrs ()3-5yrs ()6-7yrs ()
)10 yrs and above
5. Department: ()Executive ()Finance and Administration ()I.T. ()Sales &
Marketing ()Claims ()Medical ()Underwriting ()Operations ()Internal
Audit ()Others (specify).....
6. Educational level: ()Certificate ()Diploma ()Bachelors' degree ()Master's
degree ()Doctorate degree ()Others (Please specify)

SECTION B: LINK BETWEEN ORGANISATIONAL NORMS/ RULES AND EMPLOYEES OUTPUT

On a scale of 1-4 where 1 – Strongly Disagree 2-Disagree 3-Agree 4-Strongly Agree, rank the following areas as per your organization.

SD D A

SA

- 7. Laid down rules and regulations promote workers' productivity
- 8. Established norms among workers facilitate efficient performance
- 9. Employees are not lazy because efficiency determines their promotion
- 10. Part of the established rules is that inefficient workers must be laid off
- 11. Rules promoting hard work are instrumental to good result

SECTION C: LINK BETWEEN REWARD SYSTEM AND EMPLOYEES' TARGET ACHIEVEMENT

- 12. Are employees in your work organization given special reward for excellent performance? a. Yes b. No
 - a. If Yes in question 12 above, what form does the reward take?
 - b. If No in question 12 above, why is it so?.....
- 13. In my workplace,
 - a. special package for target achievement is the basis for high performance
 - b. target achievement does not attract any reward
 - c. promotion on yearly basis is the reason for high performance
 - d. fear of being sacked compels employees to work hard
- 14. The common practice in my workplace is that
 - a. on monthly basis targets are set for each employee which promotes overall profit
 - b. it is only those that can meet targets that are entitled to special package
 - c. workers are encouraged to be productive due to bonuses being paid for target achievement
 - d. those who cannot meet target are not rewarded and promoted fast
- 15. Do you think culture of setting targets for employees should continue in your workplace?
 - a. If Yes in 15 above, why?
 - b. If No in 15 above, why?

SECTION D: WORKERS' ATTITUDES TO WORK RELATIVE TO THEIR EFFICIENCY

On a scale of 1-4 where 1 – Strongly Disagree 2-Disagree 3-Agree 4-Strongly Agree rank the following areas as per your organization.

SD D A SA

- 16. All workers in my workplace are hardworking
- 17. All workers in my workplace have positive attitudes to work, hence, their efficiency is in no doubt.
- 18. Workers in my workplace report for work early that accounts for their persistent selfless service.
- 19. Yearly rise in profit of my work organization stems from target driven attitude of employees

SECTION E: RELATIONSHIP BETWEEN COMMUNICATION PATTERN AND EMPLOYEES' PRODUCTIVITY

- 20. Free flow of communication facilitates maximum productivity among employees
 - a. Yes b. No
- 21. In my workplace,
 - a. high performance is due to good communication network
 - b. there is no room for free flow of communication
 - c. strategic information are exclusively meant for the management
 - d. individual worker's output rises due to atmosphere of mutual interaction
- 22. The present communication pattern in my workplace will continue to accelerate maximum productivity among workers. SD D A SA

Thanks for your co-operation.