ORGANIZATIONAL CULTURE AND THE PERFORMANCE OF SELECTED BUSINESS ORGANIZATIONS IN BENIN CITY

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Abstract
This study was designed to examine the relationship between organizational culture and the performance of business organizations (Banks) in Benin City, Edo State, Nigeria. The study used data collected from research questionnaires and data were analyzed using percentage and Pearson's product moment correlation analysis. A total of two hundred (200) questionnaires were distributed to workers in the following banks in Benin City (UBA, ECO, Guaranty Trust and Zenith). One hundred and eighty-seven (187) copies of the questionnaires were duly filled and returned. Results of hypothesis test following with correlation coefficient value of 0.50 indicated positive and significant relationship. The findings of the study revealed that, there is a significant relationship between organizational culture and organizational performance. The study recommends that; organizations culture should be effectively communication system across all level.

Key Words: Organisation/Organizational, Culture, Banks, Employees and Performance

Introduction

Organization is a social unit deliberately constructed, structured and managed to achieve a defined goal through employees. In the light of this, there is an increasing demand for committed employees who need little or no supervision to carry out their jobs effectively and efficiently. This has made management of organizations to focus on the development of organizational culture in order to enhance performance and achieve business goals (Ojo, 2008). According to Chatman and Enuyoung (2003), organizational culture refers to shared assumptions, value and beliefs that show people what is appropriate an inappropriate behaviour. These shared values have a strong influence on employees and indicate how they dress, act and perform their jobs.

All organizations whether large or small have unique personality, just like people do. The unique personality is referred to as its culture. In today's dynamic and competitive business environment, culture is an important factor that has influenced organizations' response to its environment. It is a total way of life of particular group of people. It guides the way individuals and groups interact with one another and stakeholders. Organization culture may be developed by the founder; it may emerge over time as the organization faces challenges and obstacles; it may be reinforced by management in an organization (Dwirantwi, 2012). According to Fakhar, Rena, Ayesha and Lalarukn (2012), learning and understanding the culture within a working environment assists employees to become familiar with the organization's work process and environment/clientele thus, leading towards improved employee performance. Organizational performance is the organization's capability to accomplish its goals effectively and efficiently using its resources (Draft, 2003). The focus of this work is to examine organisational structure on business performance using four banks in Benin City, Edo State.

Statement the Problem

The Performance of business organizations is affected by both its internal and external environment. The internal environment often referred to as organizational culture plays a significant role in the performance of organizations. According to Denison and Mishra (1995), internal environmental factors or organizational culture such as employee involvement and participation in decision making, the level of autonomy at work experienced by employees, internalized values, norms and beliefs, the sense of mission of employees contribute significantly to organization effectiveness.

A number of contributions have been made on organizational culture and the important role it plays in successful performance of organizations especially in developed nations (Denison, 1990; Olu, 2008; Fakhar, 2012 and Amah, 2012). In Nigeria, though a lot of work has been done on performance of business but only a few have linked it with organizational culture. This gap in literature is what the present study cover.

Aim of the Study

The aim of this study is to examine the relationship between organizational culture and the performance of selected business organizations.

LITERATURE REVIEW

Concept of Organizational Culture

Organizational culture originated from the study of ethnic and national differences in varied disciplines of social sciences (Zafer and Pinar, 2014). However, the concept of organizational culture got further importance in the late 1980s and early 1990s when management explorers came up with the idea to find out why American firms were unable to compete with Japanese firms (Amah, 2012).

Hira, Tayyaba and Aamir (2012), define organizational culture as the underlying values, beliefs and principles that serve as a foundation for controlling organization's management system as well as the set of management practices and behaviour that both exemplify and reinforce basic organization values and principles.

Kotter and Haskett (2011) Opine organizational culture as shared beliefs and values within an organization that help to shape the behavioural pattern of employees. Buchanan and Huczynski (2004) explain organizational culture as the set of reasonably uniform and enduring values, beliefs, customs, traditions and practices that are shared by organization members, learned by new recruits, transmitted from one generation to the next.

Dwirantwi (2012) opted organizational culture as the collection of attitudes, experiences, beliefs and values of an organization, acquired through social learning, that direct the manner individuals and groups in the organization interact with one another and with parties outside it. Similarly, Hills and Jones (2003) see organizational culture as the "definite set of values and norms that are shared by people and group in the organization that direct the manner they interact with each other and with stakeholders outside the organization".

Drennan (1992) discussed organizational culture as "the collective programming of minds that distinguishes the members of one group or category of people from another". Likewise, Collins and Porras (2000) assert that organizational culture refers to a system of shared meanings held by members that distinguishes one organization from others. They explain that, shared meaning is a collection of key characteristics which include teamwork, innovation and risk taking.

Calori and Sarnin (1991) posit that organizational culture is an automatic pilot that directs employees in ways that are consistent with their organizations' expectations. This implies that, organizational culture can be regarded as a form of social control system that guides employee's behaviour and decisions so that they are consistent with the organization's system of operation that will lead to success.

Thompson and Strickland (2005) also explain organizational culture as a firm's set values, beliefs, traditions, operating style and internal work environment that is manifested in the business principles and practices, advocated by management, in its moral standards and official policies, relating to stakeholder's relationships, traditions the organization maintains, supervisory practices, and employee's attitude and behavior. Needle (2004) asserts that organizational culture represents the shared values, beliefs and principles of organizational members, which is a product of such factors as history, product, market, technology and strategy, type of employees, management style and national culture.

Heck and Marcoulides (1993) affirm that, the behaviour of employees and managers in an organization is termed organizational culture. This implies how employees and managers interrelate, think and work in an organization (Hira, Tayyaba and Aamir, 2012).

From the various expositions examined, it can be summed up that organizational culture refers to the beliefs, ideologies, attitudes, experiences, principles and values shared by organization members. Furthermore, organizational culture serves as a guiding principle, where laid down rules and generally acceptable practices are adopted to control the behaviour of organization members (as they interact with individuals and stakeholders within and outside the organization) and tackle activities for the purpose of achieving organizational goals.

Amah (2012) proclaims that organization culture motivates employees to recognize the organization's foremost culture because it fits their needs of social identity. It allows organizations to attract new employees and retain top performance. Organizational culture has a propensity to help staff to understand organizational events. It makes them carry out their tasks rather than waste time trying to figure out what is expected of them. It gives room for employees to communicate freely and effectively and reach higher levels of cooperation with one another because they share common goals in the organization.

Greenberg and Baron (2003) assert that, the culture of an organization may not be visible or physically seen but has impact on the day to day running of a company. Greenberg and Baron (2003) highlight three importance of organizational culture as being thus:

i.) Culture defines the standard of behaviour by clarifying what ought to be and what ought not to be in the organization.

ii.) Culture provides personality for organization members. Personality refers to an embodiment of values and beliefs. The more organization members are able to identify with the values and beliefs of their associative organizations, the more strongly they will pursue the set goals, mission and objectives of the organization.

iii.) Culture promotes employees' commitment towards an organization's goal. Individuals are by nature in need and struggle to ensure that their needs are met. The presence of a strong culture therefore encourages individuals (employees) to put in their effort in order to achieve organizational goals which in turn will lead to the attainment of their personal goals and subsequently the fulfillment of their personal needs.

Concept of Organizational Performance

Various authors have different opinions about the meaning of performance. For example, Barney (2002) defines performance in relation to the famous 3Es (Economy, Efficiency and Effectiveness) of a certain program or activity.

Hira et al. (2012) state that, performance deals with outcomes, results and accomplishment attained by an individual, group or organization. They further explain that, performance can be viewed from several points which can include, organization levels, the work or process levels and the individual performer levels. Organizational level is related to how the organization meets customer's needs, compete in the market and carry out strategies related to the organization and achievement of goals. Work or process level focuses on the internal system and related processes to achieve organizational goals. Individual performer level is related to the people that are performing activities related to work; these people contribute to the overall performance of the organization.

According to Kast and Rosenzwig (1985), performance is a function of ability, effort and opportunity. Ability is dependent upon individual knowledge, skills and technological capabilities that provide an indication of performance level. Effort is a function of needs, goals expectations and rewards and it depends on how the individuals or group are motivated to expel efforts. Effort also equates energy be it physical or mental exerted in or towards a set task or goal. Opportunity they say must be provided by the manager for individual abilities and efforts to be used in ways that will result in the achievement of goals.

Dessler (1983) describes performance as a measure of how well an employee meets the standards that are required on a specific job while Ivancevich and Matteson (1996) state performance as the quality and quantity of human output necessary to meet work goals agreed upon, between employees and their managers. They further suggest that, performance can only be evaluated as good or bad if a standard of performance has been agreed upon between employees and their managers.

Byars and Rue (2006) outline performance as the extent to which an employee accomplishes the tasks that make up his or her job. They further explain that, employee tasks depend on the amount of effort, initiative and enthusiasm, maintenance of standard and commitment displayed by individuals while performing the task.

Jones and George (2009) assert that, an organization's performance level is the nature of how a manager utilizes the resources of the organization effectively and efficiently to accomplish the goals of the organization as well as satisfying all stakeholders' interest.

Furthermore, Richard and Devinney (2009) on the other hand, describe organizational performance as the real output measured against the expected output. They view organizational performance as a term that is made up of three major areas of a firms' outcome and these three areas are:

- Financial performance that is made up of profits, return on assets (ROA), return on investment (ROI) etc.
- Product market performance such as sales, market shares, etc.
- Shareholders return such as total shareholder return (TSR), economic value added (EVA).

From the above expositions put forward, and in line with Amah's (2012) opinion, organizational performance can be defined as the ability of an organization to fulfill its mission by achieving its objectives through a combination of sound management, strong governance, and a continued re-dedication to assessing and achieving results. Furthermore, organizational performance can be explained as an approach that an organization uses in assessing the progress or contributions made towards goal achievement using available resources.

Relationship between Organizational Culture and Performance

Several empirical studies have supported the positive link between culture and performance (Calori and Sarnin, 1991; Gordon and DiTomaso, 1992: Kotter and Haskett, 2011; Chatman and John, 1994). According to Amah (2012), culture is linked to performance through the adoption of specific and consistent modes of behaviour throughout an organization.

A high degree of organization performance is related to an organization which has a strong culture with well integrated and effective set of values, beliefs and behaviours (Cameron and Quinn, 1999; Deal and Kennedy 1982; Denison, 1990; Juechter and Fisher, 1998). Similarly, Kandula (2006) asserts that, the key to good performance is a strong culture. A strong culture can make an average individual perform and achieve brilliantly whereas a weak culture may de-motivate an outstanding employee to underperform and end up with no achievement.

Garcia (2002) posits that, organizational culture is a source of sustainable competitive advantage for organization performance. He went further to state that, competitive advantage arises from the formation of organizational competencies which are both superior and incorrectly imitable by competitors. In line with Garcia's (2002) view; Barney (1991) explained that, organizational culture provides sustainable aggressive advantage for business organizations. He suggested that for organizational culture to provide aggressive advantage, it must be viable, rare and perfectly imitable.

Denison and Mishra (1995) carried out a study on "toward a theory of organizational culture and effectiveness" using 764 organizations to find out the link between culture and performance. It was found that profitability has a significant link with Mission and consistency (stability traits) while sales growth has strong links with involvement and adaptability (flexibility traits).

Gordon and DiTomaso (1992) found out in their study "predicting corporate performance from organizational culture" among a sample of life insurance companies, adaptability culture traits was related to the company's growth in premium and assets. Likewise, Kotter and Haskett (2011) report that, culture has a strong and increasing influence on the performance of organizations. In their study of organizational culture and performance, they report that, when compared to less performing firms, high performing firms were characterized as consistent in placing significant value on customers, employees and stockholders.

Fakhar et al. (2012) carried out a study in Pakistan on the relationship between organizational culture and performance. Their findings revealed that organizational culture has positive impact on organization's process and employee's performance. Also, their findings reveal that, if employees are committed and having the same norms and values as other organizations have, it can increase their performance towards achieving organizational goal.

Dwirantwi (2012) carried out a study in Ghana to examine organizational culture and its impact on the performance of *La Community Bank*. The result of the survey study shows that encouraging innovation among employees, management openness to suggestions and reward were found to be some components of good organizational culture that enhance the bank's performance.

Harold and Darlene (2004) reported that in a study conducted by Cameron and Freeman to test for the impact of adhocracy culture (i.e. culture that are externally oriented, dynamic, aimed at growth and influencing the organization) and effectiveness (performance), the result shows that there is a positive correlation between adhocracy culture and effectiveness based on variables such as values of entrepreneurship, flexibility, creative experimentation, risk taking and external positioning

In view of the literature review above, it shows that organizational culture has strong influence on organizational performance. The influence could be positive or negative. If organization managers allocate much of their time, resources and commitment towards promoting their organizational culture, then they can achieve effective organizational performance. This study therefore is an examination of the relationship between organizational culture and performance of business.

Methodology

The research design that is adopted in this study is the survey method which has been defined as the systematic gathering of information from respondents for the purpose of understanding and predicting some aspects of the population of interest (Agbonifoh and Yomere, 1999). The survey research method was used because the researcher believed that the questionnaire structure for the study will elicit the necessary information required for the test of the stated hypotheses.

The population of the study comprises of staff of UBA Bank Plc, ECO Bank Plc, Guaranty Trust Bank Plc and Zenith Bank Plc located in Oredo and Egor Local Government areas, Benin City. The total number of staff in the four banks as at the time of carrying out this research was four hundred (400). The figure consisted of 109 (UBA Bank Staff), 93 (Eco Bank Staff), 96 (Guaranty Trust Bank Staff) and 102 (Zenith Bank Staff). The study adopted convenience sampling method because it gives equal opportunity for fair representation by any member of the population. The sample size of the study was obtained from the application of the formula put forward by Yamane (1981). From the above computation, the value of sample size (n) obtained from the application of Yamane's formula is two hundred (200) respondents (Bank staff). Forty (40) bank staff were selected from each of the five banks for this study thus, making a total of two hundred (200) bank staff selected for the study. The bank staff selected in the study sample by the researcher was based upon a variety of criteria which include the specialist knowledge of the research issue, capacity and willingness to participate in the research.

The research instrument that was adopted in this study is the questionnaire. The choice for the use of questionnaire is due to its advantage. The questionnaires are made up of three sections. The first section which is section A questions (1-5) contains the demographic data of the respondents; section B questions (1-16) contains questions to measure the organizational culture of the respective banks selected for the study and section C questions (17-32) contains questions to measure the performance level of the respective banks selected for the study.

Data were collected from primary sources. The primary sources consist of data collected from respondents through questionnaire administration. The Pearson's product moment correlation coefficient statistical tool was used in analyzing the collected and completed questionnaire. Frequency tables and percentage were used to present data collected while the Pearson's product moment correlation coefficient was used to test for the relationship between organizational culture and performance of business organizations at 0.01 significant level. Result of hypothesis with correlation coefficient values of 0.50 and above were accepted and indicated positive and significant relationships (See appendix 1 for sample of questionnaire).

Table 1 Questionnaire Distribution

RESPONSE	UBA	ECO	GTBANK	ZENITH	TOTAL	PERCENTAGE
NO. DISTRIBUTED	50	50	50	50	200	100
NO. RETURNED	49	44	46	48	187	93.5

(Source: Field Work, 2015)

Data Presentation and Test of Hypothesis

H_0: There is no significant relationship between organizational culture and organization performance.

H_1: There is a significant relationship between organizational culture and organization performance.

This Hypothesis was tested using Pearson's product moment correlation analysis. That is the average response of respondents to questions 1 through 16 (Organizational culture) were correlated with the average response of questions 17 through 32 (Organizational performance).

Decision Rule

The null hypothesis (Ho) was rejected where the correlation coefficient between organizational culture and Organizational performance is not equal to zero. Thus, the average responses to questions 1 through 16 (Organizational culture and the average response of questions 17 through 32 (Organizational performance) are presented in table 1 and 2 respectively below.

Table 1 Average Rating of Organization Culture

	Frequency	Percentage
Strongly Agree	1	0.5
Agree	42	22.5
Undecided	92	49.2
Disagree	48	25.7
Strongly Disagree	4	2.1
Total	187	100.0

(Source: Field Work, 2015)

Table 2: Organization Performance Rating

	Frequency	Percentage
Strongly Agree	1	0.5
Agree	53	28.3
Undecided	102	54.5
Disagree	31	16.6
Total	187	100.0

(Source: Field Work, 2015)

Next, the output from the correlation analysis using Pearson's product moment correlation analysis between organizational culture and organization performance rating is given below.

Table 3: Correlation Analysis

		CULTURE	PERFORMANCE
CULTURE	Pearson Correlation	1	.639**
	Sig. (2-tailed)		.000
	N	187	187
PERFORMANCE	Pearson Correlation	.639**	1
	Sig. (2-tailed)	.000	
	N	187	187
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Field Work, 2015)

From the correlation analysis output from Pearson's product moment correlation analysis shown in table 4.21, it shows that the correlation coefficient value is 0.639, which is not equal to zero. This implies that the null hypothesis which states that there is no significant relationship between organizational culture and organization performance is rejected. This also implies that there is a significant relationship between organizational culture and organization performance.

The outcome of this study thus implies that, organization culture and its associated components and performance are strongly associated with each other and should be complimentary (Magee, 2002). This is also in support with other literature, which holds that organizational culture lead to increased organizational performance. For this study, it has shown that culture has a positive relationship with organization performance.

Conclusion

Going through the present study on the relationship between organizational culture and performance of business organizations, the results from this study has shown that there is a strong positive relationship between organization culture and organization performance. In addition, organizational culture has been found to be an important aspect of an organization, as it can, and does align employee's beliefs and values towards achieving organization goals and objectives.

Thus, in order for any organization to enhance its performance and achieve its business goals, there is need for such organization to have in place an effective organizational culture that align employees' beliefs and values towards achieving organization goals and objectives.

Recommendations

This section offers recommendations based on the findings of the study.

i. Management of organizations should create enabling environment for both leaders and subordinates to be involved in decision making as this will give all employees/ members' a sense of belonging and hence increases their performance.

ii. Organizations culture should be effectively communication system across all levels of the organization.

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APPENDIX 2
RESEARCH QUESTIONNAIRE

SECTION A (Bio-Data)

1. Sex: [ ] Male [ ] Female
2. Age: [ ] Below 30 years [ ] 30 – 45 years [ ] Above 45 years
3. Marital Status: [ ] Single [ ] Married [ ] Divorced
4. Educational Status: [ ] Primary Level [ ] Secondary Level [ ] Tertiary Level
5. Job Status: [ ] Junior Staff [ ] Senior Staff [ ] Management Staff

SECTION B: This section of the questionnaire is to elicit from you the level of your organization performance with respect to the following components of organizational culture – Mission, Consistency, Adaptation and Involvement. Please tick using the following keys: 1: Strongly agree; 2: Agree; 3: Undecided; 4: Disagree; 5: Strongly disagree.

	Organizational Culture Component		**SA**	**A**	**U**	**D**	**SD**
Mission	1.	In my Organization, individual employee and teams have clearly defined goals that relate to the mission of my organization.					
	2.	In my Organization, individual employee and teams performance are measured and rewarded according to how well goals are achieved.					
	3.	There is shared vision of what my organization will be like in future.					
	4.	My organization has a long term purpose and direction.					
Consistency	5.	There is a high level of agreement about the way we do things in my organization.					
	6.	In my organization our approach to doing business is very consistent and predictable					
	7.	Leaders and managers in my organization practice what they preach.					
	8.	In my organization, there is a clear and consistent set of values that governs the way we do business.					
Adaptability	9.	In my organization, staff is flexible and adaptable when changes are necessary.					
	10.	My organization has value for meeting customers' needs with quality products and services.					
	11.	In my organization, customers' comments and recommendations often lead to changes in the organization.					
	12.	My organization is very responsive and changes easily.					
Involvement	13.	In my organization, workers see a connection between the work they do and the goals of the organization.					
	14.	In my organization, staff feels they have much control over the work they do.					
	15.	Most people in my organization have input into the decision that affect them.					
	16.	Cooperation and collaboration across functional roles is actively encouraged.					

SECTION C: This section of the questionnaire is to measure your establishment's performance level with respect to the following components of organizational performance – Goal Achievement, Employee Commitment, Organization Growth and Customer Satisfaction. Please tick using the following keys: 1:

Strongly agree; 2: Agree; 3: Undecided; 4: Disagree; 5: Strongly disagree.

		Organizational Performance Component	SA	A	U	D	SD
Goal Achievement	**17.**	In my organization, the level of goal attainment is high.					
	18.	Individuals and team effort are directed towards achieving organizational goals.					
	19.	The performance of my organization over the past three years has been excellent.					
	20.	Emphasis placed on goal achievement in my organization has made workers to put more effort at work.					
Employee Commitment	21.	The level of commitment to work by staff in my organization is relatively high					
	22.	The rate of employee turnover is very low in my organization.					
	23.	Employee satisfaction level is high in my organization.					
	24.	The rate of lateness to work is very low in my organization.					
Organization Growth	25.	The volume of sales of products / services in my organization has grown in the last three years.					
	26.	My organization has experienced growth in profit in the last three years.					
	27.	Growth in market share over the last three years is increasing.					
	28.	My organization has been able to acquire the resources it needs over the past three years.					
Customer Satisfaction	29.	Level of customer satisfaction is high in my organization.					
	30.	My organization is known for fast service delivery.					
	31.	Level of organization's reputation is high.					
	32.	The customer base of my organization is expanding.					

33. What constraints affect your organizational performance? Suggest some possible measures that could help management to overcome it.
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