



EFFECT OF CORPORATE CULTURE ON EMPLOYEE JOB PERFORMANCE: A STUDY OF SELECTED BANKS IN DELTA STATE, NIGERIA.

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ABSTRACT

The study examines the effect of corporate culture on employee job performance, a study of selected banks in Delta State, Nigeria. This study covers the effect of corporate culture on employee performance in the Nigerian banking industry. It covers only selected banks in Delta State. A descriptive design was employed in the study. A total population of 16 Banks with 348 employees was sampled using Taro Yamane's formula with a sample size of 186 employees of selected banks. The scientific package for Social Science (SPSS version 20) software was used. Regression analysis was employed for the prediction of the outcome. Content validity was undertaken to ascertain whether the questionnaire's content was appropriate and relevant to the study objective. Measurement of the model reliability was assessed using Cronbach's alpha (CA), and a high-reliability figure from 0.79 to 0.92 was obtained for all the constructs. The study findings indicate that certain dimensions of culture- power distance, individualism, and uncertainty avoidance- show that an organisation's values and norms are based upon employee relationships and have a significant positive connection with employee performance. Employees' beliefs, norms, gestures and all relevant aspects of organisational culture impact corporate performance. When employees are committed and have the same criteria and values as organisations have, it could increase the performance to achieve the whole organisational goals. The organisation's culture should be developed to sustain continuous development, advance employees' performance style, and thus increase quality consciousness.

Keywords: Corporate Culture, Employee Job Performance, Power distance, Individualism, uncertainty avoidance.

INTRODUCTION

Corporate development and sustainability are concerned with the scrutiny and analysis of the factor that determines organisational efficiency and competence in the planning and executing programmes to increase output. Today's organisation is chiefly vibrant, posing massive opportunities and challenges to corporate experts and strategy makers. Understanding such enthusiasm is critical to track the strategic organisational objectives (Mohammad, Rumana & Saad Md, 2013). Enhancing productivity leads to employee dedication, as customs, values, and aims help improve an organisation's culture. The organisation system was based upon the efficient establishment of a culture that keeps the learning environment strong. Employees' performance improves by establishing strong organisational culture (Alharbi & Alyahya, 2013).



Organisations want to obtain the loyalty of their employees, and management would like its employees to identify with the organisation's values, norms and artefacts, hence the need for organisational culture. Management needs to clarify and imbibe its culture in its employees; this will enable the employee to get to know the organisational system. During this clarification process, the employee learns about the organisational culture and decides whether he can deal with it (Olu, 2009). Performance is the extent to which an individual carries out an assignment or task. It refers to accomplishing the task that makes up an employee's job (Cascio, 2006). Job performance is the net effect of an employee's effort as tailored by abilities, roles, or task perceptions (Jones, 2003). Various researchers have perceived performance differently, but most scholars relate performance with measuring transactional efficiency and effectiveness towards organisational goals (Stannack, 1996; Barney, 1991). The ability of an organisation to create an ideal association with resources presents the effectual and competent management of resources (Daft, 2000). In order to accomplish the goals and objectives of the organisation, strategies have been designed based on employee performance; equity based upon high returns helps in the effective management of organisation resources so that performance improves (Ricardo & Wade, 2001). The performance measurement system helps improve corporate relationships to achieve goals and objectives effectively (Ittner & Larcker, 1998). Strategic planning based upon the development of goals and objectives helps an organisation to focus on non-financial or intangible assets. The quality, performance and services linked with customers have financial nature (Kaplan & Norton, 2001).

The culture of the organisation should be developed to support continuous enhancement, improve employees' style of performing their job and thus develop quality awareness (Olu, 2009). To operate effectively across cultures, it is significant to recognise cultural differences and be adaptable (Detert, Schroeder & Mauriel, 2000). Organisational culture finds expression through the thoughts, intentions, actions and interpretations of members of the organisation (Hallett, 2003).

STATEMENT OF THE PROBLEM

Organisational culture influences the performance and productivity of organisations in an incredible way. As many researchers have written features such as the managerial policies, the manager's behaviour towards the employees and their rare chances and information gap might significantly influence organisational culture's effect on employee performance (Oparanma, 2010). Most organisations put more effort on the focus of only intrinsic and extrinsic reward systems, giving less concern to traditional cultural activities (Njugi & Nickson, 2014). A positive and strong culture can make an average individual perform and achieve brilliantly. In contrast, a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore, organisational culture has an active and direct role in performance management (Ahmad, 2012).

Aluko (2003) examined a significantly positive relationship between organisational culture and employee performance and found that an organisation and its employees needed to perform and work together better because of weak culture. The organisation's strong culture may need more involvement, consistency, adaptability and mission. Despite the studies on corporate or organisational culture, there is no widely accepted causal relationship between corporate culture and performance. The empirical evidence emerging from various studies about the effect of corporate culture on job performance has so far yielded mixed results that are inconclusive and contradictory. The general objective of this study is to achieve an



understanding of how the culture of an organisation affects the performance of the organisation and proffers solutions. This is done by examining the corporate culture of some selected banks in Nigeria.

HYPOTHESES

The following hypotheses were tested to achieve the objectives of the study.

1. There is no significant relationship between power distance and employee performance.
2. There is no significant relationship between individualism on employee performance.
3. There is no significant relationship between uncertainty avoidance on employee performance.

LITERATURE REVIEW

Narayana (2017) studied the effect of organisational culture on employee performance, and certain researchers have identified its evaluation. The key objectives of the work are to identify and determine a strong relationship between organisational culture and employee performance. An organisation's owners and top management generally greatly impact establishing a culture. The formulation of organisational culture can be viewed from the institutional context so that, in this case, organisational culture consists of content and form (Palmer & Feldman, 2017). Organisational culture consists of practices and artefacts to express the culture. Moreover, Palmer and Feldman, (2017) added that the content and form of organisational culture could arise naturally when members of the organisation carry out tasks, and can also arise deliberately if organisational leaders develop content and organisational culture as a strategy to accomplish goals. Organisational culture has a close relationship with employee satisfaction and performance. Organisational culture can motivate workers to participate in decision-making (Widyawati, Sulmiah & Nurlaela, 2021).

Hence Organisational culture plays a crucial role in enhancing employee performance. The organisational culture must be binding on all members and staff of the organisation as this will encourage uniformity among members of the organisation, enhancing commitment, group efficiency and overall performance of employees (Agu, 2020). According to Michael Armstrong (2012), corporate or organisational culture is a pattern of values, norms, beliefs, attitudes and assumptions that may not have been expressed but shape how people in organisations behave and things get done. Schein (2004) defined organisational culture as a dynamic force revolving, engaging and interactive and shaped by the employees and management's gestures, behaviour and attitudes. Implementing a good reward system and continuous motivation encourage the employee to do their best to target the organisation's achievements instead of focusing more on structures and policies (Juetchter, Fisher, & Alford, 1998). Culture is not a simple concept but a term that describes an active part of all organisations (Sokro, 2012).

Gerald and Kelly (2011) describe organisational culture as a set of values, beliefs, goals, norms and rituals that members of an organisation share. Nickels, Mc Hugh and Mc Hugh (1999) define organisational culture as widely shared values within an organisation that provide coherence and cooperation to achieve common goals. A strong culture is a system of informal rules that spells out how people are to behave most of the time (Deal & Kennedy, 2000). It supports adaptation and develops organisations' performance by motivating employees towards a shared goal and objective; finally, shaping and channelling employees'



behaviour to that specific direction should be at the top of operational and functional strategies (Daft, 2000). The organisational culture greatly impacts the variety of organisation processes, employees and performance. So that when employees are committed and have the same norms and values as organisations have, they can increase their performance to achieve the whole organisational goals, as argued by Shahzad, Luqman, Khan and Shabbir (2012).

Employee performance is considered as backbone organisation as it leads to its development effectively. Employees' loyalty relies upon knowledge and awareness of a culture that improves through the establishment of a strong culture of an organisation (Brooks, 2006). Job performance is the set of activities associated with the organisation's objectives (Ferris, Lian, Brown, Pang, & Keeping, 2010). It has been alleged for several decades that employees are the resource of an organisation. To produce a human body, bones, blood, skin and soul are required. Similarly, to build up a firm, employees are essential components. The firm should select the right individual at the right place to enhance the outcome (Munir, Yusuff, Azam, & Thukiman, 2011). Job performance is the engine that drives productivity, but other factors, such as motivation and skill, lubricate the engine. Adeyomo (2000) describes that job performance is so vital that it cannot be ignored in the industrial setting. Job performance is the degree to which a firm anticipates from every employee regarding excellence and quantity.

Performance is a key measure connected with the firm's success and outcome (Yahaya, Yahaya, Bon, Ismail, & Ing, 2011). It is argued that a firm's success and failure depend on the employees' performance. Goals set are an important feature that influences job performance, and it is a constructive method used to motivate employees who help them to achieve their targets (Saetang, Sulumnad, Thampitak & Sungkaew, 2010). Individuals who attain a greater level of performance are more appreciated. Therefore, workers can make an impact on others, as well as on their instant boss, by accomplishing a superior performance than estimated (Yun, Takeuchi, & Liu, 2007). Ubom and Joshua (2004) point out that when the individual performs his job effectively, a better result is yielded for the organisation. They note that mere job performance is quite distinct from effective performance. What is required of the employee is effective job performance. Effective performance leads to higher productivity (Ufuophu-Biri & Iwu, 2014).

A good and competitive organisation culture enhances the performance of the workforce. The members of the organisations are encouraged to work effectively if the organisation's culture is strong and motivating. Organisational culture is a reflection of employees' performance. It directly affects employee performance (Trevor & Gerhart, 2014). Numerous kinds of research have been made to appraise the performance of organisations based upon efforts as culture has been given significant association. The three contributions to a culture defined were as follows: Firstly, culture and performance were considered interrelated to each other by forceful management. Secondly, the nature and scope of culture based on a theoretical point of view have been presented more appropriately. Thirdly, the strong association between management practices, performance and culture management has been presented so that culture establishment takes place effectively (Alharbi & Alyyahya, 2013).

An organisation's competitive advantage is attained through strong association and the establishment of culture. The organisation's culture helps measure limitations to overcome performance measurement (Rouseau, 1991). The limitations show that culture and employee performance negatively correlate as employee performance is badly affected by it. The methodologies and findings of the research show that culture and performance were

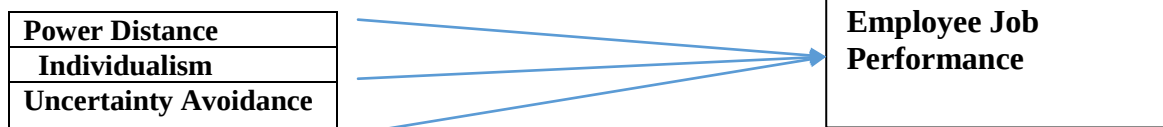


interrelated (Lim, 1995). The sustainable competitive advantage of organisational competencies has been related to special and imitable relationships with competitors (Saa-Pere & Garcia-Falcon, 2002). The value of culture based on the degree of performance has been managed by practitioners and academics (Denison, 1990).

CONCEPTUAL FRAMEWORK

Independent Variable

Dependent Variable



Power Distance and Employee Job Performance

Managers rely on formalised roles in which authority is vested, and workers are expected to be told what to do without consultation and close supervision. Authoritative leadership are expected to lead to job satisfaction, higher performance, and increased productivity (Martha, 2004). The capability of an organisation to establish a perfect relationship with resources presents effective and efficient management of resources (Daft, 2000). The job performance of an organisation has a strong impact on a strong organisation's culture as it leads to enhance productivity. The norms and values of an organisation based on different cultures influence workforce management. In an organisation, strong culture enables effective and efficient management of workforce employees (Alharbi & Alyahya, 2013).

Individualism and Employee Job Performance

The preferred reward allocation is based on what is equitable between groups but equal to individuals within the group. In a highly individualist society, ties between individuals are loose, and people are expected to watch after themselves. Employees are expected to act in their own economic best interest, and employee-employer relationships are seen as transactions in the labour market. However, employee commitment to the organisation is high, and poor performance is the reason for dismissal. Training is most effective when focused at the individual level (Martha, 2004). Individuals who attain a greater level of performance are considered to be more appreciated than others, and the performance of these individuals will be acknowledged and compensated. Therefore, workers can make an impact on others, as well as on their instant boss, by accomplishing a superior performance than estimated (Yun, Takeuchi, and Liu, 2007).

Uncertainty Avoidance and Employee Job Performance

Uncertainty avoidance is the degree to which culture members fear the unknown. Cultures with low uncertainty avoidance do not feel stressed and threatened when faced with change and ambiguity. In high uncertainty avoidance cultures, there is a strong loyalty to one's employer, and job tenure is relatively high. A relatively high member of individuals is self-employed, but those who do not tend to prefer larger organisations. The power of managers depends on their ability to control uncertainty (Martha, 2004). The degree of achievement to which employees fulfil the organisational mission at the workplace is called performance (Carcio, 2006). The organisational culture greatly affects the variety of organisations'



processes, employees and performance. So that when employees are committed and have the same norms and values as organisations have, they can increase their performance to achieve the whole organisational goals, as argued by Shahzad, Luqman, Khan and Shabbir (2012). Aluko (2003) examined a significantly positive relationship between organisational culture and employee performance and found that an organisation and its employees were not performing and working together very well because of weak culture. The organisation's strong culture may need more involvement, consistency, adaptability and mission.

EMPIRICAL REVIEW

Jay, Barbara and Githa (2014) study leadership style, salesperson's work effort and job performance: The influence of Power distance in India. The study explores the relationship between leadership styles and salespeople's attitudes and behaviours with data from salespeople in India with power distance measured at the individual level. Their findings indicate that for employees' instrumental leadership is more effective in promoting employee effort and increasing job performance. The relationship between satisfaction with supervisors and turnover intentions needs to be stronger and more significant. In comparison, the relationship between satisfaction with supervisors and effort is stronger for employees in higher power distance organisations. The study concluded that cultural sensitivities must be considered when formulating an effective leadership style in an emerging market context.

Cem, Nejat, and Ufuk (2014) study the power distance as a moderator of the relationship between organisational citizenship behaviour and Impression Management in Turkey. The study explores the predictive effect of employees' organisational citizenship behaviours on impression management strategies and the moderating effect of power distance on this interaction. Their findings indicate that individuals engaged in organisational citizenship behaviours to form expected impressions of themselves in others' minds, and perception of power distance moderates this process. In conclusion, the study states that low turnover rates, improved commitment and long tenure of an employee may be assured.

Muhammad, Mohsin, Khaliq and Sehrish (2014) study the role of Power Distance in the Relationship between Employee Motivation and Organizational Commitment: A Study on the Education Sector of Pakistan. The study examines the connotation of employee motivation and organisational commitment in the education sector of Pakistan and the moderating role of power distance in this relationship. The findings indicate that the relationship between employee motivation and organisational commitment is positive. The study concluded that power distance moderates the relationship between employee motivation and organisational commitment components (affective, normative, and continuance commitment) in the education sector of Pakistan.

Thomas, Matthew, Luyao and Stephanie (2015) examine the contingency role of individualism-collectivism profiles on relationships involving core self-evaluations, perceptions of group potency, and job performance: The moderating role of individualism and collectivism cultural profiles in a Chinese vehicle manufacturing facility in China. Their findings show that latent profile analyses revealed two profiles with either individualism or collectivism as dominant but not both. Further, core self-evaluation (CSE) was a stronger predictor of job performance in employees with an individualism-dominant cultural profile. In contrast, perceptions of group potency (PGP) were a stronger predictor of job performance in employees with a collectivism-dominant cultural profile. The study concluded that depending on profile membership, either CSE or PGP were most important for job



performance, and the productiveness of theoretically relevant individual difference variables may depend on profiles of cultural values.

Sofijanovska and Zabijakin-Chatleska (2013) study Employee involvement and organisational performance: Evidence from the manufacturing sector in the Republic of Macedonia. The study explores the relationship between employee involvement in decision-making and problem-solving and perceived organisational performance. Their findings show that effective employee involvement is positively related to perceived organisational performance and employee participation and empowerment programmes. Using self-managing teams has a direct and statistically significant correlation to the managerial perception of organisational performance. They concluded that companies are encouraged to adopt employee involvement programmes to enhance performance, growth and competitiveness.

Thomas, Kelly, and Federick (2009). Studied Job Satisfaction-Job Performance Relationship vary Across Cultures? This study was carried out in the USA. The study examines whether culture moderates the relationship between job satisfaction and performance. Their findings indicate that the effect size for the job satisfaction-job performance relationship is likely to be stronger in individualistic (vs Collectivistic) cultures, in low-power-distance (vs High-power-distance) cultures, in low-uncertainty-avoidance (vs High-uncertainty-avoidance) cultures, and masculine (vs Feminine) cultures. The study also observes stronger evidence of these effects on task performance than context performance.

Ana, Antonia, and Deybbi (2015) studied the National Culture, Work-life balance and employee well-being in European tourism firms: The moderating effect of uncertainty avoidance values. The study explores these relationships in the tourism industry, where hotels and restaurants offer day and night services that could harm work-life balance. The national diversity of employees is continuously rising due to the increasing movement of people across borders. The findings indicate that the causal and positive relationship between the use of human resources practices (HRP) of work-life balance by the organisation and the employee's well-being in the tourism industry provides a positive correlation between several practices (e.g. communication, participation, health promotion, training practices, reconciliatory practices of work and family), and indicators of well-being. The study concluded that the way employees experience work-life balance differs from country to country and the cultural group to which the employees belong (low or high uncertainty avoidance).

Fred and Hannah (2014) studied Cultural Value Dimensions and Implications for International Management. The study examines the cultural value dimensions defined by Hofstede, the implications they hold for international management, and the importance of culture for managing foreign operations. The findings indicate that culture seriously affects employees' attitudes, behaviour, value, and management practices and theories. The study concludes that business with a foreign country can be devastating if cultural differences are ignored. To operate successfully in a foreign country requires the identification of cultural attributes and determining how they will affect the company's operation.

Lung-Tan Lu (2006) studied the Effects of Culture, Customer Focus, and Job Satisfaction on Frontline Employee's Intention to leave. The study examines the effects of individualism and uncertainty avoidance on customer focus, job satisfaction, and intention to leave Taipei's hotels in Taiwan. The findings show that customer focus is weakly predicted by individualism but significantly predicted by uncertainty avoidance; customer focus is



positively related to the intention of leaving, and job satisfaction is negatively and directly associated with leaving. The study concluded and recommended that there is a great need for high performers in the delivery of superior quality to customers. Hotel managers are suggested to hire and retain frontline employees with high uncertainty avoidance who are likely to have a higher customer focus.

RESEARCH METHODS

Descriptive design was suitably used in the formulation of knowledge and solution to existing problems (phenomenon). Hence, descriptive design was employed in the study. The study's sampling frame was created from Warri, Delta State banks. This study covers the effect of corporate culture on employee performance in the Nigerian banking sector. It covers only selected banks in Warri, Delta State. A total population of 16 Banks with 348 employees was sampled from the entire population using Taro Yamane's formula with a sample size of 186 employees of selected banks. The scientific package for Social Science (SPSS version 20) software was used. Regression analysis was employed for the prediction of the outcome. Content validity was undertaken to ascertain whether the questionnaire's content was appropriate and relevant to the study objective. To estimate the content validity, the researcher seeks the opinion of his supervisor and others who are an expert in marketing and research. Measurement of the model reliability was assessed using Cronbach's alpha (CA) based tests, and a high-reliability figure from 0.79 to 0.92 was obtained for all the constructs.

RESULTS

Table1: Correlations among the Measures of Corporate Culture and Employee Performance

	Employee Performance	Power Distance	Individualism	Uncertainty Avoidance
Employee Performance	1			
Power Distance	.591**	1		
Individualism	.566**	.539**	1	
Uncertainty Avoidance	.729**	.807**	.678**	1

**** Correlation is significant at 0.01 levels (2-tailed)**

Table 2 Results of Multiple Regression Analyses for Power Distance, Individualism and Uncertainty avoidance.

Model	Unstandardised Coefficient		Standardised coefficient	T	Sig
	B	Std.Error	Beta		
(Constant)	-2.810	.763		-3.683	.056
Power Distance	.298	.044	.296	6.772	.000
Individualism	.546	.047	.504	11.617	.000
Uncertainty Avoidance	.278	.049	.238	5.673	.000

Dependent Variable: Employee Performance

Source: Analysis of Field Survey, 2022

Table 2 reported the results of the multiple regression analyses for Power Distance ($\beta = .296$, $P < 0.01$), individualism ($\beta = .504$, $P < 0.01$), Uncertainty Avoidance ($\beta = .238$, $P < 0.01$), exhibited a significant positive effect on Employee Performance.



Table3: **Model summary**

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.885	.783	.781	1.0340

- a. Predictors: (Constant), Power Distance, Individualism, Uncertainty Avoidance
- b. Dependent Variable: Employee Performance

DISCUSSION OF FINDINGS

From the results of data analysed in Table 1, it was reported that the overall positive correlation coefficient values among the corporate culture variables indicate that they are all appropriate indicators and dimensions of the corporate culture. Table 2 above indicates the extent to which the independent variable accounted for the change in the dependent variable, as shown in the model summary table above. It shows that change in employee performance is brought about by corporate culture as indicated by the adjusted R^2 value (78% (.781)). In Table 2, the β value ($\beta = .296, 0.01$) indicates that ingredient Power Distance positively affects employee performance. The result supported the H_1 test result ($r=.000 <.005$), which indicated a significant relationship between power distance and employee performance.

This is evidenced in Trevor and Gerhart (2014) and Muhammad, Mohsin, Khaliq and Sehrish (2014), that Power Distance and organisational commitment are positively related and that power distance also moderates the relationship between employee motivation and organisational commitment components (affective, normative, and continuance commitment). The result from Table 2, the β value ($\beta = .504, 0.01$), indicated that individualism positively affects employee performance. The findings supported the H_2 ($r=.000 <.005$), which stated that there is a significant relationship between individualism and employee performance. This is supported by the views of Yun, Takeuchi, and Liu (2007) and Thomas, Matthew, Luyao and Stephanie (2015) that there is a significant relationship between individualism and employee performance. Table 2 further shows that Uncertainty Avoidance positively affects employee performance ($\beta = .238, 0.01$). This finding is consistent with the result of the H_3 test ($r=.000 <.005$), which indicated a significant relationship between uncertainty avoidance and employee performance. This agrees with Fred and Hannah (2014) that Uncertainty Avoidance positively affects employee performance.

CONCLUSIONS

Based on the findings of this study, the change in employee performance is brought about by corporate culture, and certain dimensions of culture- power distance, individualism, and uncertainty avoidance show that the values and norms of an organisation are based upon employee relationship and have a significant positive relationship with employee performance. Corporate culture is very important in every organisation and has a significant positive impact on employee job performance. Besides, corporate culture affects the level of organisational brand equity in a positive way. Employee commitment and group efficiency help improve performance and the nature and power of corporate culture influence upon sustainability and effectiveness of the organisation. Employee's beliefs, norms, gestures and all relevant aspects of organisational culture impact on firm's performance. The organisational culture greatly affects the variety of organisations' processes, employees and performance. When employees are committed and have the same norms and values as organisations have, it could increase the performance to achieve the whole organisational goals.



RECOMMENDATIONS

Based on the conclusion reached in this study, the following recommendations were made:

1. The organisation's culture should be developed to sustain continuous development, advance employees' performance style, and thus increase quality consciousness.
2. To operate successfully across cultures, it is important to recognise cultural differences and be adaptable.
3. The norms of an organisation are based upon employee relationships and have a significant positive relationship with employee performance and should be sustained.

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