

ORGANIZATIONAL CULTURE AND PERFORMANCE OF SELECTED DEPOSIT MONEY BANKS IN MAKURDI METROPOLIS

¹DR. COMFORT Shakpande, ²DR. IORWUESE Tyonande, ³TERKIMBIR Timothy Asue, ⁴MARK Terese Agema

¹Department of Business Management, Benue State University, Makurdi

²Centre for Entrepreneurship Studies, Benue State University, Makurdi

³Benue Links Nigeria Limited, Makurdi

⁴United Bank of Africa Makurdi

Email: shakpandecomfort@gmail.com¹, isaaciorwuese1@gmail.com², agema@ubagroup.com⁴

ABSTRACT

The study investigated the effect of organizational culture on the performance Selected Deposit Money Banks in Makurdi Metropolis. The study specifically examined the effect of involvement, consistency, adaptability and mission on organizational performance of selected listed deposit money banks in Makurdi metropolis in Benue State. The survey design was adopted for the study. The population for this study consisted of 184 employees of four deposit money banks in Makurdi, Benue State. This number consisted 67 employees from First Bank of Nigeria, 48 employees United Bank for Africa, 34 employees of Guaranty Trust Bank and 35 employees of Zenith Bank Plc Census sampling was adopted and all the 184 employees formed the sample size for the study. Questionnaire was used as the instrument for data collection. 184 Questionnaires were issued out to the respondents. However, only 167 questionnaires were retrieved by the researchers and analyzed. Simple percentages, mean and standard deviation were used for data presentation and analysis while multiple regression analysis was used to test the extent of the effect of independent variables on the dependent variable. Findings of the study revealed that involvement, consistency, adaptability and mission all have significant effect on organizational performance of selected listed deposit money banks in Makurdi metropolis in Benue State. The study recommended amongst others that management of deposit money banks in Makurdi metropolis in Benue State should embrace innovative and dynamic cultures but these cultures should be well communicated to the employees in order to overcome resistance since these dynamic values have the potential of enhancing growth and overall performance of deposit money banks in Nigeria.

Keywords: *Adaptability, Consistency, Culture, Involvement, Mission, Performance.*

INTRODUCTION

Corporate organizations strive within certain cultures which may influence results of their activities. The influence of these cultures on the management and performance of corporations has been an important area of research in the contemporary business environment, most especially that there is a continue rise in the tide of global competition. The cultural paradigm comprises various beliefs, values, rituals and symbols that govern the operating style of the people within a company. Corporate culture binds the workforce together and provides a direction for the every organization. In times of change, the biggest challenge for any organization may be to change its culture, as the employees are already accustomed to a certain way of doing things (Obi, 2022; Ojo, 2018).

Organizational culture is established from the inception phase in the life of any organization. It develops over time to reach a level of pervasiveness and deployment, making it one of the most challenging factors to change at a later point. It envelopes set of values, beliefs and way of doing things in an organization and defines the ambience of work place (Behery & Paton ,2019). Culture has been set up as the main factor to be considered through in organisational life along with its positive impact on the success of the organizational performance. Because it is evolved through the organization culture in array to sway the behaviour and attitude of the employees, organisational culture depends on the views and characteristics of the employees working in the organization (Durgadevi & Vasantha, 2017).

Organizations are structured entities which are established to achieve specific objectives. Human resources remain the most important resources of any organization and hence, pivotal to the attainment of organizational

goals and objectives. In order to ensure the continued survival of organizations, culture has been identified as the principal aspect of an organization's functioning and a critical driver of effectiveness and performance in general. Organizational performance involves analyzing a company's performance against its objectives and goals. It relates to real results or outputs compared with intended outputs (Charles, Everist, Nnadi, 2023; Oyibo, 2022;Yilmaz & Ergun, 2008).

Different theories/model such as theory Z, Hofstede's model, Schein's model and Denison's model have all been used to explain organizational culture and organizational performance. These models developed suggest several dimensions, whose definitions and meaning overlap to a great extent but this study adopted Denison's model. This model has been proven to be effective for measuring bank performance (Oyibo, 2022). According to Denison (1990), organizational culture is the underlying values, beliefs, principles and practices that constitute its management system. The four general components applied in the model are Mission, Adaptability, Involvement and Share Values (Consistency). Organizational culture is therefore described as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways people in organizations behave and do things (Oyibo, 2022;Armstrong, 2011).

The link between organizational culture and performance has been determined, and an ample amount of available evidences corroborates the connection between an organization's culture and its performance (Charles, Everist & Nnadi, 2023;Asikhia, Joshua, Chukwu & Adesanmi, 2021; Behery & Paton; 2019; Mariama-Zakari & Owusu-Ansah, 2013). Although, empirical evidence on the effect of organizational culture and organizational performance available in the literature are mixed and inconclusive, while some studies documented positive association, others suggested a negative association between organizational culture and organisational performance; thus, making the present study imperative for Nigeria. It is against this backdrop that this study examines the effect of organizational culture on the performance of selected Deposit Money Banks in Makurdi Metropolis.

Objectives of the Study

The main objective of this study is to investigate effect of organizational culture on the performance of selected Deposit Money Banks in Makurdi Metropolis. The specific objectives are:

- i. To determine the effect of adaptability on the performance of selected listed deposit money banks in Nigeria
- ii. Assess the effect of share values on the performance of selected listed deposit money banks in Nigeria
- iii. Ascertain the effect of mission on the performance of selected listed deposit money banks in Nigeria
- iv. Investigate the effect of involvement on the performance of selected listed deposit money banks in Nigeria.

LITERATURE REVIEW

Conceptual Framework

This subsection of the study attempted a review on organizational culture and organizational productivity as presented in the model below.

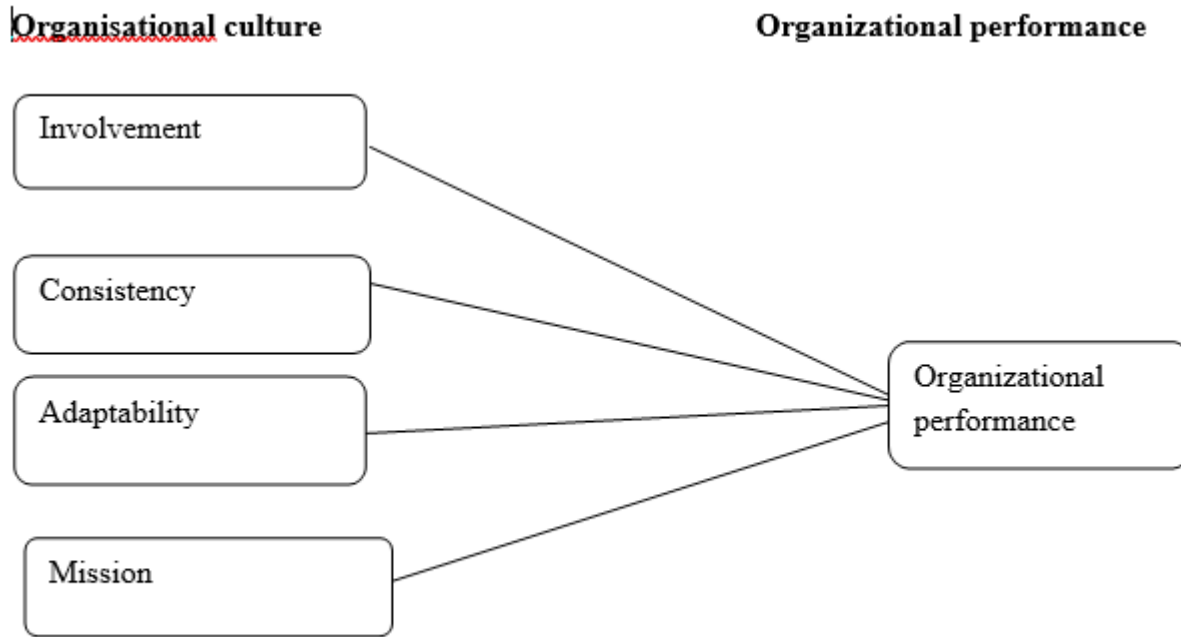


Figure 1: Conceptual Framework adopted from Denison (2009)

Organizational Culture

Denison (2009) sees organizational culture as the underlying beliefs, values, and assumptions of each member of the organization and the actions and behaviors that they display and emphasize. According to Schein (2011), organisational culture could be defined as the norms, values and beliefs that guide the workers attitude and behaviour in the working place (cited in Gyebi, 2016). Schein opined that organization do not adopt a culture in one day but rather formed over a period of time as the organization and the employees undergo different changes and adapt to the external environment in order to solve problems. According to Schein (2010), organisational culture is a concept that assist organisations comprehend an incomprehensive aspect of entities and sees culture as a pattern of shared basic assumptions, learn by group of people to solve problems relating to internal integration and external adaptation which has been considered worthy and effective to be taught by new members as a correct manner of perceiving, thinking and feeling (Ashikia, Joshua, Chukwu & Adesanmi, 2020).

Dimensions of Organizational Culture

This study adopted Denison's model (1990). Denison (2000) believes that the central axes of organizational culture include involvement, consistency, adaptability, and. mission

i. Involvement

Involvement refers to the level of participation by members in an organization's decision-making process. It also refers to the sense of responsibility and commitment thereby engendered (Denison, 2007). Involvement entails building human capacity, ownership and responsibility. It is very necessary as it leads to united vision, values and purpose. Employee Involvement is also called participative management and it refers to the degree to which employees share information, knowledge, rewards, and power throughout the organization (Abikhia, Joshua, Chukwu & Adesanmi, 2021). McShane and Von-Glinow (2006) argue that when there is Involvement, employees have some level of authority in making decisions that were not previously within their mandate. They stated that employee Involvement extends beyond controlling resources for one's own job; it includes the power to influence decisions in the work unit and organization. The higher the level of Involvement, the more power people tend to have over the decision, process and outcomes. Employee participation has become an important part of corporate decision-making because it is an integral component of knowledge management (McShane & Von Glinow, 2006). This implies that corporate leaders are realizing that employee knowledge is

a critical resource for competitive advantage and as such, they are encouraging employees to share this knowledge. Different forms of employee involvement exist in organizations. Formal participation occurs in organizations that have established structures and formal expectations that support this form of participation. Informal participation occurs where casual or undocumented activities take place at management discretion. Employee involvement can also be voluntary or statutory. It is voluntary when employees participate without any force or law. It is statutory when government legislates its activities (Codetermination which varies from country to country). Employee participation can also be direct or indirect. Direct participation occurs when employees personally influence the decision process. Representative participation occurs when employees are represented by peers (e.g. work council in the European Codetermination system) (Tedla, 2016).

ii. Share Values (Consistency)

Shared values refer to beliefs, values and expectations, which members of an organization hold consensually. The values and systems form the basis of a strong culture (Denison, 1990). It also provides the central source of integration, coordination and control. This implies that organizations that have shared values develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support. Such organizations tend to have highly committed employees, key central values, a distinct method of doing business, a tendency to promote from within, and a clear set of dos and don'ts (Wahyuningsih et al, 2019; Denison, 2007). Implicit control systems based on internalized values can be a more effective means of achieving coordination and integration than external-control systems that rely on explicit rules and regulations. The power of this method tends to be particularly apparent when organizational members encounter unfamiliar situations. It enables individuals to better react in a predictable way to an unpredictable environment by emphasizing a few general, value-based principles on which actions can be grounded. Values represent stable, long lasting beliefs about what is important in a variety of situations ((Maleka , Kambuwa, Karodia, 2015).

iii. Adaptability

Adaptability is the degree to which an organization has the ability to alter behaviour, structures; and systems in order to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty. Environmental uncertainty represents an important contingency for organization structure and internal behaviours. Organizations need to have the right fit between internal structure and the external environment (Dauda & Gimba, 2018).

Denison (2007) identified three aspects of adaptability that impact an organization's performance. These include first, ability to perceive and respond to the external environment. Successful organizations are very focused on their customers and their competitors. Second is the ability to respond to internal customers, regardless of their department or function. Third is the capacity to restructure and re-institutionalize a set of behaviours and processes that allow the organization adapt. Without the ability to implement adaptive response, an organization cannot be effective (Amah, 2012). It is therefore necessary for an organization to learn so that it can adapt to changing environment.

iv. Mission

Mission refers to the existence of a shared definition of an organization's purpose. Mission relates to an organization's basic purpose and scope of operations. This means that the mission expresses the reason for the existence of the organization and the range of activities it intends to embark upon; what it hopes to achieve (Wahyuningsih et al, 2019). In diagnosing culture, corporate mission statements and official goals tend to be the starting point as they express the firm's desired public image. It describes the organization's vision, its shared values and beliefs and its reasons for being. Goals are broad, long-term accomplishments an organization wishes to attain (Dauda & Gimba, 2018). They are very important and need to be mutually agreed upon by workers and management. They have a powerful impact on the organization. The ability to put these goals in place in

organizations tends to determine the firms' success. Goals provide a standard for assessment. The level of organization performance, whether in terms of profits, units produced, or number of complaints, needs a basis for evaluation. One can say that official goals and mission statements describe a value system for the organization while the operative goals represent the primary tasks of the organization. Being able to internalize and identify with an organizations mission contributes to both short and long-term commitment to the organization (Denison, 1990).

Organizational Performance

Organizational performance reflects an organization's understanding and knowledge regarding customer needs and expectations. Generally, organizational performance is assessed by the application of financial or both financial and non-financial measures (Ndubisi & Nwankwo 2019). Abuh and Samaila (2015) while recognizing the fact that the concept of performance is multidimensional hence could be understood based on measurement, classify Performance measures into financial and operational. Financial performance measure According to Chakravarthy, (1986) as cited in Abuh and Samaila (2015) includes measures of profit, assets and shareholders benefits whereas, operational performance measure measures growth in sales and growth in market share. Although a comprehensive definition of performance could include the qualities of both financial and operational performance measures, the focus of this study is the financial performance measure (Daudu & Gimba. 2018).

In terms of bank performance, banking system in every country performs the important role in the economic development of that country. In other words, it plays the very important role as the core of the money market and consequently performs the operations of the country's payment system, the mobilization of savings and the allocation of these savings to investment projects. It also transmits monetary policies throughout the whole economy. An efficient and effective banking system therefore, promotes greater levels of investments which at the end of the day helps the economy to grow faster. It is therefore, not an overstatement to say that countries that operate well developed free banking system grow faster and consistently (Ndubisi & Nwankwo, 2019; Jain & Khanna, 2011). Bank performance therefore, implies the ability of banks to perform creditably the operations of the country's payment system, mobilization of savings and the consequent allocation of these accumulated savings to investment projects.

Empirical Studies

Omeregbe & Azage, Erigbo (2022) examined the relationship between organizational culture and customer satisfaction in the Nigerian banking sector. The study analyzed primary data from field survey using the questionnaire instrument. The sample size for the study consisted of 392 employees drawn through convenience and systematic sampling techniques among employees of First Bank, Access Bank, Zenith Bank, Fidelity Bank, First City Monument Bank, United Bank for Africa, Diamond Bank and Guaranty Trust Bank, Nigeria. The model parameters used in the framework were estimated using Ordinary Least Squares (OLS). Collected data were analyzed using SPSS 22.0 by running both descriptive and inferential statistics. Findings from the study revealed that there is a high level of organizational culture practices in the Nigerian banking sector. Organizational culture dimensions all had positive effects on customers satisfaction.

Asikhia, Joshua, Chukwu and Adesanmi (2021) examined the relationship existing between the corporate culture and organisational performance with an extant review of literature. The study discovered that based on Schein model of organisational culture which includes the shared values, beliefs and basic underlying assumption, management has the responsibility to incorporate culture in the entity at the inception and which grows over a period of time. The findings include the fact that there exists a significant and close relationship between corporate culture and organisational performance as the latter has led to tremendous success and development in the organisations under consideration. However, the study discovered that researches on the subject matter remain inconclusive as there are various variables of culture that are yet to be fully explored in research. Therefore, the study recommended that management of organisation should endeavour to establish

an acceptable and well appreciated culture by members in order to enhance continuous success and development.

Anono & Augustine (2020) examined the effect of corporate culture on organizational effectiveness in the selected manufacturing companies in Cross River State, Nigeria. Two manufacturing companies were selected for the study. In this study four research hypotheses were also formulated. Cross sectional survey design was used in the methodology and data was gathered using the Denison Organisational Culture Survey (DOCS) instrument. A total of 264 employees of the selected manufacturing companies were randomly drawn from the 778 employees of the two companies using Taro Yamane formula. A total of 251 copies of the questionnaire were retrieved and analyzed. Simple linear regression and Pearson Correlation Statistical tools from SPSS version 22 were used to test the hypotheses for significance and relationships. The findings indicate that involvement, consistency, adaptability and sense of mission positively influenced organisational effectiveness. There are significant relationships between the four dimensions of corporate culture.

Eyibo (2022) examined the effect of organisational culture on employee performance. The study employed the multiple regression analysis with the aid of Eviews 9.0 to analyze the data collected for the study. The study comprises of 167 employees as the population size out of which 150 were chosen as the sample size. However, research questions and hypotheses were formulated for the purpose of investigation. The study adopted the cross sectional survey design, thereby making the questionnaire the main instrument of data collection from the data analysis. The study revealed that employee's involvement in decision making and consistency have a positive and significant effect on employee performance. This implies that culture in organisation would improve the performance of employees. The study therefore recommended that organisations should improve on their employees' involvement and consistency as it will increase their employee performance.

Dauda and Gimba (2018) determined the effects of organisational culture and financial performance in Nigerian banking sector and to investigate its influence on banks financial performance. It uses both the primary and documentary data. Questionnaires were administered to randomly sampled staff and customers of the various banks in the two randomly selected geographical zones; one each from the northern and southern parts of Nigeria. The questionnaire sought for perceptions of the sampled bank's staff and customers. Denison organisational culture model which include the following four essential elements: (a) adaptability, (b) mission, (c) consistency, and (d) involvement was adopted. The annual reports and accounts of these banks were used as the source of data for financial performance variables (Return on Assets and Return on Equity). The regression analysis was used as the tool for data analysis. Results showed a significant and positive effect of adaptation on Return on Assets and a significant negative effect of mission on Return on Assets. On the other hand both involvement and consistency, positively and significantly affects Return on Equity. While concluding that organisational culture is multi – dimensional, hence affects financial performance of the banking sector, the study recommends the implementation of such practices that could foster culture strength and adaptation in order to maintain those core social values such as: customer satisfaction, corporate identity and image, integrity and ethics, social responsibility and corporate citizenship, respect and trust, quality and excellence, and teamwork and cooperation within the organization that could influence relationship with customers so as to create sustained value.

Olughor (2014) examined the influence of organizational culture on firms' effectiveness. The study adopted a survey design whereby questionnaire was administered to 200 respondents from the banking sector. The study used items drawn from the Denison organizational culture survey to measure culture and effectiveness. Using the regression analysis as the method of analysis the study revealed that organizational culture leads to increased organizational performance. From the analysis, all four cultural dimensions are less highly correlated with organizational effectiveness. In Nigeria, mission is the strongest contribution toward effectiveness.

Amah (2012) examined the effect of Corporate Culture on organizational effectiveness in the banking industry. A total of 388 managers were randomly drawn from a population of 13,339 managers of all the 24 banks in Nigeria. The instruments used for data collection were questionnaires and oral interview. A total of 320 copies of the questionnaire were retrieved and analyzed. Spearman's Rank Correlation Statistical tool was used to test the hypotheses. The findings indicate that adaptability positively influences organizational profitability and market share. There is no significant relationship between adaptability and organizational productivity. Shared mission, employee involvement, and shared values (consistency) are positively related to profitability, productivity and market share. Based on these findings we concluded that corporate culture has significant influence on organizational effectiveness. It is therefore recommended that in addition to continuous adaptability, organizations should put in place definite plans to minimize cost and waste, as this will promote effectiveness. Organizations' mission should be shared amongst employees to enable them contribute effectively to the achievement of organizational goals. Employees should be involved in decision-making process, especially in issues that concern them, as this will make them to be committed to the achievement of such decisions taken.

Nasrin, Abdoh, and Ali (2011) investigated the influence of organizational culture (Based on Denison model) on the effectiveness of human resources in Karun Oil & Gas Production Company (staff section–Ahvaz). In this research Denison model is used to recognize the organizational culture, which has been designed by Mr. Daniel Denison following his studies, for evaluating the organizational culture based on four dimensions: Involvement, consistency, Adaptability and Mission, each of which has three indicators. A descriptive-correlational research method was utilized. The population is consisted of full staff Karun oil & Gas production company, their total number is 360 (N= 360) which with regard to Krejcie and Morgan table, and the sample 186 employees were selected through Randomized-stratified sampling. The data gathering tools include the effectiveness of human resources and derived from standard Denison's organizational culture questionnaires. The Cronbach's alpha method were used in order to estimate the reliability each of the questionnaires. For organizational culture questionnaire, the Cronbach's alpha coefficient methods are 0/92 respectively. For questionnaire employees effectiveness, they are 0/81 respectively. In this study, the descriptive and inferential statistics (Pearson's correlation coefficient, linear Regression, Friedman Test) were used by utilizing SPSS 16 in order to analyze the obtained data. Results: The results of this research showed that in significant (level 0/05), the organizational culture and effect on employee's effectiveness and also all of organizational culture (Involvement, consistency, Adaptability and Mission) have, effect on employees effectiveness (organizational employees commitment, mass collaboration morale). Comparison of the twelve indicators of organizational culture showed that the Empowerment, core values. Strategic direction& Intent and organizational Learning have the highest score and coordination and integration, customer focus and creating change are the lowest.

Theoretical Framework

The study is anchored on Denison model. The model focuses on organisational values which are not only dynamic but also provide a clear sense of direction for achievement of the stated objectives.

Denison Model of Organisational Culture

According to Denison (1990), the most interest areas of organisational culture is the way in which behaviours and values are acculturated into action in an organization. The theorist indicated that there is a gap in the literature as regards the relationship between an organization, the organizations' culture, the practices of management and the organizations' effectiveness and performance (Abikhia, Joshua, Chukwu & Adesanmi, 2021; Maleka , Kambuwa, & Karodia, 2015). According to Denison (1990), stated that organizations can attain an optimal level of performance by engaging and empowering their employees (involvement), promoting consistency in behaviour and enhance coordinated actions with the core values of the business (consistency), considering and execute the demand of the environment (adaptability) and finally provide clear sense of direction and purpose (mission) (Maleka , Kambuwa, Karodia, 2015; Tedla, 2016). The aforementioned four traits are essential elements for developing and maintaining an effective organisational culture (Tedla, 2016). According to the theorist, consistency and involvement are internal factors necessary for developing effective

organisational culture which include transparency, strong interpersonal relational and employee-focused leadership while mission and adaptability are external factors vital for maintaining an effective organisational culture (Denison 1990; Wahyuningsih, Sudiro, Troena, & Irawanto, 2019).

This theory is relevant to the current study because it outlined how the organizational blueprint, value, norms, ethics can be used as a tool to solve all organizational issues and handle whatever change or shock in the business environment and organizational system, which will continuously lead to appreciable performance of listed banks in Nigeria.

Thus, the study made following hypotheses

H0₁: *Involvement has no significant effect on performance of selected deposit money banks in Makurdi metropolis Benue State.*

H0₂: *Consistency has no significant effect on performance of selected deposit money banks in Makurdi metropolis Benue State.*

H0₃: *Adaptability has no significant effect on performance of selected deposit money banks in Makurdi metropolis Benue State.*

H0₄: *Mission has no significant effect on performance of selected deposit money banks in Makurdi metropolis Benue State.*

METHODOLOGY

This study embraced a cross-sectional survey design. The target population of the study comprised of 184 employees of four listed deposit money banks operating in Makurdi, Benue State, Nigeria. This number consist 67 employees from First Bank of Nigeria, 48 employees United Bank for Africa, 34 employees of Guaranty Trust Bank and 35 employees of Zenith Bank Plc. Census sampling was employed and 184 was adopted as the sample size. Questionnaire was adopted as the major instrument for data collection. The study adopted the Denison organisational culture questionnaire by Denison (1992). The instrument measures 15 competencies organized into 4 clusters: 4 items measure involvement, 4 items measure consistency, 4 items measure adaptability and 3 items measure mission. This instrument was adopted because it covers significant grounds, it is congruent with the dimensions of organisational culture environment adopted in the present study and was validated in banking sector by Jepkorir, Lagat and Ng'eno (2017). Organisational performance was measured using 6 items which were coined and used in the banking industry by Capuni (2016). All questions from the two instruments were designed using a five-point Likert (1961) scale for measurements ranging from strongly disagree to strongly agree. A pilot study was done on 61 employees of a different bank aside from the four sampled banks. The Cronbach's Alpha Reliability for the organisational culture and organisational performance instruments ranged from 0.74 to 0.87 which proofed the usefulness of the instruments in the study. 184 questionnaires were issued out but only 167 validly answered questionnaires were retrieved. Multiple regression analysis was used to test the effect of the four organisational culture constructs on performance of the selected banks in Makurdi metropolis in Benue Sate, Nigeria.

The regression equation for the study is thus: $Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$.

Where

Y = Organisational Performance

x_1 = Involvement

x_2 = Shared values (consistency)

x_3 = Adoptability

x_4 = Mission

β_0 = Intercept of the model (Constant)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients

RESULTS AND DISCUSSIONS

The data for this study were analysed using regression analysis as presented subsequently.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874	.763	.746	.223

a. Predictors: (Constant), Mission, Adaptability, Consistency, Involvement

b. Dependent Variable: Organisational productivity

Source: SPSS output, 2023.

In Table1, R squared is the coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted R squared was 0.746, an indication that there was variation of 74.6 % in the performance of the selected banks in Makurdi metropolis due to changes in involvement, shared values (consistency), adaptability and mission at 95 % confidence interval. This shows that 74.6 % changes the performance of the selected banks in Makurdi metropolis could be accounted to involvement, shared values, adaptability and mission. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in Table 1, it is notable that there exists strong positive relationship between the study variables as shown by 0.874.

Table 2: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.188	4	.547	4.841	.001b
	Residual	4.294	162	.113		
	Total	6.482	166			

a. Predictors: (Constant), Mission, Adaptability, shared values, Involvement

b. Dependent Variable: Organisational performance

Source: SPSS output, 2023

From the ANOVA statistics as presented in Table 2, the study established that the regression model has a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ($4.841 > 2.50$) an indication that involvement, shared values, adaptability and mission all affect performance of the selected banks in Makurdi metropolis. The significance value was less than 0.05 indicating that the model was significant.

Table 3: Regression Coefficients of the study Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B	Std. Error	Beta			
1	(Constant)	1.342	1.023		
				1.312	.001
Involvement	.311	.118	.213	2.636	.002
Consistency	.341	.125	.207	2.728	.000
Adaptability	.322	.124	.206	2.597	.001
Mission	.336	.114	.211	2.947	.000

Dependent Variable: Organisational performance

Source: SPSS Output, 2023.

From the data in the above table the established regression equation ($Y = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$) is be substituted as $Y = 1.342 + 0.311 \text{ Inv} + 0.341\text{Shv} + 0.322 \text{ Adp} + 0.336 \text{ Mis}$

From the above regression equation it was revealed that holding involvement, shared values, adaptability and mission to a constant zero, the performance of the selected banks in Makurdi metropolis would be at 1.342 as shown in Table 3. The model predicts that a unit increase in involvement would results into 31.1 % change in performance of the selected banks in Makurdi metropolis, holding other independent variables constant this variable was significant as its significant value was less than ($p < 0.05$). Furthermore, a unit increase in shared values would result into 3.41 % change in the performance of the selected banks in Makurdi metropolis, holding other independent variables constant indicating that this variable was significant as its significant value was less than ($p < 0.05$). Moreover, a unit increase in adaptability would results into 32.2 % change in the performance of the selected banks in Makurdi metropolis holding other independent variables constant and this indicates that this variable was significant as its significant value was less than ($p < 0.05$). Finally, a unit increase in mission would results into 33.6 % change in the performance of the selected banks in Makurdi metropolis holding other independent variables constant indicating that this variable was also significant as its significant value was less than ($p < 0.05$).

Test of Hypotheses

The four hypotheses stated in null form were tested using p- value in regression analysis as presented in Table 3. The details are presented thus:

i. Test of Hypothesis One

H0₁: *Involvement has no significant effect on performance of selected banks in Makurdi metropolis*

The multiple regression analysis as presented in Table 3 showed that involvement significantly predicted performance of the selected banks in Makurdi metropolis ($\beta = 0.311$, $t = 2.636$, $P = 0.002$). This implies that there is statistical evidence to reject the null hypothesis ($H0_1$). Since the P – value (0.002) is less than 0.05 level of significance ($P < 0.05$). This study rejected the null hypothesis ($H0_1$) and concluded that involvement significantly affects organizational performance of the selected banks in Makurdi metropolis.

ii. Test of Hypothesis Two

H0₂: *Shared values has no significant effect on performance of selected banks in Makurdi metropolis in Benue State*

The multiple regression analysis as presented in Table 3 showed that consistency significantly predicted organizational performance of the selected banks in Makurdi metropolis in Benue State ($\beta = 0.341$, $t = 2.728$, $P = 0.000$). This implies that there is statistical evidence to reject the null hypothesis ($H0_2$). Since the P – value (0.000) is less than 0.05 level of significance ($P < 0.05$). This study rejected the null hypothesis ($H0_2$) and concluded that shared values significantly affect organizational performance of the selected banks in Makurdi metropolis, Benue State.

iii. Test of Hypothesis Three

H0₃: *Adaptability has no significant effect on performance of selected banks in Makurdi metropolis in Benue State*

The multiple regression analysis as presented in Table 3 showed that adaptability significantly predicted organizational performance of the selected banks in Makurdi metropolis in Benue State ($\beta = 0.322$, $t = 2.597$, $P = 0.001$). This implies that there is statistical evidence to reject the null hypothesis ($H0_3$). Since the P – value (0.001) is less than 0.05 level of significance ($P < 0.05$). This study rejected the null hypothesis ($H0_3$) and concluded that adaptability significantly affect organizational performance of the selected banks in Makurdi metropolis in Benue State.

iv. Test of Hypothesis Four

H0₄: *Mission has no significant effect on performance of the selected banks in Makurdi metropolis in Benue State*

The multiple regression analysis as presented in Table 4 showed that mission significantly predicted organizational performance of the selected banks in Makurdi metropolis in Benue State ($\beta = 0.336$, $t = 2.947$, $P = 0.000$). This implies that there is statistical evidence to reject the null hypothesis (H_{04}). Since the P – value (0.000) is less than 0.05 level of significance ($P < 0.05$). The researcher rejected the null hypothesis (H_{04}) and concluded that mission significantly affects organizational performance of the selected banks in Makurdi metropolis, Benue State.

DISCUSSION OF FINDINGS

The result of data collected and the analysis carried out revealed that involvement has a significant effect on organisational performance of the selected banks in Makurdi metropolis Benue State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p -value (0.002) was lower than the significance level. This can be statistically given as $P\text{-value } 0.002 < \alpha = 0.05$. This result corroborates the findings of Anono & Augustine (2020) examined the effect of corporate culture on organizational effectiveness in the selected manufacturing companies in Cross River State, Nigeria and found that involvement, positively influenced organisational effectiveness.

The result of data collected and the analysis carried out also revealed that shared values (consistency) have a significant effect on organisational performance of the selected banks in Makurdi metropolis in Benue State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p -value (0.000) was lower than the significance level. This can be statistically given as $P\text{-value } 0.000 < \alpha = 0.05$. This result corroborates the findings of research done by. Adiak (2020) which found significant positive relationships between shared values and the performance measures of quality output/service delivery, quantitative target achievement and job satisfaction.

Findings of the study also revealed that adaptability has a significant effect on organisational performance of the selected banks in Makurdi metropolis, Benue State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p -value (0.001) was lower than the significance level. This can be statistically given as $P\text{-value } 0.001 < \alpha = 0.05$. This result corroborates the findings of research done by Omoregbe, Azage and Erigbo (2022) who found a positive relationship between adoptability and customer satisfaction in the Nigerian banking sector

Finally, the result of data analysis carried out revealed that mission has a significant effect on organisational performance of the selected banks in Makurdi metropolis, Benue State. Regression analysis was used to test the hypothesis at 5 % level of significance and the p -value (0.000) was lower than the significance level. This can be statistically given as $P\text{-value } 0.000 < \alpha = 0.05$. This result contradicts the finding of study done by Dauda and Gimba (2018) to determine the effects of organisational culture and financial performance in Nigerian banking sector and to investigate its influence on banks financial performance which found a significant negative effect of mission on Return on Assets.

CONCLUSION AND RECOMMENDATIONS

The core objective of this paper was to examine the effect of organisational culture on the performance of listed deposit money banks in Nigeria. Based on the objective, exhaustive review of related literature was carried out to provide more insight into the subject matter being investigated. On the strength of the findings from analysis and test of hypotheses, it was established that, organisational cultural dimensions of involvement, shared values (consistency), adaptability and mission have significant affects on the performance of listed deposit money banks in Makurdi metropolis in Benue State, Nigeria. The study therefore deduced that organizational culture has a significant effect on the performance of deposit money banks in Nigeria. Drawing from the findings of the study, the paper made the following recommendations:

- i. Management of deposit money banks should allow personnel to be actively involved in decision making in their organizations. This would spur employee's commitment towards the attainment of objectives.

- ii. Banks should take up cultures that boost the morale of employees to stimulate performance. These standardized values should be strictly enforced and reviewed from time to time in accordance to the place, environment and time.
- iii. Management of Deposit Money Banks in Nigeria should embrace innovative and dynamic cultures but these cultures should be well communicated to their employees in order to overcome resistance since these dynamic values have the potential of enhancing growth and overall performance of deposit money banks in Nigeria.
- iv. Management of deposit money banks should not only share organizations' mission amongst employees' but also create an enabling environment to enable them contribute effectively to the achievement of organizational goals of profitability and growth.

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