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THE EFFECTS OF ORGANISATIONAL CULTURE ON EMPLOYEES' JOB PERFORMANCE AMONG SELECTED DEPOSIT MONEY BANKS (DMBs) IN GOMBE STATE, NIGERIA

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Abstract
The Nigerian Banking Industry which is the meeting point of all the sectors of the economy must brace-up to the imminent challenges of the industry in the market place in response to the general rule that every organisation must establish its culture which is explained by its purpose, goals and objectives, mission statement and vision statement. This study, therefore, examines the effect of organisational culture on the performance of employees among some selected Nigerian Banks operating in Gombe State. Convenience sampling technique was employed and 173 valid out of the 181 questionnaires administered were returned. Statistical Package for Social Sciences (V.20) was employed to analyze the data where the multiple regression results used in testing the hypotheses and the Pearson-Moment Correlation subjected to two-tailed tests with 5% significance level found a significant relationship between involvement, adaptability and mission with employee job performance. However, an insignificant relationship was found between consistency and employee job performance. It is recommended that employees should be taken into consideration when formulating policies and programs as this will promotes the image of the organisation before them and in turn, affect their performances.

Key words: Organisational Culture, Employee Job Performance, Deposit Money Banks, Involvement, Adaptability, Mission and Consistency

1.0   Introduction

Organisational culture is defined by Schein (1984) as the pattern of basic assumptions and behaviors that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration. These valid behaviors are therefore taught to new members as the correct way to perceive, think and feel in relation to problems, issues and decisions. Schein (1984) further maintains that in order to understand the culture of the organisation, researchers need to delve into the underlying assumptions of the organisation. By

studying these assumptions, researchers are able to bring to the fore, objective data, which will facilitate the understanding of an organization's culture.

There have been phenomenal changes in the nature of financial institutions in Africa over the last three decades, as a result of the financial sophistication of customers and the greater and more efficient use of information technology and other processes which has affected the performance of employees in the workplace (Zakari, Poku & Owusu-Ansah, 2013). Enofe, Ekpulu, Onobun and Onyeokweni (2015) have identified that in response to these, the banks as part of their organisational culture measures have re-engineered, implemented total quality management programs and introduced competitive staff benefits. Despite these attempts, employees are yet to experience high performance due to the chaotic nature of the working environment as a result of the different and sometimes conflicting personal cultures of the employees and the external working environment with those of the banks because no two people or banks are the same, there is the challenge of putting in place a robust and an objective organizational culture that will integrate the differences found for a better employee performance (Davidson, 2008; Chijioke, 2014; Omoniyi, Salawu & Fadugba, 2014; Enofe, Ekpulu, Onobun & Onyeokweni, 2015). For the employees to survive, there is need to develop, motivate, empower and encourage them to be passionate about their work and strive to take themselves to greater heights because stories of successful employees in banking industries around the globe have been scripted on their performance in the workplace (Gberevbie, 2012; Chijioke, 2014).

Employee performance is a construct that is widely acknowledged yet largely misunderstood and deserves more attention than it gets. It is such a large and ambiguous concept that most managers, employees and specialists alike have their own unique definitions of what it is and what it looks like. Employee performance refers to actions and behaviors of an employee that contributes to the goals of the organization (Campbell, 1990). According to William (2000) employee performance can be viewed in two forms: in-role and extra-role. In role performance is about the actions of the employee that fulfill its requirements according to his job description whereas extra-role performance is about the actions that are outside the formal requirements regarding his role. According to Kandula (2006) the key to good employee performance is a strong organizational culture and further maintains that due to differences in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. However, it has been identified by Ahmad (2012) that very few studies have been conducted to develop a generalized theory to assess the performance of employees. It was supposed that the level of performance varies from job to job. Therefore, employee performance may be measured by using a number of performance indicators. Performance during a job can be measured while considering the output or through examination of proper implementation of processes and procedure (Kandula, 2006).

This research, therefore has made a robust attempt to assess the effect of organizational culture on the performance of employees of Access Bank Nigeria Plc, Ecobank Nigeria Plc, Fidelity Bank Plc, First City Monument Bank (FCMB), First Bank of Nigeria Plc, Guarantee Trust Bank (GTB) Plc, Jaiz Bank Plc, Keystone Bank Limited, Polaris Bank Plc, Stanbic IBTC Bank Plc, Sterling Bank Plc, Taj Bank Ltd., United Bank for Africa (UBA) Plc, Union Bank of Nigeria Plc and Zenith Bank Plc in Gombe State. It is aimed at exploring the nature of the relationship between organizational culture and employee performance, provide more empirical evidence on the effects of organizational culture on employee performance based on individual bank-level data and determine which among the measures of organizational culture impacts on performance of employees more in the selected Deposit Money Banks (DMBs) operating in Gombe State.

2.0 Statement of the Problem
The Banking Industry in Nigeria plays a significant role in the economy and deserves more

attention. It serves as the hub for all sectors of the economy, providing essential financial services. However, it has faced challenges due to past policies, government control, and economic crises, leading to weaker banks struggling to compete. To improve performance, many banks have implemented various strategies such as restructuring, merging, and introducing employee benefits tied to performance. Unfortunately, the focus has been on activities that may not positively impact performance, overlooking the importance of organizational culture. Researchers have called to examine the phenomenon of organisational culture in different cultural context particularly in non-western nations and with different variables. Therefore, the need to find out the effectiveness of the policies and programs adopted in order to improve the performance of the employees in the Nigerian Banking Industry. Moreover, in view of the focus, location and context of the previous studies some gaps exist for future researches to fill. First, the employees of the Banking Industry in Nigeria which is very sensitive to the growth of the Nigerian economy need more attention based on the available literature (Ojo, 2009; Okoro, 2010; Oluwagbemi, Abah & Achimugu, 2011; Amah, 2012; Gberevbie, 2012; Salako, Omotilewa & Sotunde, 2013; Omoniyi, Salawu & Fadugba, 2014; Chijioke, 2014; Umanhonlen & Lawani, 2015; Akujuru & Enyioko, 2015; Enofe, Ekpulu, Onobun, & Onyeokweni, 2015; Yusuf 2021; Olusegun & Adedibu, 2021; Julius, 2022). Secondly, cultures are not universal even in a corporate setting. Therefore, the need to carry out a study on different parts of the country in the Banking Industry considering the fact that most of the studies were concentrated in few locations. This study has attempted to bridge this gap by studying the effects of organizational culture on employee performance in the selected banks.

3.0   Objectives of the Study
The main objective of this study is to assess the effect of organizational culture on the performance of employees among selected Deposit Money Nigerian Banks (DMBs). More specifically the study seeks to achieve the following objectives:
  I.   To determine the level of involvement on employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State.
  II. To determine the level of consistency on employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State.
  III. To examine the effect of adaptability on employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State.
  IV. To assess the effect of mission on employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State.

4.0   Research Methodology
This study employed survey research design using questionnaire as instrument and used quantitative approach to analyze the data. The information or data was gathered at once i.e., a cross-sectional data. The population of this study consists of all the three hundred and forty (340) lower-level employees and middle-level management/employees of Access Bank Nigeria Plc, Ecobank Nigeria Plc, Fidelity Bank Plc, First City Monument Bank (FCMB), First Bank of Nigeria Plc, Guarantee Trust Bank (GTB) Plc, Jaiz Bank Plc, Keystone Bank Limited, Polaris Bank Plc, Stanbic IBTC Bank Plc, Sterling Bank Plc, Taj Bank Ltd., United Bank for Africa (UBA) Plc, Union Bank of Nigeria Plc and Zenith Bank Plc in Gombe State. Krejcie and Morgan (1970) scientific guideline which is a generalized scientific guideline for determining the sample size was used. Therefore, the sample size for this study based on the population of three hundred and forty (340) employees from the table is one hundred and eighty-one (181) respondents. For the purpose of anticipated non-response bias and no-return of completed questionnaires, however, the number of questionnaires was increased by 15% which is twenty-seven (27) added to the minimum sample size given by the formula to make it two hundred and eight (208). This takes care of other unavoidable errors such as incorrect filling and failure of some respondents to

return the questionnaires (Israel, 2013). This study employed random sampling technique to draw samples from the population. The study employed the use of questionnaire as the main data collection technique. Two hundred and eight (208) copies of the questionnaires were administered to the respondents randomly. The data was gathered from the lower-level employees and middle level management employees. The Statistical Packages for Social Sciences (SPSS) Software (Version 20) was used to analyze the data for this study. Descriptive analysis, Pearson-moment coefficient and Regression analysis were carried out to test and estimate the extent of the relationship between the variables and the test-retest. Factor analysis, Reliability test was carried out on all the variables and content validated.

5.0   Measurement of the Variables

### 5.1   Organizational Culture (Independent Variable)
The identifiers of OC as suggested by different authors and developed by Denison (2003) have a total of four (4) items with supporting defining elements and statements. The items are Involvement (IV), Consistency (CON), Adaptability (ADP) and Mission (MSN). The elements supporting involvement are capability development, team orientation and empowerment. The elements supporting consistency are coordination/integration, agreement and core values. The elements supporting adaptability are creating change, customer focus and organisational learning. The elements supporting mission are strategic direction, goals and objectives and vision. Each of the above listed elements is accompanied by supporting statements that clearly define the items. All the items were measured on a 5 Likert's type scale ranging from "1" strongly disagree to "5" strongly agree. It had a confirmed acceptable reliability co-efficient of above 0.8 checked by Cronbach's alpha.

5.2   Employee Performance (Dependent Variable)
Employee Performance was measured by adopting the scale developed by Aftab, Rana and Sarwar (2012). It has five dimensions including, Job (J), Career (C), Innovator (I), Team (T) and Organisation (O) each with defining elements and statements. The elements supporting job are quality of work, accuracy of work and customer service. The elements supporting career are personal career goals, skills for future career, progress in career and Career opportunities. The elements supporting innovator are new ideas, implement new ideas, improved ways to do things, better processes and routines. The elements supporting team are working as team or group, seeking information from others, work group success and responding to needs of others. The elements supporting organisation doing things to help others, working for company, promote the company and company is a good place. Each of the above listed elements is accompanied by supporting statements that clearly define the items. However, summated scale was used for the measurement of employee performance (DV) which has made it a uni-dimensional variable.

5.3   Model of the Study
The model of the study consists of the relationship between the independent variable which is Organizational Culture (OC) and its dimensions and the dependent variable which is Employee Job Performance (EJP) and its dimensions in a relationship framework. It is summarized in figure 1
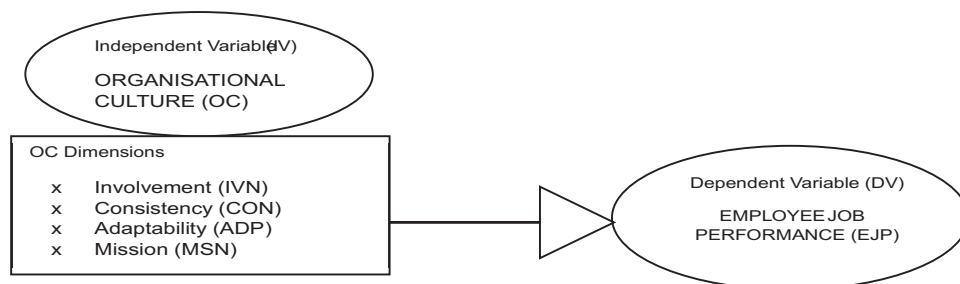
Figure 1: The Model of the Study
Source: Researcher 2023.

201

5.4 Theoretical Framework

This study is built upon the Denison and Mishra (1995) organisational culture theory. The four traits of organizational culture in the framework are as follows:

a. **Involvement:** Effective organizations empower their people, build their organizations around teams and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. Employees at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization (Katzenberg, 1993; Spreitzer, 1995).

b. **Consistency:** Employees tend to be effective and perform excellently in their job because they have "strong" cultures that are highly consistent, well-coordinated, and well-integrated (Davenport, 1993; Saffold, 1988). Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is very powerful.

c. **Adaptability:** Ironically, organizations that are well integrated are often the most difficult ones to change (Kanter, 1983). Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998; Senge, 1990). They are continuously changing the system so that they are improving the employees' collective abilities to provide value for themselves (Stalk, 1988).

d. **Mission:** Successful organizations have a clear sense of purpose and direction for their employees that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzberg, 1987; 1994; Ohmae, 1982; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the performance of their employees.

The theory proposes that employees working in an organisation with a higher combined measure of the four culture traits show higher levels of performance which itself is the result of strong organisational culture. Past evidences show that organizational culture influences the performance of employees in the workplace. It is therefore found that the performance of employees in the Nigerian Banking Industry is greatly influenced by the culture of the banks operating in Gombe State.

6.0 Data Presentation

The data collected for the study comprised of employee performance (EP) as the dependent variable measured by job (J), career (C), innovator (I), team (T), and organisation (O) analyzed using summated scales and organisational culture (OC) as the independent variable measured by involvement (INV), consistency (CON), adaptability (ADP) and mission (MSN).

A total of 208 copies of the questionnaire were distributed while 200 were returned, thereby resulting to a response rate of 96 percent; a response rate considered sufficiently large for statistical reliability and generalization (Tabachnick & Fidell, 2013). summary of the response rate in terms of the number of questionnaires administered, returned and the percentage rate. It reveals that 100% (208 copies) of the questionnaires were administered with 96% (200 copies) completed and returned and 93% (194 copies) valid which is statistically reliable and significant while 4% (8 copies) of the questionnaires were unreturned the summary of the respondents' demographic data. The gender of the respondents shows a total of 123(65%) males and 71(35%) females. This shows that male respondents were more than their female counterpart in number.

The respondents' banks show that 20 (10%) respondents were from Access Bank, 11 (6%) respondents were from Eco and Fidelity each, 15 (8%) respondents were from FCMB and GTB each. 25 (13%) respondents were from First Bank, 10 (5%) respondents were from Jaiz, Keystone, Polaris, Stanbic, Sterling, Taj, Union and Zenith Banks each while 17 (9%) respondents were from UBA. This shows that First Bank has the highest number of respondents with 25 (13%) respondents.

The respondents' academic qualification reveals that 37 (19%) respondents have Postgraduate degrees, 101 (52%) respondents are either first degree or HND, 48 (25%) respondents have OND/ND/NCE, 8 (4%) respondents have others while none of the respondents was a PhD holder. The years of working experience of the respondents shows that 22(11%) respondents have worked for less than one year with the bank, 82 (42%) respondents have one to five (1-5) years working experience, 75 (39%) respondents have been working with the banks for six to ten (6-10) years, 10 (5%) respondents have eleven to fifteen (11-15) years working experience with the banks while 5(3%) respondents have worked for more than fifteen (15) years with the banks.

6.1 Goodness of Measurement: Factor Analysis of the Research Instrument

Principal Component Analysis (PCA) was employed for factor analysis with varimax rotation method to analyze the underlying structure of the inter-relationships among the items into a set of common dimensions. The PCA was carried out for both the dependent variable and independent variables to show which set of items hangs together as a group, or are answered most similarly by the participants. This study employs the criteria suggested by Hair et al., (2010) for conducting a factor analysis which include; a sample of the population of about 150 respondents with at least five respondents to each of the questionnaire required; Bartlett's test need to be significant at $p<0.05$; Kaiser-Meyer-Olkim (KMO) / Overall Measure of Sampling Adequacy (MSA) should be at least 0.50 or 1.0. These values are presented as part of the output from factor analysis; low communality value less than 0.50 could be deleted as it indicates that the item does not fit well with other items in the component.

Therefore, the Dependent Variable which is Employee Performance is measured by twenty (20) items in the questionnaire. The items were measured using factor analysis to check for their validity. The factor loadings of ten (10) of the items of employee performance range from 0.724 to 0.839. The other ten (10) items have been deleted due to low communality as their loadings were below the value of 0.50 indicating that the items do not fit well with other items in the component. Deleting or removing items with low communality tends to increase the total variance explained. In addition, the Kaiser-Meyer-Olkim (KMO) measure of sample adequacy of 0.571 exceeds the value of 0.50 which implies that the sample is adequate for the conduct of factor analysis. Also, the p-value of 0.000 of Blartlett's Test is statistically significant. The PCA revealed the presence of all the components with Eigenvalue exceeding 1.0; explaining 16.599, 14.810, 12.642 11.700 and 10.631 respectively (total of 63.38%) of the variance which actually indicate adequacy in applying factor analysis.

The independent variable for this study which is Organisational Culture is measured by thirty-one (31) items in the questionnaire. The items were measured using factor analysis to check for their validity. The factor loadings of the items range from 0.633 to 0.856. Eighteen (18) items out of the thirty-one (31) items have been deleted due to low communality because their loadings were below the value of 0.50. In addition, the Kaiser-Meyer-Olkim (KMO) measure of sample adequacy of 0.671 exceeds the value of 0.50 which implies that the sample is adequate for the conduct of factor analysis. Also, the p-value of 0.000 of Blartlett's Test of Sphericity is significant statistically. The PCA revealed the presence of all the components with Eigenvalue exceeding 1.0; explaining 27.927, 13.094, 12.138 and 11.838 respectively (total of 65%) of the variance which actually indicate adequacy in applying factor analysis.

6.2 Tests for Violation of Assumptions of Multiple Regressions

For this study, the variables were checked for outliers, normality, multicollinearity or robustness test and homoscedasticity in order to achieve the underlying assumptions of regression analysis.

6.2.1 Test for Outliers

Two hundred (200) cases each with fifty-one (51) items representing the independent and dependent variables were entered for outlier tests. Six cases with Mahala Nobis Distance Score greater than 86.66 considered multivariate outliers were found and excluded from further analysis. Therefore, one hundred and ninety-four (194) cases are left for further analysis.

6.2.2 Normality Test

This study employed histogram and residual plots for normality test. The histogram of the regression standardized residual shows that all the bars of the histogram are moving toward the center of the histogram and does not exceed 3.0. This shows that the assumption of normality is not violated.

6.2.3 Homoscedasticity

Norusis (1999) states that homoscedasticity is assumed when there is no pattern in the data distribution, and residuals are scattered randomly around the horizontal line through 0. Therefore, the assumption of homoscedasticity requires that the variable or constant variable is the same at all values of independent variable or constant variable of the error term. Durbin-Watson can be used to test the independence of the error terms (Norusis, 1995). The general rule of thumb is if the Durbin-Watson value is between 1.5 and 2.5, the assumption of independence of the error terms is not violated. The Durbin-Watson value of 1.668 in the regression model met the general rule of thumb and confirmed that the assumption of independence of error terms is not violated.

The normal probability plot Standard Regression Residual also satisfied the homoscedasticity assumptions of the variance of the random error component since all the points lie along 45^0 diagonal lines.

6.2.4 Linearity

To check for linearity, this study used the residual scatter plot. If the assumption is satisfied, the residuals should scatter around zero (0) or most of the scores shall concentrate in the center along zero (0) point (Flury & Riedwyl, 1998). The scattered plot of Regression Standardized Residual for employee performance shows that the residual scores are concentrated at the center along the zero (0) point, thus, suggesting the linearity assumption was not violated.

6.2.5 Multicollinearity/Robustness Test

The robustness test or multicollinearity often helps in increasing the variance of regression coefficients and threatens the validity of the regression equation. Cooper and Schindler (2003) noted that there is no definitive criterion for the level of correlation that constitutes a serious multicollinearity problem but the general rule of thumb is that it should not exceed 0.75. Cooper and Schindler (2003) noted that correlation of 0.8 or higher are problematic. The Variance Inflation Factor (VIF) and Tolerance values were employed for this test.

Table 1: Collinearity Diagnostics

Independent Variables (IV)	Collinearity Statistics	
	Tolerance	Variance Inflation Factor (VIF)
INV	.340	2.943
CON	.386	2.594
ADP	.447	2.237
MSN	.430	2.328
Durbin-Watson	1.668	

Source: Computation using SPSS, 2023.

Table 1 shows the multicollinearity diagnostics using tolerance and VIF values. The result of the tolerance level for all the independent variables are .340, .386, .447 and .430 for INV, CON, ADP and MSN respectively which falls within the acceptable region of greater than 0.1 and less than 1.0. The VIF values are 2.943, 2.594, 2.237 and 2.328 INV, CON, ADP and MSN respectively which falls within the acceptable region of not more than ten (10). The Durbin-Watson with the value of 1.668 which is within the acceptable region of 1.5 - 2.5 also indicates the absence of auto correlation in the multiple regression model within the period of the study.

7.0 Reliability Test

Table 2 shows the result of the reliability test checked by using the Cronbach's alpha and the details showed a good internal consistency of data. All the variables were above .8 suggesting that the operational statements were significantly related to the organisational culture measures and employee performance indicators.

Table 2: Reliability Statistics

Variable	N	Cronbach's Alpha
INV	2	.879
CON	3	.812
ADP	6	.864
MSN	2	.822
EP	10	.890

Source: Computation using SPSS, 20 23.

8.0 Correlation Analysis

A correlation analysis was performed to determine   the direction and strength of the relationship between the IV and the DV. In determining the strength of the relationship, Pallant (2001) noted that a correlation of zero signifies no relationship, a correlation of 1.0 signifies perfect positive relationship correlation and value of -1.0 signifies negative correlation. In interpreting the values between 0 and 1, the following guidelines were suggested:

x   R=0.10 to 0.29 or r=0.29 to-0.29 (Small)
x   R=0.3 to 0.49 or r=0.30 to-0.49 (Medium)
x   R=0.50 to 1.0 or r=0.5 to-1.0 (Large)

Table 3: Correlation Matrix of the Study Variables

Variables	INV	CON	ADP	MSN	EJP
INV	1.000				
CON	.534**	1.000			
ADP	.663**	.673**	1.000		
MSN	.712**	.633**	.652**	1.000	
EP	.683**	.593**	.611**	.625**	1.000

** Correlation is significant at the 0.05 level (2 tailed).

Source: Computation using SPSS, 20 23   .

Table 3 shows the overall correlation result between INV, CON, ADP, MSN and EP. The relationship was investigated using Pearson Product-Moment Correlation Coefficient. The procedure was subjected to two-tailed test of statistical significance level of 5%. The strongest positive correlation was the relationship between INV and EP (r= .683) while the lowest correlation was between CON and EP (r= .593).

9.0 Test of Hypotheses

This section presents and analyses the results obtained from the multiple regression output in order to test the hypotheses formulated for this study. The summary of the multiple regression result is shown in Table 4.

Table 4: Summary of Multiple Regression Result

Variables	Coefficient	t-values	Probability (Sig.)
Constant	1.460	6.082	.000
INV	.367	4.012	.000
CON	.043	.767	.444
ADP	.132	2.507	.013
MSN	.136	2.426	.016
R^2	.531		
Adj. R^2	.519		
F- statistics	47.478		
Durbin-Watson	1.668		

Source:Computation using SPSS, 2023.

Based on the summary of the multiple regression results in Table 4, the multiple regression model is restated below reflecting the beta coefficients of the independent variables.

$$EJP = 1.460 + 0.367INV + 0.043CON + 0.132ADP + 0.136MSN \dots\dots\dots\dots\dots\dots$$

In comparing the contribution of each independent variable, involvement makes the strongest unique contribution to explaining the dependent construct (EP) which is represented by .367 coefficient followed by mission with .136, adaptability with .132 and lastly consistency with .043.

The coefficient of determination (R^2) is .531 and the adjusted R^2 is .519. This implies that 53% of the variation of EP of the selected DMBs in Gombe State is shared and explained by a shift in involvement, consistency, adaptability and mission. The remaining 47% is explained by variables that are not captured in the regression model.

The F-statistics which measures the adequacy and fitness of the model used in the study have a value of 47.478 which has been found to be significant at 5%. This implies that the model is well-fitted. This is further attested to by the Durbin-Watson value of 1.668 which is within the range of acceptance region of 1.5-2.5.

9.1 Test of Hypothesis One (H_1)

Hypothesis 1: There is no significant relationship between involvement and employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. Based on the multiple regression analysis result in table 4.11, the beta and P-value of INV are .367 and .000 respectively, therefore, the hypothesis is rejected at 5% significance level.

9.2 Test of Hypothesis Two (H_2)

Hypothesis 2: There is no significant relationship between consistency and employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. Based on the multiple regression analysis result in table 4.11, the beta and P-value of CON are .043 and .444 respectively, therefore, we fail to reject the hypothesis at 5% significance level.

9.3 Test of Hypothesis Three (H$_3$)

Hypothesis 3: There is no significant relationship between adaptability and employee job performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. Based on the multiple regression analysis result in table 4.11, the beta and P-value of ADP are .132 and .013 respectively, therefore, the hypothesis is rejected at 5% significance level.

9.4 Test of Hypothesis Four (H$_4$)

Hypothesis 4: There is no significant relationship between mission and employee job performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. Based on the multiple regression analysis result in table 4.11, the beta and P-value of MSN are .136 and .016 respectively, therefore, the hypothesis is rejected at 5% significance level.

10.0 Discussion of Findings

The result from the test of hypothesis one shows a significant relationship between involvement and employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. The Pearson-Moment Correlation subjected to a tailed test with 5% significance level shows that the effect of involvement on employee job performance is large (.683) which is statistically significant. An increase in employee and customer involvement is associated with an increase in EP. When employees feel that the cultures of their banks empower them, develop their capability and provide room for them to work as a team, they tend to perform more by putting in their best knowing that at the end, the successes recorded would be shared by all. This is in conformity with the findings of Amah (2012) conducted in Nigeria; Aftab, Ranah and Sarwar (2012) conducted in Lahore, Pakistan; Chijioke (2014) conducted in Benin, Edo State, Nigeria; Tripathi, Kapoor and Kapoor (2000) conducted in Northern India; Kamaljeet (2014), Djumahir and Mintarti (2014) and Motunrayo (2020).

The result from the test of hypothesis two provides a basis for failure to reject the hypothesis. It shows that there is no significant relationship between CON and employee performance in the selected Deposit Money Nigerian Banks (DMBs) in Gombe State. The beta and P-value values of .043 and .444 respectively show that the effect of consistency on EJP is statistically insignificant. This result may not be far from the fact that the performance of employees does not thrive where the set of rules to follow is not clear enough, different issues are not solved in a simple way and basic bank operations are not simple enough and consistent. This is in agreement with the findings of Ebadollah (2011) conducted in Iran; Zakari, Poku and Owusu-Ansah (2013) conducted in Ghana. It is, however, not in conformity with the findings of Amah (2012) conducted in Nigeria; Gani and Farooq (2001) conducted in Kashmir, India and Chijioke (2014) conducted in Benin, Edo State, Nigeria.

The result from the test of hypothesis three shows a significant relationship between adaptability and employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. The Pearson-Moment Correlation subjected to two-tailed tests with 5% significance level shows that the effect of adaptability on employee job performance is large (.611) which is statistically significant. Many reasons may account for this relationship. First, managers always look for ways of bringing and creating change where necessary, especially in adapting to new technologies. Secondly, employees feel their banks have a customer focus in laying down policies and programs and accept customer recommendations and suggestions as positive feedback. Lastly, organisational learning through innovative ideas is encouraged. It is worthy to note that an organization's ability to change in the competitive global and financial business world was found to be significantly related to EP and adaptive cultures encourage

employees to focus on their jobs and perform beyond expectation. This study is in conformity with the findings of Amah (2012) conducted in Nigeria; Akujuru and Enyioko (2015) conducted in Port Harcourt, Rivers State, Nigeria; Aftab, Ranah and Sarwar (2012) conducted in Lahore, Pakistan and Salako, Omotilewa and Sotunde (2013) conducted in Ogun State, Nigeria; Olusegun and Adedibu (2021) conducted in Lagos, Nigeria; Zoltan and Fegada (2022) conducted in Sudan and Julius (2022) conducted in Nigeria.

The result from the test of hypothesis four shows a significant relationship between mission and employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. The Pearson-Moment Correlation subjected to two tailed tests with 5% significance level shows that the effect of mission on employee performance is large (.625) which is statistically significant. It implies that employees get encouragement when they perceive that ambitious and realistic goals are set for them and the vision of their banks create excitement and motivation for them. Above all, it is motivating to know that a clear future strategy is set forth. This is in conformity with the studies of Amah (2012); Aftab, Ranah and Sarwar (2012) conducted in Lahore, Pakistan; Ojo (2009) conducted in Lagos, Nigeria; Agu (2020) in Edo State, Nigeria; Chien, Rahmat-Aidil, Djubair and Munshid (2020) in Malaysia and Olise and Okolocha (2021) conducted in Anambra State.

11.0 Summary, Conclusions and Recommendations
11.1 Summary
The Nigerian Banking Industry is not an exception to the general rule that every organisation whether profit oriented or not must establish its purpose, goals and objectives which transpires into the mission statement that translates into the culture of the organisation. It becomes imperative that if a bank must continue to service and be in operation, it must brace-up for the imminent challenges of the industry in the market place. This can be achieved through a careful diagnostic of the culture of the organisation in relation to especially the employees as their performance is key to the success of the organisation. It is imperative to note the factors expected to be considered in relation to the employees when formulating policies and programs. These factors include the level of job in an organisational hierarchy, family responsibilities, mental capabilities, skills exposure, life experience, work experience, personal culture, perception of a situation, abilities, energy level, present standard of living, other available income, years on job, age, sex, level of education etc. These and many others have an influence on the work environment of employees. This study, therefore, examined the effect of Organisational Culture on Employee Performance among selected three new-generation banks and three old generation Deposit Money Nigerian Banks (DMBs) operating in Gombe State. Involvement, consistency, adaptability and mission were used as measures of OC and job, career, innovator, team and organisation were used as determinants of EP analyzed using summated scale. Several pieces of literature were reviewed in order to arrive at the conceptual and the theoretical framework. Hypotheses were formulated and tested that have resulted in the findings of the study. It was found that a significant relationship exists between involvement, adaptability and mission with employee performance. However, an insignificant relationship was found between consistency and employee performance.

11.2 Conclusions
This study has made a modest contribution to the longstanding debate about the wisdom of using theories developed in one part of the world to understand organisational phenomena in other parts of the world by illustrating that a theory of OC developed in the United States can be applied in Nigeria and can be useful for predicting differences in cultural traits and performance as viewed by employees in a particular setting. The Cronbach's alpha has shown a well-built reliability and internal consistency of data with all the values above 0.8, suggesting that the operational statements were significantly related to the respective OC identifiers and employee job

performance indicators. Based on the findings of this study therefore, it is concluded that EP in the selected Nigerian banks operating in Gombe State is influenced by INV, ADP and MSN. However, consistency has an insignificant relationship with EP in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State.

These findings have provided an insight into the predictor variables that have an important role in predicting and explaining the performance of employees in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. It has shown that involvement, adaptability and mission have an active role in determining employee job performance while consistency does not improve employee performance in the selected Deposit Money Nigerian Banks (DMBs) operating in Gombe State. The selected Deposit Money Nigerian Banks (DMBs) are expected to encourage the involvement of the employees more in the affairs of the work environment. An environment that encourages employee adaptability to the policies and mission should be maintained. However, consistency in doing things should be checked and due consideration given.

11.3 Recommendations
Based on the findings of this study, the following recommendations are worthy of note.
i. Proper delegation of authority should be encouraged in the Banks. This will encourage employees to do their jobs so problems that arise once in a blue moon are tackled because employees that the sufficient skills to do the job are involved.
ii. All the departments in the bank should work hard together in order to achieve the goals of the organisation because it was found in this study that the running of basic operations of the banks is complex and not consistent. Clear set of rules to follow should be followed and a winning attitude should be encouraged among the employees.
iii. Flexibility in the basic operations of the banks in order to adapt to new technology should be improved. Opportunities for pioneering and driving change should be created and maintained in order to meet up with the competition in the global financial and banking business world.
iv. In terms of the mission of the bank, ambitious and realistic goals and objectives should be set. In the same vein, a clear vision should be stated and shared. In the same vein, employees should be encouraged to track the progress of the bank against the stated goals and vision that excites and motivates employees should be maintained.

12.0 Suggestions for Further Studies
This study based on previous studies has provided room for further studies especially in other places in the country, sectors and industries where cultures are almost completely different, with a large sample size which would provide further validation and reinforcement to the framework for this study. The study is quantitative in nature as such future research could employ a qualitative method which will equally be meaningful. Future studies could use other sampling techniques given time and resources. Other variables that were not captured in the model based on the coefficient of determination could be reasonably included and used for further studies in order to reduce the variation level and determine their relationship with the performance of employees in the workplace e.g., leadership style, employee retention, management practices, human resource management etc.

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