Perceived Influence of Organizational Culture and Management Style on Employees Performance in Nigerian Banking Sectors

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Abstract
The concept of organizational culture has gained wide acceptance in understanding the management of change in human relation practices. The review of numerous literatures proved that management of human resource in organization has become indispensable in attaining the mission and vision statement. In the light of the complexity of organizational culture and how it impacts on employees' performance, the study examined the fears and style of management in integrating employees to the values, norms and beliefs of organizations s in organization on the performance of their employees. The survey descriptive research design was adopted for the study and empirical data for the study were collected through a well-structured questionnaire, which was prepared and distributed among the staff and management in Abeokuta Metropolis, Ogun State, South-West Nigeria. 97 questionnaires were duly filled and returned. Stratified and simple random sampling methods were adopted in selecting the participants for this study. The inferential statistics was adopted through SSPS. The findings revealed that it is evident that strong relationship exists between organizational culture and employee performance, suggesting organization material such as equipment handling; social behavior and symbolic elements have positive and large influences the performance of employees. It was also evident that there was a significant relationship between employees' attitudinal behaviors and management style; while relative relationship exists between learning new culture and cooperation among employees.   An organization with a culture that encourages employee participation, commitment, team work, which is characterized by team work and harmony, and which give room for employee self-development and improvement will attract highly attract, retain and motivate highly skillful individuals. No doubt, this will result in a high performing organization evident in its profitability and turnover rate. Consequently the challenge of incompatibility in values, beliefs and norms that could arise between employee and the organization will be avoided.
Keywords: Innovation, Learning, Values, Mentality, Promotion, Communication Style, Customers Esteem

1.1 Background of the Study

The concept of organizational culture has become a fundamental aspect in business, management, psychology and sociology. It has predominantly become an inevitable phenomenon inspite of the highly dynamic environment in the banking sectors. Due to rapid level of competitive rivalry and the drive to attain prime over, the banking industries are imperatively conscious of what, why, when, where and how they can best characterize and achieve their set purpose and goal. It is believed once the goals are clearly defined, then it becomes imperative to identify the kind of culture that can be adopted and integrated towards the realization and attainment of the organizational effectiveness. Recent literatures proved that organizational effectiveness serve as a way of facilitating the significance of culture in inspiring and exploiting the value of its resources (Schein. 2010). Stewart (2007) also added that the way of life of every organization which is instituted through the norms influences all those involved in the organization. These norms become important for organizations who aim to achieve competitive and distinctive advantage. Gallagher and Brown (2007) pointed that the culture of organizations influences what the company does, how it operates, what it focuses on, and how it treats customers, employees, and shareholders expectation. Invariably, the culture of every organization includes the customs, beliefs, norms, morals, ethics and values which are often reproduced and replicated through its language, stories, signs (symbols), rituals and rites (Daft, 2000). The Webster's dictionary viewed culture as the norms, traditions, skillfulness, arts and values that are stipulated to guide and guard the attitude and behaviour of a given people. This definition holds the fact no society can survive without determining which culture will be most effective and acceptable by all and for all. Detert, Schroeder and Mauriel (2000) pointed that culture is a way of life which is indispensable for the success of every organization and also in promoting the value of human resources. Frambach & Schiilewaert (2002) argued that though the right culture is a perquisite to the success of every organization, but not always the means to an end. Stewart (2007) added that in explaining organizational culture, the concept of beliefs and attitudes of the people should be inevitably considered since it is this same people that put up the culture. For instance, if the belief of the organization is to reward high performers, this will in turn reflect and influence the performance and effectiveness of the organization. It becomes imperative to note that

as the level of rivalry and struggle is increasing rapidly, changes tend to take place in aspect of the organization's culture (Cameron, 2003). Chien (2004) sees organizational culture as one of the prominent factors in determining organizational innovativeness and performance. Therefore, organizational culture should not just be seen as a sensitive aspect of an organization but rather as a driving force for achieving managerial effectiveness (Gallagher & Brown, 2007). Lepak, Takeuchi, Erhardt and Colakoglu (2006) added that the victory of every manager depends on the willingness to accept change, embrace diversity, not uniformity and manage the environment, not just adapt.

Numerous researchers like Tierney (1988) whose ideological orientation focuses on emerging cultural mandates; Schein (2010) identified the imperativeness of culture to organizational success; Daniels et al., 2004 and Piercy et al., acknowledged that culture is a main source of difference in performance management practices; Bartell (2003) examined the relationship between organizational culture and change management; Agnew & VanBalkom (2009) gave insight to how organizational culture can be internalized. Other scholars like Denison, Haaland, & Goelzer in Yilmaz (2008) explicitly defined the phenomenon of organizational culture in different cultural context. By definitions, Schein (2010) sees organizational culture as "a set of implied statement about how the world should or ought to be and in relation to their sensitivity, values, feelings and thoughts. Tierney (1988) defined organizational culture as "webs of norms" that are instituted in every organizational setting. Organizational culture provides an explicit explanation on how things are done (Tierney, 1988)) as noticeable through customs, beliefs, norms, morals, ethics and values (Stewart, 2007). Tierney (1988), Sporn (1996) and Schein (2010) has tremendously provided insight explanation to understanding organizational culture using different apparatus. Sporn (1996) found that strong externally oriented organizational cultures were more adaptable to environmental changes, and more responsive to management leadership than weak internally focused organizational cultures. Tierney's (1988) proposed six variables for better understanding the culture of the organizations. This includes: mission (*goals and objectives*), environment (*internal & external*), leadership (*control and direction*), socialization (*interaction and upbringing*), information and strategy (*plans, practices, programmes and philosophies*). Schein (2010) also identified three proponents to the understanding of organizational culture. These includes "artifacts", "beliefs and values", and "basic underlying assumptions". The artifact includes noticeable and observable formation and course of action"; while the beliefs and values coherently focuses on the purposes, desire, objectives, values, philosophy and beliefs of the culture; and the underlying assumptions represent the essence of culture and lay much emphasis on the "insensitivity and non awareness of the instituted values, philosophy and beliefs" (Schein, 2010). In other words, organizational culture and leadership style has coherently been observed by several scholars (Ogbonna & Harris, 2000; Rousseau, 1990; Kotter & Heskett, 1992; Marcoulides & Heck, 1993), but not much research has been done on organizational culture as an antidote for employees' performance in the banking industries. Therefore, purpose of this paper is to establish the correlation between the key components of organizational culture and how it has become a challenge in the banking industries and practices of human resource management.

1.2 Statement of Problem

The concept of organizational culture has gained wide acceptance in understanding the management of change in human relation practices. The review of numerous literatures proved that management of human resource in organization has become indispensable in attaining the mission and vision statement. Since employees are seen as the greatest and valuable assets that implement and complement other factors in an organization. Increased competition, globalization, alliances and major work force department have created a greater need for organizational culture. Thus, managing organizational culture is emerging as one of the key managerial challenges of the millennium. However, it is important to note that change is inevitable and constant in all aspects of its connotation, and contrary to this assertion, it is argued that just as people resist change, so also organizations be it in Nigeria or any part of the world would surely resist change. In some organizations, the manner in which things have always been done where some norms and values are not favorable to employees have been established over time, there is always an irresistible urge on the part of employees to behave in a peculiar way in order to stick to status quo. More often than not, employees are unconscious of their organization culture until it is becomes a problem, and until the occurrence of a new culture which can be made obvious and explicit. Essentially, this most times could constitute a hindrance to employees' satisfaction. When the corporate culture of organization is the one that shows hostility, repression of employee view, contributions, turns a deaf ear to employee supplications, lack of unity of purpose and where only the downward flow of communication and information in the organization's hierarchy is recognized indeed there could be problem. In the light of the complexity of organizational culture and how it impacts on employees' performance, this study intends to shed light on the following questions in order to address the fears of managers in organization on the performance of their employees.

1. Is there relationship between existing organization culture and employees' performance?
2. Do organizational culture and management style have effect on the performance of employees?
3. Do new employees easily incorporated into the values, norms and beliefs of organizations?

4. Are the values and beliefs of employees compatible with that of the organization?

2.0 Literature Review
2.1 Organizational Culture

The role of organisational culture in facilitating increased competition, diversity, mergers, acquisitions, internal integration, and various workforce developments have created a greater need for promoting corporate survival, growth and development. The concept of culture is what distinguishes an organization in terms of originality, change management, risk taking, consistency and assertiveness from other organizations (Denison, 2000 in Yilmaz, 2008). The culture of every organization is represented by the values, beliefs, customs and traditions of its members. This culture articulates the core values which are collectively shared by the same organization's members (Lepak, Takeuchi, Erhardt and Colakoglu, 2006). Lehman, Greener, and Simpson (2002) sees organizational culture as an effective means of sharing values, managing dispersed work units and increasing workforce. Schein (2010) posited that organizational culture is even more important today with the information age which has arrived in full force and technology along with all of its advancements than it was in the past. An organization's customs, traditions, and general way of doing things are largely influenced by the common perception held by the organization's members. Organizational culture has been perceived as blueprint of shared values which helps to increase the consistency of employee behavior and beliefs (Owens 1987; Schein, 1990). Organizational Culture has reflected in the customs, beliefs, norms, morals, ethics and core values of its members and thereby help in increasing competitive advantage (Hall, 1993; Peteraf, 1993) and in turn serves as an avenue for managing strategic capabilities and achievement of corporate goals (Yilmaz, 2008). Organizational culture, according to Horwath & Morrison (2000), has played prominent roles in adapting to external and internal changes; maximizing the value of employees through organizational learning, knowledge management and creativity; and also the willingness to share knowledge and undertake risks (Hang-Yue Ngo & Raymond Loi, 2008). Inversely, Frambach & Schiilewaert (2002) explained the nature of cultural influences and management of the environment through Strong and Weak Cultures. An organization's success can be determined not just to adapt to general way of doing things but to take several requisites that help to influence and manage the environment. In view of this, Frambach & Schiilewaert (2002) has developed a framework that commonly differentiates between strong and weak cultures. A strong culture is endowed with the organization's shared values which are more directly related to reduce turnover and promote job satisfaction. Sweeny and McFarlin (2002) added that a strong culture is a means to the actualization of the strategic intent, mission and vision statement of the organization. However, it is evident that the culture of the organization influences the style of management and the performance of the employees in the workplace.

2.2 Organizational Culture, Management style and Employees Performance

Since culture has a greater influence on the behavior and performance, every organization through the managers must therefore have a numerous channels of transmitting their cultural values to the employees. Brown D. R. and Harvey (2006) highlighted some of the several ways of learning the culture of the organization. This includes; stories, rituals, material symbols and languages. The story, according to Buchanan and Huczynski (2004) provides descriptive explanation about the past, give insight into the present and anticipate for future occurencies. This enlightenment focuses on the rationale behind the establishment of the organization, the core values, actions and reactions to past mistakes, and organizational coping strategies (Frambach & Schiilewaert, 2002). The rituals are the actions that articulates and strengthens the key values of the organization, management style, the strategic intent and objectives as well as the resourcing strategies of the organization. The material symbols serve as a means to spread messages like values of sincerity, risk taking, honesty, equality, resourcefulness, inventiveness, and discipline to the employees. Ogbonna & Harris (2000) also identified other examples of material symbols which include the structures, composition of employees, size of offices, trademarks, logo, and so on. Finally, the banking industry adopts and uses different languages as a way to identify members who shared common values and with relatively stable characteristics. To the new employees, they are frequently overwhelmed with acronyms and jargon that, after six months on the job, have become fully part of their language. Organizational members are able to understand how their communicative actions and interactions contribute to the increased performance and organization's mission and philosophy. Kandula (2006) adduced that effective performance cannot be attained without a formidable cultural values. Magee (2002) contends that the relationship between organizational culture and employees' performance cannot be quantified since both variables depend on each other for success. Since culture is what distinguishes an organization from another, therefore the strategies and practices put in place will be quite different as well. It is believed that formidable cultural values and diversity have a significant influence on the performance, commitment, morale and motivations of an employee in the banking sectors.

2.3 Cultural Influence, Work Diversity and Employees Performance

Organizational culture is a dynamic aspect that creates peculiarity and distinction between one organization and others. This culture serves as an integrative way of embracing the organization together by providing principles

that guides the attitude, thoughts and behaviour of the employees. Due to the diverse nature of workforce, it becomes important for organizations to draw a blueprint of culture that molds employees in the way management desires. However, one of the management prerequisites for new employees is there willingness and acceptance of the organization's core cultural values. At the same time, management seeks ways of recognizing and harmonizing the gender, religion, race, ethnic, and other differences that these employees bring to the workplace (Yilmaz, 2008). The culture of every organization is particularly resistant to change and even when a culture needs to be changed, the management has little or no influence because the employees must have been committed to them. Organizations also tend to be efficient because they have shared values that are consistently reliable, harmonized, and integrated. Above all, management at all levels must create a culture that promotes the attainment of corporate goals and increased employees' performance. In addition, employees' performance through competitive competence of organization can be improved by building strong people and effectively managing their differences and integrating them to the shared values (Cabrera & Banache, 1999). However, as obtained in the literature reviewed above, we proposed the following conceptual model depicted in figure 1 and also the accuracy of the research finding were determined by testing the following hypotheses:

H_{01}: There is no direct relationship between organizational culture and employee performance

H_{02}: Organizational culture and management style have no effect on employees' performance.

H_{03}: New employees do not easily get incorporated into the values, norms and beliefs of organizations.

H_{04}: Values and beliefs of employees are not compatible with that of the organization.

Research Model

This study gave attention to the perceived influence of organizational culture and management style on employees' performance in Nigerian banking sectors. However as obtained in the literature reviewed above, we proposed the following model depicted in figure 1

Fig. 1
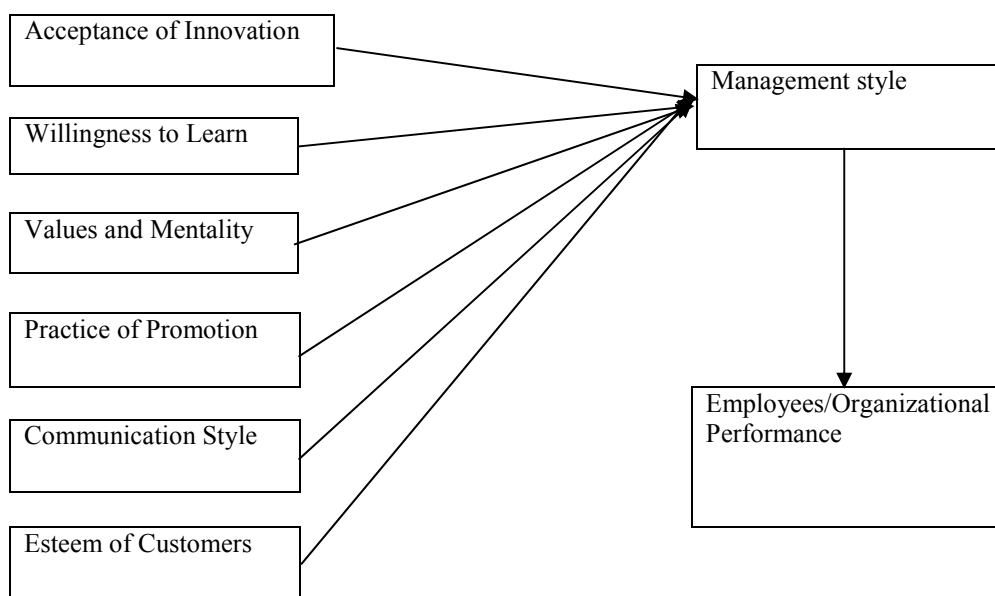
Source: *Proposed by the author*

3.0 Materials and Methods

The survey descriptive research design was adopted for the study and empirical data for the study were collected through a well structured questionnaire, which was prepared and distributed among the staff and management in Abeokuta Metropolis, Ogun State, South-West Nigeria. Stratified and simple random sampling methods were adopted in selecting the participants for this study. The research instrument was divided into two sections, the first tends to obtain the respondent biodata while the second part contains the items regarding the constructs of the subject matter. The response structure for the questions were based on the scale question type whereby the Likert-style rating scale shows respondents to answer questions ranging from how they disagree or agree. The sets of response categories used in this study are as follows: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). The opinions of the respondents on each question were weighed using simple percentages. This is done so as to ascertain the average opinion of the respondents. A total of 150 copies questionnaires were administered within the scope of selected location, having sorted the returned questionnaires, only 97 copies of questionnaires representing 65% were validly used while 43 copies (35%) were either discarded due to improper filling or unreturned. The inferential statisitcs was adopted through SSPS.

4.0 Data Presentation and Analysis

The results of the research hypotheses are discussed and interpreted. However, the analysis of data collected were evaluated through the use of statistical techniques (Statistical Package Social Sciences).

From table 4.1 below, 57.7 percent of the respondents are males while 42.3 percent are females of the total number of ninety seven respondents who participated in this study. Based on the age differences of respondents, it is therefore evident that forty six percent of the studied respondents were categorized within the age group of 26 – 35 years, which is an indication that the respondents are active members of the organization.

Table 4.1. Demographic Variables of the Respondents

	Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male		56	57.7	57.7	57.7
	Female		41	42.3	42.3	100.0
		Total	97	100.0	100.0	
Valid	18 – 25 years		27	27.8	27.8	27.8
	26 – 35 years		45	46.4	46.4	74.2
	36 – 45 years		16	16.5	16.5	90.7
	46 yrs & above		9	9.3	9.3	100.0
		Total	97	100.0	100.0	
Valid	Married		39	40.2	40.2	40.2
	Single		42	43.3	43.3	83.5
	Divorced		10	10.3	10.3	93.8
	Others		6	6.2	6.2	100.0
		Total	97	100.0	100.0	
Valid	0 – 5 years		33	34.0	34.0	34.0
	6 – 10 years		44	45.4	45.4	79.4
	11yrs & above		20	20.6	20.6	100.0
	Total		97	100.0	100.0	

Source: Field Survey, 2014

Based on the respondents' marital status, it was evident that the single are with the highest number. Evidently, the table shows that respondents with less than 5 years work experience were 34.0% of the 97 respondents, 6-10 years work experience took a share of 44.3%, which could be referred to as the largest group of the studied respondents, however, respondents with 11years & above of work experience took a share of 20.6%, all summing up to 100%. It is expected that employees who have stayed in the organization longer than the others should have a better understanding and knowledge of the culture of the organization. We could conclude that our survey is on the right track with 44.3% of the studied respondents having worked for the organization between 6 – 10 years.

4.2 Hypotheses Testing and Discussion of Results

Below are the data obtained and presented from the analysis of the research hypotheses, using correlation to describe the strength and direction of the linear relationship between the variables.

4.2.1 Hypothesis One

There is no direct relationship between the measures of organizational culture and employee performance

Table 2: Correlations between Measures of Organizational culture & Employee Performance

		1	2	3	4
(1) Material culture	Pearson Correlation	1.000	.126	.122	.244*
	Sig.		.227	.240	.018
	N	95	94	95	94
(2) Social behavior	Pearson Correlation	.126	1	.476**	.501**
	Sig.	.227		.000	.000
	N	94	96	96	95
(3) Power distribution	Pearson Correlation	.122	.476**	1	.336*
	Sig.	.240	.000		.001
	N	95	96	97	96
(4) Symbolic elements	Pearson Correlation	.244*	.501**	.336*	1
	Sig.	.018	000	.001	
	N	94	95	96	96

*.Correlation is significant at the 0.05 level (2-tailed). **.Correlation is significant at the 0.01 level (2-tailed).*
Dependent variable = employee performance

Table 2 shows the correlations between the variables measured in hypothesis 1. As observed, the number of cases (N) varies, which is an indication that there were missing cases and were excluded from the analysis. Considering the direction of the relationship between the variables, it is observed that positive relationship exists

between the measured variables. The output size of the value of Pearson correlation (r) between power distribution and social behaviour of the organization studied is .476 (*sig. =.000*), which the strength of the relationship according to Cohen (1988) can be classified as medium the strength. Similarly, the strength of relationship between organizational social behavior and symbolic elements variables is .501(*sig. = .000*) and the strength of correlation is classified to be large, suggesting a strong relationship between organizational social behavior and symbolic elements. Further, the strength value of correlation between symbolic elements and power distribution variables is .336 (*sig. = .000*), which is classified as medium. Also, the strength of correlation of r=.244 (*sig. = .018*) exists between symbolic elements and material culture.

4.3 Hypothesis Two

Organizational culture and management style have no effect on employees' performance

Table 3: Correlations between Measures of Organizational culture & Management style on Employee Performance

		1	2	3	4	5
(1) Leaning new culture	Pearson Correlation	1	.261*	.237*	104	.266**
	Sig. (2-tailed)		.010	.021	.315	.009
	N	96	96	95	96	96
(2) Mgt Flex_style	Pearson Correlation	.261*	1	.237*	.392**	.224*
	Sig. (2-tailed)	.010		.021	.000	.027
	N	96	97	95	97	97
(3) Mgt style_influence	Pearson Correlation	.237*	.237*	1	.153	.485**
	Sig. (2-tailed)	.021	.021		.138	.000
	N	95	95	96	96	96
(4) Org_cul_infl_style	Pearson Correlation	104	.392**	.153	1	.186
	Sig. (2-tailed)	.315	.000	.138		.069
	N	96	97	96	97	97
(5) Org_cul_infl_atti_em	Pearson Correlation	.266**	.224*	.485**	.186	1
	Sig. (2-tailed)	.009	.027	.000	.069	
	N	96	97	96	97	97

*.Correlation is significant at the 0.05 level (2-tailed); **.Correlation is significant at the 0.01 level (2-tailed).
Dependent variable = employee performance

Table 3 above displays the correlations between organizational culture & management style on employee performance. There is a medium correlation between attitudinal behaviors of employees and management style variables (r = .485, sig. = .000), suggest a medium relationship between the two variables. However, the strength of relationships that exist between other variables such as learning new culture and cooperation among employees is small (r=.261, sig = .010); attitudinal behavior and learning new culture (r=.266, sig. = .009). Also, there is a medium relationship between organizational culture influences management style and cooperation among employees (r=.392, sig. = .000).

4.4 Hypothesis Three

New employees do not easily get incorporated into the values, norms and beliefs of organizations.

Table 4: Correlations between Measures of Employees willing to learn & Organizational values, norms and beliefs

		1	2	3	4	5
(1) Emp_unwilling	Pearson Correlation	1	.241*	.125	-.139	.185
	Sig.		.018	.223	.180	.073
	N	97	96	96	94	95
(2) Cul_impose	Pearson Correlation	.241*	1	.514**	.259*	.357**
	Sig.	.018		.000	.012	.000
	N	96	96	96	93	94
(3) Rebel_excluded	Pearson Correlation	.125	.514**	1	.109	.330**
	Sig.	.223	.000		.300	.001
	N	96	96	96	93	94
(4) Communication	Pearson Correlation	-.139	.259*	.109	1	.162
	Sig.	.180	.012	.300		.120
	N	94	93	93	96	93
(5) Emp_obey	Pearson Correlation	.185	.357**	.330**	.162	1
	Sig.	.073	.000	.001	.120	
	N	95	94	94	93	95

*.Correlation is significant at the 0.05 level (2-tailed); **.Correlation is significant at the 0.01 level (2-tailed).
Dependent variable = employee performance

Table 4 shows the correlations between variables of employees' willingness to learn & organizational values, norms and beliefs. However, it is evident that there is a large correlation between rebel excluded from the

company and imposing of organizational culture on the employees (r=.514; sig. = .000), suggesting strong relationship exists between the measured variables. The strength value of the relationship between employees should be seen as subjects and imposition of organizational culture is r=.357 (sig. = .000), which is classified as medium relationship. Similarly, the strength value that exist between employees' willingness to learn and employee must is r=.330 (sig. = 001). While there is small correlation between the remaining variables, with the value ranges from .241 (sig. = 0.18) to .259 (sig. = .012).

4.5   Hypothesis Four

H_{04}: Values and beliefs of employees are not compatible with that of the organization.

Table 5: Correlations between Measures of Employees values/beliefs & Organizational culture

		1	2	3	4
(1) Compatible_value	Person Correlation	1	.333**	-.080	-.250*
	Sig. (2-tailed)		.001	.438	.013
	N	97	97	97	97
(2) Flexible	Person Correlation	.333**	1	-.123	.010
	Sig. (2-tailed)	.001		.230	.924
	N	97	97	97	97
(3) Participation	Person Correlation	-.080	-.123	1	.571**
	Sig. (2-tailed)	.438	.230		.000
	N	97	97	97	97
(4) Adaptability	Person Correlation	-.250	.010	.571**	1
	Sig. (2-tailed)	.013	.924	.000	
	N	97	97	97	97

*.Correlation is significant at the 0.05 level (2-tailed); **.Correlation is significant at the 0.01 level (2-tailed). Dependent variable = employee performance

Evidently, table 5 shows the correlations between compatibility of employees' values and beliefs with that of the organization. There is a large correlation between employee participating in developing organizational culture and adaptability to new culture variables. The strength value of the relationship is r= .571(sig. = .000), suggesting strong relationship exists between the studied variables. Also the strength of relationship between flexibility of the organizational culture and employee' values are not often compatible is classified as medium with the value r=.333 (sig. = .001). However, there is medium correlation between adaptability to new culture and incompatibility of employees' values and beliefs with that of the organization (r = -.250; sig. = .013).

5.0 Managerial Implications

The survey was conducted to find out the impact of organizational culture and management style on employee performance in the banking industries. It was also discovered that the management style and practices of the selected banks gives room for employee self development and improvement, ensures stability of employment and relationships and promotes harmony and solidarity as illustrated in tables above. However, it is important to state that the respondents studied revealed that sometimes values and beliefs of the organization are not compatible with theirs. As obtained from the hypothesis one analyzed above, it is evident that strong relationship exists between organizational culture and employee performance, suggesting organization material such as equipment handling; social behavior and symbolic elements have positive and large influences the performance of employees. Similarly, the results of analyzed data in hypothesis two show there is a medium relationship between employee' attitudinal behaviors and management style; while small relationship exists between learning new culture and cooperation among employees.   It is evident in the analyzed data that employees who are not willing to learn and to the organizational values, norms, and beliefs are tagged '*rebel*' and such individuals are alienated from the organization and when employees tend to reject or not willing to accept the organizational culture, founders or management result to the use of coercion. Based on the findings, incompatibility exists between employees' values and beliefs with that of the organization. This could be attributed to the diversities that exist among individuals, since workers are coming together under the same organization from different social, family, beliefs, norms, values, economic backgrounds, they are bound to experience conflict and incompatibility. However, it is important noting that organizational culture serves as a check to all these differences. Further, it is observed from the studied respondents that employees tend to accept and adapt to organizational culture, if they participate in developing such culture.

Conclusion and Recommendations

Based on the empirical and theoretical finding there exist a strong relationship between organizational culture and employee performance. As obtained in the literature, the ultimate source of an organization's culture is its founders, who have vision of what the organization should be, though we cannot rule out the fact that employees can be indoctrinated and socialized into the founders' way of thinking, either at the point of entry or after being employed. However, it is important to state that this is in line with what is obtained in the literature, which stated that employees can learn organizational culture through rituals avenues, which are referred to repetitive

sequences of activities that express and reinforce the key values of the organization. However, the above responses are contrary to what is obtained in the literature regarding how organizational culture should be learned. It has been argued that employees can learn organizational culture through various media such as stories telling, use of material symbols, language and rituals. An organization with a culture that encourages employee participation, commitment, team work, which is characterized by team work and harmony, and which give room for employee self development and improvement will attract highly attract, retain and motivate highly skillful individuals. No doubt, this will result in a high performing organization evident in its profitability and turnover rate. Consequently the challenge of incompatibility in values, beliefs and norms that could arise between employee and the organization will be avoided. Based on the above, it was recommended that selected banks should ensure that the employees are frequently informed on the company's values and beliefs: what they stand for, their mission and vision. The work environment and atmosphere should be modified in a way that employee feel the urgent need to achieve, thereby channeling their efforts to the attainment of the organizational goals and objectives. The environment should promote their total allegiance and loyalty.

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