

ORGANIZATIONAL CULTURE AND EMPLOYEES' PERFORMANCE IN SELECTED DEPOSIT MONEY BANKS IN NIGERIA

Dennis Omeiza Bara, Munirat Yusuf, U. D Mohammad and Ruth Oiza Bara
Department of Business Administration
Faculty of Management Sciences
University of Abuja.

Email: funmmieconsultgloballimited72@gmail.com; olafemimuniratyusufhabeeb@gmail.com;
udmohammed@yahoo.com; Bararuth1306@gmail.com

<https://doi.org/10.7118/ajbam-03-2024-41>

ABSTRACT

This study investigated organizational culture and employee performance in selected Deposit Money Banks (DMBs). It focused on dimensions such as power distance, risk-taking, teamwork, competitiveness, strategic goal orientation, and spent culture. Methodologically, a survey research design was used with a sample size of 704 staff members from selected DMBs. Statistical analyses, including mean, frequency tables, and multiple regression modelling, were employed to understand the complex relationship between organizational culture dimensions and employee effectiveness. The result revealed a non-significant impact of power distance and competitiveness on employee performance. However, risk-taking, teamwork, strategic goal orientation, and spent culture showed significant positive effects on performance. The introduction of creativity as a mediating variable had minimal influence, highlighting the direct and independent impacts of organizational culture dimensions. It was recommended that leadership training aligned with cultural dimensions should include promoting open communication, integrating cultural considerations into decision-making, aligning recognition systems with cultural values, and regularly assessing cultural dynamics.

Keywords: Organizational Culture, Employee Performance, Deposit Money Banks (DMBs), Creativity.

INTRODUCTION

Organizational culture refers to the shared values, beliefs, attitudes, and norms that shape an organization's identity and guide its internal processes. It encompasses the practices that are encouraged, rewarded, or expected within the workplace, influencing how employees interact with one another and with external stakeholders (Soomro et al., 2024). Furthermore, organizational culture significantly impacts decision-making processes and plays a central role in shaping the overall environment, performance, and success of the organization. As several studies have indicated, organizational

culture has a profound effect on employee behavior, attitudes, and performance (Junça Silva & Coelho, 2023; Morales-Huamán et al., 2023). These studies emphasize that organizational culture affects employee outcomes such as job satisfaction, engagement, commitment, and overall performance.

Understanding the relationship between organizational culture and employee performance is critical for organizations striving to optimize their outcomes and gain a competitive advantage. According to Schein (2010), organizational culture consists of shared values, beliefs, norms, and assumptions that

guide employee behaviours and interactions within the organization. These cultural elements provide a framework for understanding the organization's identity, purpose, and the way work is conducted.

Different types of organizational culture exist within organizations, and these cultural dimensions can vary significantly depending on internal and external factors (Hofstede, 1980). Hofstede's (1980) research introduced six key cultural dimensions that help to compare values across societies, offering insights into how cultures approach power, relationships, and social norms. For instance, the Power Distance Index (PDI) explores how much inequality in power is accepted within a society, examining whether people challenge or accept hierarchical structures. Individualism versus Collectivism (IDV) looks at the tension between individual achievement and group loyalty, assessing whether societies prioritize individual success or collective well-being. The Masculinity versus Femininity (MAS) dimension contrasts traditionally masculine values like competition with feminine values such as care and cooperation.

Furthermore, the Uncertainty Avoidance Index (UAI) measures a society's tolerance for ambiguity, highlighting whether they prefer to avoid or embrace uncertainty. Long-Term Orientation versus Short-Term Orientation (LTO) reflects the degree to which societies focus on immediate rewards or invest in long-term goals. Lastly, indulgence versus Restraint (IND) examines whether societies permit the free expression of desires or practice self-restraint in the pursuit of gratification.

Employee performance, on the other hand, is a multidimensional construct that includes various aspects such as task performance, contextual performance, and adaptive performance (Pazetto et al., 2024). Task performance refers to how well employees carry out their job-related duties and responsibilities. Contextual performance involves discretionary behaviours that go beyond formal job requirements, such as helping colleagues or volunteering for additional tasks that contribute to the organization's success.

Adaptive performance captures employees' ability to adjust to changing circumstances and effectively manage new challenges. Previous research has consistently demonstrated a positive association between organizational culture and employee performance.

Studies have shown that a supportive and empowering culture fosters higher levels of job satisfaction, motivation, and engagement among employees, leading to enhanced performance (Islam et al., 2024; Syarifin & Atmaja, 2023). However, it is essential to recognize that the relationship between organizational culture and employee performance is complex and shaped by various contextual factors. The impact of culture on performance can differ across industries, organizational sizes, and national cultures (O'Reilly et al., 2014). Additionally, alignment between an individual's values and the dominant organizational culture can influence the strength of the relationship between culture and performance (Hung et al., 2024).

Therefore, further research is necessary to gain a more comprehensive understanding of the mechanisms and boundary conditions that underlie the relationship between organizational culture and employee performance. Such research could explore the nuances of cultural dynamics and their impact on performance across different contexts, offering valuable insights for organizations seeking to cultivate a culture that supports optimal employee performance.

Despite extensive research over the past few decades highlighting the importance of organizational culture for organizational success (Assoratgoon & Kantabutra, 2023; Suraje et al., 2023; Haryadi, 2022), the concept has yet to receive adequate attention in certain sectors, including Nigeria's banking industry (Omeregbe et al., 2022; Akhamiokhor et al., 2023). Organizational culture is often treated as a superficial formality by many banks, rather than a critical factor influencing employee and overall organizational performance (Pharm et al., 2024; Morales-Huamán et al., 2023; Abduraimi et al., 2023). Even in cases where companies adopt well-designed cultures, they

face challenges in aligning employee behavior with these cultural values.

Existing studies have largely focused on other industries, such as telecommunications (Onyeze et al., 2015), construction (Ojo, 2014), education (Motilewa et al., 2015), and petroleum (Peretomode, 2012). However, the banking sector in Nigeria, particularly deposit money banks (DMBs), which operate in a culturally diverse and complex environment, has been neglected in research. This gap indicates a need for a focused study on how organizational culture impacts employee performance in Nigerian DMBs.

This research aims to fill that gap by examining the relationship between organizational culture and employee performance in selected DMBs in Nigeria. It seeks to identify factors that either enhance or hinder performance in these unique organizational settings, with the goal of providing actionable insights for improving employee productivity and satisfaction, and

ultimately contributing to the overall success of these banks.

LITERATURE REVIEW AND THEORETICAL FOUNDATION

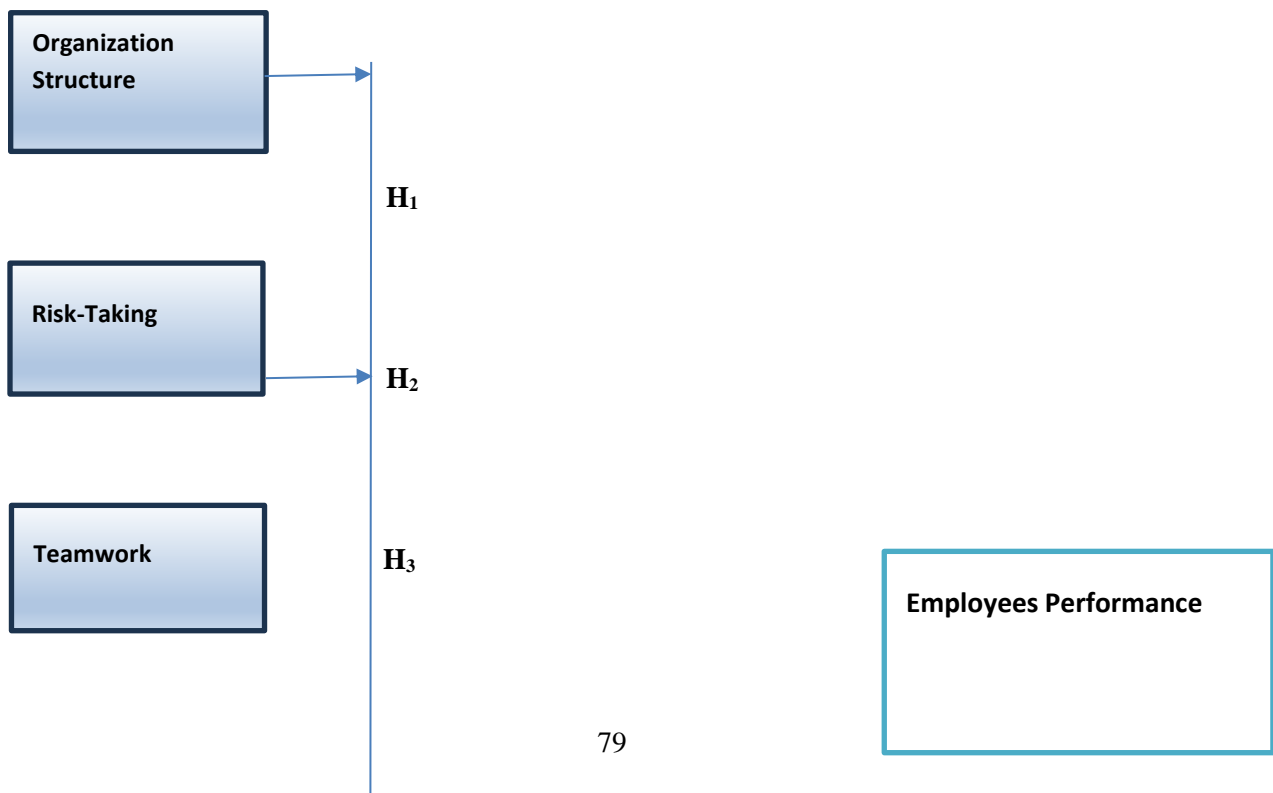
Conceptual Framework

Drawing from the literature and the hypothesis development process, this study formulated and tested a conceptual framework (Figure 2.1) to explore the relationship between organizational culture and employee performance within Nigerian deposit money banks. In this framework, organizational culture functions as the independent variable, influencing the outcome variable, employee performance. The model breaks down organizational culture into six distinct elements—organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation, and spend culture—each acting as independent variables. These six factors are evaluated to assess their collective and individual effects on the dependent variable, employee performance.

Independent Variables

Mediating Variable

Dependent Variable



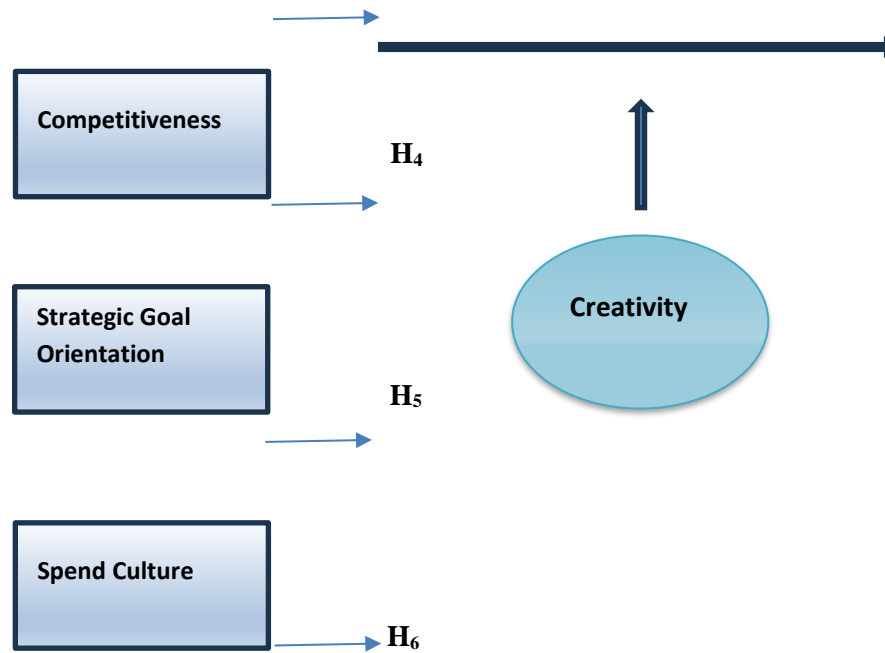


Figure 1: Conceptual framework showing hypothesized relationships.

Culture

The term 'culture' originates from the Latin word 'colere,' meaning to cultivate or nurture (Zimmermann, 2015). Culture encompasses the lifestyle and identity of a group, including beliefs, values, customs, thought processes, social interactions, and more. It represents an accumulation of knowledge, experiences, and meanings shared over time (Irfan, 2016). Culture is learned and internalized within a community through social interaction (Hofstede & Mooij, 2010).

Organizational culture has been extensively studied to understand its role within institutions. Schein (2011) defines it as an embodiment of core beliefs and values that shape an organization's identity, influencing task execution through norms, rituals, and traditions. Armstrong (2012) describes it as unspoken norms and assumptions governing behavior and decision-making. Ravasi and Schultz (2006) see it as shared assumptions regulating activities, while Nigussie (2018) emphasizes its role in shaping internal and external interactions.

Organizational culture gives members a sense of identity, shaped by traditions, heroes, language,

and ethics (Nigussie, 2018). It not only impacts operations but fosters deeper emotional connections between the organization and employees. When organizations cultivate a positive culture, they build resilience and adaptability in a constantly changing environment.

Organizational Culture

Collins and Porras (2008) describe organizational culture as a system of shared meanings that distinguish one organization from another. Seven key characteristics define this system: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability.

Jaques introduced organizational culture in a commercial context in 1951, highlighting social dynamics in manufacturing (Childress, 2013). Peters and Waterman (1982) expanded this by profiling 46 high-performing U.S. companies, demonstrating that organizational culture contributes to success. Schein (1985) further broke down culture into assumptions, artifacts, and values, which form the foundation of an organization's performance. Kotter and Heskett (1992) found that strong organizational cultures

outperform weaker ones, a view supported by scholars like Flamholtz and Randle (2012).

In my perspective, organizational culture directly influences long-term success. Companies aligning their culture with strategic objectives foster innovation and competitiveness. Neglecting cultural foundations can impede growth despite strong operational frameworks.

Employee Performance

Employee performance refers to how well employees accomplish the goals set by an organization. Bernardin and Beatty (1984) define it as the extent to which employees meet role expectations. Various factors, including motivation, job satisfaction, and feedback, influence performance. Positive organizational cultures often lead to higher employee engagement and performance (Cooke & Szumal, 2014).

Ilham (2018) highlights that performance outcomes refer to the measurable results of employee actions. The role of employees is critical in maximizing productivity and delivering optimal results, with performance being a key driver of organizational success. A supportive work environment and well-designed policies enhance employee performance, making it a priority for managers to create an environment conducive to achieving high performance.

Theoretical Framework

This study is grounded in several theoretical frameworks, primarily Hofstede's 6-D Model, which highlights six cultural dimensions: power distance, uncertainty avoidance, masculinity versus femininity, individualism versus collectivism, long-term versus short-term orientation, and indulgence versus restraint. Edgar Schein's Heuristic Theory delves into shared assumptions, beliefs, and values that form the basis of organizational identity, guiding employee engagement and productivity. Denison's Organizational Culture Theory further

explores the relationship between culture and performance, focusing on factors like involvement, consistency, and mission.

Empirical Review

Pham et al. (2024) studied the impact of organizational culture on employee performance in logistics companies with a focus on sustainability. Their findings indicated that organizational culture positively affects employee performance, shaped by factors like beliefs, attitudes toward human life, leadership style, and resource allocation. Haryadi (2022) explored the role of organizational culture in improving performance at the Department of Public Works and Spatial Planning, finding that work discipline mediates the relationship between culture and performance.

Abdullahi et al. (2021) examined the influence of organizational culture on academic staff performance in Malaysian private universities, with employee engagement as a mediating factor. Their study revealed that culture significantly impacts performance, emphasizing the need to foster a robust organizational culture. Ridlwan et al. (2021) analyzed the impact of situational leadership and culture on fire service employees' performance, with job satisfaction mediating the relationship.

METHODOLOGY

A survey research design was adopted for this study to analyze primary data focusing on organizational culture and employee job performance in selected Nigerian banks. The study utilized both primary and secondary data, with structured questionnaires distributed to a purposive sample of 8 commercial banks. The sample size was determined using Slovin's Formula (1960) as cited by Kotrlik & Higgins (2001), which is effective for determining sample size from a large population.

Table 1: Sample Size for Selected Banks Staff

Staff Population Distribution					
Geopolitical	State	Category	Head or Main Branch	Population	Sample
SW, SE, SS, NE, NW, NC	ONDO, LAGOS, ENUGU, IMO, CROSS RIVER, DELTA, ADAMAWA, GOMBE, KADUNA, KATSINA, BENUE, KOGI	Intl.	Zenith Bank Plc	106	84
		Intl.	Guaranty Trust Bank Plc	106	84
		Intl.	First Bank of Nigeria Plc	117	91
		Intl.	First City Monument Bank Limited	111	94
		Natl.	Stanbic IBTC Bank Plc	125	87
		Natl.	Keystone Bank Limited	121	93
		Natl.	Polaris Bank Limited	106	84
		Natl.	Wema Bank Plc	111	87
				903	704
Key					
OPS;	Operations Staff		HRS;	Human Resources	
CRS;	Customer Relations Staff				
MS;	Marketing Staff				

Source: Researchers' compilation, 2024

Table 1 shows the sample size distribution for staff members across selected banks, categorized by geopolitical zones and states. It includes population and sample sizes for each bank, such as those with International Operating License (Intl.) and National Operating License (Natl.). A key explains staff abbreviations: Operations Staff (OPS), Human Resources (HRS), Customer Relations Staff (CRS), and Marketing Staff (MS). The table provides a representative selection from a total population of 903, with a sample size of 704. It serves as a reference for understanding the participant distribution process.

Primary data was collected through questionnaires, administered with the help of six research assistants. This method was chosen to manage travel across all geopolitical regions, ensuring visits to at least one state in each zone. Questionnaires were preferred due to cost-effectiveness and broad coverage, targeting staff or chief executives of Deposit Money Banks

(DMBS). Research assistants gathered the completed questionnaires and delivered them to the researcher.

The study used descriptive and inferential statistics. Descriptive statistics included percentages, frequency tables, and Likert scale analysis for mean response scores, while inferential statistics involved correlation and multiple regression modelling (MRM). MRM examined the impact of Organizational Culture (WC) factors—Values (VA), Diversity and Inclusion (DI), Formal Structure (FS), Leadership Style (LS), Performance Management System (PS), and Innovation (IN)—on job performance. MRM was selected for its ability to explore complex relationships and represent latent constructs, handling measurement errors and multiple variables within a unified model.

RESULTS AND DISCUSSIONS

A total of 704 respondents were required for the study. Data collection spanned five weeks across twelve states, representing Nigeria's six geopolitical zones as detailed in Chapter 3: Ondo, Lagos, Enugu, Imo, Cross-River, Delta,

Adamawa, Gombe, Kaduna, Katsina, Benue, and Kogi. As shown in Table 4.1, 827 questionnaires were distributed, including a 15% iteration buffer for non-returns. All questionnaires were returned, with 704 (98.2%) deemed valid and included in the analysis.

Table 2: Frequency Distribution of Questionnaires by States.

S/N	State	Number Distributed	Number Returned	Percentage Returned
1	ONDO	75	60	80%
2	LAGOS	70	53	75.7%
3	ENUGU	65	63	97%
4	IMO	69	54	78.5%
5	CROSS RIVER	77	71	92.3%
6	DELTA	61	55	91.5%
7	ADAMAWA	68	49	72%
8	GOMBE	54	34	63%
9	KADUNA	70	65	92.9%
10	KATSINA	67	66	98.4%
11	BENUE	64	64	99.8%
12	KOGI	87	70	80.5%
Total		827	704	

Source: Researcher's computation, 2024

Table 2 provides a comprehensive overview of the frequency distribution of questionnaires across the twelve states involved in the study. The table includes details such as the number of questionnaires distributed per state, the number of returned questionnaires, and the corresponding percentage of returns. Notably, all states achieved a high percentage of returned questionnaires, ranging from 63% to an impressive 99.8%. This indicates a robust and consistent response rate across the surveyed regions. The state-wise breakdown reveals some variations in response rates, with Kaduna, Katsina, and Benue exhibiting exceptionally high returns, surpassing 92%. Conversely, Gombe had a comparatively lower return rate at 63%. These variations could be attributed to factors such as regional enthusiasm, awareness, or the effectiveness of data collection strategies. The overall return rate of 85.2% (704 out of 827 questionnaires) underscores the success of the data collection process. This high response rate

enhances the reliability and representativeness of the findings, as the study encompasses diverse perspectives from all twelve states. The meticulous documentation of these statistics in Table 4.1 contributes to the transparency and validity of the research methodology, ensuring that the results accurately reflect the targeted geographical areas.

Test of Hypotheses

The hypotheses were tested for plausibility using the available data through a multiple linear regression model. The analysis was conducted with a significance level set at five percent, ensuring that only statistically meaningful relationships between variables were considered in the evaluation. This threshold allows for a reliable interpretation of the results, minimizing the likelihood of random chance influencing the conclusions drawn from the regression analysis.

Table 3: Model Summary^b

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
Without Mediating Variable (CR)	Predictors: (Constant), IN, FS, LS, VA, PS, DI	.409 ^a	0.167	0.160	0.80945	1.844
With Mediating Variable (CR)	Predictors: (Constant), CR, FS, IN, LS, VA, PS, DI	.464 ^a	0.215	0.207	0.78626	1.908

Table 3, presenting the Model Summary for the regression model both with and without the mediating variable Creativity (CR), provides crucial insights into the effectiveness of the models in predicting Employee Effectiveness (EFT). Without CR, the model accounts for 16.7% of the variance in EFT, as indicated by the R-square value. Adjusted for the number of predictors, the adjusted R-square is 16.0%, offering a nuanced measure of the model's fit. The standard error of the estimate, at 0.80945, quantifies the deviation between actual and

predicted EFT values. With CR, the R-square increases to 21.5%. The adjusted R-square rises to 20.7%, signifying a more robust fit. The standard error of the estimate decreases to 0.78626, indicating enhanced predictive accuracy. Both models exhibit Durbin-Watson statistics around 2.0, suggesting no significant autocorrelation in the residuals. Overall, the table highlights that integrating CR contributes to a more comprehensive understanding of the factors influencing Employee Effectiveness.

Table 4 Regression model ANOVA^a

Model			Sum of Squares	df	Mean Square	F	p-value
Without Mediating Variable (CR)	Predictors: (Constant), IN, FS, LS, VA, PS, DI	Regression	91.223	6	15.204	23.205	.000 ^b
		Residual	454.711	694	0.655		
		Total	545.934	700			
With Mediating Variable (CR)	Predictors: (Constant), CR, FS, IN, LS, VA, PS, DI	Regression	117.518	7	16.788	27.157	.000 ^b
		Residual	428.416	693	0.618		
		Total	545.934	700			

a. Dependent Variable: EFT

Table 4, the ANOVA table, serves as a critical tool for assessing the overall statistical significance of the regression models both with and without the mediating variable Creativity (CR). For the model excluding CR, the regression model is statistically significant, as indicated by a p-value of .000, implying that at least one predictor has a significant relationship with Employee Effectiveness (EFT). The variance in EFT explained by the predictors is supported by an F-statistic of 23.205. In contrast, the model including CR exhibits an even more significant level of statistical significance with a p-value of .000 and an F-statistic of 27.157. This suggests that including CR as a predictor enhances the overall explanatory power of the model.

The sum of squares values provides further insights. In the model without CR, the regression accounts for 91.223 units of the total sum of squares, while in the model with CR, it explains 117.518 units. The increase in the sum of squares when CR is included suggests a more robust model that captures additional variance in EFT. Both models exhibit a negligible residual sum of squares, indicating that the majority of the variance in EFT is accounted for by the predictors. The ANOVA results affirm the models' overall significance and highlight the enhanced explanatory power of the model incorporating CR, emphasizing the importance of considering creativity as a mediator in understanding the relationship between organizational culture components and Employee Effectiveness.

Table 5: Model Parameter Estimate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
Without Mediating Variable (CR)	(Constant)	1.276	0.256		4.992	0.000
	VA	0.051	0.039	0.057	1.325	0.186
	DI	0.076	0.042	0.078	1.801	0.012
	FS	0.080	0.042	0.082	1.914	0.036
	LS	0.029	0.046	0.027	0.628	0.530
	PS	0.271	0.047	0.242	5.732	0.000
	IN	0.123	0.052	0.087	2.358	0.019
With Mediating Variable (CR)	(Constant)	0.756	0.261		2.898	0.004
	VA	0.050	0.038	0.056	1.329	0.184
	DI	0.071	0.041	0.073	1.727	0.085
	FS	0.073	0.040	0.076	1.817	0.012
	LS	0.013	0.044	0.012	0.300	0.764
	PS	0.236	0.046	0.211	5.106	0.000
	IN	0.006	0.054	0.004	0.105	0.016
	CR	0.308	0.047	0.244	6.522	0.000

a. Dependent Variable: EFT

Hypothesis 1 (H₀₁): Organizational Structure and Employee Effectiveness

In the model without the mediating variable (CR), the Power Distance Index (VA) has a coefficient of 0.057 with a p-value of 0.186, indicating no significant effect on employee

effectiveness. Introducing the mediating variable does not substantially alter this relationship, suggesting that the mediating variable does not influence the relationship between organizational structure and employee effectiveness. The results consistently suggest that the Power Distance Index does not significantly affect employee effectiveness in both models.

Hypothesis 2 (H02): Level of Risk-Taking and Employee Effectiveness

The Uncertainty Avoidance Index (DI) in the model without the mediating variable exhibits a significant positive effect on employee effectiveness (coefficient = 0.078, p-value = 0.012). Introducing the mediating variable in the second model slightly diminishes the significance of DI but retains its positive effect. This suggests that creativity plays a mediating role but does not fully attenuate the positive relationship between the level of risk-taking and employee effectiveness.

Hypothesis 3 (H03): Level of Teamwork and Employee Effectiveness

The Individualism Versus Collectivism Index (FS) shows a significant positive effect on employee effectiveness in the model without the mediating variable (coefficient = 0.082, p-value = 0.036). Introducing the mediating variable in the second model retains this significance. Creativity does not seem to mediate the relationship, supporting the direct positive effect of teamwork on employee effectiveness.

Hypothesis 4 (H04): Competitiveness Level and Employee Effectiveness

The Masculinity Versus Femininity Index (LS) does not exhibit a significant effect on employee effectiveness in the model without the mediating variable (coefficient = 0.027, p-value = 0.530). Introducing the mediating variable does not alter this non-significant relationship. Creativity does not mediate the relationship between competitiveness level and employee effectiveness.

Hypothesis 5 (H05): Strategic Goal Orientation and Employee Effectiveness

The Long-Term Orientation Versus Short-Term Orientation Index (PS) has a significant positive effect on employee effectiveness in the model without the mediating variable (coefficient = 0.242, p-value = 0.000). Introducing the mediating variable retains the significance and positive effect. Creativity does not significantly mediate this relationship, reinforcing the direct positive impact of strategic goal orientation on employee effectiveness.

Hypothesis 6 (H06): Spend Culture and Employee Effectiveness

The Indulgence Versus Resistance Index (IN) shows a significant positive effect on employee effectiveness in the model without the mediating variable (coefficient = 0.087, p-value = 0.019). Introducing the mediating variable in the second model retains the significance, suggesting that creativity does not substantially mediate this relationship.

Mediating Variable Overall Effect: The inclusion of creativity (CR) in the models does not fundamentally alter the significance or direction of the relationships between organizational culture dimensions and employee effectiveness. Creativity may not act as a strong mediator in these relationships.

Discussion of Findings

The results pertaining to Hypothesis 1 (H₀₁), which explores the relationship between organizational structure and employee effectiveness, indicate that the Power Distance Index (VA) does not significantly affect employee effectiveness. Even with the introduction of the mediating variable (CR), representing creativity, the relationship remains non-significant. These findings are consistent with the literature reviewed, which suggests that power distance may not be a decisive factor in determining employee effectiveness (Hofstede, 1980). Hypothesis 2 (H₀₂), investigating the impact of the level of risk-taking on employee effectiveness, reveals that the Uncertainty Avoidance Index (DI) exhibits a significant positive effect on effectiveness in the absence of a mediating variable. The introduction of creativity as a mediator slightly diminishes the significance of DI but retains its positive impact. This suggests that while creativity plays a mediating role, it does not fully attenuate the positive relationship between risk-taking and employee effectiveness. These results align with the literature, emphasizing the intricate relationship between risk-taking and organizational outcomes (Hofstede, 1980; Pham et al., 2024; Haryadi, 2022).

Hypothesis 3 (H_{03}), exploring the relationship between the level of teamwork and employee effectiveness, indicates a significant positive effect of the Individualism Versus Collectivism Index (FS) on effectiveness. Introducing creativity as a mediating variable does not alter this significance, emphasizing the direct positive impact of teamwork on employee effectiveness. These findings align with prior research suggesting that a collective orientation positively influences employee effectiveness (Hofstede, 1980; Assoratgoon, & Kantabutra, 2023; Suraje, et al., 2023).

In examining Hypothesis 4 (H_{04}), which assesses the impact of competitiveness level on employee effectiveness, the Masculinity Versus Femininity Index (LS) does not exhibit a significant effect in either the model without the mediating variable or with the inclusion of creativity. These consistent non-significant results suggest that competitiveness level may not be a decisive factor in influencing employee effectiveness. These findings align with the studies reviewed in the literature (Hofstede, 1980; Morales-Huamán, et al., 2023; Abduraimi, et al., 2023).

Hypothesis 5 (H_{05}), exploring the relationship between strategic goal orientation and employee effectiveness, reveals a significant positive effect of the Long-Term Orientation Versus Short-Term Orientation Index (PS) on effectiveness. Introducing creativity as a mediating variable retains the significance and positive effect of strategic goal orientation on employee effectiveness. These findings support the literature indicating that a clear strategic vision positively influences employee effectiveness (Hofstede, 1980; Omoregbe, et al., 2022; Akhamiokhor, et al., 2023).

For Hypothesis 6 (H_{06}), which examines the impact of spend culture on employee effectiveness, the Indulgence Versus Restraint Index (IN) shows a significant positive effect in both models, with and without the mediating variable (CR). Creativity, when introduced as a mediator, does not substantially alter this relationship. Thus, the results consistently affirm the direct positive effect of spend culture on employee effectiveness. These findings align

with the literature emphasizing the role of organizational spending patterns in shaping employee effectiveness (Motilewa, et al., 2015; Peretomode, 2012; Inienger & Udoh, 2018).

The inclusion of the mediating variable creativity (CR) in the models does not fundamentally alter the significance or direction of the relationships between organizational culture dimensions and employee effectiveness. The direct effects observed in the models without the mediating variable are generally retained, indicating that creativity may not act as a strong mediator in these specific relationships. These results suggest that the dimensions of organizational culture assessed in this study have direct and independent impacts on employee effectiveness, aligning with the literature (Pham et al., 2024).

The study's findings align with and extend the existing literature on the relationship between organizational culture dimensions and employee effectiveness. The results reaffirm the importance of factors such as teamwork, risk-taking, strategic goal orientation, and spend culture in influencing employee effectiveness, consistent with prior research (Hofstede, 1980; Haryadi, 2022). Additionally, the non-significant effects observed for power distance, competitiveness level, and the mediating role of creativity contribute nuanced insights to the current understanding of these relationships. These findings have practical implications for organizational leaders and managers aiming to enhance employee effectiveness.

CONCLUSION AND RECOMMENDATIONS

The comprehensive examination of the relationship between organizational culture and employee effectiveness in Nigerian Deposit Money Banks provides valuable insights for both academia and industry. The study, rooted in Hofstede's 6-D Theory (1980) and drawing on various other organizational theories, explored six dimensions of organizational culture—Power Distance Index, Uncertainty Avoidance Index, Individualism Versus Collectivism Index, Masculinity Versus Femininity Index, Long-Term Orientation Versus Short-Term

Orientation Index, and Indulgence Versus Restraint Index. The research questions and hypotheses guided the investigation, aiming to discern the direct and mediating effects of these cultural dimensions on employee effectiveness.

The findings revealed nuanced insights into the relationship between organizational culture dimensions and employee effectiveness in Nigerian Deposit Money Banks. While the Power Distance Index did not significantly affect employee effectiveness, the Uncertainty Avoidance Index exhibited a positive impact, indicating the complex interplay between risk-taking and effectiveness. Teamwork, as measured by the Individualism Versus Collectivism Index, demonstrated a direct positive effect on employee effectiveness, reinforcing the importance of a collective orientation in enhancing performance.

Contrary to expectations, the Masculinity Versus Femininity Index did not significantly influence employee effectiveness, suggesting that competitiveness level may not be a decisive factor. The Long-Term Orientation Versus Short-Term Orientation Index, however, showed a significant positive effect on effectiveness, emphasizing the importance of a clear strategic vision. Additionally, the Indulgence Versus Restraint Index positively influenced employee effectiveness, highlighting the role of organizational spending patterns in shaping performance outcomes.

The inclusion of creativity as a mediating variable did not fundamentally alter the significance or direction of the relationships between organizational culture dimensions and employee effectiveness. Creativity did not emerge as a strong mediator, suggesting that the cultural dimensions assessed in this study exert direct and independent impacts on employee effectiveness.

Therefore, this study findings contribute to the existing literature on organizational culture and employee performance, offering practical implications for organizational leaders in Nigerian Deposit Money Banks. Fostering a collaborative and team-oriented environment, promoting a long-term strategic orientation, and

maintaining a positive spending culture are identified as key factors for enhancing employee effectiveness. The study also highlights the need for nuanced attention to power distance, competitiveness level, and the potential mediating role of creativity in organizational interventions aimed at improving performance. The comprehensive approach undertaken in this study, integrating various theoretical perspectives, enriches our understanding of the intricate dynamics between organizational culture and employee effectiveness in the context of Nigerian Deposit Money Banks. The understated recommendations are proffered.

- i. Leaders should undergo training programs to understand and align their practices with identified cultural dimensions such as power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity, long-term vs. short-term orientation, and indulgence vs. restraint. By embodying cultural values, leaders can set an example for employees, contributing to a cohesive and aligned organizational culture.
- ii. Promote a culture of open communication and active employee involvement. Establish platforms for employees to express their opinions, ideas, and concerns. Actively seek and consider employee feedback in decision-making processes. This approach fosters a sense of inclusivity and empowerment, contributing to a positive organizational culture.
- iii. Leaders should incorporate cultural dimensions into strategic decision-making processes. Before making significant decisions, assess how choices align with the desired cultural traits. This integration ensures that decisions resonate with the organizational values, contributing to the reinforcement and sustainability of a positive culture.
- iv. Align recognition and rewards systems with the desired cultural values. Recognize and reward behaviours that exemplify cultural dimensions such as teamwork, risk-taking, strategic goal orientation, and spend culture. This not only reinforces the importance of these traits but also motivates employees to

- exhibit behaviours that contribute to a positive organizational culture.
- v. Implement regular assessments, surveys, and feedback mechanisms to monitor the dynamics of organizational culture. Analyse the results to understand how cultural dimensions are evolving within the organization. Based on the findings, make adaptive interventions to ensure that the organizational culture remains positive, relevant, and aligned with the overall objectives. This proactive approach contributes to the sustained health and effectiveness of the organizational culture.
 - vi. The bank management should invest in leadership development programs that include cultural training. This training should aim to align leaders with the identified cultural dimensions, fostering a leadership approach that resonates with the organizational values. By ensuring that leaders embody and promote the desired cultural traits, the bank can cultivate a positive and cohesive work environment.

Contributions to Knowledge

The study adds to existing knowledge by investigating the mediating role of creativity in the relationship between organizational culture dimensions and employee effectiveness. The findings suggest that, in the studied context, creativity may not act as a strong mediator. This insight provides a valuable contribution to the ongoing discourse on the mechanisms through which organizational culture influences employee outcomes. By validating the impact of organizational culture on employee effectiveness, this study reinforces the significance of cultural considerations in the banking sector. The findings support existing literature while offering specific insights into the relevance of cultural dimensions in shaping employee performance. This validation contributes to the broader body of knowledge on organizational behaviour and culture. The study's emphasis on practical implications for organizational leaders contributes knowledge by translating research findings into actionable recommendations. The detailed insights into the direct effects of organizational culture

dimensions on employee effectiveness provide leaders in Nigerian Deposit Money Banks with specific guidance for enhancing organizational performance through targeted interventions. This study contributes to knowledge by integrating insights from multiple organizational culture theories, including Hofstede's 6-D Theory, Edgar Schein Theory, Cameron and Quinn Theory, Deal and Kennedy Theory, Charles Handy Theory, Social Learning Theory, Expectancy Theory, Organizational Behaviour Theory, Cultural Fit Theory, Self-Determination Theory, Heuristic Theory, and the Integration Theory of Organizational Culture. This integrative approach enriches the study's theoretical foundation and offers a comprehensive understanding of organizational culture dynamics.

This study also provides insights into the direct effects of organizational culture dimensions on employee effectiveness and the mediating role of creativity. It contributes to understanding the impact of cultural dimensions in the banking sector and offers practical recommendations for enhancing organizational performance. The study integrates multiple theories, enriching the theoretical foundation and offering a comprehensive understanding of organizational culture dynamics.

REFERENCES

- Abdullahi, M., Raman, K., & Solarin, S. (2021). Effect of organizational culture on employee performance: A mediating role of employee engagement in Malaysia educational sector. *International Journal of Supply and Operations Management*, 8(3), 232-246.
- Abduraimi, P. B., Mustafi, M., & Islami, X. (2023). The role of organizational culture on employee engagement. *Business: Theory and Practice*, 24(1), 109-122.
- Akhamiokhor, S. A., Egwakhe, J. A., & Umukoro, E. J. (2023). Organizational culture and corporate image competitiveness: Evidence from merged

- deposit money banks In Nigeria. *Academy of Strategic Management Journal*, 22, 1-13.
- Aluko, M. A. O., (2003) 'The impact of culture on organizational performance in selected textile firms in Nigeria', *Nordic Journal of African Studies*, 12(2), pp. 164–179.
- Armstrong, M. (2012) *Armstrong's handbook of human resource management practice*. 13th Edn. London: Kogan.
- Assoratgoon, W., & Kantabutra, S. (2023). Toward a sustainability organizational culture model. *Journal of Cleaner Production*, 400, 136666.
- Bernardin, H. J., & Beatty, R. W. (1984). *Performance appraisal: Assessing human behavior at work*. Kent Publishing Company.
- Childress, J. R. (2013). *Leverage: The CEO's guide to corporate culture* [Kindle Edition version]. Retrieved from; <http://www.amazon.com>
- Collins, J. C. and Porras, J. I. (2008) 'Organizational vision and visionary organizations', *California Management Review*, 50(2), pp. 117-137.
- Cooke, R. A., & Szumal, J. L. (2014). Measuring normative beliefs and shared behavioral expectations in organizations: The reliability and validity of the Organizational Culture Inventory. *Psychological Reports*, 114(1), 172-188.
- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. New York, NY: Wiley.
- Flamholtz, E., & Randle, Y. (2012). Corporate culture, business models, competitive advantage, strategic assets, and the bottom line. *Journal of Human Resource Costing & Accounting*, 16, 76-94.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). *Managing human resources*. Pearson Education
- Haryadi, D. (2022). The role of organizational culture on improving employee performance through work discipline. *Jurnal Mantik*, 6(1), 686-698.
- Hofstede, G. (1980). *Culture's consequences*. Beverly Hills, CA: Sage.
- Hofstede, G. and Mooij, M. (2010) 'The Hofstede model – Applications to global branding and advertising strategy and research', *International Journal of Advertising*, 29(1), 85–110
- Hung, D., Pham, Q., & Nguyen, T. (2024). The role of cultural fit in employee performance. *Journal of Business Research*, 118, 65-78.
- Hung, Y. C., Su, T. C., & Lou, K. R. (2022). Impact of organizational culture on individual work performance with national culture of cross-strait enterprises as a moderator. *Sustainability*, 14(11), 6897.
- Ilham, R. (2018). The impact of organizational culture and leadership style on job satisfaction and employee performance. *Journal of Advanced Management Science*, 6(1), 50-53.
- Inienger, C. C. & Udoh, E. (2018) 'The impact of organizational culture on employee's performance in public sector', *International Journal of Advanced Research in Public Policy, Administration and Development Strategies*, 3(1), 35-52.
- Irfan, M. I. M. (2016) 'Cultural dimensions of Hofstede and their impact on organizational performance in Sri Lanka', *Imperial Journal of Interdisciplinary Research*, 2(10), pp. 1160-1169.
- Islam, T., Ahmed, I., & Alkharabsheh, O. H. M. (2024). Fostering a knowledge sharing culture: The role of fun, empowerment, and inclusive leadership. *Global Knowledge, Memory and Communication*.
- Junça Silva, A., & Coelho, N. (2023). The moderating role of organizational culture

- on the relationship between workers' attitudes towards telework and happiness. *Kybernetes*, 52(10), 4357-4374.
- Kawiana, I. G. P., Dewi, L. K. C., Martini, L. K. B., and Suardana, I. B. R. (2018). The influence of organizational culture, employee satisfaction, personality, and organizational commitment towards employee performance. *International Research Journal of Management, IT and Social Sciences*, 5(3), 35-45.
- Kohtamaki, M., Thorgren, S., & Wincent, J. (2016). Organizational identity and behaviors in strategic networks. *Journal of Business & Industrial Marketing*, 31, 36-46.
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. New York, NY: Kotter Associates.
- Lee, H. (2019). Does increasing racial minority representation contribute to overall organizational performance? The role of organizational mission and diversity climate. *The American Review of Public Administration*, 49(4), 454-468.
- Lei, X. (2022). *The nonlinear impact of the AI effect on the job performance of employees in manufacturing enterprises* (Master's thesis, Xi'an University of Technology). Retrieved from <https://kns.cnki.net/KCMS/detail/detail.aspx?dbname=CMFDTEMP&filename=1023469517.nh>
- Li, Y. Y., Zhu, H. B., & Lian, L. J. (2023). Research on the correlation between compensation incentives and performance: Based on the perspective of human resource management. *China Collective Economy*, 31, 105-108. doi: CNKI: SUN:ZJTG.0.2023-31-030.
- Luhana, K. K., Memon, A. B., & Khan, I. (2023). The rise of artificial intelligence and its influence on employee performance and work. *Global Social Sciences Review*, VIII, 463-479.
- Ma, Y. X. (2023). The impact mechanism of organizational support on employee job performance: Based on the self-concept perspective. *Service Science and Management*, 12, 73.
- Manggis, I. W., Yuesti, A., and Sapta, I. K. S. (2018). The effect of career development and organizational culture to employee performance with motivation of work as intervening variable in cooperation in Denpasar Village. *International Journal of Contemporary Research and Review*, 9(07), 20901-20916.
- Morales-Huamán, H. I., Medina-Valderrama, C. J., Valencia-Arias, A., Vasquez-Coronado, M. H., Valencia, J., & Delgado-Caramutti, J. (2023). Organizational culture and teamwork: A bibliometric perspective on public and private organizations. *Sustainability*, 15(18), 13966.
- Motilewa, B. D., Agboola, G. M. & Adeniji, C. G. (2015) *Organizational culture and performance: A case study of Covenant University, Nigeria*. Available at: <http://eprints.covenantuniversity.edu.ng/5790/1/Organizational%20Culture%20and%20Performance-%20CJBSS.pdf> [Accessed 23 April 2024]
- Nigussie, M. (2018) *'The effect of organizational culture on employees' perceived performance: The case of Berhan international bank S.C. M.A.* Thesis. Addis Ababa University School of Commerce.
- Nwibere, B. (2013). The influence of corporate culture on managerial leadership style: The Nigerian experience. *International Journal of Business and Public Administration*, 10, 166-187.
- O'Reilly III, C. A., Caldwell, D. F., Chatman, J. A., & Doerr, B. (2014). The promise and problems of organizational culture: CEO personality, culture, and firm performance. *Group & Organization Management*, 39(6), 595-625.

- Ojo, O. (2014) 'Organisational culture and corporate performance: Empirical evidence from Nigeria', *Journal of Business Systems, Governance and Ethics*, 5(2), 1-12.
- Omoregbe, O., Azage, J., & Eribo, A. L. (2022). Organizational culture and customers' satisfaction in the Nigerian banking industry. *Journal of Academic Research in Economics*, 14(2).
- Onyeze, C. N., Ebue, M. I., Okonkwo, P. C. & Ochiaka, D. I. (2015) 'Impact of corporate culture on organizational performance: A study of mobile telecommunication networks of Nigeria (MTN- Nigeria)', *IDOSR Journal of Current Issues in Social Sciences*, 1(1), 20-42.
- Oyediji, G. A. (1993) The impact of organizational structure on employee performance: A comparative study. M.Sc. Thesis. University of Lagos.
- Pallant, J. (2011) *SPSS survival manual: A step-by-step guide to data analysis using SPSS programme*. 4th edn. UK: McGraw-Hill Education
- Pazetto, C. F., Luiz, T. T., & Beuren, I. M. (2024). Empowering leadership for contextual performance: serial mediation of organizational support and commitment. *International Journal of Productivity and Performance Management*, 73(4), 1005-1026.
- Peretomode, T. D. (2012) 'Relationship between national cultural distance and the performance of multinationals in the Nigerian petroleum sector', *IOSR Journal of Business and Management*, 1(4), 21-29.
- Pham, V. K., Vu, T. N. Q., Phan, T. T., & Nguyen, N. A. (2024). The impact of organizational culture on employee performance: A case study at foreign-invested logistics service enterprises approaching sustainability development. *Sustainability*, 16(15), 6366.
- Ridlwani, M., Purwandari, D. A., & Syah, T. Y. R. (2021). The effect of situational leadership and organizational culture on employee performance through job satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 8(3), 73-87.
- Schein, E. (2011) *Leadership and organizational culture* (Vol. 26). New York: Wiley
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). San Francisco, CA: Jossey-Bass.
- Sharma, G., & Good, D. (2013). The work of middle managers: Sense making and sense giving for creating positive social change. *The Journal of Applied Behavioral Science*, 49, 95-122.
- Soomro, B. A., Zehri, A. W., Anwar, S., Abdelwahed, N. A. A., & Shah, N. (2024). Developing the relationship between corporate cultural factors and employees' organizational commitment via self-efficacy. *South Asian Journal of Business Studies*, 13(3), 325-347.
- Suraje, S., Ahmed, H. M., & Seman, A. A. (2023). Effect of organizational culture on employees' commitment in Ethiopian health sector. *International Research Journal of Economics and Management Studies IRJEMS*, 2(3).
- Syarifin, M. H., & Atmaja, H. E. (2023). The influence of organizational commitment, organizational culture and job satisfaction on employee performance: A literature study. *Journal of Humanities, Social Sciences and Business*, 2(3), 458-467.
- Uddin, M. J., Luva, R. H., and Hossian, S. M. M. (2013). Impact of organizational culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63.

Zheng, Y. E. (2023). Research on management and innovation of enterprise performance appraisal. *National Circulation Economy*, 13, 137-140.
doi:10.16834/j.cnki.issn1009-5292.2023.13.018

Zimmermann, K. A. (2015) *What is culture? Definition of culture*. Available at: <http://www.livescience.com/21478-what-is-culture-definition-of-culture.html>, [Accessed on 11 May 2024]