

**THE EFFECT OF CORPORATE CULTURES ON EMPLOYEE PERFORMANCE IN
BANKING. A COMPARATIVE STUDY OF GHANAIAN AND NON-GHANAIAN
BANKS IN GHANA.**

BY

DANIEL OWUSU

(B.A. Political Studies)

**THESIS SUBMITTED TO THE DEPARTMENT OF MARKETING AND
CORPORATE STRATEGY, KWAME NKRUMAH UNIVERSITY OF SCIENCE
AND TECHNOLOGY, KUMASI IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (INTERNATIONAL BUSINESS).**

2016.

DECLARATION

I declare that I wholly undertook this research under supervision and where other scholarly works have been used, they were duly acknowledged.

Daniel Owusu
(PG7611212)	Signature	Date

Certified by;

Dr. Wilberforce Owusu-Ansah
(Supervisor)	Signature	Date

Dr. Wilberforce Owusu-Ansah
(H.O.D)	Signature	Date

DEDICATION

I dedicate this piece of academic excellence to my parents, Mr. Robert Owusu and Mrs. Augustina Nyame whose prayers, training and encouragement has brought me this far.

Special dedications to GOD, ALMIGHTY for the Wisdom, Strength and Grace bestowed to me throughout these challenging periods.

ACKNOWLEDGEMENT

I first and foremost acknowledge Mr. Samuel Akomeah, Dr. Hannah Vivian Osei, Dr. Bylon Abeeku Bamfo and Dr. A. S. Muntaka for their unflinching support in the pursuit of my academic career. Their wise counsel will forever be cherished. I also acknowledge my supervisor Dr. Wilberforce Owusu-Ansah for the time, great advice both mentally and physically and the patience he had for me throughout the completion of this work. I am highly indebted to him.

My acknowledgement also goes to my office staff who spent time and energy to support me through the course, especially during data collection. Last but not the least, my acknowledgement goes to my sisters and friends who pushed me harder to complete this work.

I can only say, GOD RICHLY BLESS YOU.

ABSTRACT

The study sought to ascertain the effect of corporate cultures on employee performance. A comparative study of Ghanaian (Fidelity and GCB) and non-Ghanaian banks (Stanbic and Access) in Ghana. The study was quantitative in nature and adopted descriptive research approach. The population for the study consisted of all staff of these banks, but for the purposes of data collection, the study was limited to Kumasi metropolis. Using convenience sampling technique, 124 staff were drawn from the two Ghanaian banks and 112 from the two non-Ghanaian banks. Data analytical tools used were frequencies, percentages, mean, standard deviation, independent samples t-test, and multiple regression model. After the analysis, it was concluded there existed a very strong relationship between organizational culture and employee performance. Emphasis on individual performance, leadership, human resources management practices, and innovation, were not statistically significant at influencing employee performance. Conflict management practices, professionalism, and organizational goal integration, had an inverse and significant relationship with employee performance. Customer centeredness, organization structure, communication, employee participation, decision making, and fun, had a positive and significant relationship with employee performance. Although organizational cultures among these groups of banks were similar, the Ghanaian banks ranked more favourably on most of the dimensions. And this difference was statistically significant. Employee performance across groups were similar, although the Ghanaian banks ranked more favourably. And this difference was statistically significant. It is recommended that management members in the various organizations must have the authority to make decisions in their area of responsibility, roles and responsibilities in the organization must be clearly defined.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	viii
LIST OF TABLES	Error! Bookmark not defined.
CHAPTER ONE	1
GENERAL INTRODUCTION.....	1
1.0 INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY	1
1.2 STATEMENT OF PROBLEM	3
1.3 OBJECTIVE OF THE STUDY	5
1.4 THE RESEARCH QUESTION	5
1.5 SCOPE OF THE STUDY	5
1.6 JUSTIFICATION OF THE STUDY	6
1.7 LIMITATIONS OF THE STUDY.....	6
1.8 ORGANIZATION OF THE STUDY	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 INTRODUCTION.....	8
2.1 DEFINITION OF KEY TERMS.....	8
2.1.1 Culture	8
2.1.2 Counter Culture	9
2.1.3 Sub Culture.....	9
2.2.4 Strong Culture.....	10
2.1.5 Weak Culture.....	10
2.2 LEVELS OF CULTURE	11
2.3 DIMENSIONS OF ORGANIZATIONAL CULTURE.....	12

2.4	CONCEPTUALIZATIONS OF CULTURE OF ORGANIZATIONS.....	13
2.4.1	Process oriented approach to organizational culture	13
2.4.2	Classification approach to organizational culture	14
2.5	DENISON’S FRAMEWORK OF ORGANIZATIONAL CULTURE	15
2.6	THE IMPORTANCE OF CULTURE IN THE ORGANIZATION	17
2.7	ORGANISATIONAL CULTURE IN BANKING	18
2.8	EMPLOYEE PERFORMANCE.....	19
2.9	THEORIES OF MOTIVATION.....	20
2.9.1	Maslow’s Hierarchy of Needs.....	20
2.9.2	Herzberg's Motivation Hygiene Theory	21
2.10	EFFECT OF CORPORATE CULTURE ON EMPLOYEE PERFORMANCE	22
2.11	CONCEPTUAL FRAMEWORK	26
CHAPTER THREE		27
RESEARCH METHODOLOGY.....		27
3.0	INTRODUCTION.....	27
3.1	RESEARCH DESIGN	27
3.2	POPULATION.....	27
3.3	SAMPLE AND SAMPLING TECHNIQUE.....	28
3.4	DATA COLLECTION METHOD.....	29
3.5	DATA ANALYSIS	30
3.7	RESEARCH ETHICS	31
3.8	ORGANIZATIONAL PROFILE.....	31
3.8.1	GCB Bank Limited.....	31
3.8.2	Fidelity Bank Limited	32
3.8.3	Stanbic Bank Ghana Limited	33
3.8.4	Access Bank Ghana Limited	34
CHAPTER FOUR.....		36
DATA ANALYSIS AND DISCUSSIONS		36
4.0	INTRODUCTION.....	36
4.1	DEMOGRAPHICS OF RESPONDENTS.....	36

4.3	ORGANIZATIONAL CULTURE AMONG GHANAIAI AND NON-GHANAIAI BANKS IN GHANA.....	39
4.4	EMPLOYEE PERFORMANCE.....	48
4.5	IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE.....	50
CHAPTER FIVE		53
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....		53
5.0	INTRODUCTION.....	53
5.1	SUMMARY OF FINDINGS	53
5.1.1	Nature and Type of Organizational Culture	53
5.1.2	Level of Employee Performance	53
5.1.3	Impact of Organizational Culture on Employee Performance	54
5.2	CONCLUSION	54
5.3	RECOMENDATIONS.....	55
REFERENCES		57
APPENDIX.....		68
	Questionnaire-Staff	68

LIST OF FIGURES

Figure 2.1 The Onion Model of Organizational Culture	15
Figure 2.2 Conceptual Framework	26

LIST OF TABLES

Table 2.1 Herzberg's Two Factor Theory.....	22
Table 3.1 Population distribution.....	28
Table 3.2 Sample size distribution.....	29
Table 4.1 Demographics of respondents.....	38
Table 4.2 Reliability Analysis.....	39
Table 4.3 Organizational Culture.....	40
Table 4.4 Independent T-test on Organizational Culture.....	47
Table 4.5 Employee Performance.....	48
Table 4.6 Independent T-test for Employee Performance	50
Table 4.7 Impact of Organizational Culture on Performance.....	51

CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

This chapter introduced the entire work. This takes into consideration items which include the study of the background, the statement of the problem, the research objectives, research question, the scope of the study, justification of the study the study limitation and the organization of the research.

1.1 BACKGROUND OF THE STUDY

Organizations in relation to many industries in the economy which include the areas such as the energy sector, the banking and electronic sector, over the years have encountered with difficult and dynamic business environment which was caused as result of the deregulation, the revolution in the area of technology, competition from the foreign counterpart and unstable market situations. Paramount to the success of such companies or organizations is the issue relating to the emerging of a particular culture within the organization (Aspridis et al., 2013). This entails promoting behavior that seems to be flexible, very dynamic and responsive and again in the quest to look for measures and culture which seems to be positive and very organic as well thereby promoting human resources to its full capacity (Belias & Koustelios, 2013a).

The culture of organizations may be basically has been explained to mean “underlying values, beliefs and principles that serve as a foundation for an organization’s management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles” (Denison, 1990). The theory of culture in organizations has gained its popularity

especially in the year 1980s. Meanwhile, the theory of organizational culture connotes the belief systems, values and norms that are basically practiced in the organizational settings (Denison, 1990), Belias & Koustelios, 2013b) or an organization's understandings (Mansoor & Tayib, 2010). However, a well-known practices with regards to the organizational culture and its specific roles and performance is the fact that organizations with a strong cultural systems largely combines the set of values, beliefs and its behaviors in achieving high level of productivity thereby increasing the profitability of the organization (Denison, 1984). Hence there are a lot of studies that are conducted and have strongly affirm the hypothesis (Denison, 1984; Xiaoming & Junchen, 2012; Tharp, 2009;).

It is evidently clear that in ascertaining the success of the Japanese companies in relation to their American counterpart, the concept of the organizational culture was used with regards to the motivation given to the workforce within the organization so as to be committed and work seriously towards achievement of a common goals of the organization with the help of commitment of the core values and beliefs coupled with the assumptions underlining the success of the organization (Denison, 1984). Moreover, there is a strong assertion that culture remain a measure upon which the economic performance and the productivity is basically ascertain (Hofstede, 1980), moreover, the concept of the organizational culture further serves to bring out thorough understanding some differences that exist among companies that are successful in their operation with nations of the same cultural practices (Shurbagi & Zahari, 2012).

According to Chan et al. (2004), the culture that is been practiced in the organization to a large extent become a very important resources to the organization so as to attain a full potential most especially in industries operating in the service sector of which bank is not an exception. Obviously, the organizational culture was largely perceived to have serious consequences on both

the affective reactions of the individual employees and also for the effectiveness of performance of the organizations at large (Shurbagi & Zahari, 2012; Tharp, 2009; Rud, 2009; Aspridis et al., 2013). It is obvious that organizational culture that has been managed effectively will enhance and promote the success of the organizations in the long run and subsequently pointed out the differences that exist between the success and the failures in today's competitive and demanding business environment. Denison, as a very popular and influential researcher in the area of the relationship that exist between the culture of the organization and its effectiveness coupled with researches that were conducted by his colleagues has presented a variety of reports that have further confirmed the effect of the organizational culture on the effectiveness of in relation to the macro level in many different companies and industries such as Brazil and America (Rud, 2009; Aspridis et al., 2013; Denison, Haaland & Goelzer 2004). In an effort to produce further evidence and thorough understanding of the exact relationship among the banks in Ghana, the research will substantially use the Denison's organizational framework and the instrument so as to measure and ascertain as to whether there exist some level of links among the culture of organizations culture and the effectiveness of culture within four banks which include two banks in Ghana and two banks that are not owned by Ghanaians.

1.2 STATEMENT OF PROBLEM

Studies that are conducted in recent times pointed out that human resources plays a significant role in organizations and hence there is the need to effectively manage this human resources so as to increase the performance of companies and the attainment of the organizational vision and goals (Denison et al., 2000). The workers within a particular organization are mostly valued and regarded as the strategic resources and asset to the company which call for prudent and effective management within the organization so as to maintain the viability of the company. Despite the

highly dynamic business environment, there are many studies conducted in organizations that has largely centered on the developed countries with just small percentage of such studies laying emphases on the developing countries (Xiaoming & Junchen, 2012). Meanwhile, there are many school of thought that has extensively questioned the use and applicability of the management theory and practices that have been adopted and practiced in the western management practices with regards to the developing countries like Ghana (Aspridis et al., 2012). Researchers like Denison et al., (2000) proposed an enquiry into the processes in relation to the organizational culture in the context of varied cultural context especially in countries that are not the western countries. Nevertheless, the practice of organizational culture fundamentally was learned by some group since it has assisted in solving its external adaptation together with the internal integration which basically considered to be valid and hence recommended to be learned by other members with the believe that it remain the accurate ways and means have perception, thinking and have a feeling with regards to such problems (Aspridis et al., 2012). Engaging in research in area of cross-culture remain vital since it serves as guide for the organization with regards to what is been considered to be the rightful decision will assist the employees to know the correct way of behaving in the organization and finding the proper of communicating with others within the organization; defines work group and team work; determines the speed and efficiency with which things get done; and determines the organization's capacity for and receptiveness to change (Yilmaz & Ergun, 2008). For this reason, the researcher focused on organizational cultures in Ghanaian and Non-Ghanaian banks, and how this affects employees' performance. The Ghanaian banks used were GCB and Fidelity, and the non-Ghanaian banks used were Stanbic and Access bank.

1.3 OBJECTIVE OF THE STUDY

The study seeks to ascertain the impact of organizational cultures in relation to the performance of the employees. The specific objectives looked at were;

To identify the nature and type of organizational culture within Ghanaian and non-Ghanaian banks.

- i. To determine the level of employee performance among Ghanaian and non-Ghanaian banks.
- ii. To ascertain the effect of organizational culture on employee motivation and performance.

1.4 THE RESEARCH QUESTION

- i. What are the nature and type of organizational culture within Ghanaian and non-Ghanaian banks?
- ii. What is the level of employee performance among Ghanaian and non-Ghanaian banks?
- iii. What are the effects of organizational culture on employee motivation and performance?

1.5 SCOPE OF THE STUDY

The research was conducted using two Ghanaian banks (GCB and Fidelity) and two non-Ghanaian banks (Stanbic and Access bank). It was limited to the organizational cultures of the respective banks, and therefore, employees and management members were the target of interest. The branches of the selected banks under study were sampled in the Kumasi metropolis. This was because Kumasi was the second largest city in Ghana, and therefore has the elements capable of being generalized.

1.6 JUSTIFICATION OF THE STUDY

First and foremost, the current study would add to the existing knowledge of organizational theory at the level of developing country like Ghana. There are a lot of studies conducted in relation to the organizational theory largely laid more emphases on countries that are considered to have developed; with 95 percent whiles just 5 percent of the research which has tested the theories of organizations are seen to be conducted in the countries that are considered to be developing (Xiaoming & Junchen, 2012) in spite of the high degree of dynamic business environment. Secondly the result would serve as a useful asset to the banking industry as a whole. The outcome of the research would indicate the specific organizational culture that has been presented at the selected banks, and how it affects employee performance. This could be generalized to the whole industry for decision making regarding corporate culture.

The overall productivity of the banking industry also affects the economic growth of the nation. Coming out with effective corporate culture strategies would enhance employees' performance, banks' performance, and the nation as a whole.

1.7 LIMITATIONS OF THE STUDY

The studies conducted are basically faced with some challenges. First among the limitation include the time allocated for the research. This is because the time limit given to conduct the research was very limited and not enough in gathering all the necessary information for the studies. Therefore the study was limited to only four banks. Obtaining relevant information from the banks was a tedious work therefore poses a serious challenge to the researcher and the difficulties encountered in getting the respondents full attention as a result of the busy scheduled faced them, the fear of giving out information that are considered to be strategical and confidential to the organization to

the public domain with no approval from the appropriate authorities. Further there is a limitation of lack of current books, journal and articles with regards to the topic under discussion and this serves as a great challenges. Moreover, there is a financial challenge whereby getting money to print questionnaires and administer the questionnaires, travelling to far and near in search of or contacting other research in relation to the topic becomes a major challenge to the researcher.

1.8 ORGANIZATION OF THE STUDY

The study was structured and put in five different chapters. The first chapter talks about the general introduction to the study, it provides the problem statement, the objective of the research, the questions set for the study, the research justification, the scope of the study and finally the limitation of the research. Whereas the chapter deals with reviewing the existing this basically deals with thorough discussion and reviewing of the literature that are basically related to the theory and concept of the research. In the same chapter, relevant conceptual and regulatory framework with regards to the topic was also provided. The third chapter also present the methodology used in conducting the research. This usually contains the research method selection, the design of the research, the discussion in relation to the validity and reliability issues and the methods used in data analysis. The fourth chapter also deals with compilation, analysis of data with discussions. The chapter five also deals in summarizing and concise highlighting of of the various findings with regards to the study and the conclusion given by the researchers. Whereas appropriate recommendations were also given in relation to the study specifically out of the findings from the study conducted.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

The chapter duly deals in reviewing the existing literature in relation to the concept under discussion. First, a definition of the various key terms were provided, followed by the levels of organizational culture. Review was also made on measuring organizational culture, dimensions of organizational culture, and the conceptualization of issues relating to culture practices in the organizations. Denison's framework of organizational culture, importance of organizational culture, employee performance, managing employees performance, measuring the strategic performance level, and the effects of organizational culture on performance were also provided.

2.1 DEFINITION OF KEY TERMS

2.1.1 Culture

Cultures basically considered the actual arrangement of various forms of attributes which gives expression to organizations and largely distinguish the companies from other companies (Forehand & von Gilmer, 1964). Moreover, culture of a particular organization basically deals with the collectivity of thinking of minds that give a clear distinction between individuals of one particular group from the other (Hofstede 1980). Shurbagi and Zahari (2012) defines culture as a collection of divergent values and attitudes and behaviors which may be regarded in guiding a set of institutions to a successful completion of a task. Meanwhile, culture is considered to be an established set of beliefs, norms, attitudes and behaviors of a defined set of group or society (Xiaoming & Junchen 2012). In a more concise terms, culture can also considered to be a

knowledge that is gained, with explanation, the value systems, communication and the behavior of a set of large group of individuals at the same place with common ideology.

2.1.2 Counter Culture

Moreover counterculture means a set of shared values and beliefs which in most cases are in direct opposite and in contrast with the values and the beliefs of the extended or the broader organization, and this is mostly formed or revolved around a manger or a leader that is considered to be forceful in terms of giving orders or assigning duties (Kerr, & Slocum, 2005). Nevertheless, such type of culture may be largely considered to be bearded by the companies when it seems adding some level of performance to the organization. But however, considered as very dangerous for the culture of the organization.

2.1.3 Sub Culture

According to Mansoor and Tayib (2010), the theory of subculture is basically the part of the culture that shows the clear distinction between different categories of norms, values, beliefs and the actual behavior and attitudes of a group of people as result of differences in the geographical areas and the goals that are set in relation to the department and the requirement of jobs within the organization. The employee's perception with regards to subculture was relatively connected to the commitment of employees towards the company (Lok et al., 2005). Meanwhile, there are some group that may have or possess similar cultural system within the organization which basically pave way effective social interaction outside the working environment.

2.2.4 Strong Culture

The culture within the organization is largely regarded as been strong if the greater percentage of employees within the organization hold the same system of values and norms just like how it been practiced in the organization. Moreover, cultural practices in the organization is considered and regarded as been strong where the highest percentage of equally holds similar type of believe system and also practice similar values and norms as been practiced and outline in the organization (Mansoor & Tayib, 2010). Therefore there is the view that managers within the organizational set up should endeavor to bridge the gap that exist between the employees so as to develop and build a very strong relationship among the employees in the organization. Moreover, the management within the organization mostly considered the employees or workers as of grate value as compare to the norms and beliefs within the company.

2.1.5 Week Culture

The culture beliefs within the organization can equally be considered as been weak if such culture practices are very loosely knit. Most often, it tries to push the thought of the individuals, their contributions and most often occurred in organizations that seek to develop through the introduction of innovative measures, which could equally be some valuable assest of the organization. Deal and Kenndy (1982) was of the view that cultural practices that are been regarded as weak are usually the ones that are not strongly bonded. In organizations, the laid down rules and regulations are binding on the employees thereby bringing about diversity in between the objective of the employees and that of the organization.

2.2 LEVELS OF CULTURE

In the quest to substantially comprehend the true meaning of the cultural concept, Mansoor and Tayib (2010) describe the organizational culture as one that has consist of three different levels. The first level which is most describes as the behavior and artifact level has represent the level that is most visible and this level is mostly characterized by our behavior and the artifacts that can be found around us. Hence this level of culture that can be observed and consist of the outward manifestations of the culture. So this level of culture comprise of the level that can be obviously seen through the physical laying of the working environment, how employees and management dress at workplaces, the level of technological breakthrough at the working environment coupled with the attitudes and behaviors that are exhibited by the employees at the working environment. This second level in most cases gives ample support and value to the organization in most cases through determination of behavior (Belias & Koustelios, 2014). But most often than not, this important values are not observe very fast as compare to the physical behavior and the artifact that we exhibit. For instance, in situations where the organization value quality of the products as well as the customers to the organization. Meanwhile, the operating value also looks at the real showcase of the value which is actually is operation. Hence majority of the people in the company will link the behavior that is in them to the said value. In getting more understanding to what exactly culture implies Mansoor and Tayib (2010), then one needs to go further in thorough level of making assumption together with beliefs. The very important of culture is the values, norms and believes that is mostly learned but in most cases been relegated to the ground as soon as the organization finds itself successful. A very sensitive issues that usually faces managers in the organization is the fact that cultures that has been established already can be changed through some means or not. Meanwhile the fact still remain that most of the organizational cultures are created

by the management or the organization itself and maintained and subsequently be transform by the people themselves in the organization. Nevertheless the culture in the organization are usually been provided and keep for sometimes by the authorities of the organization as well as the managers at different level of the organization. The values and beliefs in the organization are mostly talks about some attitudes and behaviors that are in line with everybody's interest are largely considered to be right ways of doing things in the organization towards achieving goals. Whereas the managers in the organization clearly set rules and regulations governing the communication in the organization that enhance formal interaction among individual outside and within the organization.

2.3 DIMENSIONS OF ORGANIZATIONAL CULTURE

It is observed that data gathered employees and other workers from the IBM employees by using the data from more than 50 countries and put organizational culture into four different categories which include the following (Hofstede's 1980),

- In the first dimension, there is a power distance which explain the level at which both the employees and the authorities possess such relationship that is been considered to be of distant as well as been formal and informal.
- The issues of individualism which explain the extent to which the employees creates some differences which shows the actual things that the individual want in the organization as well as the interest of the other people in the organization.
- Again, the situations where the employees and the people within the organization are ready and willing to find measures to mitigate anything that becomes uncertain and readiness to show tolerant to any ambiguous situations.

- The situation in which the success, the ambition the problems the organization faced are seriously deals with attention rather than showing caring and promoting the staffs of the organization.

In similar development, research was conducted by adding another dimension to the earlier ones stated and category to the study as form of short term measure together which prove of long term interest by studying among some selected student in some 23 countries by the use of questionnaires (Hofstede and Bond 1998). With regards to this particular research, the scholars with regards to the said attitudes in the company have hard criticisms with regards to the study conducted by Hofstede's study (Sondergaard, 1994). Schwartz (1994) was critical by building values for cultures showing the relationship that exist among other personal and cultural situations coupled with the personalities in the company based on work and lifestyle in the organization. In this case culture was grouped in to the bases of contractual and that of the one that deals with the relationship.

2.4 CONCEPTUALIZATIONS OF CULTURE OF ORGANIZATIONS

McKinnon et al. (2013), was of the view that, understanding of the cultural situations in the organization are basically lies on some two main factors which include the process base approach and the classification based means.

2.4.1 Process oriented approach to organizational culture

As indicated by Kline and Boyd (2014), the first approach look at the culture of the organization as the everlasting or permanent response that deals with meanings that are gathered collectively. Jones et al. (2015) methods of organizational culture truly represent the said approach which basically describes the culture in the organization as an outline of some basic hypothesis that has

been invented or duly developed by some group so as to study on some specific or related problems and find ways and means in working well and hence consider it to be very effective and suitable. He later gives meaning three categories of organizational cultural practices as been exhibited in the company as the behavior that make the social and the physical environment of the organization set up, and the values which comprise the very meaning by which the laid down of artifacts are properly given the interpretation and some fundamental assumptions which also talks about the level where individuals are not aware of certain attitudes and characteristics that makes it very difficult and tedious in making critical changes in the organization.

2.4.2 Classification approach to organizational culture

With regards to the specific means, the culture practices in the organization are largely centered on many ideas and factors and feelings which is very easy to imitate by a cross section of individuals in the organization or some related variables that are associated with the organization. Meanwhile, this very approach often uses methods in executing its task which is considered to be quantitative in approach in measuring the extent of culture in the organization. (Rousseau, 1991) pointed out that most often than not, the questionnaires are been developed based on typology of the culture which needs to be understand through the onion approach. Hence one prominent understanding of the culture is to duly understand the onion approach as well. The culture in the organization is basically considered to be the onion approach largely based the fact that it builds on different layers as been shown through the nature of onion with different layers. The beliefs systems, the values and norms are considered to be the invisible meanwhile remain the most important part of the success of the organization dealing with its culture. And different signs relating to culture and values duly portray the actual behavior of the workers in the organization.

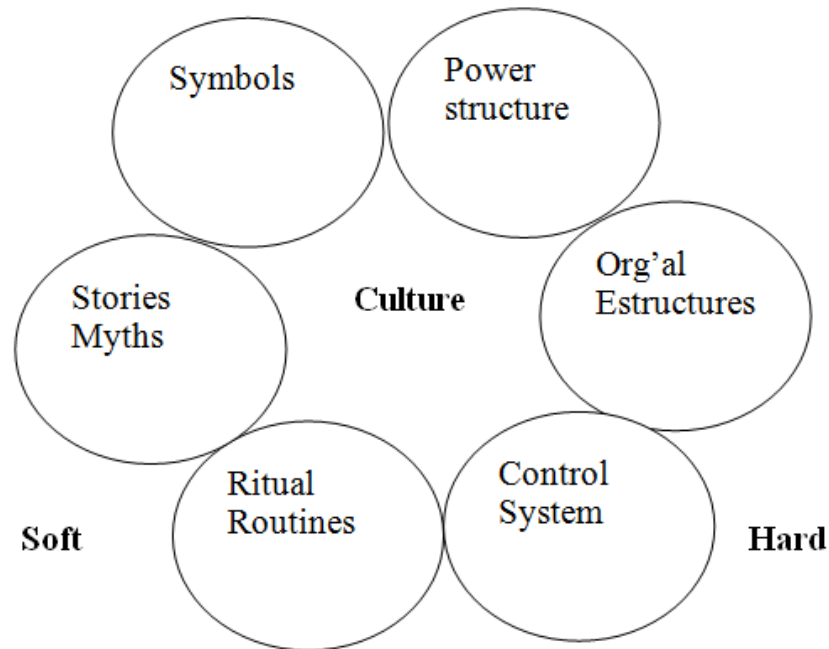


Figure 2.1: The Onion Model of Organizational Culture

Source: Rousseau (1991).

2.5 DENISON'S FRAMEWORK OF ORGANIZATIONAL CULTURE

Yilmaz (2008) was of the view that within the core of the Denison's models is the actual norms and values and its subsequent beliefs that duly utilize in representing the actual aspect of the culture in the organization. Hence this particular basic assumptions stipulates the very foundation upon which cultural component that are at surface level which include the values and artifacts that are observable which basically comprise the values of the organization and the artifact that are observable which basically comprised the symbols, heroes, the rituals, are fundamentally derived and last but not the least (Denison, 2000). Once again in Denison's model that deals in comparing the organizations based more relatively on more surface- level values that can show up how their

practices are made of. Nevertheless, those values basically seems more accessible as compare to those with the assumptions and can be more reliable as compare to those with the values and beliefs (Denison, 2000 in Yilmaz, 2008). Moreover, the Denison's theory are structured on four different beliefs trait which include the employees involvement, the employees consistency level, adaptability, and the mission that have been clearly shown and demonstrated in the literature so as to have an influence on the performance of the organization (Denison, 1990; Rud, 2009).

The following are the four traits in the organizational culture in the Denison's framework:

Involvement: Organizations are considered to be effective mostly when it been able to influence their workforce or the people, build their organization on strong and formidable teams and develop the capability of human at various level of the organization (Lawler & McDermott, 2003). Right from the top level of management of the organization to the employees are all show high level of commitment to their performance of their work and duties and have the assumption that they owned the company and hence give off their best at all level. Employees at all levels have the belief that they have at least something to offer in relation to the decision making that will affect their work in that their performance can have effect on the goals and objectives of the organization.

Consistency: Also, companies or organizations become more effective and productive basically because there exist a high level of cultures that are been considered to be consistence with the goals and objectives of the organization. This consistency in the organization is well coordinated, managed and integrated into the goals and aspiration of the organization so as to produce effective and expected. The attitudes of the employees deeply seen some important issues which include the beliefs and norms where there exist high level of skills in geeting people on board to perform task even in the mist of differences in opinion (Yilmaz, 2008). Such level of consistency is very crucial

means of achieving the sustainability of the organization and calls for working towards achieving a set of set goals.

Adaptability: Interestingly, companies which are combined well are basically very difficult to response to changes. Hence both the external adaptation and the internal integration are seems to be at odds. And most often organizations that are considered to be adaptable are usually control and driven by the customers, prefer to confront challenges of which lesson will be drawn from the risk prepare to work towards correcting such mistake in order not to have them repeated (Nadler, 1998). Hence frequently effecting changes in the system so as to improve on the organizations delivery system so that they can effectively and efficiently satisfied their customers profitably through collective ability in view of providing value to their customers even in the long run (Stalk, 1988).

Mission: Organizations that are into serious business and wish to survive have a clear and well defined mission that state and stress on the purpose and where the organization is going. This shows the objectives, the mission and the strategies in place to achieve the objectives and find means to survive as well (Ohmae, 1982; Prahalad & Hamel, 1994). Anytime the underlying mission of the organizations shifted or changes, there bounds to be changes in other aspect of the organization culture as well.

2.6 THE IMPORTANCE OF CULTURE IN THE ORGANIZATION

Serious concern as to how companies have decided to conduct their business activities in recent times. The culture of the organization which serves as identifying the type and exact type of leadership styles that can effectively promote and enhance the fortune of the organization..

Whereas the leadership in the organization brings about the formation of the culture process

through the imposition of some basic assumptions and some expectations that their followers may have. Aspridis (2012) stipulate that as organizations achieve stabilization as a result of the accomplishing its task successfully, then the assumption of the leaders are now assumed to be a shared responsibilities and means of getting acquainted with new members and socializing with them. Through consistency leaders in the organizations are bound to achieve success in the long run through setting their important goals and norms. The moment culture is been established it turns to be a very strong leadership tools that can facilitate effective communication with regards to the leaders beliefs, norms and values to the members in the organization most especially the new once.

Mansoor and Tayib (2010) was of the view that corporate cultures are very important since some decisions that may be arrived at without the cultural forces in operations may basically turns out to be something that one is not expecting with its outcomes that are not desirable. In most cases there are many and serious issues that normally confront the organizational leaders in their daily operations especially when making decision with regards to the choice of the best method in achieving the organizational objectives and goals. The leader who understands his organizational culture and takes it seriously is capable of predicting the outcome of his decisions in preventing any anticipated consequences.

2.7 ORGANISATIONAL CULTURE IN BANKING

The matter of culture in companies in even the financial sector has come out in every current conversation as a major topic of solving some important two factors. Promoting trust of the general public in the financial sector and further promoting the stability of the financial concern of the people (Federal Reserve Bank of New York, 2014). With more than \$100 billion in fines imposed

on the largest financial institutions since the financial crisis, there is now a growing suspicion that ethical lapses in banking are not just the outcome of a few “bad apples”—such as rogue traders—but rather a reflection of systematic weaknesses (Thakor, 2016). The lack of confidence in banking engendered by such mistrust may invite more intrusive regulation, which could reduce risk but may also restrict lending. Given how essential banks are for economic growth and their complementarity with financial markets for channeling capital from savers to investors, this issue is of broad economic interest (Song and Thakor, 2010).

Compensation as part of organisational culture is as important as pay is for driving employee behavior. It is but one piece of the puzzle, and excessive reliance on compensation may actually distract attention from other important determinants of the decisions banks make. There are other important issues that culture equally address which include efficiency in enhancing the behavior of employees and also promote the feeling of employees to work in accordance with the objectives and goals of the organization most especially by obtaining it through any formal contract which can either be very costly as a result of bargaining situations. Thakor, 2016). Cultural difference means that the same incentive-based compensation scheme can produce different behavioral outcomes in two banks.

2.8 EMPLOYEE PERFORMANCE

There is an agreement by some expert that performance basically means the extent of achieving success as result of effectively implementing the task and its ability in achieving what si basically intended. Hakim (2006) also defined performance of the employees as a means of accomplishing a set target or a particular task in a company that are specifically channeled to the individuals role in the organization at a specific point in time that has been associated with a set standards values

of the organization in which the particular employee works. According to Jones et al. (2015), also pointed out that performance can be achieved through the actual work done by the employees with respect to the stated objectives and goals of the organizations. Kline & Boyd (2014) further stipulated that work performance is believed to be a form of expressing information with respect to evaluating the success of the work with regards to goal achievement in the organization. Opinion of Lund (2013), the achievement turns to be the basic terms that connotes to the best quality and high productivity of the result generated of a person or a particular group of people which serves as an important component in all levels of management. In an effort to implement performance of a person in a bid to achieve a goals and objective set by companies, this mostly needs to be accompanied by some level of adequate strength and capabilities that often needs to be supported through strong self-motivation.

2.9 THEORIES OF MOTIVATION

2.9.1 Maslow's Hierarchy of Needs

Abraham Maslow was of the view that man is inwardly good challenged that individuals constantly possess a inner needs that grows constantly and has an inner drive that comes with much potentials. This is basically terms as the need hierarchy system which was promulgated by Maslow (1954), this is a very commonly use means in classifying the needs of human motives. This basically comprise five distinct categories of motives that have been arranged with the lower- level of the needs on the bottom which must or needs to be satisfied first before attempting to satisfy the higher level of needs come into play (Wallace et al, 1987). The five distinct levels of the needs as been put forwards by Hammer and Organ (1978) are been shown in the hierarchical order below;

- 1) The Physiological needs which include food for the individual or having food security to survive, acquiring shelter and sex
- 2) Safety needs which also include protecting the individuals from any physical harm or danger, threat, and deprivation. Behaviour which arouses uncertainty with respect to continued employment.
- 3) Social needs: This entails exchange of offering love to people and also receiving same love and affection in return.
- 4) Self-Esteem; this basically talk of achieving the personal need of the people, getting full recognition and prestige from the public.
- 5) Self-actualization needs: This also talks about the quest to achieve the potential for oneself for successive development and the willingness to achieve the maximum potential in life.

2.9.2 Herzberg's Motivation Hygiene Theory

Herzberg's (1966) motivation hygiene theory which is also called the two factor theory has emphases on such means of motivation that are close and relevant to the fulfillment of the tasks at hand (Hall and Williams, 1986). Herzberg finalized that satisfaction of job and also the dissatisfaction are the outcome of two different factors; which is the regarded as the satisfiers and the hygiene factors which is also called the dissatisfies accordingly.

Table 2.1 Herzberg's Two Factor Theory

Satisfiers	Dissatisfiers
Achievement	Company policy
Recognition	Supervision
Work itself	Working conditions
Responsibility	Interpersonal relationships
Advancement	Salary
Growth	Status
	Job security
	Personal life

Source: Adapted from Hall and Williams (1986).

2.10 EFFECT OF CORPORATE CULTURE ON EMPLOYEE PERFORMANCE

Organizational culture basically has received a major boost as means of predicting and explaining some construct in the organization settings (Liu et al., 2006), and if there is effective management and sense of controlled in place will be serves as tool for effective management in enhancing organizations effectiveness and adequate performance. Abdul-Rashid, Sambasivan and Johari (2003) was of the view that there are many studies that have conducted with the aim of identifying the nature and the exact type of OC in organizations with the aim of identifying the key values, the beliefs and norms in the organization that has generated the needed effort in achieving the success and quality performance of the organizations in questions. Organizational culture involves the system of beliefs, the values and such behaviors that are found in the various level of the organizations and show up in a different range of characteristics with the organizational life

(Krumbholz & Maiden 2000). Hence, OC is very crucial towards the successful achievement of the organization (Twati & Gammack, 2006). The success of the organization can largely be considered as the performance related component of the job. Martins and Terblanche (2003) suggested that OC is largely considered as a very important aspect of the success of the organization with more stress or emphases on the level of creativity and innovativeness of the organizations. And it shows that the culture of the organization basically plays a pivotal role in affecting the means of how the creative and the innovative solutions are given motivation and encouraged. Knowledge base is mostly regarded as the major distinct factor or resources that remain very crucial in relation to the sustainability of organizational competitive advantages over its competitors. Suppiah and Sandhu (2012) was of the view that the type of organizational cultures has largely influence some level of knowledge sharing phenomenon either in a positive or negative ways which largely depend on the type of culture in display. It is evidently clear that any negative influence gives an indication or impression that the contribution of culture to companies or organization cannot only be positive but can equally be negative. Nevertheless, the satisfaction emanating from job performance and level of commitment can substantially determines the performance of the organization (Riketta, 2002). Meanwhile, the two variables which include the satisfaction of the job and the commitment level are basically been influence by the OC. As it was duly reported in Web book (2012) that world leading companies or firms where divergent or different culture has led the way in the quest to achieve and sustain competitive advantage over its rivals in the industry. Such organizations are largely seen in the manufacturing, the IT, the food supply chain, the automobile, construction and the hotels and tourism sector of the economy. Reichers and Schneider (1990), pointed out that there are so many studies that has been conducted with the major emphases of giving definition to culture whiles just few researchers has endeavor

to commit resources in conducting research into coming out clearly with clear definition of culture especially in relation to the culture. According to Xiaoming and Junchen, (2012), endeavor to conduct research into examining the actual relationship that exist among the performance of organizations in the long term and the economic performance among some 200 organizations. Furthermore there are some important and conscious effort in relation to the subject of which the study has arranged some three vital contributions. First and foremost, the relationship between culture and performance that has been established in the research has been considered to be forceful. Secondly, the researcher gave some vital combination of theoretical point of view with regards to the nature and the scope of in relation to culture. Thirdly, serious study has been conducted with regards to strong associations that exist between culture, the management practices and the performance level. Meanwhile there are serious effort in conducting studies in order to do away with challenges and the limitations with regards to measurement of culture in organizations (Rousseau 1991). There are some research that pointed out that competitive advantage that has been sustainable that arise as result of the formation of organizational competencies that are largely considered to be of superior and not correctly imitable by the competitive rivals (Saa-Pe're & Garcia-Falcon, 2002). According to Jones et al. (2015), in the first place culture is capable of giving a shape to the organizational processes which in turn assist in creating a modified culture in the organization. Secondly, it is clear that the contribution of culture the organizational performance is of much significant whiles remaining as one of the less demanding factor as compare to other studies that is involve. Moreover, most of the researchers are of the view that a very strong organizational culture is crucial in building a successful businesses due to some important functions that it performs;

In first instances, the beliefs and values in the company is basically centered on some level of important factors that can largely influence the decision and the behavior of employees.

Second, the culture in the organization in most cases turns to work as some form of cohesion that bond the employees together and make them believe in themselves as a part and parcel of the organization and its corporate experience that is basically been useful in attracting new staff as well as maintaining the existing best performers.

Third, equally the culture of the organization remain useful in assisting some sense making and further help the employees in understanding the event of the organization and likewise the the set goals which later promote the robustness of the workers in the company. This will boost the confident level of the employees which will further enhance and reduce the job stress together with the improvement of the ethical conduct and behavior of the employees (Saffold, 1998). But in the Mansoor & Tayib's (2010) was of the view that both types of cultures culture automatically pose serious effect with regards to the attitudes of the organization whiles in the culture that is considered to be robust of aspirations of the employees move in accordance with the goals of the organization and the management which will immensely assist in increasing the overall performance of the organization. According to Kline and Boyd (2014), organizational culture provides efficient serious advantage. There is the growing believe that organizational performance in the long run are bounds to enjoy the competitive advantage. Xiaoming and Junchen, (2012), came out with the study revealed that the performance of the organization increases the culture or the strong culture will automatically raise the income level of the organization close to 765% in between the year 1977 and 1988 and 1% increase in the same period (Mansoor & Tayib, 2010).

2.11 CONCEPTUAL FRAMEWORK

As indicated by Hofstede's (1980), culture among national cultures differs, and influences business operations in these countries. It was therefore anticipated that, foreign banks operation in Ghana will exhibit different corporate culture based country of origin. Corporate culture in the form emphasis on employees productivity, managerial styles, clients centeredness, organizational status, communicating strategies and styles, settling dispute procedures, management of human resources, taking part in work and decision coming out with new things, deciding on issues and putting the goals of the organization into the plans were all anticipated to be different among the Ghanaian and non-Ghanaian banks operating in Ghana. And these will further affect employee performance in these banks. Below is the figure representing the conceptual framework.

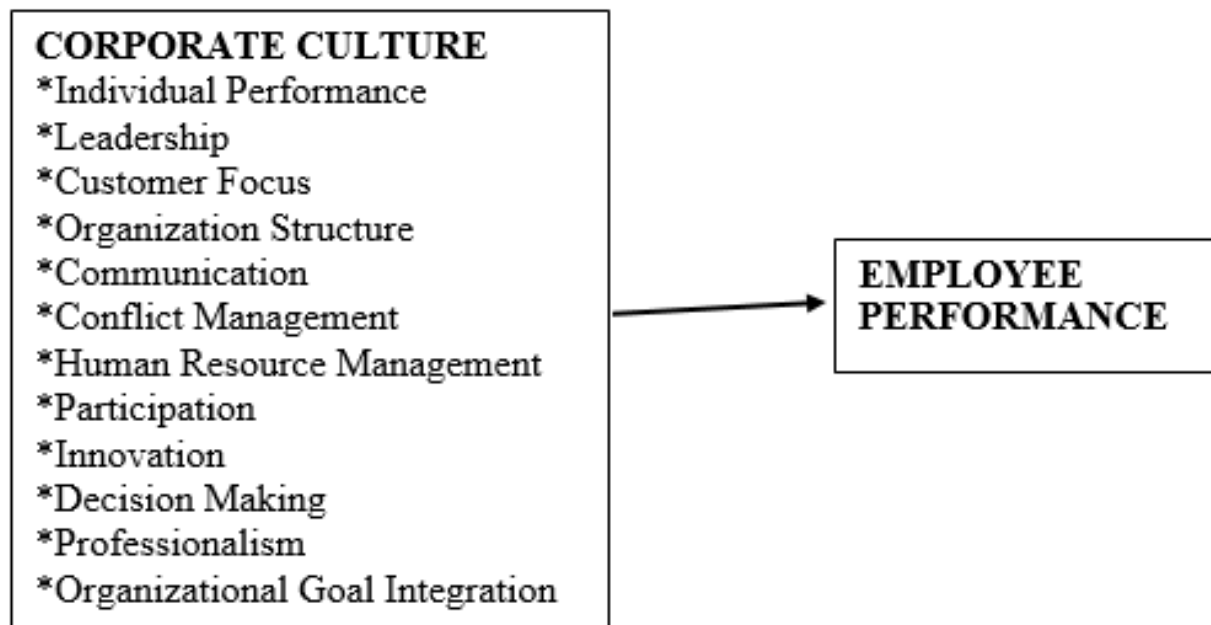


Figure 2.2 Conceptual Framework

Source: Researcher's Construct

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter presents the methodology use in conducting the study. This involves the research pattern, purpose of the research study, the population of the study, the samples and sampling procedures used, the method of data collection and analysis, the quality of the research and the research ethics.

3.1 RESEARCH DESIGN

The three common research design methods according to Sanders et al. (2009), are exploratory, descriptive and explanatory. According to Robson (2002, p. 59), the valuable means of finding out ‘what is happening; to seek new insight; to ask questions and to evaluate situation in a new light is known as the exploratory study. In understanding of problems, it is particularly helpful, such as problems with unsure nature.

The object of descriptive research, according to Robson (2002, p. 59) is to reveal an accurate profile of persons, events or situations. This may be an extension of, or a forerunner to, a piece of exploratory research or more often, a piece of explanatory research. Descriptive research investigates the relationship between variables according to Sanders et al (2009).

3.2 POPULATION

The population of this study comprised staff of GCB, Fidelity, Stanbic and Access bank. The study looked at Ghana as a whole; however, for the purposes of data collection, it was limited to the

Kumasi metropolis. To enable the results to be generalized to other banks in other cities in the country, Kumasi which is the second largest city in Ghana was chosen. Individual units or an aggregate, thus the unit or the individual that form the table group is the population of any research according to Punch, (2000). Table 3.1 below presented the population of staff compiled from the official websites of the four banks.

Table 3.1 Population distribution

Group	Name	Population
Ghanaian Banks	Fidelity	2,000
	GC	2,315
Non-Ghanaian Banks	Stanbic	1,500
	Access	529
Total		6344

Source: Field Data, 2016.

3.3 SAMPLE AND SAMPLING TECHNIQUE

According to Punch (2000), the selected part of the selected people with generalize all the cases that was is known as the sample. The research adopted convenience technique of sampling in drawing staff from the banks. Convenience sampling is the process of selecting respondents who are readily available and able to provide the needed information. The selection of those cases that is easiest to obtain according to Saunders is known as convenience sampling. With an estimated population of the sixteen firms being 6344, confidence level of 95%, standard deviation 0.5, and confidence interval of +/-5, the sample size is supposed to be 230

(<http://www.surveystem.com/sscal.htm>). However, the researcher sampled 236, in anticipation that, some of the questionnaires may not be returned or appropriately filled out.

Table 3.2 Sample size distribution

Group	Name	Sample
Ghanaian Banks	Fidelity	68
	GC	56
Non-Ghanaian Banks	Stanbic	57
	Access	55
Total		236

Source: Field Data, 2016.

3.4 DATA COLLECTION METHOD

Primary data was used in the study. It is define by Jankuwics (2002), as materials gathered by the researcher through systematic observation, archive information, questionnaire results and interview and case study. A structured questionnaire was used as the data collection tool for the study. Questionnaire is defined as a techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (deVaus, 2002).

The questionnaire was divided into three sections. Section A had information on staff' demography such as: gender, age, length of service, educational background, etc. Section had items measuring organizational culture, of which respondents were to answer using a Likert scale of 1 (strongly agree) to 5 (strongly disagree). Section C measured employee performance, answered using a Likert scale of 1 (strongly agree) to 5 (strongly disagree).

3.5 DATA ANALYSIS

Data collection is the procedural and the systematic ways of searching means of forming some ideas which can lead to such system is basically refer to as the data analysis according to Bernard, 1998. The quantitative data was analyzed with the Statistical Package for Social Science (SPSS) 17.0. The analysis was organized into five sub-sections. Section 1 presented analysis on respondents' demographics, using frequencies and percentages. Section 2 presented reliability analysis, using cronbach's alpha. Section 3 presented the organizational culture using mean, standard deviation, and independent samples t-test. Section 4 presented employee performance using mean, standard deviation, and independent samples t-test. The final section presented the impact of organizational culture on employee performance, using stepwise multiple regression models.

3.6 RELIABILITY AND VALIDITY OF DATA

The reliability is extent and the consistency of which the instrument can measure an attribute of a research (Polit & Hungler, 1999). Cronbach's alpha was used to measure the internal consistency, and a reliability coefficient of .70 or higher is considered "acceptable". . For the Ghanaian banks, the cronbach's alpha for organizational culture was .916, and employee performance was .871. This shows the items are very related/similar in measuring the constructs (organizational culture and performance). For the non-Ghanaian banks, the cronbach's alpha for organizational culture was .892, and employee performance was .933. This also indicates a high correlation among the items measuring the two constructs.

The extent to which the content of an instrument according to Bowling 1997, comprehensively examines the scope of its intended measure is known as its validity. A thorough literature review

was carried out to ensure this and it was the basis on which the research instrument (questionnaire) was developed. The necessary adjustments were made for the final question after the questionnaire was pilot tested.

3.7 RESEARCH ETHICS

The ethical considerations were demonstrated through the following aspect of protection, participation and partnership. Direct nor indirect harm is not caused to participants nor researcher, thus protecting all participants. Consent was required as participation was voluntary. Confidentiality of participants were protected as the questions were anonymous. Participants have the right to determine their own action and they can come from a range of cultural background.

3.8 ORGANIZATIONAL PROFILE

3.8.1 GCB Bank Limited

3.8.1.1 Profile

In 1953, GCB Bank Ltd. was started to provide banking service to the emerging nation for socio-economic development and was then known as Bank of the Gold Coast. Ghanaian traders, business people and farmers who could not draw support from the expatriate banks were supposed to be given special attention. After independence in 1957, it was renamed to GCB to focus solely on commercial banking services after the Bank of Ghana was established. It was solely own by government until 1996 when part of the ownership was diversified. Government ownership currently stands at 21.36% while the rest 78.64% is held by individuals and institutions. (www.gcbbank.com.gh). From the one branch of the 1950s, GCB now has over 150 branches and 11 agencies throughout the country.

3.8.1.2 The vision

The vision of the bank is to become and remain the most favorite and recognize bank with preferred financial service brand in the African sub region and beyond.

3.8.1.3 Mission

The mission of the bank is provide the most friendly assisting and very accessible system of banking service to customers combined with resound financial solution which helps the customers and businesses realizing their goals.

3.8.2 Fidelity Bank Limited

3.8.3.1 Profile

On 28th June 2006, license was issued to the bank to operate on universal bases making the 22nd bank to be license under the new Banking Ac, 2004 (Act 673) by the Bank of Ghana. Moreover, the Fidelity bank is largely owned by some individuals in the country, some investors in the country and some senior executives across the country. The bank was initially called the Fidelity Discount House and it is the regarded as the leading discount house in the country. The main reason behind the establishment of the bank after the 8 years of in business has significantly brings in more investors. The Pro Credit company limited which comes from the Pro Credit Holdings in Germany (PHC) and the foundation of the DOEN Foundation in the Netherlands was taken over on the 1st October 2014 by the bank called the Fidelity. The Pro Credit Savings and Loans is a non-banking financial institution which provides services such as the lending to its clients (<http://www.fidelitybank.com.gh>).

3.8.2.2 Vision

To become the best banking and financial institution this provides best and quality returns to the stakeholders and the shareholders as follows;

- Our customers: The best place to bank
- Our shareholders: The best place to invest
- Our employees: The place to work
- Our regulators: The best place to benchmark

3.8.2.3 Mission

To be among the top three banks in Ghana by December 2018, based on all key performance indicators: fees, deposits, cost to income ratio, quality of loan book and anchored on the three key pillars:

- Our people
- Our services and processes, and
- Return to stakeholders

3.8.3 Stanbic Bank Ghana Limited

After just a little over 10years, at the beginning of this period of transformation, it has earned a well-deserved reputation as a customer oriented, business friendly and socially relevant bank.

This is as a result of multiple awards received by Stanbic Bank form the Ghana Investment Promotion Centre. Top Performing Business, Best Financial Institution and the Best Bank in

Ghana are the achievement awards earn by the bank. It also join the league of first tier banks in the country on top of this achievements in 2009 (www.stanbicbank.com.gh).

3.8.4 Access Bank Ghana Limited

3.8.4.1 Profile

On August 19, 2009, Access Bank Ghana launched its operations to be the very sound financial banks to the general public and in the banking industry (www.ghana.accessbankplc.com). Because of its acknowledged reputation for innovation and service excellence across Africa and beyond, its entry into the Ghanaian economy signaled the beginning of a new era in the annuals of banking.

The bank has serve the general banking needs to almost all the citizens in the country from its coming into full operation as an engine of growth to businesses and enhancing economic development. The banks also serves as the most comfortable banks in partnering other financial institutions across the globe that are looking for business opportunity in the country as a result of sound experience and knowledge in Trade Finance and Treasury and management of relationship services.

3.8.4.2 Vision

To be the world's most respected African Bank

3.8.4.3 Mission

Creating the standards for business practices and services that are considered to be sustainable , tapping the experience and talents of the employees, offer and deliver quality services to our

customers and the community at large and bring out innovative skills to our communities that we serve.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.0 INTRODUCTION

This chapter presented the data analysis and discussed the results. 124 staff were drawn from the two Ghanaian banks (Fidelity and GCB) and 112 from the two non-Ghanaian banks (Stanbic and Access bank). A total of 236 staff respondents were used in the analysis. First, the distribution on the demographics was presented. This was followed by a reliability analysis, then exploring organizational culture among the groups of banks. Employee performance across groups was presented, then finally the impact of organizational culture on employee performance was also presented and discussed.

4.1 DEMOGRAPHICS OF RESPONDENTS

The study compared the demographics of respondents from both the Ghanaian and non-Ghanaian banks used in the study. The results from the two Ghanaian banks (Fidelity and GCB) indicated the dominance of male staff. 58.1% of the staff sampled for the study were males, while the remaining 41.9% were females.

The gender distribution for the two non-Ghanaian banks (Stanbic and Access) was similar to that of the Ghanaian banks, in terms of the male staff dominance. From the analysis, 57.1% of the staff were males, while 42.9% were females.

For the age distribution of the Ghanaian banks, 13.7% were aged less than 25 years, 63.7% were aged 26-35%, 9.7% are between the ages of 36-45 years, 6.5% are around the ages 46-55 years,

and 6.5% were also aged above 55 years. The distribution showed that staff from the Ghanaian banks was basically youthful.

For the non-Ghanaian banks 35.7% of the staff were aged less than 25 years, 42.9% were aged 26-35 years, 21.4% were also aged 36-45 years. From the data collected, none of the staff were aged above 45 years. Once again, we realize that both groups of banks had staff that was similar in terms of age range.

The study demanded all category of staff in the bank, from cleaners to management members. 13% of the staff sampled from the Ghanaian banks had SHS qualifications, and these are the cleaners and security personnel of the bank. Staff with HND qualification comprised 14.5% of the staff, first degree holders were 54.1%, and masters degree holders were also 19.4%.

From table 4.1, 16.1% of the staff from the non-Ghanaian banks had SHS qualification, 21.4% were HND holders, 44.6% were first degree holders, and 19.7% were masters degree holders.

For the years of service, 18.5% of the staff sampled from the Ghanaian banks had been working for less than a year, 54.1% had been working for 1-5 years, and 27.4% had been working for more than 10 years. The distribution indicate the majority of the respondents have had some significant level of experience working with their respective banks, making the information provided by them concerning their banks more reliable.

The analysis on the sample taken from the non-Ghanaian banks indicates that, 23% of them had been working for less than a year, 53.6% had been working for the past 1-5 years, and 21.4% had also been working for the past 10 years. This distribution also shows the majority had spent more

than 1 year with their respective banks, so as to be able to provide a more reliable information on the organizational cultural in their banks.

Table 4.1 Demographic of respondents

Items	Options	Ghanaian		Non-Ghanaian	
		Frequencies	Percentage (%)	Frequencies	Percentage (%)
Gender	Male	72	58.1	64	57.1
	Female	52	41.9	48	42.9
Age	18-25yrs	17	13.7	40	35.7
	26-35yrs	79	63.7	48	42.9
	36-45yrs	12	9.7	24	21.4
	46-55yrs	8	6.5	-	-
	Above 55yrs	8	6.5	-	-
Education	SHS	15	13.0	18	16.1
	HND	18	14.5	24	21.4
	Degree	67	54.1	50	44.6
	Masters	24	19.4	20	19.7
Years of service	Less than 1yr	23	18.5	28	23.0
	1-5yrs	67	54.1	60	53.6
	Above 10yrs	34	27.4	24	21.4

Source: Field Data, 2016.

4.2 RELIABILITY ANALYSIS

In establishing the reliability of the data, a cronbach's alpha analysis was conducted separated for the two groups of banks (Ghanaian and non-Ghanaian). Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. There were 52 items in all for the measurement of organizational culture, and 15 items measuring employee performance. A

reliability coefficient of .70 or higher is considered “acceptable” in social science research. For the Ghanaian banks, the cronbach’s alpha for organizational culture was .916, and employee performance was .871. This shows the items are very related/similar in measuring the constructs (organizational culture and performance). For the non-Ghanaian banks, the cronbach’s alpha for organizational culture was .892, and employee performance was .933. This also indicates a high correlation among the items measuring the two constructs.

Table 4.2 Reliability Analysis

Items	Ghanaian		Non-Ghanaian	
	Cronbach's	N of Items	Cronbach's	N of Items
	Alpha		Alpha	
Organizational Culture	.916	52	.892	52
Employee Performance	.871	15	.933	15

Source: Field Data, 2016.

4.3 ORGANIZATIONAL CULTURE AMONG GHANAIAAN AND NON-GHANAIAAN BANKS IN GHANA

There were 13 latent variables used in measuring organizational performance, and each of them had four observed variables. The latent variables were emphasis on individual performance; leadership; customer centeredness; organization structure; communication; conflict management; HRM; participation; innovation; decision making; professionalism; organizational goal integration; and fun. The respondents used a scale of 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree or 5=Strongly disagree. The smaller the mean score, the better.

Table 4.3 Organizational Culture

Organizational Cultural Dimensions	Ghanaian		Non-Ghanaian	
	Mean	Std. Deviation	Mean	Std. Deviation
<i>Individual Performance</i>	<i>2.1217</i>	<i>.85029</i>	<i>2.1923</i>	<i>.77681</i>
Personal achievement is highly valued here	1.7581	1.00706	2.0000	1.31519
Prudent measures are taken against non performing staffs	2.3952	1.37231	2.3571	1.17678
There is frequent feedbacks on performance of individual personnel	2.1466	1.26666	1.9286	.80218
Rewards of employees are based on quality of work performed	2.2261	1.33811	2.3077	.82529
<i>Leadership</i>	<i>2.1789</i>	<i>.87527</i>	<i>2.2308</i>	<i>.46698</i>
Organizational managers provide the drive to achieve goals	1.8790	1.17281	2.0714	1.16800
There are trusted managers to handle situations during crisis	2.3226	1.08612	2.4615	.93397
The staff give maximum respect to the managers.	1.8145	1.13601	2.2857	.96262
The managers frequently seen building trust for themselves	2.4914	1.05909	2.3571	1.17678
<i>Customer Focus</i>	<i>2.1331</i>	<i>.94161</i>	<i>2.6429</i>	<i>.96195</i>
Measures are in place to deliver to customers on time	1.8145	1.19189	2.0714	1.10457
Clients' problems are recognized and dealt with promptly	2.0645	.87180	2.7143	.96262
Both management and employees engage in regular follow up	2.1935	1.27947	2.9286	1.34039
Clients are considered as part of the organization	2.4597	1.51093	2.8571	1.36135
<i>Organization Structure</i>	<i>2.3206</i>	<i>.85395</i>	<i>2.4286</i>	<i>.65367</i>
There is power vested in managers to make decision based on area of responsibility	2.1371	1.15001	2.2143	.77609
Responsibilities are clearly defined	2.1371	1.46690	2.3571	.72107

There is no department in the organization that has too much power	2.7984	1.45937	2.5714	1.45636
There is ample understanding of how every employees fit into the organization	2.2097	.92195	2.5714	.98378
<i>Communication</i>	<i>2.1391</i>	<i>1.01278</i>	<i>2.3462</i>	<i>.97313</i>
Employees can freely have conversation with their managers	2.0726	1.30772	2.2143	1.15023
Employees freely see their manager as and when the need arise	2.2097	1.12816	2.4286	1.18332
There is free and open discussion during meeting	2.1371	1.32723	2.4615	.93397
Both managers and staffs usually have informal discussions	2.1371	1.22531	2.5000	1.24481
<i>Conflict Management</i>	<i>2.5988</i>	<i>.73723</i>	<i>2.5179</i>	<i>.75016</i>
Disagreements do not lead to personal hatred	2.6613	1.24866	2.2857	.88459
Employees and staffs are at liberty to disagree with their manager without any fear of punishment	2.8548	.89890	2.3571	.97590
Employees that show disagreement openly are considered as been showing interest in improving the performance of the organization	2.0806	1.13048	2.7143	.70300
The staffs don't necessarily try to win arguments instead best solutions are worked for	2.7984	1.16158	2.7143	1.03479
<i>Human Resource Management</i>	<i>2.3831</i>	<i>.76803</i>	<i>2.5192</i>	<i>.60308</i>
Individuals are treated fairly	2.3226	1.00849	2.3571	.89902
Once people join us they tend to stay for some time	2.3952	1.02663	2.4615	.84673
Management values it's people	2.3387	.87315	2.5000	.62960
People have the opportunity to improve themselves	2.4758	1.21283	2.5714	.82434
<i>Participation</i>	<i>2.4839</i>	<i>.97047</i>	<i>2.5536</i>	<i>.60908</i>
Actions are in place to consider the views of everybody before decisions are taken	2.6613	1.29970	2.8571	.99419

Employees are asked for their suggestions	2.2742	1.12140	2.4286	.62550
My job is recognized as valuable by the organization	2.2742	1.12140	2.4286	.62550
Our line managers express interest in our ideas and explore how to develop them	2.7258	1.35153	2.5000	1.05694
<i>Innovation</i>	<i>2.5948</i>	<i>.88781</i>	<i>2.9643</i>	<i>.67688</i>
There is the use of radical ideas by the management	2.2177	1.23999	2.7857	.67688
There is an available fund in trying new things and ideas	2.8065	.97678	3.1429	.83674
There is a provision of time in exploring developing new ideas	2.4194	1.19686	2.9286	.96529
The level of red tape that arise as a result of new ideas is very minimum	2.9355	1.01005	3.0000	1.00449
<i>Decision Making</i>	<i>2.4516</i>	<i>.84203</i>	<i>2.8036</i>	<i>.89633</i>
Staffs take responsibilities for their decision taken	2.5968	1.21588	2.7143	1.22606
Individuals with clear decision perform well	2.4032	1.01948	2.8571	1.12991
Decisions are judged based on their soundness and uniqueness	2.4113	.62485	3.0714	1.10457
The managers engage in different decision making techniques	2.3952	1.20175	2.5714	.98378
<i>Professionalism</i>	<i>2.6855</i>	<i>2.28682</i>	<i>2.6250</i>	<i>1.19213</i>
All are expected to make very good contribution possible towards the goals of the organization	3.9435	7.75572	2.4286	1.18332
Employees that are employed are all having good qualification	2.2097	1.28957	2.7143	1.22606
Up till now the technical including the specialist experience is valued in the people	2.4597	1.09247	2.7143	1.33847
Individuals that works towards achieving excellence and quality are admired	2.1290	1.36130	2.6429	1.34805
<i>Organizational Goal Integration</i>	<i>2.2097</i>	<i>.92689</i>	<i>2.0192</i>	<i>.41174</i>

Employees are informed as to how the organizations laws and policy and strategy affect the management decision	2.5968	1.54562	2.7143	1.10224
There is effective coordination between the various department in the organization	2.1452	1.46334	1.5000	.62960
Our induction and training emphasize organizational objectives	2.2823	1.01661	1.7857	.56038
We are rewarded for making progress towards the organization's objectives	1.8145	.84936	2.0769	.83250
<i>Fun</i>	2.5544	.94437	2.3750	.87893
The organization arranges enjoyable social events	2.9677	2.60997	2.2143	.94372
We enjoy ourselves in this organization	2.5161	1.35241	2.2857	.88459
The work we do is very interesting	2.4677	1.19916	2.4286	1.05450
People smile and say hello	2.2661	1.23702	2.5714	1.18332
<i>CULTURE</i>	2.3585	.71954	2.5596	.38084

Source: Field Data, 2016.

From table 4.3, the overall emphasis individual performance from both groups of banks were almost the same (2.1217 as against 2.1923). Staff sampled from the two groups of banks agreed that their banks valued personal achievements; the banks take the necessary actions towards staff whose performance was poor; the banks frequently provided staff with feedback on their performance; and staff from both Ghanaian and non-Ghanaian banks were rewarded for quality of performance. From the descriptive analysis, there was no significant difference between the two groups of banks on the organizational cultural dimension of individual performance. But this will be tested using an independent samples t-test presented in table 4.4.

The mean score for the overall leadership qualities were not so different from each other (2.1789: 2.2308). Considering the observed variables however, Ghanaian staff ranked more favourably than the non-Ghanaian banks. The management from both banks showed drive to achieve, they try to

make right decisions so as to instill trust, and they are highly respected. The management from both banks try to always develop trust from their staff.

In terms of customer centeredness, the overall mean score was a bit different from each other (2.131; 2.64161). The staff from the Ghanaian banks ranked more favourably, implying that, Ghanaian owned banks were more customer centered than the non-Ghanaian banks. The Ghanaian banks made more efforts to deliver to customers on time, clients' problems were recognized and dealt with promptly, check on the client are put in a comfortable position so as to remain loyal to the organization through the service provided, and clients were considered as part of the organization.

Staff from both groups of bank responded favourably to organization structure, however, staff from Ghanaian banks answered more favourably. Management from both banks had the superiors authority making effective decision where their responsibility lies job responsibilities were clearly and well defined, there is no level or department that possess too much authority and every single staff within the organization know and comprehend every single task that they have been assigned them to perform.

Both banks had a good communication existing at work. Once again, Ghanaian banks ranked favourably. Staff agreed they could talk freely with their managers, they are able to approach their managers with issues whenever the need be, staff are able to freely contribute during meetings with supervisors, and managers and staff do have informal discussions.

In terms of conflict management, both groups had a similar mean. Divergent and different opinion within the organization does not often leads to grape vine and the workers can show sign of disagreement of which there will be no punishment been meted out to them, employees that openly

show disagreement are bound to develop zeal in getting things done in a very correct ways things, and staff do not win argument at the expense of best solution.

The mean scores for the Human Resource Management practices at both banks were not so different from each other, and they all responded favourably. Individuals were treated fairly at the place of work; organizational turnover was on the lower size, as staff tend to stay for some time before leaving; management valued it's staff; and staff have the opportunity to improve themselves while with the organization.

In terms of participation, both staff agreed a genuine attempt is made at their place of work to consider staff' input before decisions are put in place, opportunities are given to the staffs to bring out their opinion, employees' job was valued by the organizations, and the mangers within the organization show keen interest in suggestions put forward by the employees and find ways of developing them into useful thought.

The mean score on innovation indicates Ghanaian banks were more innovative than non-Ghanaian banks. This could have been influenced by the corporate rebranding that took place GCB recently. Very vibrant suggestion and opinion are frequently used by the authorities and most often financial obligations are constantly made available to undertake or perform different tasks, time was made available by management to explore and develop new ideas, and there wasn't much bureaucracies in the organizations that hindered innovation of new ideas.

In terms of decision making, staff agreed taking responsibilities for decisions made, staff are acknowledged for quality decisions taken, decisions were considered based on how relevant during its time of use other than what comes out of it and managers use a variety of decision making techniques.

With regards to the level of professionalism exhibited by staff, the mean score for both groups of bank were basically same. Both banks expected their employees to make the best contributions towards the organization's goals, staff recruited to work had good qualifications in their field (which could be referred in table 4.1), technical expertise were recognized, and staff strive for excellence in their work delivery.

In terms of organizational goal integration, both staff agreed being advised on the strategies and policies of the organization works and have effect on the decision of thre management different parts of the company co-operate with each other to achieve the best for the company as a whole; staff' induction and training emphasized organizational objectives; and staff were rewarded for making progress towards the organization's objectives.

In terms of fun, non-Ghanaian banks agreed to having more fun than staff from the Ghanaian banks. Staff agreed organization arranges enjoyable social events, staff enjoy themselves in the bank, staff had interest in their work, and staff at each other at work.

Overall, it was realized that, staff from the Ghanaian banks answered more favourably to the dimensions under culture (2.3585 as against 2.5596), however, this was statistically found out using independent samples t-test. An alpha value of 0.05 was set for the entire work, in accordance with the rule of thumb in social science studies. Homogeneity of variances, an important assumption in independent t-test, was conducted using Levene's test. Levene's test measures the null hypothesis that the variance across the groups are statistically different. Therefore a p-value equal or less than 0.05 means the variance across group is significantly different, and vice versa. Considering the Levene's test in table 4.4, we realize that, the variance for leadership styles,

organization structure, human resource management, employee participation, innovation, professionalism, and organizational goal integration were statistically different across groups.

Considering the t-test scores, the two groups of bank (Ghanaian and non-Ghanaian) were different on only 4 out of 13 dimensions under the organizational culture. In terms of customer centeredness, the two groups of bank were statistically different. In terms of innovation, decision making, and organizational goal integration, these banks were statistically different from each other. Looking at the mean scores presented in table 4.3, the Ghanaian banks performed better on these dimensions. Even though only 4 out of 13 items under the organizational culture were statistically different across the two groups of bank, the t-test score on the overall cultural dimensions showed these banks were statistically different from each other ($t= 2.53$; $p\text{-value}= .012$).

Individual performance, leadership, organization structure, communication, conflict management, human resource management, participation, professionalism, and fun, were basically same in both group of banks. The difference across group wasn't statistically significant at 0.05.

Table 4.4 Independent T-test on Organizational Culture

Variables	Levene's Test for Independent Samples Equality of Variances		T-Test	
	F	Sig.	T	Sig.
Individual Performance	.002	.965	.639	.524
Leadership	19.318	.000	.556	.579
Customer Focus	.297	.586	4.111	.000
Organization Structure	9.323	.003	1.097	.274
Communication	1.329	.250	1.565	.119
Conflict Management	.431	.512	-.835	.404
Human Resource Management	5.065	.025	1.499	.135
Participation	12.492	.000	.667	.505
Innovation	18.377	.000	3.615	.000
Decision Making	.206	.650	3.110	.002
Professionalism	6.670	.010	-.258	.797
Organizational Goal Integration	38.205	.000	-2.059	.041

Fun	.002	.968	-1.506	.133
CULTURE	7.855	.006	2.530	.012

Source: Field Data, 2016.

4.4 EMPLOYEE PERFORMANCE

In measuring the employee performance across the two categories of banks, staff were asked to response to some set of items using a scale of 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree or 5=Strongly disagree. The smaller the mean score therefore, the better.

Table 4.5 Employee Performance

Employee Performance	Ghanaian		Non-Ghanaian	
	Mean	Std. Deviation	Mean	Std. Deviation
Employees of my bank complete work on time	1.9516	1.06576	2.4286	1.35377
The employees are eager to increase the quality of service	2.0806	1.14478	2.8571	1.19199
There is a commitment on the part of the employees on serving the company	1.8871	1.05314	2.7857	1.21127
Employees are committed to serving the company	2.1290	1.03569	3.2143	1.26938
Employees are held accountable for their work	2.2661	1.44891	2.9286	1.44393
The bank is able to maximize employee potential	2.6452	1.49358	3.4286	1.24274
Employees' job enable them to make use of their skills and abilities	2.6532	1.30068	3.0000	1.20060
The employees derive a sense of self satisfaction from the work	2.3548	1.19751	3.3077	1.07104
Employee are willing to bear the risk of faulty work	2.9758	1.38789	3.0714	1.44393
Employees show creativity to increase performance, by initiating new ideas	2.7742	1.60202	2.5833	1.04294

Employees performance are measured on monthly bases	2.3306	1.54458	2.3077	.99588
Employees know and understand the needs of customers	3.0403	1.45613	2.4286	1.12076
The staffs are able to meet the set target for the organization	2.6694	1.30491	3.0000	1.31519
There is full confidence in the employees in performing duties	2.6452	1.30785	2.8571	1.12991
The staffs usually seeks for performing task in a new way	2.9113	1.13347	2.6429	1.34805
<i>EMPLOYMENT</i>	<i>2.4876</i>	<i>.78280</i>	<i>2.8364</i>	<i>.91414</i>

Source: Field Data, 2016.

The overall mean presented in table 4.5 indicates that, employees of the Ghanaian banks performed better than those of the non-Ghanaian banks. The staff from the Ghanaian banks were more time conscious, they were more are willing to promote service quality, interested in the success of the organization, interested in helping the company, utilize their skills and strength more accountable for work, Ghanaian bank able to maximize employee potential, jobs more flexible to enable employees make use of their skills and abilities, more sense of personal accomplishment from work, more willing to bear the risk of mistakes during work, are capable of achieving the monthly set target that has been set and more experience and performance duties without supervision when discharging duties.

Employees from the non-Ghanaian banks on the other hand were more creative and initiated new ideas, performance measures were evaluated on an annual basis, the employees are aware of what the customers need at a point in time and the employees constantly turn to be innovative. The Levene's test in table 4.6 indicates that, the variance in the performance of both banks were statistically different. The independent t-test results show also show that, there exist a statistically

significant difference in the performance of both groups of banks. From the mean scores presented in table 4.5, it was realized that employees from the Ghanaian banks were high performers than those from the non-Ghanaian banks.

Table 4.6 Independent T-test for Employee Performance

Variables	Levene's Test for Independent Samples			
	Equality of Variances		T-Test	
	F	Sig.	T	Sig.
Employee Performance	7.108	.008	2.902	.004

Source: Field Data, 2016.

4.5 IMPACT OF ORGANIZATIONAL CULTURE ON PERFORMANCE

In order to ascertain the impact of organizational culture on employee performance, the 13 dimensions of organizational culture were used as the dependent variable in a multiple regression model. A stepwise regression model was used, by controlling for the type of bank (Ghanaian or non-Ghanaian). The R (.351) in block 1 indicates a moderate relationship between the type of bank and employee performance. The R^2 (.123) in block 1 indicates the type of bank explains 12.3% of the changes that occur in employee performance. The F-statistics in model 1 indicates employee performance is significantly explained by the type of bank.

In model 2 where the type of bank was used as a control variable, the R (.956) indicate a very strong correlation between organizational culture and employee performance. The R^2 (.915) indicates, 91.5% of employee performance is explained using type of bank and organizational culture. The f-statistics indicates that, all the independent variables together, significantly impacts on the performance of the staffs.

Table 4.7 Impact of Organizational Culture on Performance

Block	Independent Variables	B	S.E	T	Sig.	
<i>1</i>	<i>(Constant)</i>	<i>3.763</i>	<i>.222</i>	<i>16.979</i>	<i>.000</i>	
	Type of bank	-.647	.130	-4.991	.000	
<i>2</i>	<i>(Constant)</i>	<i>1.023</i>	<i>.207</i>	<i>4.952</i>	<i>.000</i>	
	Type of Bank	-.275	.057	-4.784	.000	
	Individual Performance	-.080	.048	-1.668	.097	
	Leadership	-.089	.071	-1.249	.213	
	Customer Focus	.090	.045	2.008	.046	
	Organization Structure	.178	.060	2.956	.004	
	Communication	1.251	.116	10.822	.000	
	Conflict Management	-.550	.074	-7.398	.000	
	Human Resource Management	-.062	.070	-.887	.376	
	Participation	.514	.092	5.557	.000	
	Innovation	.032	.041	.798	.426	
	Decision Making	.402	.056	7.224	.000	
	Professionalism	-.191	.025	-7.581	.000	
	Organizational Goal Integration	-.876	.071	-12.279	.000	
	Fun	.302	.040	7.627	.000	
		Block	R	R²	F	Sig.
		1	.351	.123	24.910	.000
		2	.956	.915	125.820	.000

Source: Field Data, 2016.

The data collected was coded 1-Non-Ghanaian banks and 2-Ghanaian banks. Employee performance was also coded 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree or 5=Strongly disagree. From the block 1, the coefficient of -.647 indicates type of bank has an inverse relationship with employee performance. This implies that moving downwards towards 1 (Non-

Ghanaian banks) will increase the mean of employee performance towards 5 (strongly disagree), and vice versa. This was statistically significant at 0.05.

From block 2, four items were not statistically significant at influencing employee performance at 0.05. These were individual performance, leadership, human resources management practices, and innovation. Individual performance was however statistically significant at 0.1, with a coefficient of -.089. The type of bank, conflict management practices, professionalism, and organizational goal integration, had an inverse and significant relationship with employee performance. This means that, while any of these variables are improving, employee performance reduces, and vice versa.

From the analysis, customer centeredness, organization structure, communication, employee participation, decision making, and fun, had a positive relationship with employee performance. This means these variables move in same direction with employee performance, and an improvement in any of these variable will increase the performance level of the staffs.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter summarized key findings, provided conclusions, and gave some recommendations.

5.1 SUMMARY OF FINDINGS

5.1.1 Nature and Type of Organizational Culture

The organizational cultures among the Ghanaian and non-Ghanaian banks were basically similar. Both banks emphasized individual performance of employees; had leadership that were highly regarded by employees and instilled trust; made every effort to satisfy customer; had organization structure with clearly defined roles and responsibilities; encouraged free flow of communication among superiors and subordinates; handled organizational conflict in a more professional matter, leaving no hatred among employees; implemented favourable human resource management practices; encouraged employee participation; encouraged innovation; involved employees in decision making; encouraged professionalism in service delivery; had organizational goal integration; and made the workplace less stressful, by periodically organizing social events.

Although organizational cultures among these groups of banks were similar, the Ghanaian banks ranked more favourably on most of the dimensions. And this difference was statistically significant.

5.1.2 Level of Employee Performance

Employee performance across groups was similar, although the Ghanaian banks ranked more favourably. And this difference was statistically significant.

Employees from both banks completed work on time; employees were ready to enhance service quality, there is the happiness of the staffs seeing the success of the company, the staffs are willing to working with the company, the staffs are mostly charge to be responsible their work, the banks maximized employee potentials; employees' job enabled them exhibit their talent employees had a sense of personal accomplishment from work; employee were willing to bear the risk of faulty work; employees showed creativity to increase performance, by initiating new ideas; employees knew and understood the needs of customers; employees were capable of meeting the set objectives and employees are experienced and are therefore can be rely upon in performing duties that has been assigned to them.

5.1.3 Impact of Organizational Culture on Employee Performance

There was a very strong correlation between organizational culture and employee performance, with organizational culture accountable for 92% of the changes that occurred in employee performance. Individual performance, leadership, human resources management practices, and innovation, were not statistically significant at influencing employee performance. Conflict management practices, professionalism, and organizational goal integration, had an inverse and significant relationship with employee performance. Customer centeredness, organization structure, communication, employee participation, decision making, and fun, had a positive and significant relationship with employee performance.

5.2 CONCLUSION

This study sought to provide an insight into the organizational practices pertaining at Ghanaian owned banks and non-Ghanaian owned banks. After the analysis, it was concluded there existed a very strong relationship between organizational culture and employee performance. Emphasis on

individual performance, leadership, human resources management practices, and innovation, were not statistically significant at influencing employee performance. Conflict management practices, professionalism, and organizational goal integration, had an inverse and significant relationship with employee performance. Customer centeredness, organization structure, communication, employee participation, decision making, and fun, had a positive and significant relationship with employee performance. Although organizational cultures among these groups of banks were similar, the Ghanaian banks ranked more favourably on most of the dimensions. And this difference was statistically significant. Employee performance across groups was similar, although the Ghanaian banks ranked more favourably. And this difference was statistically significant.

5.3 RECOMENDATIONS

Customer centeredness had a positive effect on employee performance. Banks and other companies seeking to improve employee performance must emphasize customer centeredness. While employees try to satisfy customers as part of the organization's culture, their performance will be enhanced. This is even more critical in service organizations like the bank. Banks must emphasize on time service delivery to customers, identify customer problems and address them promptly, make regular follow-ups on customers, and consider clients as part of the organization.

Organization structure was found to have a positive effects on employee performance. It is recommended that management members in the various organizations must have the authority to make decisions in their area of responsibility, roles and responsibilities in the organization must be clearly defined, no one part of an organizational unit must be given too much power over the others, and every employee must be made to understand where they fit in the organization.

Communication also significantly affected employee performance. It is recommended that, organizational culture must be such that subordinates could freely communicate with management members, less hindrances if subordinates want to meet superiors, and informal discussions among superiors and subordinates must be encouraged.

Employees must be encouraged to participate in the activities of the organization, decision making. Management members must show interest in the ideas of employees and explore how to develop them, and employees must be encouraged to take responsibility for their decisions.

As it is said, all work and no play, makes Jack a dull boy. Organizations are encouraged to organize social events like sports once a while, and friendliness among staff must be highly encouraged. These activities have a significant effect on employee performance in an organization.

REFERENCES

- Abdul-Rashid, M.Z., Sambasivan, M. & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of management development*, 22(8), 708-728.
- Akimova, I. (2009). Development of market orientation and competitiveness of Ukrainian firms. *European Journal of Marketing*, 34(10), 1128-1148.
- 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), 164–179.
- Aranda, D.A. (2003). Service operations strategy, flexibility and performance in Engineering consulting firms. *International Journal of Operations & Production Management*. 23(11), 1401-1421.
- Aspridis, G., Grigoriou, J., & Grigoriou, St., (2012). The role of sports leadership and the position of women. *Inquiries in Sport & Physical Education*, 10(3), 66-75
- Aspridis, G.M., Sdrolas, L., Blanas, N., Kyriakou, D., & Grigoriou, I. (2013). Economic Crisis and the Extroversion of the Enterprises: An
- Belias, D., & Koustelios, A. (2013a). Organizational Culture of Greek Bank Institutions: A Case Study. *International Journal of Human Resource Management and Research*, 3(2), 95-104.
- Belias, D., & Koustelios, A. (2013b). The influence of Gender and Educational Background of Greek Bank Employees on their Perceptions of Organizational Culture. *International Journal of Human Resource Management and Research*, 3(5), 1-10.

- Belias, D., & Koustelios, A. (2014). The influence of demographic characteristics of Greek bank employees on their perceptions of Organizational Culture. *International Journal of Human Resource Studies*, 4(1), 81 – 100.
- Bernard, H. R. (1988). *Research Methods in Cultural Anthropology*. Newbury Park, CA: Sage Publications, pp. 152-160.
- Bulgarella, C.C. (2005). Employee Satisfaction & Customer Satisfaction: Is There a Relationship? GuideStar Research White paper.
- Business Enterprise and Regulatory Reform (2008). Innovation in construction services. Retrieved August 16, 2011 from <http://www.berr.gov.uk>
- Cable, D.M. & Judge, T.A. (1997) Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82(4), 546–561.
- Chan, L.L.M., Shaffer, MA, & Snape, E. 2004. In search of sustained competitive advantage: the impact of organisational culture, competitive strategy and human resource management practices on firm performance. *International Journal of Human Resource Management*, 15:17-35.
- Chenhall, R.H. (2005). Integrative Strategic Performance Measurement System, Strategic Alignment of Manufacturing, Learning and Strategic outcomes: an exploratory study. *Accounting, Organizations and Society*, 30(5), 395-422.

- Chenhall, R.H. (2005). Integrative Strategic Performance Measurement System, Strategic Alignment of Manufacturing, Learning and Strategic outcomes: an exploratory study. *Accounting, Organizations and Society*, 30(5), 395-422.
- Denison, D. R. (2000). Organizational culture: Can it be a key lever for driving organizational change. In S. Cartwright & C. Cooper (Eds.), *The handbook of organizational culture*. London: John Wiley & Sons.
- Denison, D.R.1984. Bringing corporate culture to the bottom line. *Organisational Dynamics*, 13(2):4-22.
- Denison, DR. 1990. *Corporate Culture and Organisational Effectiveness*. New York: Wiley.
- Denison, DR., Haaland, S. & Goelzer, P. 2004. Corporate Culture and Organisational Effectiveness: Is Asia Different From the Rest of the World? *Organisational Dynamics*, 33(1): 98-109.
- DeVaus, D. A. (1990). *Survey in Social Research* (2nd ed.). London: Unwin Hyman.
- Empirical Approach. *Book of Proceedings 3rd International Conference on Human and Social Sciences (ICHSS 2013), September 20-22, 2013, Rome, Italy, Volume 1*, 696-705.
- Federal Reserve Bank of New York President William Dudley’s speech “Enhancing Financial Stability by Improving Culture in the Financial Services Industry,” October 20, 2014. Available at <http://www.newyorkfed.org/newsevents/speeches/2014/dud141020a.html>.
- Forehand, G. A. & B. von Gilmer, (1964) Environmental Variations in Studies of Organizational Behaviour, *Psychological Bulletin*, 62, pp. 361-382.

- Gardon, G.G. & DiTomaso, N. 1992. Predicting Corporate Performance from Organisational Culture. *Journal of Management Studies*, 29(6):783-798.
- Goddard, A. (1999). Culture and Drama: The role of financial control systems in the organisational processes in three local government organisations. *The International Journal of Public Sector Management*, 12(6), 516-532.
- Hakim, C. (2006) Women, careers, and work-life preferences. *British Journal of Guidance and Counselling*, 34 (3). pp. 279-294.
- Hall, J. and Williams, M. S. (1986). *Work Motivation Inventory*, The Woodlands, Texas: Telemetry International, Inc.
- Hamner, W. C. and Organ. D. (1978). *Organizational Behavior An Applied Psychology*. Dallas: Business Publications.
- Herzberg, F. (1966). *Work and The Nature of Man*. New York: Thomas Y. Crowell Co.
- Hofstede, G. & Bond, M.H. (1988). The Confucius connection: from cultural roots to economic growth. *Organizational Dynamics*, 16(4), 4-21.
- Hofstede, G. 1980. *Culture's Consequences*. Beverly Hills, CA: Sage.
- Howard, G. (1998). Validating the competing values model as a representation of organizational cultures. *International Journal of Organizational Analysis*, 6(3), 231–250.
- Ittner, C.D. and Larcker, D.F. (1998). Innovations in Performance Measurement: trends and research implications, *Journal of Management Accounting Research*, Vol.10, 205-38.

- Jankuwics, D. (2002). *Business Research Project*. (3rd ed.). London; Thompson Learning.
- Jones, M.C., Cline, M., & Ryan, S. (2015). Exploring knowledge sharing in ERP implementation: an organizational culture framework. *Decision Support Systems*, 41(2), 411-434.
- Kandula, S. R. (2006). *Performance Management*. New Delhi: Prentice Hall of India private limited.
- Kaplan, R.S. and Norton, D.P. (2001). *The Strategy-focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. *Harvard Business School Press, Boston, MA*.
- Kerr, J. & Slocum, J. W. (2005). Managing corporate culture through reward systems. *Academy of Management Executive*, 19, 130–138.
- Kline, T.J.B. & Boyd, J.E. (2014). Organizational structure, context and climate: Their relationship to job satisfaction at three managerial levels. *Journal of General Psychology*, 118(4), 305-316.
- Krumbholz, M. & Maiden, N.A.M. (2000). How Culture might impact on the implementation of Enterprise Planning Packages? A Paper presented at the proceedings of Computer Aided Information System Engineering (CAiSE), Springer-Verlag, Stockholm.
- Lawler, E., & McDermott, M. (2003). Current performance management practices. *Worldat-Work Journal*, 12(2), 49-60.

- Liu, A.N.M., Shuibo, Z. & Meiyung, L. (2006). A framework for assessing organisational culture of Chinese construction enterprises. *Engineering, Construction and Architectural Management*, 13(4), 327-342.
- Lok, P. Westwood, R. & Crawford, J. (2005). Perceptions of organizational subculture and their significance for organizational commitment. *Applied Psychology: An International Review*, 54, 490–514.
- Lund, D. (2013). Organizational Culture and Job Satisfaction. *Journal of Business and Industrial Marketing*, 18(3), 219-236.
- Mansoor, M., & Tayib, M. (2010). An empirical examination of organizational culture, job stress, job satisfaction within the indirect tax administration in Malaysia. *International journal of Business and Social Sciences*, 01(01): 81-95.
- Martins, E.C, & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation*, 6(1), 64-74.
- Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper and Bros.
- McKinnon, L.J., Harrison, L.G., Chow, W.C., & Wu, A. (2013), Organizational culture: association with commitment, job satisfaction, propensity to remain and information sharing in Taiwan, *International Journal of Business Studies*, 11(1), 25-44.
- Muthu, S., Whitman, L. & S. Cheraghi, H. (1999). *Business Process Reengineering: A Consolidated Methodology*. Being the Proceedings at the 4th Annual International

Conference on Industrial Engineering Theory, Applications and Practice at, San Antonio, Texas, USA, 17-20 November.

Nadler, D. & Nadler, M. B. (1998). *Champions of change: How CEOs and their companies are mastering the skills of radical change*. San Francisco: Jossey-Bass.

Naranjo-Valencia, J.C., Jimenez-Jimenez, D. & Sanz-Valle, R. (2011). Innovation or imitation? The role of organizational culture. *Management Decision*, 49(1), 55-72.

Ohmae, K. (1982). *The mind of the strategist: The art of Japanese business*. India: McGraw-Hill Professional.

Piercy, N.F., Low, G.S. & Cravens, D.W. (2004). Examining the effectiveness of sales management control practices in developing countries. *Journal of World Business*, Vol. 39, 255-67.

Prahalad, C. K., & Hamel, G. (1994). Strategy as a field of study: Why search for a new paradigm? *Strategic management journal*, 15(S2), 5–16.

Punch, K. F. (2006). *Developing Effective Research Proposals*. London: Sage Publications.

Razalli, M.R.B. (2008). The Consequences of Service Operations Practice and Service Responsiveness on Hotel Performance: Examining Hotels in Malaysia. Ph.D Thesis (Published), Universiti Sains Malaysia.

Reichers, A. and Schneider, B. (1990). *Climate and culture: an evolution of constructs*, in Schneider, B. (Ed.), *Organizational Climate and Culture*. Jossey-Bass, San Francisco, CA, 5-39.

- Riketta, M. (2002). Attitudinal organizational commitment and job performance: a meta-analysis. *Journal of Organizational Behavior*, 23, 257-266.
- Robson, C. (2002). *Real World Research. A Resource for Social Scientists and Practitioner Researches*, (2nd ed.). Blackwell: Oxford.
- Roskin, R. (1986). Corporate culture revolution: the management development imperative. *Journal of Managerial Psychology*, 1(2), 3-9.
- Rousseau, D. (1991). Quantitative assessment of organizational culture. *Group and Organizations Studies*, 15(4), 448-460.
- Rousseau, D. (1991). Quantitative assessment of organizational culture. *Group and Organizations Studies*, 15(4), 448-460.
- Rud, O. P. (2009). *Business Intelligence Success Factors: Tools for Aligning Your Business in the Global Economy*. New Jersey: John Wiley & Sons.
- Saa-Pere, Petra De and Garcia-Falcon, Juan Manuel (2002). A resource-based view of human resource management and organizational capabilities development. *Int. Journal of Human Resource Management*, 13(1), 123-140.
- Sarros, C.J., Gray, J., Densten, I.L. & Cooper, B. (2005). The Organizational Culture Profile Revisited and Revised: An Australian Perspective. *Australian Journal of Management*, 30(1), 159-182.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research methods for business students*, (5th ed.). Harlow: Pearson Education.

- Schwartz S.H. (1994). *Beyond Individualism/ Collectivism: New Cultural Dimensions of Values*. Thousand Oaks, CA: Sage Publication.
- Shurbagi, A.M., & Zahari, I.B. (2012). The Relationship between Organizational Culture and Job Satisfaction in National Oil corporation of Libya. *International Journal of Humanities and Applied sciences*, 1(3), 88-93.
- Sondergaard, M. (1994). Hofstede Consequences- A Study of Reviews, Citations and Replications, Special Issue on Cross-national Organization Culture. *European Group for Organizational Studies*, 15(3): 447-456.
- Song, F., and A. V. Thakor. 2010. "Financial System Architecture and the Co-evolution of Banks and Markets." *The Economic Journal* 120, no. 547 (September):1021-55.
- Song, F., and A. V. Thakor. 2016. "Bank Culture." Working paper, Washington University in St. Louis.
- Stalk, G. (1988). Time - the next source of competitive advantage. *Harvard Business Review*, 1988, Jul-Aug, 41-51.
- Stannack, P. (1996). Perspective on Employees Performance. *Management Research News*, 119(4/5), 38-40.
- Suppiah, V. & Sandhu, M. S. (2012). Organisational culture's influence on tacit knowledge-sharing behaviour. *Journal of knowledge management*, 15(3), 462-477.
- Thakor, A. (2016). Corporate Culture in Banking. [Online] Available at (Accessed 2/10/16).

Tharp, B.M. (2009). Defining “Culture” and “Organizational Culture”: From Anthropology to the Office.

[http://www.paragonbusinessfurniture.com/documents/DefiningCultureandOrganizational Culture.pdf](http://www.paragonbusinessfurniture.com/documents/DefiningCultureandOrganizationalCulture.pdf)

Trivellas, P. & Dargenidou, D. (2009). Organisational culture, job satisfaction and higher education service quality: The case of Technological Educational Institute of Larissa. *The TQM Journal*, 21(4), 382-399.

Trompanaar F. (1993). *Riding the Waves of Culture*. London: Economist Books.

Twati, J.M. & Gammack, J.G. (2006). The impact of organisational culture innovation on the adoption of IS/IT: the case of Libya. *Journal of Enterprise Information Management* 19(2), 175-191.

Wallace, P., Goldstein, J. H., Nathan, P. (1987). *Introduction to Psychology*. Dubuque, IA: Wm. C. Brown.

Web book (2012). *Measuring organisational culture*. Retrieved June 8 from <http://www.web-books.com/eLibrary/NC/B0/B58/051MB58.html>

Weerakkody, V. & Currie, W. (2003). *Integrating Business Process Reengineering with Information Systems Development: Issues & Implications*. Centre for Strategic Information Systems Department of Information Systems & Computing, Brunel University, Uxbridge Middlesex, UK.

Xiaoming, C., & Junchen, X. (2012). A Literature Review on Organizational Culture and Corporate Performance. *International Journal of Business Administration*, 3(2), 29-37.

Yilmaz, C. & Ergun, E. (2008). Organizational culture and firm effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. *Journal of World Business*, 43, 290–306.

Zingheim, P.K. & Schuster, J.R. (2007). Measuring and Rewarding Customer Satisfaction, Innovation and Workforce Engagement. *WorldatWork Journal*, 16(4), 8-22.

APPENDIX

Questionnaire-Staff

I am an MBA student from KNUST School of Business undertaking a study on the effect of corporate cultures on employee performance among Ghanaian and non-Ghanaian banks in Ghana. The study is strictly for academic purpose and therefore confidentiality would be held in high esteem. Please take some time to answer the following questions truthfully.

Name of Bank:

Branch:

Section A: Demographics

- Q1. Position in the organization Department manager [] Lower manager [] Agents [] Lower staff / Clerks []
- Q2. Length of service Less than 1yr [] 1-5yrs [] 6-10yrs [] Above 10yrs []
- Q3. Gender Male [] Female []
- Q4. Age 18-25yrs [] 26-35yrs [] 36-45yrs [] 46-55yrs [] Above 55yrs []
- Q5. Education Basic [] SHS [] HND [] Degree [] Masters []

Section B: Organizational Culture

Q6. Kindly indicate the extent to which you agree or disagree with the following as observed variable for organizational cultures. Please tick (√) either 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree or 5=Strongly disagree.

Organizational Culture	1	2	3	4	5
<i>Individual Performance</i>					
Personal achievement is highly valued here					
Action is taken about people who are not contributing					
We have frequent feedback on our personal performance					
We are rewarded according to the quality of our performance					
<i>Leadership</i>					
Our managers show the drive to achieve					
In a crisis we trust our managers to make the right decisions					
Management is highly respected by staff					
Managers try hard to develop trust					
<i>Customer Focus</i>					
Every effort is made to deliver to clients on time					
Clients' problems are recognised and dealt with promptly					

Regular follow-ups are made to ensure that clients are happy with the service					
Clients are considered as part of the organisation					
Organisation Structure					
Managers have the authority to make decisions in their area of responsibility					
Responsibilities are clearly defined					
No one part of this organisation has too much power					
Almost everyone understands how they fit into the organisation					
Communication					
I can talk freely with my manager					
I see my manager whenever I need to					
Discussion at meetings is very free and open					
Managers and staff have informal discussions					
Conflict Management					
Disagreements do not lead to personal hatred					
Staff may disagree with their manager without being penalised					
People who express disagreement openly are regarded as being interested in improving things					
People don't try to 'win' arguments instead they work for the best solution					
Human Resource Management					
Individuals are treated fairly					
Once people join us they tend to stay for some time					
Management values it's people					
People have the opportunity to improve themselves					
Participation					
A genuine attempt is made to consider everyone's views before a decision is made					
Employees are asked for their suggestions					
My job is recognised as valuable by the organisation					
Our line managers express interest in our ideas and explore how to develop them					
Innovation					
Radical ideas are utilised by the management					
Funds are available for trying out new ideas					
Time is made available to explore and develop new ideas					
There is a minimum of red tape when it comes to new ideas					
Decision Making					
People take responsibility for their decisions					
People who make clear decisions get on well here					
Decisions are judged by their soundness at the time rather than the eventual outcome					
Our managers use a variety of decision making techniques					
Professionalism					
We are all expected to make the best contribution we can towards the organisation's goals					
The people chosen to work here have good qualifications in their field					

Up to date technical or specialist knowledge is valued in people					
People who strive for excellence and quality are admired					
Organisational Goal Integration					
We are told how the organisation's policy and strategy affect management decisions					
Different parts of the company co-operate with each other to achieve the best for the company as a whole					
Our induction and training emphasise organisational objectives					
We are rewarded for making progress towards the organisation's objectives					
Fun					
The organisation arranges enjoyable social events					
We enjoy ourselves in this organisation					
The work we do is very interesting					
People smile and say hello					

Section C: Employee Performance

Q7. Kindly indicate the extent to which you agree or disagree with the following as observed variable for employee performance. Please tick (√) either 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree or 5=Strongly disagree.

Employee Performance	1	2	3	4	5
Employees of my bank complete work on time					
Employees are committed to improving quality of services					
Employees are committed to the success of the company					
Employees are committed to serving the company					
Employees are held accountable for their work					
The bank is able to maximize employee potential					
Employees' job enable them to make use of their skills and abilities					
Employees get a sense of personal accomplishment from work					
Employee are willing to bear the risk of faulty work					
Employees show creativity to increase performance, by initiating new ideas					
Performance measures are evaluated on an annual basis					
Employees know and understand the needs of customers					
Employees are able to meet annual work targets and goals assigned					
Employees are reliable when it comes to execution of tasks at work					
Employees always look for new ways of executing their task					

Thank you!