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SCHOOL OF BUSINESS

TOPIC: THE IMPACT OF ORGANIZATIONAL CULTURAL TRAITS ON STAFF RETENTION IN BANKING:

(Stanbic Bank Ghana Limited in Kumasi Metropolis)

By

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MBA Strategic Management and Consulting

A thesis submitted to the School of Business KNUST in partial fulfillment of the requirements for the award of Master of Business Administration (Strategic Management and Consulting)

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DECLARATION

I declare hereby that this research thesis is my own work which is in fulfillment in the direction of obtaining a Masters of Business Administration degree in Strategic Management and Consulting and hence all sources used, stated or cited by me, have been shown and recognized by way of complete references. Therefore, to the best of my knowledge, this study contains materials that has not been earlier submitted or published in full or partial fulfillment of the above mentioned qualification by any person or persons and has also not been accepted by any other educational institution as requirements for this purpose.

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DEDICATION

This work is dedicated to the memory of my mother, Deaconess Comfort Amissah, who inspires, drives and pushes me in ways I cannot begin to imagine.

Special dedications to the Almighty God for his Love, Favour and Grace bestowed to me throughout these challenging periods.

To my siblings who continues to be the source of my joy and love and the extraordinary KAK.

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ABSTRACT

In an increasingly competitive banking environment, the design of an effective organizational culture can be an ideal success factor. The study investigates the impact of organizational culture on staff retention within the Ghanaian banking industry with particular focus on Stanbic bank Ghana Limited. The research population comprised customers, senior and junior staff of Stanbic Bank Ghana Limited within the year 2016 and was 500 out of which a sample of 150 was sampled for analysis. The researcher adopted purposive sampling techniques in soliciting information for the study. Statistical package for Social Science (SPSS) and Microsoft excel was used in analyzing the data. The study established that, the organizational culture traits of Stanbic Bank included Involvement, Consistency, Adaptability and Mission traits that were consistence with Denison‟s model of organizational culture traits. Additionally, the result implied that there was a positive relationship between organizational culture and staff retention. According to the regression model, organizational culture traits had a positive impact on staff retention. The organizational cultures were statistically significant at p-value of 0.05. Also the organizational cultures had a predictive power (R^2) of 0.843 approximately 84.3 percent chance of predicting corporate profitability which was moderate. The study finally recommended that, Stanbic Bank Ghana Ltd. should work hard at the involvement, consistency and mission traits as they have greatest impact on staff retention

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Dolve and Urich (2011) found out that organizational culture comprises unwritten customs, behaviours and beliefs for decision making in an organization. Schein (2007) defines organizational culture as norms, values, beliefs which affect how organizational labour force act, feel and think. Organizational culture is under pinned by how organizational decisions are taken (Perrigrew, 1979). Organizational culture can be learned. Brown(1995) identified Artefacts; language; behavior patterns; norms of behaviours; heroes; symbols and symbolic actions; believes, values and attitude; basic assumptions and history as the methods of learning organizational culture.

Organizational culture has some effect on employee performance. According to Kopelman et al (1990) organizational culture has an impact on employees‟ job satisfaction and develop employee problem solving skills which helps to enhance performance. Organizational culture enables the labour force to know the history and proper functioning of the organization. According to Bulach et al (2012) knowledge of organization culture provided information about projected future behaviours of employees and helps in compensation administration. Organizational culture helps to whip up employees interest and devotion to the values and philosophy of the organization. Organization culture also acts as control mechanism to direct employees‟ altitudes towards expected behavior which enables the organization to achieve its objectives. According to Bulach et al (2012) Organizational culture directs employees‟ behaviour towards the achievement of expected outcome.

1.2 Statement of the Problem

It has been reiterated that the Organizational culture promotes job satisfaction, equip employees with problem solving skills, contribute tremendously to customer satisfaction, helps in compensation administration; and also acts as a control mechanism to direct behaviours towards expected behavior and staff retention, it is expected that much attention is paid to organizational culture to enhance staff retention.

Organizations may use some criteria such as: the size of employees: the size of customers; product or service patronage; achieved targets set to measure performance. The performance measures of organizational culture also includes: Profitability; Value creation; Customer satisfaction; and competitiveness.

Organizational culture has some effects on performance and employee retention. Organizational culture ensuring employees work towards the achievement of organizational goals. By helping to achieve the organizational objectives, they are given rewards which contribute to their retention in the organisation. Organizational culture influences employee loyalty and staff retention. According to McCarthy et al (2000) organizational culture motivates management to take prudent decisions which go a long way to retain employees in organizations. Organizational culture also helps to retain employees in an organization. However in recent times there is high labour turnover in most financial institutions including Stanbic Bank Ghana Limited, which is of great concern to management. It is in this light that a study is being conducted to investigate the impact of organizational cultural traits of staff retention in Stanbic Bank Ghana Limited.

1.3 General Objective

The general objective of the study is to assess the effect of organizational culture on employee retention at Stanbic bank.

1.3.1 Specific Objectives

1. To determine the effect of involvement trait of organizational culture on staff retention on at Stanbic Bank Ghana Limited.
2. To determine the effect of consistency trait of organizational culture on staff retention at Stanbic Bank Ghana Limited
3. To determine the effect of adaptability trait of organizational culture on staff retention at Stanbic Bank Ghana Limited.
4. To determine the effect of mission trait of organizational culture on staff retention at Stanbic Bank Ghana Limited.

1.4 Research Questions

1. How does involvement trait impact on employee retention at Stanbic Bank Ghana
2. How does consistency trait impact on employee retention at Stanbic Bank Ghana
3. How does adaptability trait impact on employee retention at Stanbic Bank Ghana
4. How does mission trait impact on employee retention at Stanbic Bank Ghana

1.5 Significance of the Study

Organizational culture has effects on employee retention. However vigorous effect has not been made to harness the full impact of organizational culture on employee retention. This research will be significant in a number of ways. The research findings will help employers and employees know the effects of organization culture on employee retention.

- Further, this study will equip management with the requisite tools to harness the full impact of organizational culture on performance.
- Finally, the research will contribute to literature in this field of study.

1.6 Scope of the Study

The study covers the effects of organizational culture on employee‟s retention at Stanbic Bank Ghana. Devaus (2002) formula was used to determine a sample size of one hundred and fifty for the study. This comprised senior and junior members of staff of Stanbic Bank Ghana. The study will consider a time period within the last five (5) years. Employees who have less than five years‟ experience will not be considered for this study.

1.7 Limitation of the Study

Some of the challenges were unwillingness of the staff to respond to the questionnaire. However after establishing a very good rapport with these respondents, they responded to the questionnaires. Unavailability of fund was also identified as a major setback to this study. This also put a lot of constraints on the respondents. The limited time frame, within which the researcher was to submit the study, put a lot of constraint on that researcher.

1.8 Organization of Work

The research project is organized into five chapters. Chapter one deals with the introduction. Chapter two is a review of the relevant literature of the study. Chapter three outlines in detail the research methodology, explaining how the research will be conducted. It encompasses the general research strategy, study area, sources of data, target population, sample size, sampling technique, data collection tools, data management and analysis. In chapter four, the data will be analyzed and findings presented in line with objectives of the study. This chapter will also present the extent to which the researcher was able to answer the research questions.

Chapter five will be dedicated to the conclusions and recommendations.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 Introduction

The chapter reviewed literature on the topic; assessing the effect of organizational culture on employee retention at Stanbic bank using literature from journal, project works and other related sources. This chapter was particularly guided by the specific objectives of the study; to determine the effect of involvement trait of organizational culture on staff retention, the effect of consistency trait of organizational culture on staff retention , the effect of adaptability trait of organizational culture on staff retention and to determine the effect of mission trait of organizational culture on staff retention at Stanbic Bank Ghana Limited. The study further reviewed theories guiding the topic under study.

2.1 Contents of Organizational Culture

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees ((Kerr & Slocum, 2005; Kotter and Heskett, 1992). Gordon and Cummins (1989) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how to be achieved, how goals are interrelated, and how each employee could attain goals. Hofstede"s (1990) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one.

Thus, we can deduce from above definitions that organizational culture could be the means of keeping employees in line and acclimatizing them towards organizational objectives. Deal and Kennedy (1982) recognizes the link between culture and organizational excellent performances via its human resource development programmes. These cultural values and human resource development programmes are consistent with organizational chosen

strategies that led to successful organizations. The organizational culture is outlined in Schein (1990) as overall phenomenon of the organization such as natural settings, the rite and rituals, climate, values and programmes of the company e.g. performance management, training and development, recruitment and selection, etc. According to Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to Organization‟s values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards. Klein, (1996) positioned organizational culture as the core of organization‟s activities which has aggregate impact on its overall effectiveness and the quality of its product and services. Schein (2004) defined organizational culture as a dynamic force within the organization which is revolving, engaging and interactive and it is shaped up by the employees and management gestures, behaviours and attitudes.

Culture deals with organizational belief, values and norms that direct the way people think, feel and behave (Schein, 2011). Davidson (2003) found out that the culture embodies collective systems, beliefs, norms, ideologies, myths and rituals. Values are the organization‟s assumptions relating to described ideals that are worthy of emulating. Beliefs and values that are emulated in an organization is termed as corporate culture (Azhar 2003). Black & Richard, (2003) reveal that institutions develop their organizations norms, guidance expectations that direct the kind of behaviour that employees should exhibit from organization values.

In view of the difference in the locations, job descriptions and organizational goals, Schein (1995) revealed there are difference in beliefs, norms, values and behaviour of people. Kerr & Slocum (2005) referred to this type of culture as sub culture. In sub culture employees are fully committed to the organizational goals (Lok, Westwood & Crawford, 2005). Groups within the organization may have similar cultures which enables them to interact freely within and outside the organization (Kerr & Slocum, 2005; Lok et al., 2005).

Where majority of workers of an organization share the same or similar types of organizational norms, belief and values the organizational culture may be praised as strong. In strong organizational Culture almost all employees may have the same belief as that of the organization (Deal & Kennedy, 1982). Management should make strenuous effort to reduce the distance gap between employees to foster a strong relationship (Kerr & Slocum, 2005). Organizational culture is said to be weak if the culture is loosely knitted together. Weak organizational culture accommodates individual employees thought, contributions (Kerr & Slocum, 2005).

2.2 Employee Retention in Banking (financial institutions)

Some authors recognized that employee retention is not influenced by a single factor, but there are hosts of organizational factors which are responsible for retaining employees in the banking industry. Management need to pay attention to factors such as compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice etc. (Fitz-enz, 1990). According to Osteraker (1999), the employee satisfaction and retention are the key factors for the success of an organization. The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical.

The mental dimension of retention consist of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources. The social dimension consists of the contacts that the employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. Stein (2000), Clarke (2001), Parker and Wright (2001) have rightly observed that organization must utilize an extensive range of human resource management factors to influence employee commitment and retention. Walker (2001) identified seven factors that can enhance employee retention: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organization, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (viii) good communications.

Together, these suggest a set of workplace norms and practices that might be taken as inviting employee engagement. Kehr (2004) divided the retention factors into three variables: power, achievement and affiliation. Dominance and social control represents power. When personal performance exceeds the set standards, it represents achievement and affiliation refers to social relationships which are established and intensified. Hytter (2007) found that factors such as personal premises of loyalty, trust, commitment, and identification and attachment with the organization have a direct influence on employee retention.

Other authors also explained that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence. Pritchard (2007) was of the opinion that training and development is one of the important retention programmes incorporated in an effort to retain their employees. Kyndt Eva, Filip Dochy et al.,(2009) have found in their study, while investigating employee retention that personal factors such as level of education, seniority, self-perceived leadership skills, and learning attitude and organizational factors such as appreciation and stimulation, and pressure of work are of great relevance in employee retention.

Organizational culture influences employee retention. Organizational culture provides incentive and motivational package which influences employee retention. The values and beliefs systems in the organization go a long way to influence employee retention. Hytter (2007) identified reward schemes, leadership style in the organization, career development and opportunities, training schemes, working conditions as some the factors which influence employee retention in the organization. According to Harris and Ogbona (2000) Reward schemes serves as a motivating factor towards employee retention in various organisations. High Reward schemes enhances employee stand of living and motivates them to achieve the objective of the organization. The leadership style of the organization such as democratic, autocratic and lazier faire leadership style influences employee retention in the organization.

Working conditions such as annual leave, safety measures put in place by the organization influence employee retention. Training and development policy of the organization can go a long to influence employee retention (Brown, 1995). According to Harris and Ogbona (2000), interpersonal relationship in the organization influences employee retention. Such employees value good relationship are encouraged to remain in the organization even if the reward scheme is not good.

2.3 Effect of Organizational Culture on Employee Retention

Various associations between organizational culture and employees retentions have been established in literature. Employee retention is the sum total of the intention of remaining with the organization and the possibility of improving on other jobs in the organization due to high level of satisfaction and organization commitment. Kwenin, (2013) avers that the attraction and retention of a diversified talent pool or the acquisition of professionals with appropriate skill sets, knowledge and competence is a key issue for the competitiveness of an organization. The employees quitting their jobs have significant effects on the implementation of the organization"s strategic goals and objectives and may eventually cause a decrease in productivity.

A study conducted by Lee-Kelley et.al. (2009) found that the cost associated in employee turnover is high as it leads to loss of performance, replacement and training costs, loss of business opportunities locally and internationally, loss of customer satisfaction, global recognition and loss of talent, and in that case employee retention is important in the longterm growth and success of an organization. To Mellon (2007), retaining the best employees would ensure the achievement of organization‟s objectives, customer satisfaction and effective succession planning.

Retaining employees would equally enhance investor‟s confidence, as they are connected with organization‟s capacity to perform in such manner and would positively influence the value of their investment in the organization by enhancing the commitment of employees to organization, the intellectual capital of employees and the productivity of an organization will be boosted. An honest and trustful organizational commitment can achieve job satisfaction for employees and bring about retention (Wang and Ho, 2012). According to Richeal et al. (2009) areas which can be used to assess the organizations performance is product market performance which may be in the form of sales, market share, etc).

Shareholder‟s return which includes total shareholder return, economic valves added is another way measuring organizational performance. There are stakeholders of performance in organization. Smart and Hamn (2003) found out than small institution strive to get big, whiles big institution want to become bigger. Shrestha (2005) noted that with the passage to time, employees‟ salaries increase and leading to a rise in the costs of employment benefits well. The problem becomes compounded in view of the fact that increases costs to the organization‟s customers and clients in the form of higher fee. It is this direction that Smart and St. John (1996) established that performance and growth must occur provided the organizations enhance employee performance.

2.4 Organisational Performance in Banking

Organizational performance has been variously studied. According to Thompson and Strickland, (2001) two very distinct types of performance yardstick from companywide perspective are those relating to financial and strategic performance. Achieving acceptable level of financial results is crucial. The argument is that without adequate profitability, a company‟s pursuit of its vision as well as its long term health and ultimate survival is jeopardized.

Besides, neither shareholders nor creditors will continue to sink additional funds into an enterprise that can‟t deliver satisfactory financial results. Even so, the achievement of financial performance by itself is not enough. Managers must also pay attention to the company‟s strategic well-being- its competitiveness and overall long term business position.

Unless a company‟s performance reflects improving competitive strength and stronger long term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect.

The central issue associated with organizational culture is its linkage with organizational performance (Denison and Fey, 2003). The relationship between organisational culture and performance has been established, and an increasing body of evidence supports a linkage between an organization's culture and its business performance. Kotter and Heskett (1992) found that corporate culture has a significant positive impact on a firm‟s long-term economic performance.

They found that firms with cultures that emphasized all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels, outperformed firms that did not have those cultural traits by a huge margin. They were also of the opinion that corporate culture was becoming more important in determining the success or failure of firms in the next decade. Denison's research of 34 large American firms found that companies with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison, 1990).

Denison's study provides empirical evidence that the cultural and behavioural aspects of organisations are intimately linked to both short-term and long-term survival. Again Denison (1990) examined the relationship between corporate culture and performance. In that study, corporate culture was based on the perceptions of organisational practices and conditions, to characterize the organisational culture. He found that the organisation with participative culture performed better than other cultural types.

Interestingly, the study and the findings are emanating from a developed economic environment and very little is known about its relevance and applicability in a developing one such as Ghana. According to Ernst (2001) being well versed in the organizational culture help employees to know both the history and operational methods of organizations. A deeper understanding of organization‟s culture provides guidance about expected future behavior of employees. (Potter, 2012). Hellriegel & Slocum (2011) disclosed that the future behavior of employees can be directed towards the achievement of the organizational goals. Hellriegel & Slocum (2011) found out that organizational culture can help the organization nurture commitment about an organization‟s philosophy and values. Commitment in an organization can generates shared feelings of working towards goal. Bulacj et al (2012) found out that norms which serve as a good mechanism can be accomplished through recruitment and selection.

2.4.1 Measurement of Organisational Performance

Performance measurement definesas a way of monitoring and reporting on accomplished programmes particularly on progress towards pre-established goals. Performance measurements are tools which help management of organization to understand, manage and improve what organizations do (Bulach et al (2012; Kotter, 2012) According to Rajendar & JunMa (2005) effective performance measures reveals: How well organization are doing. Effective performance measure includes satisfied customers. Financial and non-financial performance measures should be used to determine the organizational performance (Harold and Darlene, 2004). Some of the performance indicators include;

Markets: According to Kotter (2012) the degree to which the organization identifies its markets such as customers. Market is place in the market where the institution has a sustainable competitive advantage (Harold and Darlene, 2004) Marketing which bring about increased sales can be used as a performance measure. The sales level or sales target can be used to measure an organization performance. Organizations should develop a market niche.

Products/ Service: Organization performance can be measured in terms of the organization product/services. The extent, to which the organization produces a quality goods and services to meet the need of its customer base, is considered as a performance measure (Bulach et al, 2012)

Resources: The extent to which the organization develops effective procedures for acquiring and managing the resources of an organization is considered as a performance measure. The size of the resources that an organization has, determine whether an organization is performing well or not. According to Harold and Darlene (2004) if the resource of a nation falls it is a sign that it is non-performance organization. They further noted that if organization increases it resources it is a sign that it is performing better.

Operational Systems: The extent to which an organization develop its Operational Systems is used a performance measure. Kotter (2012) established that organizations should develop the operation systems needed to support its daily operations. Kotter further cited examples of operational systems as method of accounting, promotion, delivery, personnel, etc.

Management Systems: The extent to which the institution has developed the systems depends on an organization management. Prosci (2010) found out that planning, performance management, organizational structure, and management development are needed to support organizational long-term performance.

Financial Results: According to Schein (2002) financial result can be used as a performance measures in an organization. The extent to which an organization has the capacity and systems in place to effectively manage the financial aspects of the business is an indication of a good performance measure.

2.5 Theoretical Framework

There are various theories on organizational culture and its concomitants performance. This study employed Denison model on organizational culture to explain the relationship between culture and corporate performance in the banking industry. This theory consists of four main cultural traits which formed the nucleus of the study. Namely: involvement, mission, adaptability and consistency traits. This theory was employed because it looked at corporate culture in its entirety. Hence it best suited the situation under consideration.

Involvement Theory: involvement theory postulates that employees should be deeply involved in decision making. This will make employees responsible and create a sense of ownership. Lawler (1996) noted that involvement enhances organizational performance and loyalty. Spreitzer (1995) found out that institutions should empower organizational employees, group them into teams, and develop their capability to enhance performance (Lawler, 1996). Backer (2002) found out involvement contributes to superior performance and help in the realization of the aims and objectives of the organization (Backer, 2002).

Consistency Theory: Senge (1990) found out that a theory is said to be a consistency theory when organizations has some cultural traits are consistently used in the organization. The cultural traits must have been used in the organisation for a long time. For a behavior to be consistent it must have been well coordinated (Senge, 1990). Consistent behavior helps the organization to achieve its objective.

Adaptability Theory: Nadler, (1998) describes Adaptability theory as being grounded on the premise that norms and beliefs helps the organization to interpret signals and are used in the organization. According to Senge (1990) organization that are extremely difficult to change are said to have been adoptable. Adaptability organizations are have certain cultural overt that are difficult change.

Mission Theory: According to Baker (2002) mission theory is based on the premise that organizations purpose, direction and strategies can be well coordinated and directed to ensure the employees collective achieve the goals of the organization. Ahmad (2012) found out that organizations should have a direction which defines goals; strategic objectives and vision.

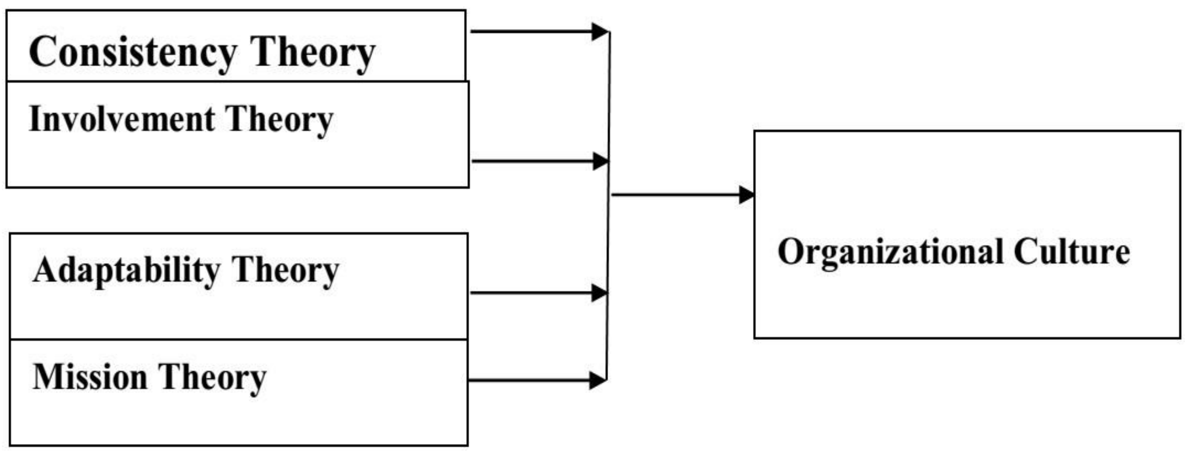

Figure 2.1 Theoretical Framework

Adopted from Denison (1990: 2000)

As indicated earlier, this study employed Denison‟s model to determine the extent to which organizational culture affect employees performance in the banking industry hence the study stitched to the theoretical framework without further developing an additional conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals extensively with the research design used for the study, the population of the study, sample and sampling technique, sources of data collection, procedure used for data analysis and limitations of the study. It also deals with the way the project was undertaken to get the facts for analysis and interpretation, and the procedure used to arrive at the final results of the thesis. It also talks about the sources of information and how it was gathered, the number of respondents used to arrive at a conclusion and the types of research methods and tools used for the research.

3.2. Research Design

Research design defines the overall research framework required to accomplish objectives of a study. These frameworks usually include; data analysis, data collection, reporting as well as ethical issues. Research design are often categorized into three, namely; exploratory, descriptive and experimental. This study adopted the descriptive research design. This is because descriptive research often adopts statistical techniques. As such inferences can easily be made in the study (Morgan, 1997).

3.3 Population

Population defines as a group of people, elements or variables with similar identity or cultural (Sakaran, 2003). The population for the study was the customers, staff and management of Stanbic Bank Ghana. The target population of the study comprised of all the staff of Stanbic Bank within Kumasi metropolis which was estimated at 150. The table 3.1 below provides details of the staff distribution.

Table 3.1 The Staff Population of the bank within Kumasi Metropolis as at June, 2016

Branches of Stanbic Bank in Kumasi	**Total number of workers**
KNUST branch	15
SUAME branch	25
HORPOR branch	70
ADUM branch	25
ASH-TOWN branch	20
Total	**150**

Source: Stanbic Bank (2016)

3.4 Sample and Sampling Techniques

Sampling defines a process of selecting parts to represent a whole (Sakaran, 2003). The researcher used census for the sample size since the study population of 150 is relatively small.

3.5 Data Sources

Data is basically defined as unprocessed information and grouped into two; primary and secondary data (Creswell, 2005). Primary sources of data are data which are considered firsthand information from the field. Primary source of data was used to gather data from staff and management of Stanbic Bank Ghana. The primary data was gathered using administered questionnaires. Primary data has the advantages of being authentic in view of the facts that it is the information gathered from the original sources (Creswell, 2003).

3.6 Data Collections Procedures and Techniques

The research collected solely primary data for the study.

3.6.1 Primary Data

Primary data are first-hand information gathered from the study area which is meant purposely for the study at under consideration (Creswell, 2003). They provide the researcher genuine information to guide him with his or her study.

3.6.2 Questionnaire

The researcher gathered data for the study through questionnaire administration. Questionnaires were purposely designed to collect data from respondents and it is the cheapest means of collecting data from a wide range of population (Creswell, 2003). The researcher recognized that questionnaire gives respondents time and convenience to answer the questions given to them. The research provided the need assistance to respondents who needed guide to answer the questions. The questionnaire was used gather data concerning demographic characteristic of respondents and other information concerning the objective of the study. The researcher shortened the questions on the questionnaire in order to whip up interest.

3.6.3 Pre-test of the Study Instrument

To assess the validity of data the researcher carried a pilot test with a few questionnaires. The researcher conducted the pretesting with five (5) respondents from Stanbic bank Ghana. The Respondents answered the questionnaires. The respondents were also interviewed after they had answered the questionnaire. This helped the researcher to rephrase some of the questions posed by the questionnaire. To determine consistency the researcher read through the questionnaire. The researcher revised some the questions after considering the comments and recommendation from respondents.

3.7 Data Analysis

Data analysis is a means of processing data gathered from respondents into information for decision making. The data analysis is a means by which data transformed into decision for the purpose of making statistical inferences. The data analysis involves editing to defect and correct errors and omissions to ensure consistency of respondents. The researcher used codes to group the data and analyzed the data using statistical package for social science (Yin, 2009; Cooper *et al.*, 2001).

The researcher presented the data in the form of tables and graphs. Descriptive statistical tools such as pie charts, bar graph and regression were used for the data analyzes.

3.8 Ethical Considerations

As part of measures to ensure ethical consideration, divulging respondents‟ data to third parties is unethical. The respondents were assured of confidentiality of the information gathered. The research made the respondents to understand that the research was for academic purpose. The researcher gave the respondents the permission to leave the research if they wanted (Sakaran, 2003).

3.9 Limitations of Data Collection

Some of the respondents were not willing to co-operate however after explaining to such respondents that the research was for academic purpose they co-operated.

Some of the respondents were considered as a waste of time and were not preparing to spend time in answering questionnaires. The researcher was constrained financially and time.

Limitation to the study was the inability of the respondents to complete the respondents to complete the questionnaires and submit questionnaires for analyses. The findings of the study may not be generalized to all financial institutions.

3.10 Company Profile of Stanbic Bank Ghana Limited

Stanbic Bank Ghana is a top tier bank and a member of the Standard Bank Group, with its headquarters in South Africa. In 1999 the bank started operations on the soils on Ghana and has since ensured a consistent growth in both its businesses and brand name. Stanbic Bank Ghana Ltd has thirty six (36) branches in all the regions of Ghana. Stanbic Bank Ghana is a Tier One bank and the sixth largest bank in Ghana in terms of assets. This year, the bank was adjudged best bank in terms of innovation with it Slydepay Application. It also swept for itself four other awards in various category in the just ended 15th Ghana Banking awards Ceremony held in Accra. In 2009, the Stanbic Bank was voted the Top Company in Ghana in the prestigious Ghana Club 100 ranking which was conducted by the Ghana Investment Promotion Council. For two consecutive years in 2008 and 2009, it was rated the Leader in Financial Services.

3.10.1 Mission and Vision

Stanbic Bank"s mission is to be the best universal bank in the country, by making the right connections to create and enhance value for customers, clients and stakeholders. Guided by this mission, Stanbic Bank Ghana continues to roll out a string of innovative products and well-structured financial services, designed to enhance the value customers receive and to offer them greater flexibility and convenience. These services range from packages for corporate clients through to executive products and services specifically designed to satisfy the needs of personal, small and medium size enterprises.

The vision of the Standard Bank Group is summarized as follows:

- Committed to making a difference by providing reliable financial services in South Africa and other emerging markets on the African continent.
- Ensuring long-term sustainability by honoring their commitment to all stakeholders including the society in which they conduct business
- Ensure their success through the ability to build, retain and develop the skills of temas who will be energetic and passionate about their jobs.

The Bank has carved for itself eight (8) core values which guides the in executing the mission and vision. These are highlighted below;

- **Serving customers**: The Standard Bank Group prides itself with delivering exceptional services to its customer. They believe they exist because of the invaluable business they engage with the customers.

- **Growing their people**: the Standard Bank group focuses on encouraging their people on developing and fulfilling their full potential as individuals and as a team. Leaders in the bank are measures on how well the challenge and grow those they are called to lead.
- **Delivering to shareholders**: Satisfying shareholders is not negotiable for the bank as there exist a universal understanding within the group that they seize to exist as soon as shareholder value is not met. The appropriate long term returns for shareholders can be provided for if various targets are met and all teams deliver on their commitments.
- **Being proactive**: The Standard Bank group anticipates and not react. This is how they believe they can stay ahead of their game. All actions though are thoroughly considered and weighed before being taken.
- **Working in teams**: The Group understands the spirit of Ubuntu which is ancient African word meaning humanity to others. It also means „I am what I am because of who we all are‟. This kindred spirit among the teams makes it possible for all members to rally around set targets and work towards achieving team goals. They believe that as a team they can achieve more that they can as individuals.
- **Respecting each other**: Since most of their work is done in teams and each member is dependent on another to achieve objectives, they cannot exclude this value of having respect for each other and the various talent that members possess**.**
- **Upholding the highest level of integrity**: The Standard Bank group bases all it business model on integrity and trust which they have built for themselves in the eyes of all stakeholders.

Stanbic Bank Ghana Ltd. Has since been operating with two major business unit; Personal and Business Banking (PBB), and Corporate and Investment Banking (CIB) but just recently added a third branch which is the Wealth and InvestmentUnit.

The Personal and Business Banking business unit is the retail branch of the Bank. They provide all retail services and handle the transactional needs of individuals as well as small and medium scale businesses.

The Personal and Business Banking unit has two major functions with the personal Banking handling individual customer needs. The Business Banking also takes care of the small and medium scale enterprises and provides them with various business solutions through their branch networks scattered all across the country.

The Wealth Unit which is the new unit was created to service ultra-high net worth client.

The CIB, which the Corporate and Investment Banking unit on the other hand caters the needs of corporate clients. The unit has capabilities which cut across a wide range of banking innovations and services, assets management, custodial services and a brokerage service. The unit also has an enviable Global Market section which provides a treasury service incomparable to any in the market.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The chapter discusses the demographic characteristics of respondents, data reliability test, organizational culture traits of Stanbic bank, satisfaction level of staff about organizational culture of Stanbic bank, the impact of organisational culture on staff retention, regression analysis on the impact of organisational culture on staff retention.

4.1 Background Information on Respondents

This section discusses the demography of respondents. The demographic characteristics of respondents include ages of respondents, gender of respondents, level of education of respondents, and years of experience of respondents in Stanbic bank. The results are presented in a form of graphs.

4.1.1 Age of Respondent

From figure 4.1 below 40% falls below the ages of 25 years. This is in line with a study conducted by Osei et al (1993) which revealed that financial institutions are dominated by the youth. This was closely followed by above 45 years which constituted 6.7% of the respondents. 22.7% respondents fall within 36-40 year group.

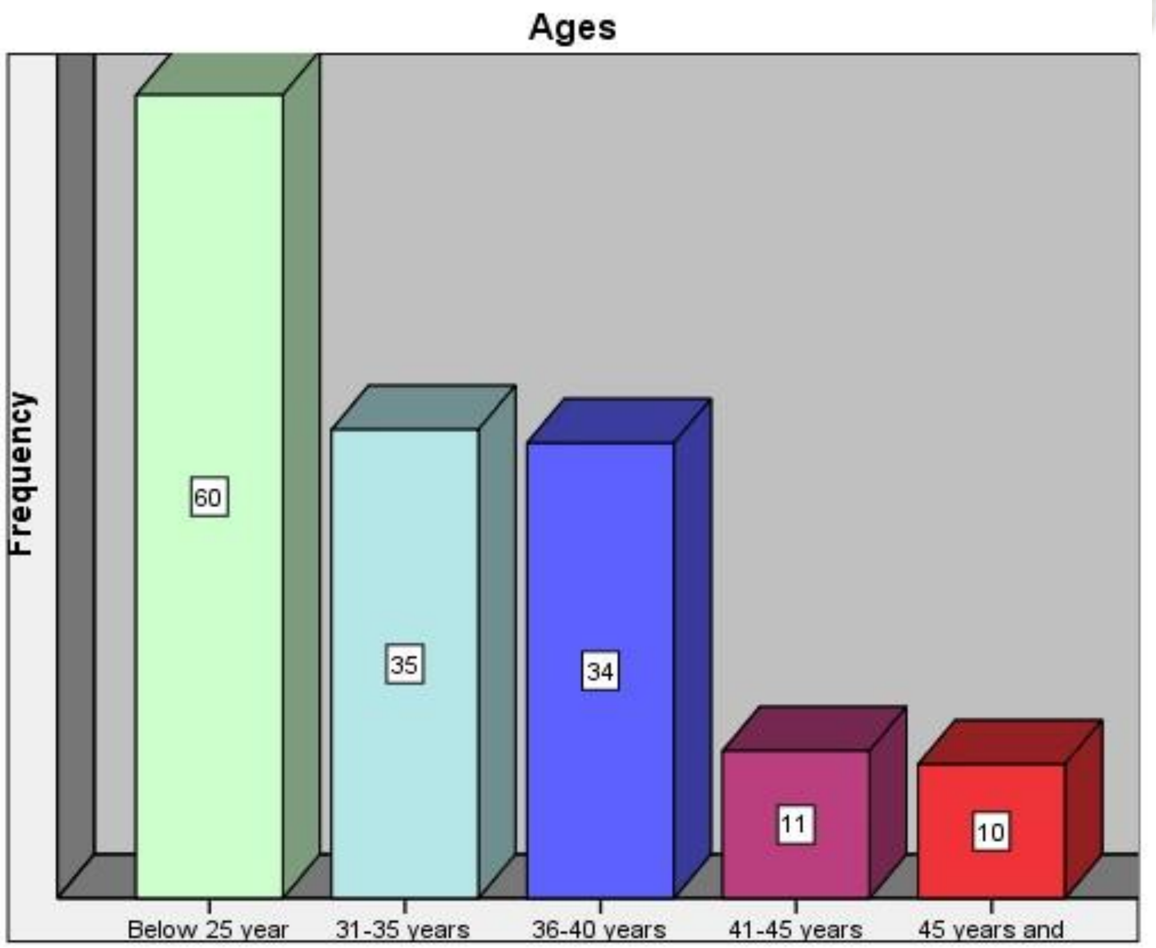

Figure 4.1 Age of Respondents

Source: Author"s Survey

4.1.2 Gender of Respondent

From figure 4.2 below about 60% of the respondents were Male while the remaining 40% were females. However the high female dominance is reflective of the culture of the organization. As part of the organizational culture of Stanbic bank staff there is high Male dominance.

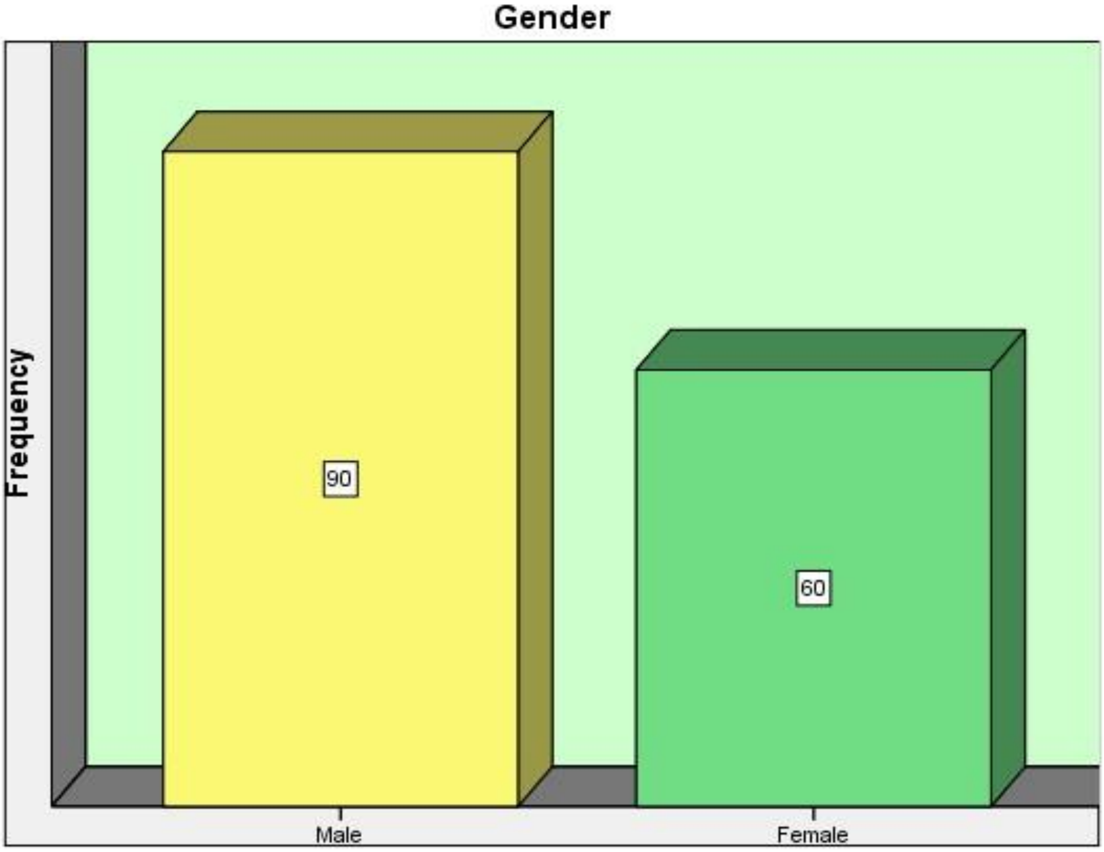

Figure 4.2 Gender of Respondent

Source: Author"s Survey, 2016.

4.1.3 Number of years of Respondent with their Bank

As shown in figure 4.3 below, 23.3% of the respondents had 3-4 years‟ experience in the bank while the remaining 22.7% had over 5 years‟ experience in the bank. This is indicative of high retention rate which could be attributed to motivational package introduced by management of the organization.

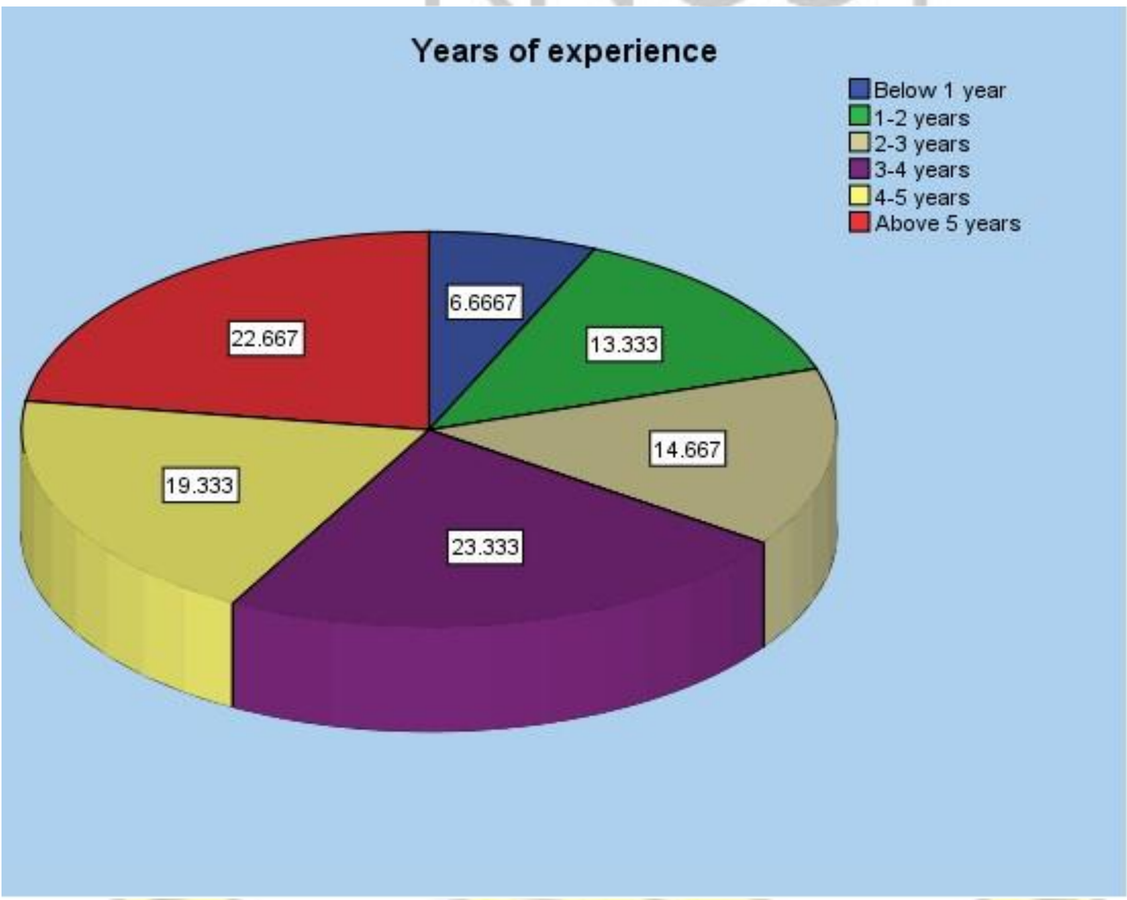

Figure 4.3 Responses on years of Experience of Respondent

Source: Author‟s Survey, 2016.

4.1.4 Educational Level of Respondent

From figure 4.4 below, 60% of the respondents had first degree, 29% of the respondents had second degree. 7% of the respondents had HND while the remaining 4% had other higher degrees or qualification. By employing a large number of first degree and HND graduates the bank is able to cut cost in view of the fact that employing second degree and above comes with huge cost. The cost savings could be used to finance other projects in the organisation.

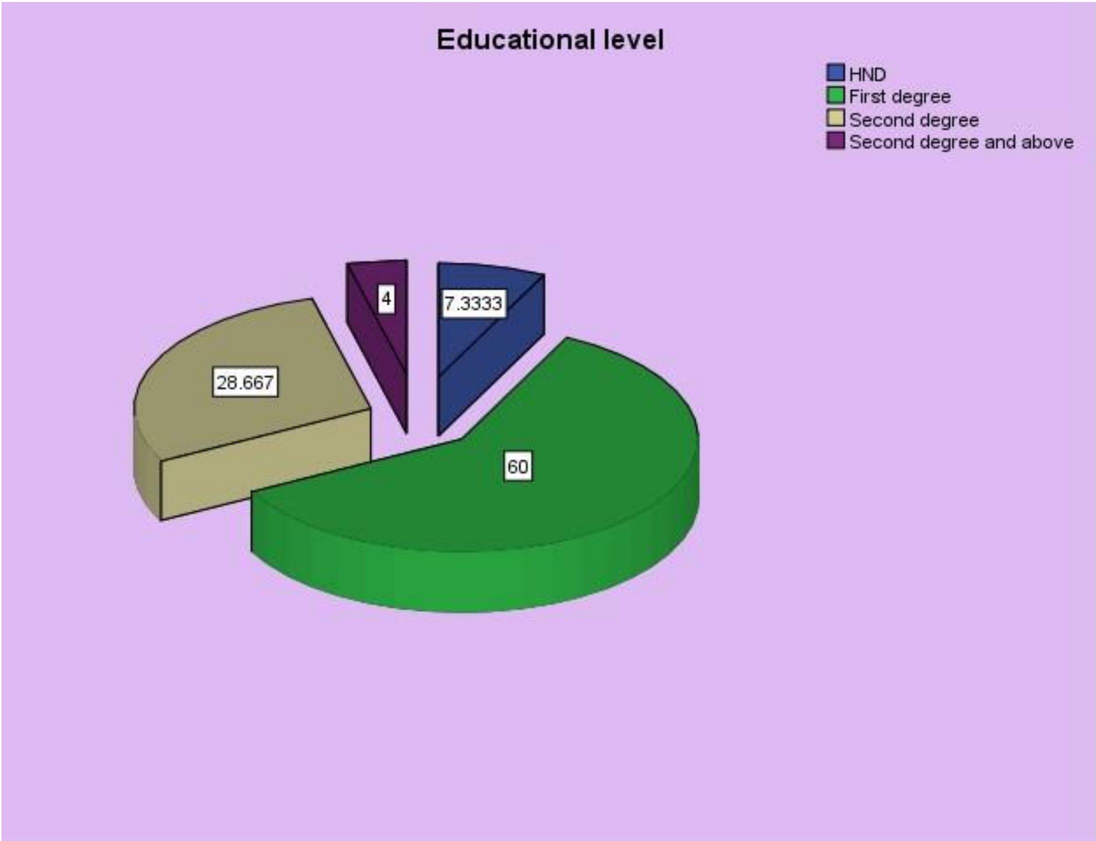

Figure 4.4 Educational Level of Respondent

Source: Author"s Survey, 2016.

4.2 Data Reliability Test

The researcher adopted Cronbach's alpha to test for the reliability of the gathered data. It is implied from table 3 above that there is 69% degree of reliability and consistency. Again, the KMO and Bartlett's Test also predicted 69% accuracy level.

Table 4.1 Data Reliability Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.676
Bartlett's Test of Sphericity	Approx. Chi-Square	173.648
	Df	10
	Sig.	.000
Cronbach's alpha		0.69

Source: (SPSS Output, 2016).

4.3 Organizational Culture Traits of Stanbic Bank.

Effective organisational culture motivates staff to accomplish the goals of the organisation and thereby leading to increased profitability. Using strongly agree, agree, neutral, disagree and strongly disagree, the respondents were asked to access the organisational culture of Stanbic bank. The responses are shown in the table below.

Table 4.2 Descriptive Statistics on Organisational Cultural Traits of Stanbic Bank

		Stanbic Bank	
	N	Mean	SD
Involvement traits	150	1.150	0.366
Consistency traits	150	1.550	0.686
Adaptability traits	150	3.650	0.444
Mission trait	150	1.350	0.745
Valid N (Listwise)	150	150	150

Source: (SPSS Output, 2016).

From table 4.2 above, a mean of 4.02 which is approximated to 4 shows that the respondents agreed that there was involvement trait in organisational culture of Stanbic bank. However about 1.6 disagreed involvements trait was part of the organisational culture of stanbic bank. Involvement trait ranged from 1 to 5. This finding is in line with Lawler (1996) revelation that effective organization includes involvement. Involvement enables employees to develop their capability and use them effectively towards the realization of the organizational objectives.

Involvement empowers its employees, establishes organization around formed groups and teams, and develops the capability of the labour force (Lawler, 1996). According to Denison (2000) members of the organizations work, are directly tied to the organizational goals.

A mean of 4.3200 which is approximated to 5 shows that the respondents strongly agreed that there was consistency trait in the organisational culture of Stanbic bank. However about .67873 disagreed consistencies trait was part of the organisational culture of stanbic bank.
Consistency trait ranged from 1 to 5. The findings are supported by a study conducted by Yilmaz (2008). Yilmaz revealed that organizations must consistently and firmly root certain core values in the organization. Leaders and followers of such organizations are skilled in getting agreements well-coordinated in their organizations. Involvement helps retain employee in organisations.

A mean of 4.2300 which is approximated to 5 shows that the respondents strongly agreed that there was Adaptability trait in the organisational culture of Stanbic bank. However about 1.38451 disagreed adaptability trait was part of the organisational culture of stanbic bank. Adaptability trait ranged from 1 to 5. This finding is supported by by Yilmaz (2008). Yilmaz (2008) noted organizations are highly influenced by the customers (Brown, 1995). Such customers take risks, draw lessons from the mistakes they make, and terms of experience and capacity which are open to change. They are frequently improving the abilities of the organizations in order to value the customers.

A mean of 4.1667 which is approximated to 5 shows that the respondents strongly agreed that there was mission trait in the organisational culture of Stanbic bank. However about 1.20076 disagreed mission trait was part of the organisational culture of Stanbic bank. Mission trait ranged from 1 to 5.

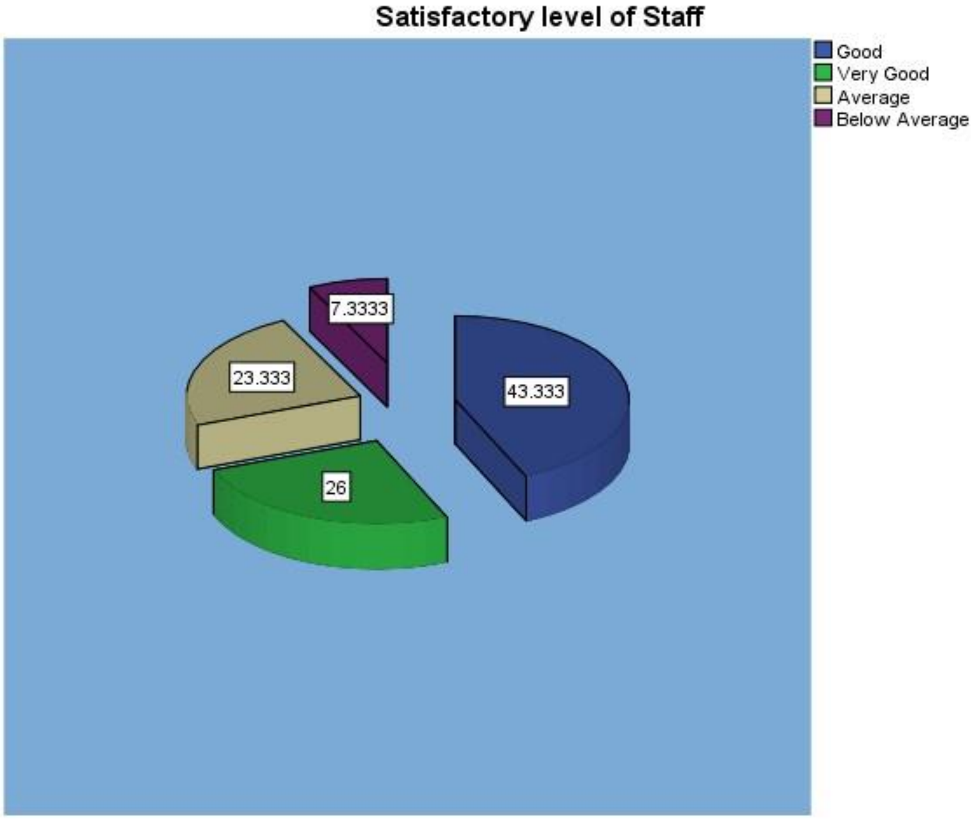

Figure 4.5 Satisfaction Levels of staff in View of the Organizational Culture.

From figure 4.5 above about 43% representing about 65 of the respondents stated that the organisational culture of Stanbic bank was good. About 26% representing about 39 of the respondents stated that the organisational culture of Stanbic bank was very good. About 23% representing about 35 of the respondents stated that the organisational culture of Stanbic bank was Average. About 7% representing about 11 of the respondents stated that the organisational culture of Stanbic bank was below average. The results showed that the organisational culture of Stanbic bank was generally good.

4.4 The Relationship between Organizational Culture and Staff Retention

As shown in the literature review, organizational culture enhances employee loyalty and retention in the company.

From table 4 below the respondents agreed that Staff is retained based on the Stanbic bank‟s organizational culture traits. The mean for these responses was 1.72. Additionally, the respondents indicated that they were willing to recommend the bank to others due the banks culture. The respondents indicated that staff remained loyal the organisation. Lastly, on the issue staff satisfaction being dependent on organisational culture majority of the respondents remained neutral. The results show that there is a positive relationship between organizational culture and staff retention.

Table 4.3 Descriptive Statistics on Organizational Culture and Staff Retention

	N	Minimum	Maximum	Mean	Std. Deviation
Organisation culture contributes to staff retention	150	1.00	5.00	4.7200	1.55209
Employees are satisfied with organizational culture	150	1.00	5.00	3.5410	.67873
Employee are willing to recommend the bank	150	1.00	5.00	3.7300	.87373
Employee will be retained provided the organizational culture is maintained	150	1.00	5.00	4.9467	.98162
Employee are satisfied with the culture of the organization	150	1.00	5.00	3.3400	.75364
Employees are willing to advertise the bank	150	1.00	5.00	3.3200	.60879
Employee retention will be based organisational culture	150	1.00	5.00	4.3200	.57977
Valid N (listwise)	150				

From table 4.1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree, a mean response of 4.72 indicated that the respondents strongly agreed that organisational culture contributed to staff retention at Stanbic bank, Ghana ltd. However there was 1.55 respondents who disagreed that organisational culture contributed to staff retention at Stanbic bank, Ghana ltd. This finding is supported by Brown (1995) who revealed that Organizational culture influences employee retention. Organizational culture provides incentive and motivational package which influences employee retention. Moreover, the values and beliefs systems in the organization go a long way to influence employee retention.

A mean response of 3.5410 indicated that the respondents agreed that Employees are satified with organizational culture at Stanbic bank, Ghana ltd. However there was .67873 respondents who disagreed that Employees were satisfied with organizational culture at Stanbic bank, Ghana ltd. According to Hytter (2007) where employees are satisfied with the culture of the organization, they are will be stay in such organizations.

A mean response of 3.7300 indicated that the respondents agreed that Employee are willing to recommend the bank to others. However there was .87373 respondents who disagreed that Employee are willing to recommend the bank to others. Where employees are satisfied with the culture of the organization, they are willing to recommend the bank to others (Harris and Ogbona, 2000).

A mean response of 4.9467 indicated that the respondents strongly agreed that Employee will be retained provided the organizational culture is maintained. However there was .98162 respondents who disagreed that Employee will be retained provided the organizational culture is maintained.

A mean response of 3.3400 indicated that the respondents agreed that Employees are satisfied with the culture of the organization. However there were .75364 respondents who disagreed that Employee are satisfied with the culture of the organization.

A mean response of 3.3200 indicated that the respondents agreed that Employees are willing to advertise the bank. However there were .60879 respondents who disagreed that Employees are willing to advertise the bank

A mean response of 4.3200 indicated that the respondents strongly agreed that Employee retention will be based organizational culture. However there were .57977 respondents who disagreed that Employee retention will be based organizational culture.

4.5 Regression Analysis on the Impact of Organizational Culture on Staff Retention From the table 4.4 below the R2 which is the coefficient of determination or predictive power) value is 0.843 indicating strong correlation between organisational culture and staff retention representing a good correlation. 84.3% of the respondents indicated that effective organisational culture bring about staff retention.

Table 4.4 Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918[a]	.843	.819	.10087

a. Predictors: (Constant), Years of experience

a. Predictors: (Constants) organizational cultures

4.6 ANOVA of Regression

Table 4.5 below, ANOVA results at a significant level of 0.00 the independent variables are able to predict the dependent variables (staff retention) accurately.

Table 4.5 ANOVA of Regression

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.398	15	.364	35.365	.000[b]
	Residual	1.007	99	.010		
	Total	6.405	150			

a. Dependent Variable: Gender

b. Predictors: (Constant), Years of experience

4.6.1 Regression Equation

From the table below, the standardized Beta coefficient revealed that all the independent variables (Involvements, Consistency, Adaptability and Mission) have a positive and significant impact on the dependent variable (Staff Retention). The P-value is equal to 0.00 which is less than 0.05. This is supported by the following authors of literature Kotter and Heskett, (1992) who found out that an organization‟s culture traits has a significant positive impact on a firm‟s long-term economic performance and retention of employees. Moreover, Hellriegel & Slocum (2011) disclosed that the future behavior of employees can be directed towards the achievement of the organizational goals which is also in close relation to the study results. Hellriegel & Slocum (2011) found out that organizational culture can help the organization nurture commitment about an organization‟s philosophy and values. There is a positive and significant relationship between involvement trait and employee retention in Stanbic Bank Ghana. There is a positive and significant relationship between consistency trait and employee retention in Stanbic bank Ghana. There is a positive and significant relationship between adaptability trait and employee retention in Stanbic bank Ghana. There is a positive and significant relationship between mission trait and employee retention in Stanbic bank Ghana.

Table 4.6 Coefficient

Model	Unstandardized Coefficient		Standardized coefficient		
	B	Std. Error	Beta	T	Sig.
(Constant)	.563	.101		5.595	.000
Involvement trait	.094	.013	.352	7.318	.000
Consistency trait	.143	0.22	.295	6.564	0.00
Adaptability trait	.056	.016	.158	3.487	0.00
Mission trait	.084	.016	.294	5.185	.000

a. Dependent Variable: staff retention

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the summary of the main findings of the study, conclusion and recommendations.

5.1 Summary of Findings

5.1.1 Demographic Characteristic of Respondents

5.1.1.1 Age Group of Respondents

The study revealed that the ages of Stanbic bank respondents was below 25years indicating that, the staff of Stanbic bank mainly youth. This is loudable in view of the fact that the youth have fresh ideas which can propel the company into greater height. Management can use policies and programmes aimed at enhancing the organisational culture of the company.

5.1.1.2 Management and Staff Retention Rate

The study revealed that out of 150 management and staff, 90% of the respondents had between 3 - 4 years experience in the bank while the remaining 10% had over 5 years. The response shows there high retention at Stanbic bank. Staff retention might be attributed to effective and efficient organizational culture.

5.1.1.3 Management Education Background

The study revealed that the educational level of staff of Stanbic bank were first degree leavers‟. There was a high dominance of first degree holders in the management and staff of Stanbic bank. This was followed by higher national diploma, second degrees and other degrees. The result shows that, Stanbic bank employed first degree holders with the view of cutting cost.

5.1.2 Summary of Objective Analysis

5.1.2.1 Effect of Involvement Trait of Organizational Culture on Staff Retention at Stanbic Bank Ghana Limited.

The study revealed that, Stanbic bank adopted involvement trait as part of its culture. Employees of the organization have the authority, initiative, and ability to manage their own work. Again, Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization also relies on team effort to get work done and lastly, the organization continually invests in the development of employees' skills. According to the regression model, involvement trait has an effect on staff retention. The organizational cultures were noted to statistically significant.

5.1.2.2 Effect of Consistency Trait of Organizational Culture on Staff Retention at Stanbic Bank Ghana Limited.

The study found out that Stanbic bank had a consistency trait as part of organizational culture. Thus different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. Again, The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur. Members of the organization share a set of values which create a sense of identity and a clear set of expectations.. According to the regression model, consistency trait has some effects on staff retention. The organizational cultures of Stanbic bank were statistically significant.

5.1.2.3 Effect of Adaptability Trait of Organizational Culture on Staff Retention at Stanbic Bank Ghana Limited.

The study found out Stanbic bank had adaptability as part of its organisational culture. This means that the organization is able to integrate well will have change difficulty. Stanbic bank are conducted to suit customers. Customers take risks, draw lessons the mistakes they make, and terms of experience and capacity they are open to change. By adaptability the organisation should be able to predict the future. By adaptability the organisation is able to use innovative ways to whip customers" interest in the bank. Adaptability also encourages staff retention in the organisation.

5.1.2.4 Effect of Mission Trait of Organizational Culture on Staff Retention at Stanbic Bank Ghana Limited.

The study found out Stanbic bank had mission as part of its organisational culture. Mission means that the organisations should be documented and communicated to all stakeholders particularly employees to enable them contribute their quote towards the achievement of that objectives.

5.1.2.5 Satisfaction Level of Staff in View of the Organizational Culture of Stanbic Bank.

The study found out that the organizational culture of Stanbic bank was very good. The organisational culture of Stanbic bank contributed the achievement of the organisational mission. A little over 80% agreed that the organisational culture of Stanbic bank averagely enhanced organisational performance and corporate image. The results indicate that the organizational culture of Stanbic bank touted as good and it enhanced the organisational performance of Stanbic bank. The results also seem to suggest that the organisational culture of Stanbic bank suffered some setbacks in its operations.

5.1.2.6 The Relationship between Organizational Culture Traits and Staff Retention

The study found out that Staff are retained based on the organizational culture traits of Stanbic bank. Staff retention affected all levels of management including both senior and junior management. The study noted that respondents had the desire to recommend the bank to others. The respondents were also willing to advertise the bank due the banks strong organisational culture. The study also noted that with good organisational culture staffs are enticed to remain loyal to the organisation. The result means that there is a positive relationship between the culture of Stanbic bank and staff retention.

5.1.2.7 How Organizational Culture Impact on Staff Retention

The study found out that Stanbic bank cultures traits have effect on staff retention. The organizational culture with p-value of 0.05 was statistically significant. Organizational culture predicted staff retention at Stanbic bank by about 84.3%.

5.2 Conclusions

The study found out that the organisational culture of Stanbic bank included adaptability, involvement, mission and consistency. Involvement ensured employees of the organization have the authority, initiative, and ability to manage their own work. Consistency as part of organizational culture ensures different functions and units of the organization are able to work together well to achieve common goals. Adaptability means that the organization is able to integrate well will have change difficulty. Mission means that the organisations should be documented and communicated to all stakeholders particularly employees to enable them contribute their quote towards the achievement of that objectives. The organisation culture impacted on employee performance and enhanced their retention in the Stanbic bank. The organisational culture found out to be very good. This implies that the culture of Stanbic bank impacted on both employees and customers. The study found out that organizational culture of Stanbic bank influenced staff retention.

5.3 Recommendations

In view of the finding revealed by the research, the following recommendations have been made to enhance the effects of organisational performance.

To start with, the study revealed that, Stanbic bank adopted involvement trait as part of its culture. The study further revealed that this positively relate to employees retention. It is therefore recommended that employees should be involved in all major aspects of the organizational decisions. The bank should put more effort under the involvements traits as the impact it has on staff retention is greater than the other traits.

Moreover, the study found out that Stanbic bank had a consistency trait as part of organizational culture. The study again revealed that the consistency trait positively relate to employees retention. Thus different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done. It is therefore recommended that this be encouraged to ensure employee retention and loyalty with the bank. The bank should also invest resources towards the consistency traits as it also highly impact on staff retention.

The study found out Stanbic bank had adaptability as part of its organisational culture. This means that the organization is able to integrate well will have change difficulty. Stanbic bank are conducted to suit customers. Customers take risks, draw lessons the mistakes they make, and terms of experience and capacity they are open to change. It is also suggested that adaptability be encouraged within every sphere of the bank to ensure total compliance.

The study found out Stanbic bank had mission as part of its organisational culture. Mission means that the organisations should be documented and communicated to all stakeholders particularly employees to enable them contribute their quote towards the achievement of that objectives. From the study this positively affect employees retentions hence, it should be encouraged in the organization by engaging everyone with it.

The results indicate that the organizational culture of Stanbic bank touted as good and it enhanced the organisational performance of Stanbic bank. The results also seem to suggest that the organisational culture of Stanbic bank suffered some setbacks in its operations.

Hence the current culture must be maintained to sustain the business.

5.4 Suggestion for Further Research

In view of the financial constraints a small sample size was used for the study. Further research should use larger sample size. Further research on the topic could be undertaken across all the regions in Ghana.

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APPENDIX

APPENDIX A

Questionnaire

This questionnaire aims at investigating the impact organizational culture on staff retention of Stanbic Bank. Kindly indicate your preference among alternative answers for each question by ticking in the appropriate box. Where alternative answers are not provided, fill in the gaps provided. Respondents are assured of the confidentiality of this exercise because it will be solely be used for academic purpose. Thank you for your contribution.

Name of Researcher: Lordena Armah

A. Background Information

1. Gender? A. Male [ ] B. Female [ ]
2. Age? 25 years and below [ ] Between 26 and 35 years [ ] Between 36 and 45years [ ] Between 46 and 55 years [ ] Above 55 years [ ]
3. Level of education? A.JHS B.SHS. C. HND. D. Diploma. E. First degree F. First degree and above.
4. Position? A. Chief executive Officer [ ] B. Branch manager [ ] C. Staff
5. Is there a clear mission for the organization? Yes [ ] No [ ]
6. Is there enough adaptability/flexibility in the organization to respond to a changing environment? Yes [ ] No [ ]
7. Are the systems current and supportive of successful goal attainment? Yes [ ] No [ ]
8. Is the organization continuing to learn and develop the competencies of its personnel? Yes [ ] No [ ]
9. Is the organization listening to and responding to the concerns of its customers or is it doing what has always worked regardless of what the customer wants.....................

B. Assessment of organizational culture traits of Stanbic Bank.

To what extent do you agree with the following statement on the organizational culture traits of Stanbic Bank?

Key: SA-Strongly Agree A-Agree N-Neutral D-Disagree SD-Strongly Disagree

Involvement Trait	SA	A	N	D	SD
1. Individuals have the authority, initiative, and ability to manag n their own work. This creates a sense of ownership a responsibility toward the organization					
2. Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.					

3. The organization continually invests in the development of employees' skills in order to stay competitive and meet ongoing business needs.					

Consistency Trait	**SA**	**A**	**N**	**D**	**SD**
4. Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.					
5. The organization is able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.					
6. Members of the organization share a set of values which create a sense of identity and a clear set of expectations.					

Adaptability Trait	SA	A	N	D	SD
7. The organization is able to create adaptive ways to meet changing needs. It is able to read the business environment, quickly react to current trends, and anticipate future changes.					
8. The organization understands and reacts to their customer, and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customer.					
9. The organization receives, translates, and interprets Signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities.					

Mission Trait	**SA**	**A**	**N**	**D**	**SD**
10. Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute, and "make their mark" in the industry.					
11. A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.					
12. The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people, while providing guidance and direction.					

Strategic impact of organizational culture traits on performance	**SA**	**A**	**N**	**D**	**SD**

1. The organizational culture traits contributes to clients retention					
2. The organizational culture traits results in profitability increase					
3. The organizational culture traits gives a competitive Advantage					
4. The organizational culture traits builds a positive image for the compan					
5. Staff turnover increases from period to period					
6. Employees are satisfied with organizational culture strategy employee by the bank.					
7. Staff do not willingly exit unless being asked by management					
8. The market share of the bank increases from year to year					
9. The net income of the bank improves from year to year.					

Staff loyalty and satisfaction	**SA**	**A**	**N**	**D**	**SD**
1. Staff become loyal based on the bank"s organizational culture traits					
2. Staff are satisfied with the organizational culture trait employed by the bank.					
3. I will recommend First Capital Plus to other people based on the organizational culture traits					
4. I will remain a staff of the bank if organizational culture traits is maintained.					
5. Staffs are satisfied with the organizational culture trait employed by the bank.					
6. I will provide word of mouth advertising for the bank based on the organizational culture trait employed by the bank.					
7. Customers become loyal if the bank exhibit good organizational culture strategy					

10. How will you rate the organizational culture of the bank?

A. Very good B. good C. Average D. Below average

THANK YOU