

**Organizational Culture and its effect on productivity; the case study of
La Community Bank**

by

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**A thesis submitted to the Institute Of Distance Learning, Kwame Nkrumah
University of Science and Technology in partial fulfillment of the requirements
for the degree of**

COMMONWEALTH EXECUTIVE MASTERS OF PUBLIC ADMINISTRATION

September, 2012

DECLARATION

I hereby declare that this thesis is my own work towards the CEMBA/PA and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

Rural and Community banks in Ghana have been coached by the management of Apex bank limited, their governing body to embrace good organizational practices so as to enhance excellent service delivery as a culture and not only as a tool for doing business. This study investigated the preferred as well as the existing organizational culture and its effect on productivity at LA Community bank. The research reviewed the various types of culture, how culture is created and ways in which culture can be sustained or changed. A twenty-four question (24) survey was conducted to investigate the issue of organizational culture and its effect on productivity at LA Community bank. Forty-one staffs were randomly selected and nine heads of departments were purposively selected to participate. The data collected was analysis using Microsoft Excel. The key results of the research findings revealed thatthere is a need for management of LA Community bank to be creative in finding ways to attract top talents among diverse groups of the employees. Also there is a need for management to readily reward innovation. Management view about change and openness to suggestions were also looked at. Steps to be taking to integrate the various components of good organizational culture at in order to enhance productivity at LA Community bank were also made clear by the respondents according to the survey. Recommendations to improving the organization's culture and productivity levels at LA Community bank are also presented in this study. The recommendations include management of LA Community bank becoming more open and the need to encourage creativity by management and reward accordingly.

DEDICATION

This work is dedicated to the entire family; my Mum; Madam Comfort Asiedu Kwakoa, my Dad; Mr. Richson Adjei Dwirantwi senior and my siblings; Mr. Richson Adjei Dwirantwi junior, Mr. Franklin Asiedu, Mrs. Gifty Danquah and Miss Linda Asi Dwirantwi, for their immense contribution towards my studies.

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ACKNOWLEDGEMENT

I am forever indebted to the Almighty God for granting me the enablement to successfully complete this study.

My first appreciation go to Paa Ekow Quaye (Rev.), senior lecturer Central University College, my supervisor for taking time out his busy schedule to read through this work. Rev. I am grateful.

I also appreciate this special lady in my life, Miss Samelia Danquah whose consistent encouragement saw me through all my studies.

To Mr. & Mrs. Gyan, I say a big thank you for lending me your spare laptop computer when mine broke down during my study.

I am also grateful to Uncle Sam, the head of operations LA Community bank for taking it upon himself to help me in the distribution of my questionnaires.

To the management and staff of LA Community bank, I say a big thank you for opening your doors to me any time I walk into your banking premises. I sincerely appreciate it.

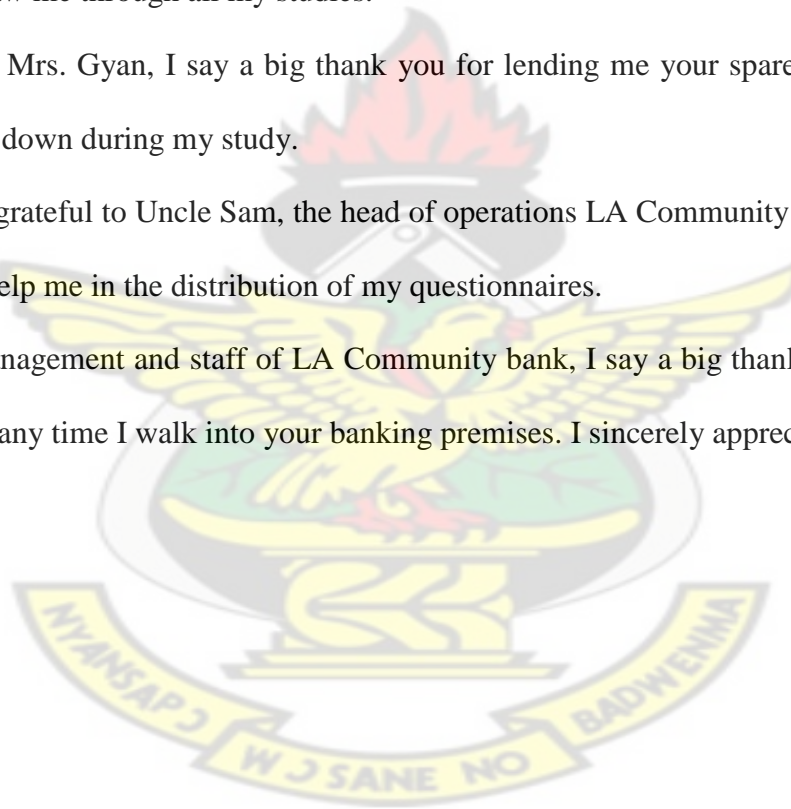


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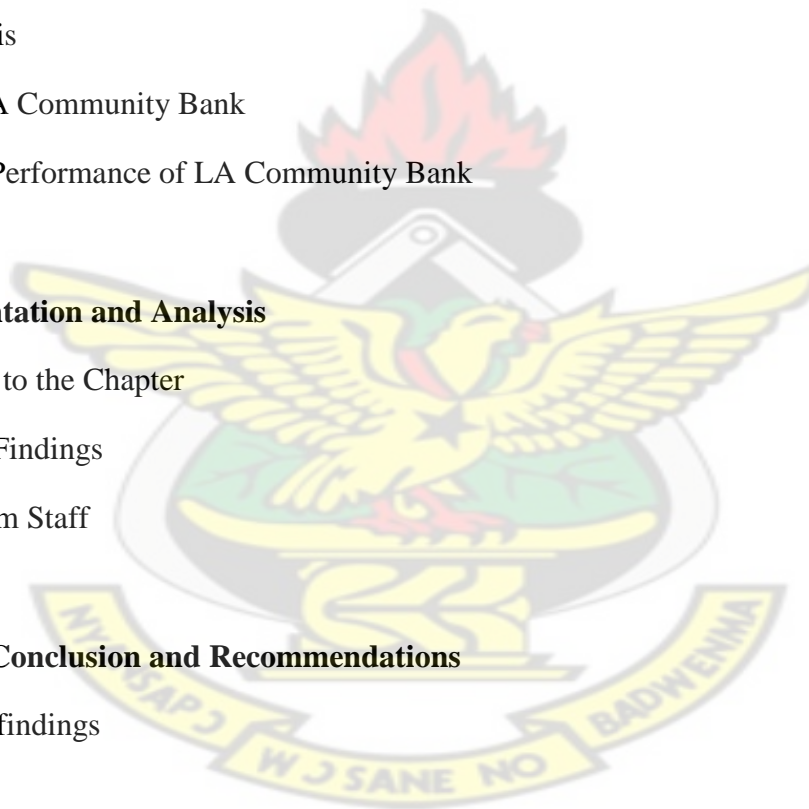
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The principal competitive advantage of successful organizations is their culture. Its study is a major constituent of organizational development—that is, the process through which an organization develops its internal capacity to be the most effective it can be in its work and to sustain itself over the long term.

Organizational culture may have been forged by the founder; it may emerge over time as the organization faces challenges and obstacles; or it may be created deliberately by management.

Organizational culture comprises the attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside it.

Culture guides the way individuals and groups in an organization interact with one another and with parties outside it. It is the premier competitive advantage of high-performance organizations.

Sadly, for others, organizational culture is the most difficult attribute to change: it outlives founders, leaders, managers, products, services, and well-nigh the rest. It is best improved by organizational learning for change.

The work in this paper looks at organizational culture and its effect on productivity with LA community Bank as a case study.

Organizational culture and productivity are closely related. Simply stated, productivity is the art of getting the company's products and/or services to the customer at the lowest possible cost. But it is more than that - it is related to quality, to customer needs and to labor relations. In other words, productivity and good management are inseparable. It has been argued that Productivity is a result of motivation, and motivation thrives in a good climate.

An organization's culture encompasses everything it does and everything it makes. That is, it not only affects the manner in which managers manage (and consequently shape employee behavior), but it also affects the way in which the organization processes its product and provides services to its customers.

Organizational culture is a quiet, but driving, influence on our perception of a company, whether as a consumer or as an employee. For instance, we think of Google as innovative. To almost every well-known company we can assign a character. It is now well recognized that corporate culture has a significant impact on organizational health and performance. Yet, the concept of corporate culture and culture management is too often tantalizingly elusive.

In most African countries including Ghana, the indigenous private sector consists largely of households and small-scale enterprises that operate outside the formal financial system. For smaller firms or entrepreneurs in rural areas of Ghana, initial sources of capital are typically personal savings, borrowing from friends or family and retirement funds. In spite of the above, there was barely any institutionalized financial intermediation in the rural areas before the establishment of Rural and Community Banks (RCBs). The clientele that constitutes the target of RCBs tend to possess the following characteristics: generally sole proprietorship; started with own savings; easy entry into the market place; low skill; experience low or no growth even with financial service; have high rates of collapse; have low productivity; sell whatever they make or

serve directly to the consumer; and operate in trade associated with low margin, street vending and food services. (Obeng-Kwaku, 2008). Start-up capital seems to be a classical problem for men and women traders or farmers due to lack of security because the banks are unwilling to take cattle, sheep or crops as collateral security. Moreover, the prices of goods and services are very high these days so people's expenditure rate is very high as compared to their savings. This is because, most people in the rural communities find it difficult to secure loans while their income or earnings are not enough for daily survival costs. This, therefore, makes them to spend more of their earnings than to save. What one may ask is that after over two decades of existence of RCBs, what better story is there among rural dwellers relating to banking. Though savings must not be excess money but a sacrifice for a better future, how do people see savings and bank credit of the rural and community banks?

The Government of Ghana (GoG) had a number of policies and strategies in pursuit of economic growth and poverty reduction, many of which included elements pertaining to rural finance. Rural finance constituted an outcome for some strategies, while for others it provided an instrument for achieving separate goals; other strategies presumed a functioning rural finance sector as a necessary but secondary precondition for achieving objectives but did nothing to ensure such a condition came about. In 1996, the Association of Rural Banks (ARB) commissioned a study to review the situation of the Rural and Community Banks (RCBs) in Ghana, and to recommend solutions drawing on the experiences of the rural banking systems in the Philippines and Denmark. The study identified major constraints faced by the RCBs and recommended: a) the establishment of an Apex Bank to provide vital banking support services to the RCBs and b) direct improvement in the operations of the RCBs in order to make them more competitive, profitable, and to effectively serve the need of the rural clientele. It was on the basis

of the findings and recommendations of the 1996 study and the follow-up 1998 review that the idea for the current project emanated when the GoG requested the Bank Group to consider co-financing jointly with the World Bank, the establishment of an Apex structure, which would oversee the operations of the RCBs in Ghana. The project was first drawn to the attention of the Bank in the course of the regular donor consultations, during the appraisal of the Fourth Line of Credit to the Agricultural Development Bank (AgDB) in July 1998. (Ghana-Rural Financial Service project www.afdb.org/fileadmin)

One sure way for Rural and Community Banks (RCBs) to stay ahead of competition and grow in business is to offer excellent customer service, Eric Osei-Bonsu, Managing Director of the Association of Rural Banks (ARB) Apex Bank Limited, has said in the “The Ghanaian Times, 31st August 2011”. He said, “There is, therefore, the need for the re-orientation of all staff (of RCBs) to embrace excellence in customer service as a culture and not only as a tool for doing business.”

The Managing Director urged the RCBs to strengthen internal controls to ensure that their operations were carried out in an orderly and consistent manner with best practices in the banking industry. He said that the Apex Bank has signed an agreement with DANIDA to support the rural bank industry. (Rural Banks must offer excellent service www.newtimes.com.gh/story/3501)

Addressing why a bank’s culture is such a critical management issue today, Steven Davis, Managing director of Davis International Banking Consultants suggested three reasons:

First, banks desperately need to sell more to existing customers to achieve the double-digit annual revenue growth demanded by investors. Such ‘cross selling’ gains usually require convincing a client to move existing business from competitors, which in turn implies a level of

superior service quality. In our view, few banks in reality can demonstrate this superiority. Sustained organic market share gains are rare indeed across the banking world. (Culture in Banking www.dibc.co.uk/culture_in_banking.pdf)

Second, the same pressure to boost revenues increases the likelihood of unethical or unwise credit or market risk judgments. The ideal culture of open communication and consideration of the best interest of the bank and its client is one of the few effective barriers to such reputational and financial losses. One would like to think that open discussion at the top management level of the merits of off-balance sheet lending to an Enron or Parmalat might have mitigated the subsequent disaster to a number of banks. And such a culture should have exposed the rogue traders at Barings and other banks.

Third, managing size and complexity has become a key management issue as institutions like Citigroup with hundreds of thousands of employees and hundreds of operating units across the globe have become a new model of universal banking. Once again, a common culture of mutual trust and communication is one of the few means of overcoming the inevitable bureaucratic, political and silo barriers which hamper flexibility and impair customer service.

Organisational culture has been defined as a pattern of basic assumptions, the complex body of shared values and beliefs of an organisation as it learns to cope with its problems of external adaptation and internal integration. Organisations often have their own distinctive cultures, however unlike a society, an organisation is defined largely by its purpose and this is a further influence on its culture. (www.dibc.co.uk/culture_in_banking.pdf)

Peters and Waterman, in their study (in search of the excellence) found that the 'dominance' and coherence of culture was essential feature of the excellent companies they

observed. A handful of guiding values was more powerful than manuals, rule books, norms and controls formally imposed (and resisted).

According to them, if companies do not have strong notions of themselves, as reflected in their values, stories, myths and legends, people's only security comes from where they live on the organisation chart. (Peters and Waterman, 1982)

For Barrett in order to survive and prosper in the 21st century, companies will need to pay attention to the personal fulfillment of their employees. They will have to: 1. attract and retain the best people, and 2. release the deepest levels of creativity and highest levels of productivity in the staff. One important way people find personal fulfillment at work is when an organization is able to satisfy.

From a social structure view point, culture operates on a system of unseen, abstract and emotionally loaded forms which guide organizational members to deal with their physical and social needs. It is thus interplay of Artifacts and Social Institutions, Values, Beliefs and Assumptions, and Behavior of People. (Barrett, the journal for quality and participation, vol. 22)

1.2 Problem Statement

The Indian perspective of culture given by Sinha (1990) suggest that "culture consists of totality of assumption, beliefs, values, social systems institutions, physical artifacts and behavior of people, reflecting their desire to maintain continuity as well as to adapt to external demands".

In most developed countries, the majority of banks and savings institution continue to be small and community based. But advance information technology, new financial instruments, innovations in bank processes, deregulation and increased competition have created a less hospitable environment for community banks

In Ghana, the call has been made on rural and community banks to embrace excellence as a culture. Ghana business.com on 2011/08/03 reports the energy minister urging rural and community banks to adopt innovative ways of doing business.

The question is: how can management of Rural and Community Banks (RCBs) incorporate the components of organizational culture well to enhance productivity? Is management committed to support the creation of good organizational culture in RCBs? How can Rural and Community Banks sustain and transfer good cultures to successive generation in today's dynamic environment? These and other related questions engage the researcher as he embarks on this research.

1.3 Objectives of the Research

The main objective of this research is to establish the correlation between organizational culture and productivity especially in the Rural and Community Banks in Ghana.

The specific objectives are as follows:

1. Examine the factors responsible for the low support for creating organizational culture by management of LA community bank.
2. Identify specific actions required to secure the support of all in creating good organizational culture at LA community bank.
3. Establish the relationship between good organizational culture and productivity in LA community bank.
4. Identify specific steps LA community bank should take to integrate well the various components of good organizational culture.

1.4 Research Questions:

1. What account for the low support for creating organizational culture by most managers of LA community bank?
2. What actions are necessary to get the support of all in creating good organizational culture at LA community bank?
3. Is there a link between good organizational culture and productivity?
4. What steps should LA community bank take to integrate the various components of organizational culture well in order to enhance productivity?

1.5 Relevance of Study

The significance of the study is to:

1. Improve understanding of the role of organizational culture in the achievement of organizational objectives in Rural and Community banks in Ghana.
2. Add to literature on organizational culture in Rural and Community banks in Ghana.
3. Fulfill the MPA requirement.

1.6 Scope (delimitation)

Organizational culture and its effect on productivity are important in all commercial and rural Banks in Ghana. However, this study is limited to La Community Bank. This is due mainly to proximity, time and financial constraints' in carrying out this research.

1.7 Organization of the Thesis

The work in this thesis is divided into five chapters.

Chapter one is the introductory chapter and it comprises of sub-headings such as the problem statement, research objectives, and research questions, relevance of study and scope of study.

Chapter two deals with the review of literature and is further sub-divided under the headings: what is organizational culture, importance of organizational culture, the creating of organizational culture, research initiatives on culture and definition of organizational performance.

In chapter three, the techniques adopted in carrying out this research is spelt out. The chapter comprises of sub-headings such as research design, population, sample and sampling technique, data collection procedure and data analysis.

In chapter four, the data is presented and analysis. Also findings are discussed.

Chapter five which is also the final chapter of this thesis looks at the summary of findings. Conclusion is drawn and some recommendations made accordingly.

1.8 Limitations of the Study

1. The researcher had to raise the finance for the research and carry out the research simultaneously since the research was not pre-finance.
2. Combining the work of the final semester with the thesis writing was arduous.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction to the chapter

Organizational culture was once seen as “how things are done around here” (Drennan, 1992) but has since evolved into a facet of management with a robust range of literature affording a far deeper understanding. Schein’s definition (1985) remains one of the most often used and can be summed up as the learned product of group experience which affects the behavior of individuals. Organizational culture is differentiated from organizational climate in that it is not as overt. Organizational culture is also differentiated from organization structure in that structure has more to do with the relationships between individuals in an organization.

Organizational culture has assumed considerable importance in the 21st century, because of its impact on employee performance and job satisfaction. It is the imperative of every organization to understand its own dynamic culture so that managers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. The culture of an organization has an important impact on its performance. With the ever - changing technology and fast - paced business arena, companies today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many companies have now turned to exploring the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any business enterprise.

This chapter will define organizational culture, its nature and influence on an organization as well as ways of creating, transmitting and sustaining organizational culture.

2.2 Definitions of Organizational Culture

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational commitment. The following definitions are views of authors from the applied sciences disciplines and are more relevant to the scope of this research document.

Robbins (2000:34) postulates that culture, as a concept, has had a long and cheered history. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization.

Schein (1999:200) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Mullins (1999:53) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Aswathappa (2003:479) refers to culture as a, complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society.

Collins and Porras (2000:338) state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations.

They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organizations culture can be captured in seven primary characteristics. These characteristics are: innovation and risk – taking, attention to detail, outcome orientation, People orientation, Team orientation, Aggressiveness and Stability.

Innovation and risk - taking

Collins and Porras (2000:338) said that the first characteristic that captures an organization's culture is the degree to which employees are encouraged to be innovative and take risks.

Attention to detail

The second characteristic that captures an organization's culture according to Collins and Porras (2000) is the degree to which employees are expected to exhibit precision analysis and attention to detail

Outcome orientation

Collins and Porras (2000) listed the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes as the third characteristic that depicts an organization's culture

People orientation

The degree to which management decisions take into consideration the effect of outcomes on people within the organization was also captured by Collins and Porras (2000) as the fourth characteristic of an organization's culture.

Team orientation

The fifth characteristic that depicts an organization's culture according to Collins and Porras (2000) is the degree to which work activities are organized around teams rather than individuals;

Aggressiveness

Another characteristics captured by Collins and Porras (2000) that portrays an organization's culture is the degree to which people are aggressive and competitive rather than easy going.

Stability

Furthermore, Collins and Porras (2000) stated that the degree to which organizational activities emphasize maintaining the status quo in contrast to growth is another characteristic that depicts the culture in the said organization.

Each of these characteristics exists on a continuum from low to high. Apprising the organization on these seven characteristics, gives a composite picture of the organizations culture.

Moorhead and Griffin (1995:628), authors of books on organizational culture, feel compelled to develop their own definitions of culture. These may vary from the very broad definitions to the highly specific. Most definitions refer to some sort of values, beliefs, and attitudes that are held by individuals and the organization.

Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These

values according, to Moorhead and Griffin (1995:626), help employees understand how they should act in the organizations.

2.3 Levels of organizational culture

Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which the more are, and which are the less important elements that help shape an organization's culture.

Hofstede (1990) developed a four - layered hierarchical model of culture which helps to identify and categorize the constituent elements of culture, as: shared assumptions, cultural values, shared behaviors and Cultural symbols.

On shared assumptions, Hofstede (1990) was of the view that the least visible or deepest level that constitutes an organization's culture is that of basic shared assumptions, which represents beliefs about reliability and human nature that are taken for granted.

The next level of culture according to Hofstede (1990) is that of cultural values, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.

The next level of culture according to Hofstede (1990) is that of shared behaviors, including norms, which are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.

For Hofstede (1990), the most superficial level of organizational culture consists of symbols. Cultural symbols are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture

Although there are various other hierarchical models of culture, it is important to note that actual organizational cultures are not as neat and tidy as the models seem to imply. Where there are cultures, there are also usually sub-cultures, where there is agreement about cultures, there can also be disagreements and counter cultures; and there can also be significant differences between espoused culture and culture in practice.

2.4 The importance of organizational culture

Mullins (1999:807) attests that culture helps to account for variations among organizations and managers, both nationally and internationally. Culture helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, co-ordination and control. There is nothing accidental about cultural strengths. There is a relationship between an organization's culture and its performance.

Saiyadin (2003:258) explains that culture performs the four main functions.

First and foremost, Culture supplements rational management creation of work. Culture is a time-consuming process. He continues by saying that, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure.

The second function of culture according to Saiyadin (2003:258) is that it facilitates induction and socialization. Induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The newcomer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieving an internalized commitment to the organization

Furthermore, according to Saiyadin (2003:258) culture promotes a code of conduct; a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can help achieve good business results.

Lastly; Saiyadin (2003:258) said sub-cultures contribute to organizational diversity: sub-cultures, and sub-systems of values and assumptions, which may be based on departmentalization, activity centers, or geographical locations, provide meaning to the interests of localized, specific groups of people within the macro organization. Sub-cultures can affect the organization in many ways: (i) they may perpetuate and strengthen the existing culture; (ii) they may promote something very different from those existing; (iii) they may promote a totally opposite sub-culture (beliefs and values) or counter culture when in a difficult situation.

Schein (1999: 110) suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for: Co-ordination and integration

across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering products and services; Product and strategy innovation; Process innovation and the ability to successfully introduce new technologies and programs; Effective management of dispersed work units and increase workforce diversity; Cross cultural management of global enterprises and multi-national partnerships; Construction of new or hybrid cultures that merge aspects of culture from what were distinct organizations prior to an acquisition or merger; Management of workforce diversity; and facilitation and support of teamwork: It becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others.

Mullins (1999:808) draws further attention to the importance of culture by attesting to the fact that, without exception, the dominance and coherence of culture proved to be an essential quality of excellent companies. Moreover, the stronger the culture, the more it was directed to the marketplace, the less need was there for policy manuals, organization charts, or detailed procedures and rules. In these companies, people in all parts of the organization know what they are supposed to do in most situations because a handful of guiding values is very clear.

Therefore the importance of an organization's culture cannot be overemphasized. The beliefs, stories and symbols of an organization help shape the culture of that organization and it is important for management to realize that culture is an integral part of their business and every effort must be made to preserve or improve it.

2.5 The creation of organizational culture

Mcewan (2001:324) postulates that as a concept, culture is inseparable from the notion of human society. To try and change the prevailing culture within an organization, one has to take cognizance of the relevant societal culture.

Robbins (2001:518), on the other hand, argues that a company's organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization's current customs, traditions, and general way of doing things are largely due to what it has done before and the degree of success it has had with these endeavors. This leads one to its ultimate source of an organization's culture: its founders. Robbins further emphasizes that the founders of an organization have a major impact on that organization's early culture. They have a vision of what the organization should be, and they are unconstrained by previous customs and ideologies. The process of culture creation occurs in three ways:

First, founders only hire and keep employees who think and feel the way they do;

Second, they indoctrinate and socialize these employees to their way of thinking and feeling; and finally, the founders own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions. When the organization succeeds, the founder's vision becomes seen as a primary determinant of that success. At this point, the founder's entire personalities become embedded in the culture of the organization.

Robbins (2001:525) further explains that culture is transmitted to employees in a number of forms, the most potent being, stories, rituals, symbols, and Languages.

2.5.1 Stories

Robbins (2001:525) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, it's my name on that building. The message was clear: it was Henry Ford II that ran the company. Robbins (2001:525) believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

2.5.2 Rituals

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization, which goals are more important, which people are important, and which are expendable. Certain organizations hold rituals in the form of annual award ceremonies, in recognition of outstanding services or in recognition of success at achieving certain targets set by the organization, e.g. sales targets. These functions act as a motivator, publicly recognizing outstanding performance. One of the best known corporate rituals is Mary Kay Cosmetics annual award meeting. Saleswomen are awarded with an array of flashy gifts e.g. gold and diamond pins based on success in achieving outstanding sales performance.

2.5.3 Material Symbols

According to Robbins (2001:526), the layout of corporate headquarters, the types of automobiles top executives are given, are all examples of material symbols. Others include the

size of offices, the elegance of furnishings, executive perks, and dress attire. The material symbols convey to employees who is important, the degree of egalitarianism desired by top management, and the kinds of behavior that is appropriate.

2.5.4 Language

Many organizations and units within organizations use language as a way to identify members of a culture or a sub-culture. By learning this language, members attest to their acceptance of the culture and, in doing so, help to preserve it. Organizations over time often develop unique terms to describe equipment, offices, key personnel, suppliers, customers, or products that relate to their business. New employees are frequently overwhelmed with acronyms and jargon that, after six months on the job, become fully part of their language. Once assimilated, this terminology acts as a common denominator that unites members of a given culture or subculture, (Robbins 2001: 526). Microsoft's Bill Gates is an example of a founder who has had an immeasurable impact.

Aswathappa (2003:481) believes that culture is essentially learnt. She contends that culture is created around critical incidents; where norms and beliefs arise around the way members respond to these critical incidents.

Another way of culture creation is the modeling by leader figures that permits group members to identify with them and internalize their values and assumptions. The organization's culture results from the interaction between the founder's biases and assumptions, and what the original members, who the founders initially employ, learn subsequently from their own experiences.

According to Jones (2001:138), organizational culture develops from the interaction of four factors. These according to him include:

First, the personal and professional characteristics of people within the organization;

Second, organizational ethics;

Third, the property rights the organization gives to employees; and

Fourth, the structure of the organization

The interaction of these factors according to Jones (2001:138) produces different cultures in different organizations and causes changes in culture over time. The ultimate source of organizational culture is the people who make the organization.

2.6 Sustaining organizational culture

Robbins (2001:522), in his model, summarizes how an organization's culture is established and sustained.

The original culture is derived from the founder's philosophy. This culture, in turn, strongly influences the criteria used in hiring. The actions of the current top management set the general climate of what is acceptable behavior and what is not. How employees are to be socialized will depend on the degree of success achieved in matching new employees values to those of the Organization's in the selection process and on top management's preference for socialization methods.

In agreement with Robbins, Aswathappa (2003:483) further emphasizes that once a culture is created, there are practices within the organization that help keep it alive. Three such practices are the selection process, actions of top management, and socialization methods.

2.6.1 Selection process

The main purpose of the selection process is to hire the right people for the right jobs. When, for a given job, two or more candidates, with identical skills and abilities, are available, final selection is influenced by how well the candidate fits into the organization. By identifying candidates, who can culturally match the organizational culture, selection helps sustain culture considerably.

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2.6.2 Top management

The actions of top management also have a major impact on the Organization's culture. Through what they say and how they behave, senior executives establish norms that filter down through the organization as to whether risk taking is desirable; how much freedom managers should give their sub-ordinates; what is appropriate dress; what actions will pay off in terms of pay raises-promotions, and other rewards.

2.6.3 Socialization

No matter how good the job the organization does in hiring people, new employees are not fully indoctrinated in the organization's culture. The reasons could be that since they are least familiar with the organization's culture, new employees are potentially most likely to disturb beliefs and customs that are in place. The organization will, therefore, want to help new employees adapt to its culture. This adaptation is called socialization.

According to Moorhead and Griffin (2001:519), culture can be sustained by reinforcing the behaviors of employees as they act out the cultural values and implement the organization's strategies. Reinforcement can take many forms like the formal reward system, where the

organization rewards desired behaviors in ways that the employee values. Stories must be told throughout the organization about employees who engage in behaviors that epitomize the cultural values of the organization. The organization must engage in ceremonies and rituals that emphasize employees doing the things that are critical to carrying out the organizations vision. In effect, the organization must make a big deal out of employees doing the right things. Reinforcement practices are the final link between the strategic and cultural values and the creation of the organizational culture.

2.7 Types of organizational culture

Hellriegel, Slocum and Woodman (2001:523) describe four types of cultures: bureaucratic culture; clan culture; entrepreneurial culture; and market culture.

2.7.1 Bureaucratic culture

An organization that values formality, rules, standard operating procedures, and hierarchical co-ordination has a bureaucratic culture. Long – term concerns of bureaucracy are predictability, efficiency, and stability. Its members highly value standardized goods and customer service. Behavioral norms support formality over informality. Managers view their roles as being good co-coordinators, organizers, and enforcers of certain rules and standards.

Tasks, responsibilities, and authority for all employees are clearly defined.

The organization's many rules and processes are spelled out in thick manuals and employees believe that their duty is to go by the book and follow legalistic processes.

2.7.2 Clan culture

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labor for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions.

2.7.3 Entrepreneurial culture

High levels of risk taking, dynamism, and creativity characterize an entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture doesn't just quickly react to changes in the environment it creates change. Effectiveness means providing new and unique products and rapid growth. Individual initiative, flexibility, and freedom foster growth and are encouraged and well rewarded.

2.7.4 Market culture

The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return.

A market culture does not exert much informal, social pressure on an Organization's members. They do not share a common set of expectations regarding management style or

philosophy. The absence of a long-term commitment by both parties results in a weak socializing process.

These four culture types all represent different types of management philosophies or styles. The cultures of these organizations are governed by how these companies are run or the beliefs of the founders of the organization. Essentially, the cultures in these organizations are driven top - down, with emphasis on the type of business or industry that this organization serves.

Harrison and Stokes (1993:13) identify another four culture types. These four culture types are power culture, role culture, achievement culture and support culture.

2.7.5 The power culture

A power orientated organization is based on inequality of access to resources. In other words, the people in power use resources to either satisfy or frustrate the needs of others, and, by so doing, they control behavior of others. Leadership resides in the person who is in charge, and rests on the leaders' ability and willingness to administer rewards and punishments. At best, the power - orientated leader is firm, fair and generous and has loyal subordinates. At worst, the power - orientated leader leads by fear, with abuse of power for personal gains.

2.7.6 The role culture

In a role culture orientated organization, structures and systems give protection to subordinates and stability to the organization. The duties and rewards of employees' roles are clearly defined. This is usually defined in writing as a job description. People in these organizations perform specific functions in order to receive defined rewards and, both the individual and the organization, are expected to keep to their parts of the bargain. The main values of a role - orientated organization are order, dependability, rationality, and consistency

and, at best, this type of organization provides stability, justice, and efficient performance. People are protected in their jobs and need to spend less time looking out for themselves, and can devote more energy to their work.

2.7.7 The achievement culture

The achievement orientated organization is known as the aligned organization because it lines people up behind a common vision or purpose.

This type of organization uses the mission to attract and release the personal energy of its employees in the pursuit of common goals. There is an inner commitment within these achievement-orientated individuals. Many people like their work and want to make a contribution to society, thus enjoying an intrinsic reward. A typical type of achievement-orientated organization would be an intensive care unit in a hospital or voluntary community organization.

2.7.8 The support culture

The support culture may be defined as an organization climate that is based on mutual trust between the individual and the organization. In such organizations, people are valued as human beings and are not just machines. This culture centers on warmth and even love and it makes people want to come to work in the morning, not only because they like their work but also because they care for their colleagues. Quality and service often show in support-orientated organizations, since successful approaches to quality improvements are often based on small work teams. People contribute towards the organization out of a sense of commitment. Employees feel a sense of belonging and that they have a personal stake in the organization.

These four types of culture all have different implications to the success of a business where the power culture is dependent on a central power source with rays of power and influence

spreading out from the central figure. These types of cultures are proud and strong and have the ability to move quickly and can react well to threat and danger, as postulated by Handy (1993:184).

The role culture, according to Harrison (1993:15), gives protection to subordinates and stability to the organization. He also claims that people are protected in their jobs in a role orientation, and need to spend less time looking out for themselves and can devote more energy to their work.

The achievement culture organization expects its employees to contribute their personal energy in return for rewards. This type of organization is known as an aligned organization because it, .lines people up., behind a common vision or purpose (Harrison and Stokes 1993:20).

Harrison and Stokes (1993:21) affirm that quality and service often show in support - orientated organizations, since successful approaches to quality improvements are often based on small work teams.

2.8 Research initiatives on culture

This section focuses on research papers on the subject of organizational culture and on other variables that may have an influence on organizational culture.

2.8.1 Culture and employee retention

In a study of six public accounting firms over a six year period, Sheridan (1992:1036) found organizational culture values varied significantly among these firms and these variations in cultural values had a significant effect on the rates at which newly hired college graduates voluntarily terminated employment. Sheridan (1992:1036) also found that the relationship

between the employees. Job performance and their retention also varied significantly with the organizational culture values. He also emphasized that the effects of culture were stronger than the combined influence of the labor market, at the time of the study, and the college graduates demographic characteristics.

2.8.2 The relationship between organizational culture and economic performance

Calori and Sarnin (1991:49) conducted a longitudinal study (over three years) of the relationship between corporate culture and economic performance amongst five French companies. The results indicated that a clear cultural profile was associated with the company's growth. Values like personal fulfillment, listening to others, team spirit, responsibility, trust, quality, and consistency, seemed to be positively related with the firm's relative growth performance. The results, however, found inverse relationships between duty, experience, and authority.

The study also indicated that very few values and corresponding management practices seemed to be associated with profitability. The firm's relative performances on return on investment and return on sales, both seemed to be related to five values, viz. openness to the environment, participation in local activities, societal contribution, solidarity, and flexibility.

According to Calori and Sarnin (1991), strong cultures could be linked with high growth performance. They also found that the intensity of the company's culture is positively correlated with its relative growth. The researchers also affirm that organizational culture seems to have more influence on growth than on profitability.

2.8.3 Culture and organizational performance

Whilst many different models exist for the categorization of cultures, the next area to explore is whether any one culture type is better than any other. Early research suggested that strong cultures, or those with widely accepted beliefs within the organization, performed better than those with a lack of shared values (Peter and Waterman, 1982).

However, when culture is too strong it can lead to stagnation and a reduced ability to adapt to changes in the environment (Cloke and Goldsmith, 2002). Schein (1985) actually predicts in *Organizational Culture and Leadership* that the culture of the future would be the one that heavily promoted active learning and training.

For librarians, before the idea of what constitutes the best culture can even be considered, the idea of what is meant by performance must be addressed. Early papers on the link between culture and performance show that the culture of libraries was effectively one without goals (DuMont, 1980).

This prompted Martell (1989) to advocate libraries adopting a business model in order to increase productivity. However, a business model is too incongruent since performance for commercial organizations is often so tied to profits. For libraries, performance is best related to service quality.

Holloway (2004) makes a case for the use of LibQUAL+ or the Balanced Scorecard to measure the service quality, and thus performance, of academic libraries. Edgar (2006) is a little more cautious, emphasizing the need for libraries to balance LibQUAL+ results with other factors which affect them uniquely.

Denison (1984) found, in his study of organizational culture, that companies with a participative culture reaped a return on investment, which averaged nearly twice that of firms

with less efficient cultures. His conclusion was that cultural and behavioral aspects of organizations were intimately linked to both short-term performance and long-term survival (Petty *et al.*, 1995:483).

Petty *et al.* (1995:485) conducted a study amongst 3977 employees across a United States company to assess whether there was a relationship between organizational culture and organizational performance. The results of this study indicated that organizational performance was linked to organizational culture. The authors affirm that there was a strong link evident in the correlation between teamwork and performance. This correlation indicated that teamwork, being the major aspect of culture, was significantly related to performance. The authors also contend that such behaviors as helping others, sharing of information and resources, and working as a team seemed to enhance performance in the organization studied.

Brightman and Sayeed (1990:226) found, in a study done by Gordon (1995) of an electric utility company, that cultures affect organizational performance.

The study revealed four factors that differentiated financially successful companies from less successful companies. These four factors were: successful companies had greater horizontal coordination; they possessed more affective internal communications; they encouraged their employees to air conflicts and criticisms openly; and they showed greater concern for developing people.

2.9 Definition of Organizational Performance

Researchers among themselves have different opinions of performance. Performance, in fact, continues to be a contentious issue among organizational researchers (Barney, 1997). For example, according to Barney (1997), performance is equivalent to the famous 3Es (economy,

efficiency, and effectiveness) of a certain program or activity. However, according to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2000), Richardo (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. Hefferman and Flood (2000) stated that as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of measurement. The term *performance* was sometimes confused with productivity. According to Ricardo (2001), there was a difference between performance and productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was a broader indicator that could include productivity as well as quality, consistency and other factors. In result oriented evaluation, productivity measures were typically considered.

Ricardo (2001) argued that performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Hence, from the above literature review, the term "*performance*" should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures (Ricardo, 2001).

The next issue that was always asked about organizational performance was what factors determine organizational performance. According to Hansen and Wernerfelt (1989) in the business policy literature, there were two major streams of research on the determinants of

organizational performance. One was based on economic tradition, emphasizing the importance of external market factors in determining organizational performance. The other line of research was built on the behavioral and sociological paradigm and saw organizational factors and their 'fit' with the environment as the major determinant of success.

The economic model of organizational performance provided a range of major determinants of organizational profit which included: Characteristics of the industry in which the organization competed, the organization's position relative to its competitors, and the quality of the firm's resources.

Organizational model of firm performance focused on organizational factors such as human resources policies, organizational culture, and organizational climate and leadership styles. Another study by Chien (2004) found that there were five major factors determining organizational performance, namely: Leadership styles and environment, Organizational culture, Job design, Model of motive, and Human resource policies.

Organizational culture and competitive intensity in addition to organizational innovativeness are used in the current study. The economic factors and organizational factors model was supported by many researches including Hansen and Wernerfelt(1989) who found in their study that economic factors represented only 18.5 % of variance in business returns, while organizational factors contributed 38 % of organizational performance variance. This research focused more on organizational factors that determine organization's performance. Organizational factors were found to determine performance to a greater extent than economic factors indicated by Trovik and McGivern (1997).

2.9.1 Financial Performance

Firms' performance is widely measured through the financial success of the organization. Financial stress for most profit-oriented firms can be assessed both in terms of "top-line" (e.g., sales) as well as "bottom-line" (e.g., profitability) measures (Davis et al., 2000). The profitability of an organization is an important financial indicator to reflect the efficiency of the organization and the owners/managers ability to increase sales while keeping the variable costs down (Davis et al., 2000). Profit margin, return on assets, return on equity, return on investment, and return on sales are considered to be the common measures of financial profitability (Robinson, 1982).

Furthermore, according to the study conducted on the Malaysian SMEs, sales, sales growth, net profit, and growth profit are among the financial measures preferred by the SMEs in Malaysia (Abu Kasim et al., 1989). Sales growth is measured based on the average annual sales growth rate for three consecutive years from (2006-2008) (Hashim, 2000). On the other hand, profitability is analyzed by three financial ratios, which are return on sales (ROS), return on investment (ROI) and return on asset (ROA)- incurred during the last three years from 2006 to 2008.

The three consecutive years' financial ratios (ROS, ROI and ROA) are averaged out and incorporated into a Business Performance Composite Index (BPCI) similar to the measurement used in the study by Hashim (2000). The BPCI is a common index used by researchers to measure profitability since it provides the complete measurement of firm's profitability (i.e., combination of ROS, ROA and ROI). Hence, the use of BPCI could be the best measurement of profitability. Furthermore, the inclusion of the three financial ratios as components of BPCI provides a comprehensive and fair view of the firm's financial performance as compared to using only one measurement alone such as ROS or ROA or ROI. ROS is derived by dividing net

income of the fiscal year with total sales. ROA is derived by dividing net income of the fiscal year with debt and equity. ROA is derived by dividing net income of the fiscal year with total assets.

2.9.2 Non-Financial Performance

Besides financial indicators as an evaluation of firm's performance in any industry, other industry-specific measures of effectiveness may also reflect the success of the organization. These measures include job satisfaction, organizational commitment, and employee turnover. Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Similarly, Robbins (2003) defines job satisfaction as a general attitude toward one's job; the amount of rewards received should at least be equal to the expected. However, according to Hackman and Oldham (1975), job satisfaction is associated with five core dimensions: skill variety, task identity, task significance, autonomy, and feedback from the job itself in which leading to satisfaction with supervision, satisfaction with co-workers, satisfaction with work, satisfaction with pay, and satisfaction with promotion.

Job satisfaction represents an attitude rather than a behavior, thus it has important implications on employees' physical and mental health that can affect firm's performance. Hence, job satisfaction is a key determinant to demonstrate relationship to performance factors and value preferences in most of the organizational behavior researches (Robbins, 2003). On the other hand, organizational commitment has been defined in many ways. Organizational commitment refers to the willingness to exert effort in order to accomplish the organizational goals and values, and a desire to maintain membership in that organization (Robbins, 2003). The affective dimension of organizational commitment reflects the nature and quality of the linkage

between an employee and management (Oliver, 1990). Organizational commitment can thus be influenced through intrinsic incentives. Increased affective organizational commitment is essential to the retention of quality employees. Both job satisfaction and organizational commitments are in fact related to employees' turnover. Employees who are low in job satisfaction and organizational commitment tend to have low morale and less motivated. These employees will have the tendency to leave their employment, thereby increasing the turnover rate (Robbins, 2003).

Hence, in this study, employee turnover is used as the non-financial measure of organizational performance as it encompasses both job satisfaction and organizational commitment. Employee turnover can be an important indicator of organizational success. Firms that are able to reduce voluntary employee turnover can reduce costs and increase profitability. Although turnover may be either functional (that is, beneficial to the firm) or dysfunctional (that is, harmful to the firm), as a general rule, it is extremely costly and most employers are better served with lower rates of employee turnover (Arthur, 1994).

According to Mayer and Schoorman (1992), employees' trust on management has a direct impact on the turnover rate. Hence, the managers or CEOs as leaders of top management play a vital role in maintaining the level of trust among the employees. When the employees have high level of trust on the managers or CEOs, they are more likely to believe that their contributions to the organization, both direct and indirect, will be recognized and rewarded in some ways. On the other hand, if the level of trust is low, the employees are more likely to devalue the incentives which lie in them to continued membership in the organizations (Hassan, 2002).

CHAPTER THREE

RESEACH METHODOLOGY

3.1 Introduction to the chapter

This section deals with description of study procedures and the methods employed in the study. Areas covered include the research design, population, sample and sampling techniques, data collection procedures and analysis. The profile of LA Community Bank is also considered.

3.2 Research Design

There are many definitions of research design; one definition that Kelliher (2005) uses is that “research design is the blueprint for fulfilling research objectives and answering questions where it aids the researcher in the allocation of limited resources by posing crucial choices in the methodology”. Other definitions are that research design is an activity- and time-based plan and a guide for selecting sources and types of information to obtain answers to research questions (Blumberg, et al. 2005).

Though it can be complicated in selecting an appropriate research design, Cooper and Schindler (2008) are of the view that by creating a research design which uses a combination of methodologies, researchers can achieve greater insight than if they were to follow methods which used frequency or methods which have been mentioned the most in media.

This study involves evaluating the effect of organizational culture on productivity especially in the Bank setting. The single case study strategy was used in combination with other approaches such as qualitative or quantitative strategies.

3.3 Population of the study

Population refers the group about whom the researcher wants to know more and from whom a sample will be drawn. This is often defined in terms of demography, geography, occasion time, etc.

The Head office of the Bank in LA is the employer of all the employees working in the Bank including its Teshie-Nugua branch. LA Community Bank has sixty-nine (69) permanent staff at both their head office and its Teshie – Nugua branch.

The targeted population for the study thus includes the following:

1. Managing Director and all heads of the various departments at the headquarters.
2. Finance Officers and other staff of the Bank at the headquarters.
3. Heads and staff of the Teshie – Nugua branch of the Bank.

3.4 Sample and Sampling Technique

A sample size is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey (Neuman, 1997).

The researcher adopted both the Survey and Purposive sampling technique. The survey sample technique ensured that each member of the targeted population has equal chance of being selected. Under the purposive or judgment sampling technique, the researcher purposively draws a sample from the population which he thinks is a representative of the population. The

purposive technique was employed in the case of the Heads of Department. This was because by the nature of their work, they have wealth of knowledge in the area under study.

In all, a sample size of fifty (50) respondents was selected from the targeted population.

The breakdown of the sample size is as follows:

1. Managing Director and Heads of all the departments in LA–Ten (9)
2. Banking and non-Banking staff in LA–Twenty-five (25)
3. Director and workers at the Teshie-Nungua branch of the Bank in Teshie including the non-Banking staff –Fifteen (16)

This ensures a fair representation of each group of the institution since their operations are significantly different.

3.5 Data Collection

Because the study focuses more on attitudes and perception, the importance of primary data is of prime importance; here the views of respondents will be sort direct. However, secondary data will also be collected to augment the studies. Before the actual data collection, the researcher collected introductory letter from the Kwame Nkrumah University of science and technology, the institute of distance learning to the management of LA Community Bank. The initial visit to the Bank was to introduce himself, familiarize himself with the Bank as well as seek their consent for the study.

3.6 Data collection instrument

The researcher collected data by administering a questionnaire. The questionnaire used structured questions, divided into three sections ‘A’, ‘B’, and ‘C’. Section ‘A’ consisted of the

demographical background of respondents. Section ‘B’ consisted of fifteen (15) questions covering the first three research questions whereas Section ‘C’ consisted of three (3) questions to answer the fourth research question.

Most of the structured questions was the close-ended type and respondents were asked to mark the appropriate box matching the correct answer. Questions in section C, however, will require respondents to give opinions.

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3.7 Data Analysis

The responses to the structured close-ended questions will be rated in percentages. The percentage of respondents for each alternative will be given and analyzed. The data collected will be analyzed using the computer software known as Microsoft Excel.

Table 3.2: Summary of Research Methods

	POPULATION SIZE	SAMPLE SIZE	SAMPLING TECHNIQUE	REASON FOR THE SAMPLING TECHNIQUE	RESEARCH INSTRUMENT
Permanent Staff	60	41	Simple Random Sampling	Each Member Has Equal Chance Of Being Selected	Questionnaire
Heads Of Department	9	9	Purposive Sampling	By The Nature Of Their Work,	Questionnaire

				They Have Wealth Of Knowledge In The Area Under Study	
Total	69	50			

3.8 Profile of LA Community Bank

In 1997, a community based organization, the La MansaamoKpee (LMK), was established by the youth in the town to mobilize community resources for community development. One of the projects of LMK was a Community Bank. In 1984 the Association made a formal application to the African Development Foundation in the United States to assist in the establishment of the Bank.

ADF considered and approved the request in 1985. An amount of US \$ 164,561 was granted to start the bank. An application to the Bank of Ghana was then made. When approval from the Bank of Ghana appeared not to be forthcoming, the late patron of the LMK, Mr. Justice NiiAmaaOllennu, therefore entreated the help of Mr. K. B. Asante (vice Chair-man) who managed to convince Mr. P. V. Obeng, then the de facto prime Minister, that the Bank was in the interest of the people and would promote Government policy. Mr. P. V. Obeng, then asked the Bank of Ghana to approve the application.

The Bank was formally commissioned in November 1987. Prior to the opening, the people of La were invited to buy shares in the Bank. The response was overwhelming. The people of La fully subscribed the 184, 500 shares as-located to them with LMK taking 48, 350 shares. The bank can therefore be truthfully described as a bank of the people of La who continue to take great interest in its fortunes.

This is demonstrated by the large attendance at the Annual General Meetings of the Bank. Questions and contributions made at these meetings illustrate the depth of this interest.

The Bank started operation with a rural bank status and with the late Dr. NiiOsaKwao as Chairman of the Board. The Board found that the rural status restricted its growth and expansion. Under the rural bank status the Bank of Ghana imposed certain restrictive ceilings on lending. There was also a mandatory lending of certain percentage of the loan portfolio to the agricultural sector. La Community Bank appealed to the Central Bank to repeal or modify these and regulations to enable the bank operate as a semi commercial bank. The governor, Dr. Agama, was kind enough to grant the Bank a new status as a first Community Bank in Ghana.

The directors realized that the bank needed more accommodation to expand its services and satisfy the needs of the various clients in the community. It therefore decided to build a bank designed to meet the needs of La Community Bank.

With judicious husbanding of the bank's resources and the floating of new shares to existing shareholders, it has been possible to start the building with the prospect of completing it in 1998. The African Development Foundation has again been kind enough to help with the procurement of modern banking equipment. The successful completion of the building will not only enhance the operation of the bank, but also enable it to expand its loan portfolio to reach more grass-root groups. People engaged in small enterprise development program will also be

given improved assistance. Credit facilities for the expansion of existing private enterprises will be made more readily available. The bank can then better assist in the national effort of mobilizing domestic savings to support poverty alleviation programs.

When the second five-year medium term plan has expired; the Board has approved a new one for 1999 - 2003. This new plan which will take the bank into the next millennium will include among other things, a few hold and ambitious

The Board believes that if all goes well it would raise the Community Bank into a fully pledged Commercial Bank status within five years. In that event, it would open satellite branches in strategic areas, to add color and meaning to the Bank's operations. The Board will also be considering the possibility and desirability of having the shares of the La Community Bank quoted on the Ghana Stock Exchange. This may be timed to coincide with the raising of the status of the Bank to that of a Commercial Bank. If this materializes the shares will become freely marketable and indeed serve as security for other purposes.

Such a development will enable the Bank not only to introduce new products and services as already stated but will also lead to more projects such as assistance to small and medium industry and Women in development. This undoubted will help to raise the quality of life in the community.

The LCB started operations with a Rural Bank status. The Board found that the rural bank status restricted its growth and expansion. Under the rural bank status the Bank of Ghana imposed certain restrictive ceilings on lending. There was also a mandatory lending of certain percentage of the loan portfolio to specified sectors. The LCB appealed to the Bank of Ghana to repeal or modify these rules and regulations to enable the bank operate as a semi commercial

bank. The Bank of Ghana granted this request and gave LCB a new status as a Community Bank. Thus, LCB became the first community bank in Ghana.

The bank grew by leaps and bounds and the Directors realized that the bank needed more accommodation to expand its services and satisfy the needs of the various clients in the community. It was therefore decided to put up a spacious accommodation to meet the demands of its customers and expanding services of the Bank.

With judicious husbanding of the bank's resources and the floating of new shares to existing shareholders as well as the granting of \$202,393 by the African Development Foundation, the ground floor of the new premises was completed and the Bank moved its operations into the building.

In order not to put undue strain on resources and to keep within the Capital Adequacy Ratio requirement of the Bank of Ghana, the first and second floors of the new premises were not fully completed.

Thanks to the generous support by ADF, the Bank's operation is fully computerized, resulting in remarkable improvement in services and increase in business.

In July 2003, La Community Bank introduced a new product, LACOSAVE (Susu) Scheme, with the objective of creating wealth for the poor in the local community bringing banking to the doorstep of all.

The Bank sets aside a percentage from its profits every year to finance selected development projects in the town.

The bank has also created La Educational Fund for award of scholarships to needy but brilliant children of citizens of La. Every year five students receive awards to further their education in their choice of tertiary institution.

The Teshie/Nungua Agency of La Community Bank was opened on Tuesday, April 7, 2009. With the expansion in the bank's scope of operations, Mr. Osei-Bonsu Managing Director, ARB Apex Bank Limited asked management to institute effective risk management and internal control mechanisms to minimize the incidence of risk He said, while adopting an innovative approach towards funds mobilization, management must exercise prudence in credit delivery. Mr.Osei-Bonsu asked Board of Directors, management, staff and the chiefs and the people in the area to play their respective roles to ensure growth and sustenance of the bank.

He reminded the board of directors of their responsibility to continually formulate policies to ensure the orderly growth and development of the bank, ensure compliance to the various legislations governing banking operations and institute effective internal control measures to safeguard the assets of the bank. Dr K.B. Asante, Board Chairman of La Community Bank, was unhappy of the poor recovery rate of loans disbursed under various government schemes and asked Ghanaians to make repayment for loans a priority.

3.8.1 Financial Performance of LA Community Bank

LEAGUE OF RURAL AND COMMUNITY BANKS IN GHANA

Capital Adequacy	4 th	42.34
Total Assets	18 th	18,339,233.25
Deposits	20 th	14,177,901.11
Investments	9 th	8,947,322.89
Advances	22 nd	7,008,055.52
Net worth	5 th	3,563,744.43
Paid Capital	3 rd	1,172,257.03

Profit Before Tax	10th	866,091.00
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Source: Efficiency Monitoring Unit: Association of Rural Banks; ARB Apex Bank (Last quarter of the year 2011).

KNUST



CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction to chapter

This chapter examines and analyses the data gathered from the questionnaire administered. Analysis of data are presented and discussed in the remainder of this chapter.

4.2 Analysis of Findings

Tables, charts and descriptive explanations have been employed to illustrate data collected from the field to make the research findings more meaningful. The following analysis shows the responses received from 50 staff of the LA Community Bank.

4.2.1 Findings from Staff

A total number of fifty (50) staff was selected to provide answers to the structured questionnaire. Table 4.1 and Figure 4.1 gives the responses obtained from the staff as shown below.

Table 4.1: Gender of Staff

Gender	Frequency	Percentage (%)
Male	33	66
Female	17	34

Total	50	100
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Source: Field Research, June 2012

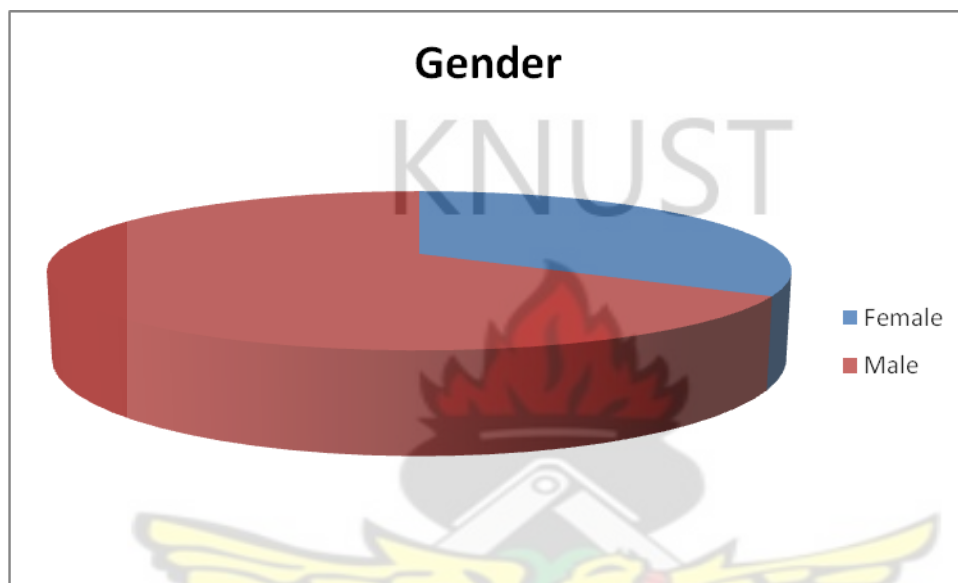


Figure 4.1: Gender of Staff

Table 4.1 and Figure 4.1, indicates that 66% of the LA Community bank staff were males and 33% of them were females. This is an indication of a slightly high male composition of the staff of LA Community bank.

Table 4.2: Age group of Staff

Age Group	Frequency	Percentage (%)
17 – 30	0	0
31 – 40	17	34
41 – 50	20	40

50+	13	26
Total	50	100

Source: Field Research, June 2012

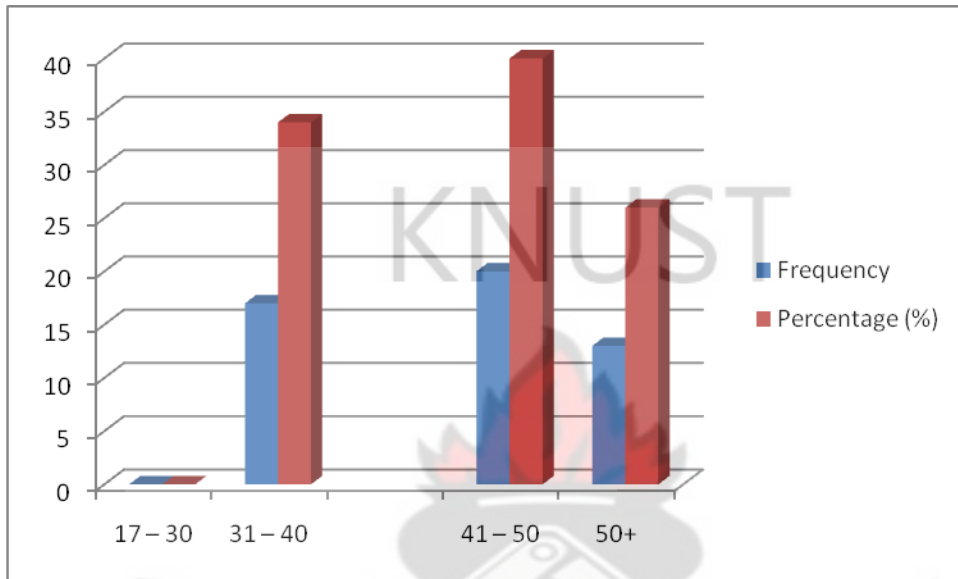


Figure 4.2: Age group of Staff

Table 4.2 and Figure 4.2 indicate that 34% of the staffs of LA Community bank are in the age bracket of 31-40 years. 40% of the staffs were in the age bracket of 41-50 while 26% of the staffs were 50+. The research revealed that none of the staff of the bank were in the age bracket of 17-30 years.

Table 4.3: Educational Background of Staff

Educational background	Frequency	Percentage (%)
Masters	10	20
Bachelors	35	70
SHS	0	0
Other	5	10
Total	50	100

Source: Field Research, June 2012

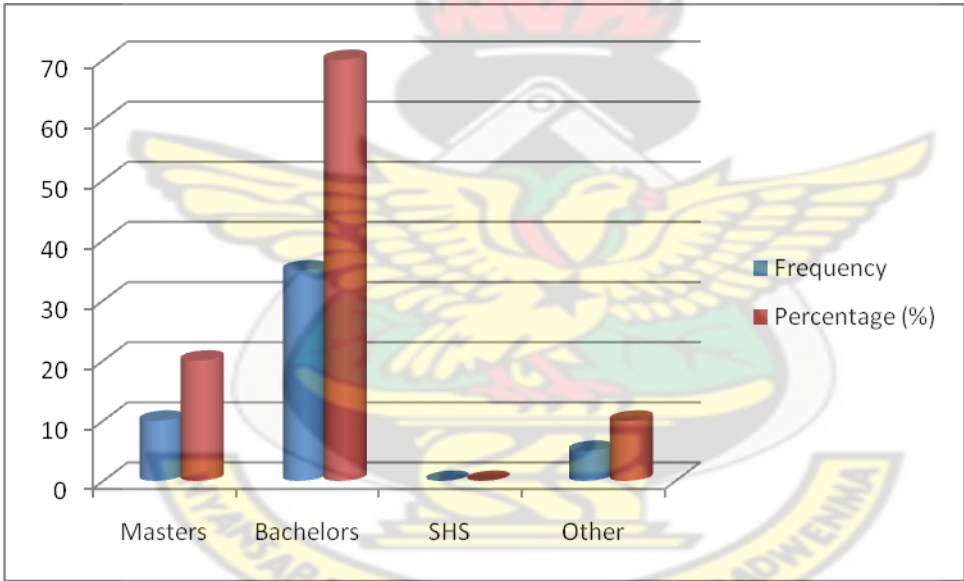


Figure 4.3: Educational background of staff

Table 4.3 and figure 4.3 indicate that majority of the staff of LA Community bank are bachelor first degree holder accounting about 70% of the staff. 20% however are second degree holders while 10% have other qualification apart from university degree. None of the staff of the bank holds a senior high school certificate.

Table 4.4: Marital Status of Staff

Marital status	Frequency	Percentage (%)
Married	36	72
Single	14	28
Divorce	0	0
Widow	0	0
Total	50	100

Source: Field Research, June 2012

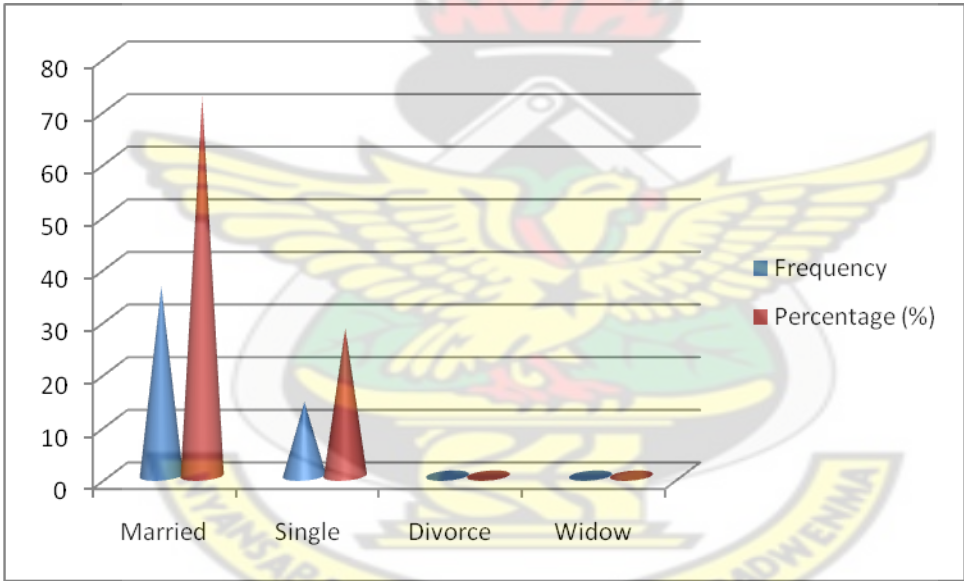


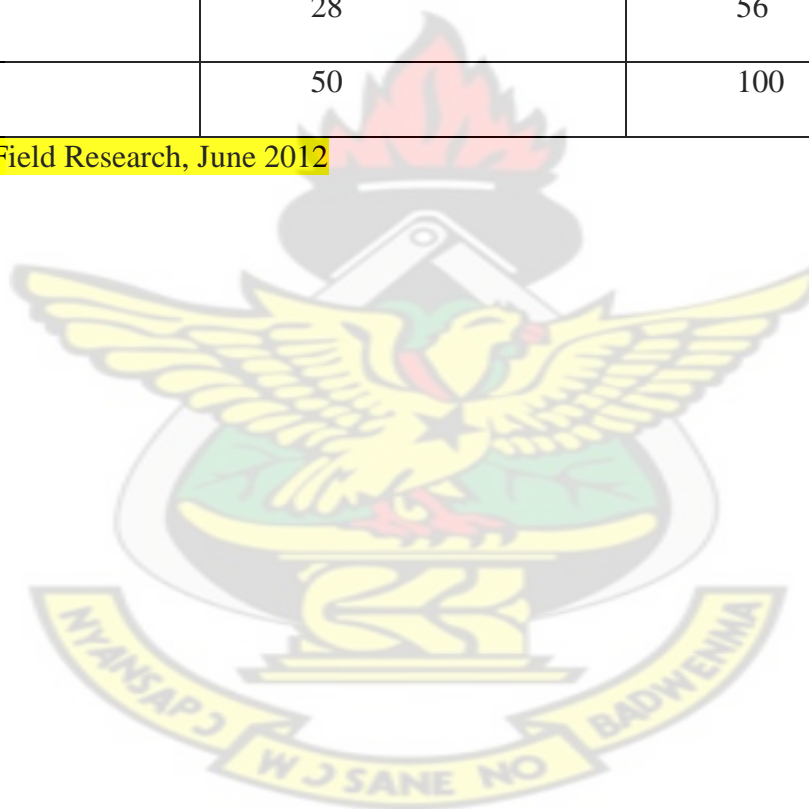
Figure 4.4: Marital status of staff

Table 4.4 and figure 4.4 indicate that 72% of the staff of LA Community bank is married people which are in the majority. 28% are single, they are in the minority while none of the staff is divorce or widowed.

Table 4.5: Years of Service of Staff

Years of service	Frequency	Percentage (%)
5	7	14
10	5	10
15	10	20
Other	28	56
Total	50	100

Source: Field Research, June 2012



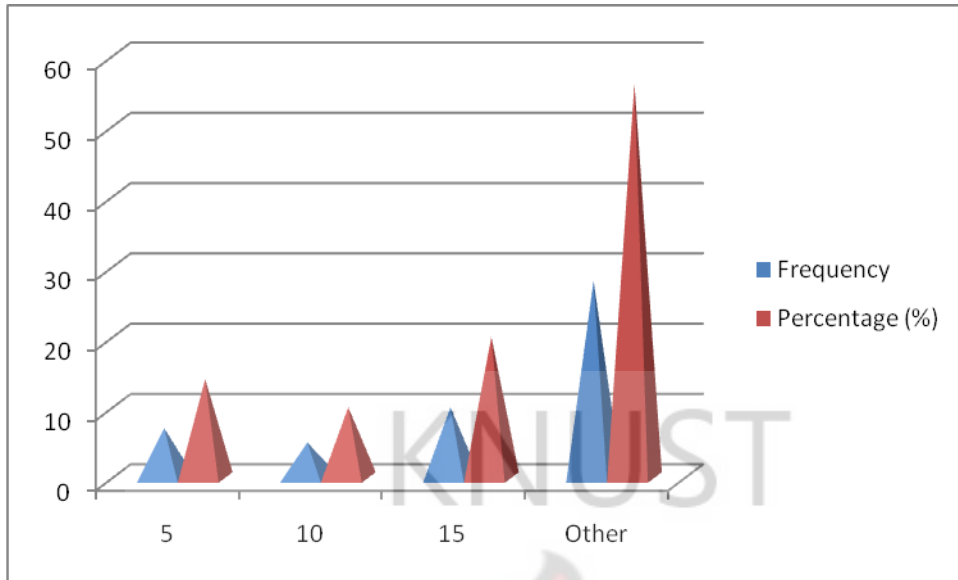


Figure 4.5: Years of service of staff

Table 4.5 and figure 4.5 indicates that 56% of the staff of LA Community bank have served the bank other than 5, 10 or 15 years, they were in the majority. 20% of the staff have served the bank for 15 years while 10 % have served the bank for 10 years, they were in the minority. The research also revealed that 14% of the staff has served the bank for 5 years

Table 4.6: In the organization, change is viewed as a challenge and opportunity

Indicator	Frequency	Percentage (%)
Never	0	0
Sometimes	30	60
Often	8	16
Almost always	12	24
Total	50	100

Source: Field Research, June 2012

Table 4.6 Staffs were asked whether change is viewed as a challenge and opportunity in the organization. 60% of the staff responded that change is sometimes regarded as a challenge and opportunity, 16% said change is often regarded as a challenge and opportunity, while 24% said almost always change is regarded as a challenge and an opportunity.

This means that LA Community bank does not always regard change as a challenge and an opportunity that must be painstaking.

Table 4.7: Organizational policies are reviewed annually to assess effectiveness

Indicator	Frequency	Percentage (%)
Never	5	10
Sometimes	8	16
Often	32	64
Almost always	5	10
Total	50	100

Source: Field Research, June 2012

Table 4.7 Staffs were asked whether organizational policies are reviewed annually to assess effectiveness. 60% of the respondents indicated that the organization's policies are sometimes reviewed annually they were in the majority. 10% of the respondents said the organizational policies are never reviewed on annual basis, while 16% was of the view that the organizational policies are often reviewed on annual basis. Another 10% of the respondents said that the organizational policies are almost always reviewed on annual basis to assess effectiveness.

It therefore follows that LA Community bank occasionally reviews its organizational policies on an annually basis to asses' its effectiveness.

Table 4.8: There is openness to suggestions from people at all levels of the organization

Indicators	Frequency	Percentage (%)
Never	8	16
Sometimes	30	60
Often	12	24
Almost always	0	0
Total	50	100

Source: Field Research, June 2012

Table 4.8 staffs were asked whether in the organization there is openness to suggestions from people at all levels. 60% of the staff said that the organization is sometimes open to suggestions from people at all levels. 16% of the staff indicated that the organization never opens to suggestions from people at all levels. 24% of the staff however said the organization is often open to suggestions from people at all levels, while none of the staff was of the view that the organization almost always opens to suggestions from people at all levels.

This means that when it comes to openness to suggestions from people at all levels of the organization, LA Community bank infrequently opens to views of people at all levels of the organization.

Calori & Sarnin (1991), commenting on the relationship organizational culture and economic performance said that values like listening to others, trust among other virtues were associated with company growth of the five French companies they studied.

Table 4.9: Our strategic plan is evaluated once a year and revised as needed

Indicator	Frequency	Percentage (%)
Never	0	0
Sometimes	27	54
Often	15	30
Almost always	8	16
Total	50	100

Source: Field Research, June 2012

Table 4.9 staffs were asked whether the strategic plan of the organization is evaluated every year and revised when the need arise. 54% of the staffs were of the view that the organization's strategic plan is evaluated once every year and revised as needed, they were in the majority. 30% of the staffs however said the strategic plan of the organization is often evaluated and revised as needed once a year, while 16% of the staffs were of the view that almost always the organization evaluate and revise its strategic plan on a yearly basis.

This means that LA Community bank infrequently evaluates and revised its strategic plan yearly.

Table 4.10: Management encourages creativity

Indicator	Frequency	Percentage (%)
Never	3	6
Sometimes	25	50
Often	15	30
Almost always	7	14
Total	50	100

Source: Field Research, June 2012

Table 4.10 staffs were asked whether management encourages creativity. 50% of the staffs were of the opinion that management sometimes encourages creativity. 30% of the staffs said that management often encourages creativity, 14% were of the view that creativity is almost always encourage in the organization. The research show that a further 6% of the staffs said management never encourages creativity.

This indicates that LA Community bank seldom encourages creativity.

Collins & Porras (2000) said that one key characteristic that captures an organization's culture is the degree to which employees are encourage to be innovative and take risks.

Table 4.11: Management readily rewards innovation

Indicator	Frequency	Percentage (%)
Never	23	46

Sometimes	25	50
Often	2	4
Almost always	0	0
Total	50	100

Source: Field Research, June 2012

Table 4.11 staffs were asked whether management readily rewards innovation. 50% of the respondents said management readily rewards innovation; while 46% of them said management never readily rewards innovation with only 4% saying management often readily rewards innovation. None of the respondents said management almost always readily rewards innovation.

This means that there is some form of irregularity regarding management eagerness to reward innovation in LA Community bank.

Table 4.12: Management iscreativity in finding new ways to attract top talent among diverse groups.

Indicator	Frequency	Percentage
Never	23	46
Sometimes	15	30
Often	5	10
Almost always	7	14
Total	50	100

Source: Field Research, June 2012

Table 4.12 staffs were asked whether management is creative in finding new ways to attract top talent among diverse groups. 46% of the staffs said the organization never find ways to attract top talent among diverse groups in the organization, they were in the majority. 30% of the staffs were of the view that management sometimes finds new ways to attract top talent among diverse groups of the organization. A further 10% of the staff said that management often finds new ways to attract top talent among diverse groups of the organization; while 14% of the staff said management almost always finds new ways to attract top talent among diverse groups of the organization.

This indicates that concerning creativity in finding new ways to attract top talents among diverse groups in the organization, LA Community bank is relatively poor.

In the words of Barrett in order to survive and prosper in the 21st century, companies will need to pay attention to the personal fulfillment of their employees. They will have to: 1. attract and retain the best people, and 2. release the deepest levels of creativity and highest levels of productivity in the staff. One important way people find personal fulfillment at work is when an organization is able to satisfy

Table 4.13: “We’ve always done it that way” is a philosophy that describes the company’s response to new ideas

Indicator	Frequency	Percentage (%)
Never	10	20

Sometimes	25	50
Often	3	6
Almost always	12	24
Total	50	100

Source: Field Research, June 2012

Table 4.13 staffs were asked whether “we’ve always done it that way” characterized the organization’s response to new ideas. 50% of the staff said that management sometimes did say “we’ve always done it that way” in their response to new ideas, they were in the majority. 20% of the staff said the organization never uses the phrase “we’ve always done it that way” in their response to new ideas. The research revealed that a further 24% of the staff said the organization almost always did say “we’ve always done it that way” by way of the organizations’ response to new ideas, while 6% of the staff said the organization almost always says that “we’ve always done it that way” by way of responding to new ideas.

This means that when it comes to embracing new ideas, LA Community bank philosophy seldom has been “we’ve always done it that way”.

Table 4.14: When problems emerge, there is willingness to fix them

Indicator	Frequency	Percentage (%)
Never	0	0
Sometimes	8	16
Often	20	40

Almost always	22	44
Total	50	100

Source: Field Research, June 2012

Table 4.14 staffs were asked whether when problems emerge there is willingness to fix them by management. 44% of the staffs said that the organization almost always shows willingness to fix any problem when it emerges, they were in the majority. 40% of the staffs were of the view that when the problems emerge, the organization often shows willingness to fix them. The research reveals further that 16% of the staffs saying that when problems emerge, the organization sometimes is willing to fix them; none of the staffs did say that the organization never shows willingness to fix problems when they emerge.

This means that LA Community bank shows a strong willingness to fix problems whenever they emerge in the organization.

Table 4.15: Our products and service reflect the awareness of a diverse consumer base

Indicator	Frequency	Percentage (%)
Never	5	10
Sometimes	25	50
Often	15	30
Almost always	5	10
Total	50	100

Source: Field Research, June 2012

Table 4.15 staffs were asked whether the organization product and service reflect the awareness of a diverse consumer base. 50% of the respondents alleged that the products and

services of the organization sometimes reflect the awareness of their diverse consumer base; while 30% of the respondents were of the view that the organization's products and services often reflect the awareness of their diverse consumer base. 10% of the respondents also alleged that the products and services of the organization never reflect their awareness of their diverse consumer base. A further 10% of the respondents according to the research said the organization's products and services almost always reflect the awareness of their diverse consumer base.

This means that when it comes to products and services, LA Community bank's products and services seldom reflect their awareness of their diverse consumer base.

Table 4.16: Management values new ideas and implement them quickly

Indicator	Frequency	Percentage (%)
Never	5	10
Sometimes	25	50
Often	15	30
Almost always	5	10
Total	50	100

Source: Field Research, June 2012

Table 4.16 staffs were asked whether management values new ideas and implement them quickly. 50% of the staffs said that management sometimes values new ideas and implement them quickly, they were in the majority. 30% of the staffs were of the opinion that management

often values new ideas and implement them quickly; while 10% of them said management almost always values new ideas and implement them quickly. The research also reveals that another 10% of the staffs said that management never values new ideas and never implements them quickly. They were part of the minority.

This infers that management of LA Community bank seldom values new ideas and that they seldom implement them.

Table 4.17: Performance evaluations in this organization measures an employee's adaptation to change

Indicator	Frequency	Percentage (%)
Never	3	6
Sometimes	20	40
Often	10	20
Almost always	17	34
Total	50	100

Source: Field Research, June 2012

Table 4.17 staffs were asked whether in the organization performance evaluation measures an employee's adaptation to change. 40% of the staffs were of the opinion that in the organization, performance evaluation sometimes measures an employee's adaptation to change. They were in the majority. 34% of the staffs said that in the organization performance evaluation almost always measures an employee's adaptation to change. Another 20% of the staffs said that performance evaluation in the organization often measures an employee's adaptation to change; while 6% of the staffs alleged that in the organization performance evaluation never measures an employee's adaptation to change.

This indicates that performance evaluation in LA Community bank seldom measures an employee's adaptation to change.

Table 4.18: Top executives in this company are innovative and approachable

Indicator	Frequency	Percentage (%)
Never	3	6
Sometimes	20	40
Often	10	20
Almost always	17	34
Total	50	100

Source: Field Research, June 2012

Table 4.18 staffs were asked whether top executives in the company are innovative and approachable. 40% of the staffs were of the opinion that in the organization, top executives are sometimes innovative and approachable. They were in the majority. 34% of the staffs said that in the organization top executives are almost always innovative and approachable. Another 20% of the staffs said that top executives in the organization are often innovative and approachable; while 6% of the staffs alleged that in the organization top executives are never innovative and approachable. They were in the minority.

This means that top executives in LA Community bank are occasionally innovative and approachable.

Table 4.19: We can and do make 'mid-course' corrections easily

Indicator	Frequency	Percentage (%)
Never	3	6
Sometimes	20	40

Often	17	34
Almost always	10	20
Total	50	100

Source: Field Research, June 2012

Table 4.19 staffs were asked whether in the organization they can and do make ‘mid-course’ corrections easily. 40% of the staffs were of the opinion that in the organization, they sometimes can and do ‘mid-course’ corrections easily. They were in the majority. 34% of the staffs said that in the organization they often can and do make ‘mid-course’ corrections easily. Another 20% of the staffs said in the organization they almost always can and do make ‘mid-course’ corrections easily; while 6% of the staffs alleged that in the organization they can never make ‘mid-course’ corrections easily. They were in the minority.

This means that when it comes to ‘mid-course’ corrections, staffs of LA Community bank occasionally can and do make some ‘mid-course’ corrections easily.

Table 4.20: There is little variation in style of dress among employees

Indicator	Frequency	Percentage (%)
Never	3	6
Sometimes	13	26
Often	22	44
Almost always	12	24
Total	50	100

Source: Field Research, June 2012

Table 4.20 staffs were asked whether there is little variation in the dress style/code among employees. 44% of the staffs were of the opinion that in the organization often there is a little variation in dress code among employees. 26% of the staffs said that sometimes there is a little variation in the dressing style of employees. The research further reveals another 24% of the staff saying that almost always there is a little variation in the dress code of employees; while 6% of the staffs said there is never a variation in the dress code among employees.

This means that there is frequently a little variation in dress style among employees of LA Community bank. This also implies employees of LA Community bank do have little variation in their dressing style.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

A twenty-four question (24) survey was conducted to investigate the issue of organizational culture and its effect on productivity at LA Community bank. Forty-one staffs were randomly selected and nine heads of departments were purposively selected to participate. The results in the survey showed that there is a need for management of LA Community bank to be creative in finding ways to attract top talents among diverse groups of the employees. Also there is a need for management to readily reward innovation. Management view about change and openness to suggestions were also looked at. Steps to be taking to integrate the various components of good organizational culture at in order to enhance productivity at LA Community bank were also made clear by the respondents according to the survey.

5.2 Conclusion

The respondents' service range at the LA Community bank was from one year to over 15 years, and almost all respondents indicated good organizational culture is essential for the organization. From the result of the survey, the majority of the respondents (60%) indicated that management of LA community bank seldom opens to suggestions from people at all levels of the organization. The survey also indicated another majority (46%) of the respondents saying management never finds new ways of attracting top talents among the diverse group in the organization. A corresponding (30%) of the respondents alleged that management sometimes tries to find new ways of attracting top talents among the diverse group in the organization.

Another majority (50%) of the respondents from the survey also said that management of LA community bank responses to new ideas sometimes has been “we’ve always done it that way” by way of philosophy. These invariably are some of the factors accounting for the low support of management of LA community bank in creating good organizational culture.

Moreover, the survey discloses (50%) of the respondents a simple majority saying that management of LA community bank infrequently encourages creativity. Another majority of (50%) were of the view that when it comes to readily rewarding innovation, management seldom does so with a corresponding (46%) saying as far as rewards are concern management never readily rewards innovation. When it comes to management value for new ideas, the survey reveals that a majority of the respondents (50%) said management infrequently values new ideas and seldom implements them quickly. These actions by management must be looked at in order to secure good organization culture by all the staff.

Furthermore, a hopping majority of (64%) of the respondents said that the company’s organizational policies are reviewed annually to assess effectiveness. Another majority of (54%) of the respondents were of the view that the strategic plan of the organization is evaluated once a year and revised as needed. A study by Chien (2004) found that there were five major factors determining organizational performance, namely:

- (i) Leadership styles and environment,
- (ii) Organizational culture,
- (iii) Job design,
- (iv) Model of motive, and
- (v) Human resource policies.

The linkage between organization policies and performance can therefore not be overemphasizing.

Lastly, the survey further reveals that a lot (80%) of the respondents were of the view that there is the need for a separate human resource department that will be responsible for integrating the well the various components of a good organization culture.

5.3 Recommendations

While many organizations will agree that a good organizational culture is paramount to their survival, very few invest the time and attention necessary to create one. The following commendations are to be encouraged:

5.3.1 Management of LA community bank is to be more open

One characteristics of a good organizational culture is the extent to which management is open to new ideas. Openness will enable management to be able to attract top talents among the diverse groups in an organization. Staff members feel free to air their views on any issue and also feel a part of the ownership of the organization. A philosophy of 'we've always done it that way' leaves staff most often than not responding by saying 'let him do it let see'. This invariably leads to people not feeling part of the organization, job dissatisfaction may set in and productivity is thus affected.

5.3.2 Encourage creativity and rewards accordingly

One of the sure ways in bring out the energies in people is to encourage them to be creative. An equally discourage is not to be acknowledge or recognize when one feels that he/she

has been creative in bringing about an innovation. A number of motivational theories have identified that there are certain factors that a business could introduce that would directly motivate employees to work harder (Motivators). For instance how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. It is therefore important that management of LA community bank provides the needed opportunity for employees to be creative and at the same time be willing to readily reward such creativity accordingly.

5.3.3 Creation of a Human Resource Department

The managing director of Apex bank limited has alleged that “there is, therefore, the need for the re-orientation of all staff of Rural and Community Banks to embrace excellence in customer service as a culture and not only as a tool for doing business,”. This calls for a step-wise approach in integrating well the major component of organization culture in rural and community banks. From the survey it appears there is the need for the creation of a specialized human resource department that will be well resource to carry out the functions of recruitment, training and development and reward systems among others. This will help in the integration of the various components of organizational culture well at LA community bank in order to enhance productivity.

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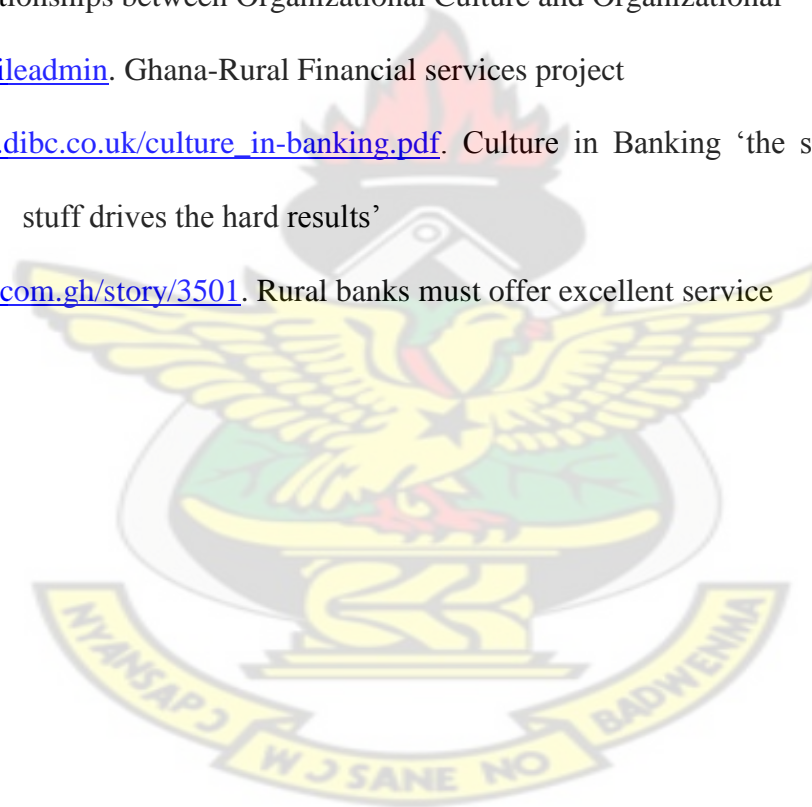
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APPENDIX

QUESTIONNAIRE

This questionnaire is designed based on the Topic: **Organizational Culture and Its Effect on Productivity: A Case Study of LA Community Bank**. Any information you give would be kept as confidential as possible as data is needed for academic purpose only.

Section (A) – Demographic Background

1. Gender: Male () Female ()
2. Age: a. 17-30 () b. 31-40 () c. 41-50 () d. 50+ ()
3. Current position:
4. Educational Background: a. Masters () b. Bachelors () c. SHS () d. Other()
5. Marital Status: a. Married () b. Single () c. Divorced () d. Widow ()
6. Years of Service: a. 5 years () b. 10 () c. 15 years () d. Other

Section (B)

Please focus on the organization or your department as you read questions 1 through 15. Then tick the appropriate column.

Question	Never	Sometimes	Often	Almost
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				Always
1. In the organization, change is viewed as a challenge and an opportunity				
1. Organizational policies are reviewed annually to assess effectiveness				
2. There is an openness to suggestions from people at all levels of the organization				
3. Our strategic plan is evaluated once a year and revised as needed				
4. Management encourages creativity.				
5. Management readily rewards innovation				
6. Management is creative in finding new ways to attract top talent among diverse groups				
7. "We've always done it that way" is a philosophy that describes my company's response to new ideas.				
8. When problems emerge, there is a willingness to fix them				

9. Our products and services reflect the awareness of a diverse consumer base				
10. Management values new ideas and implements them quickly				
11. Performance evaluations in this organization measure an employee's adaptation to change				
12. Top executives in this company are innovative and approachable				
13. We can and do make 'mid-course' corrections easily				
14. There is little variation in style of dress among employees				

Section (C)

1. What role do you think Slogans, Beliefs and Values can play in the performance of the employees of LA Community Bank?

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2. Do the physical artifacts (visible organization structure and processes) play any role in the perception of the employees of LA Community Bank? How?

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3. Kindly outline some major steps you think LA Community Bank can take to integrate artifacts, slogans, beliefs and values well to enhance productivity.

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