

# **Impact of Organisational Culture on the Performance of Quoted Banks in Nigeria**

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**Abstract:** *The purpose of this study is to examine the impact of organizational culture on the performance of Nigeria banks. Three research questions and hypotheses were raised to solve the research problem. Descriptive survey technique using quantitative analysis method was adopted as the research design. The population of study comprises of the employee of five carefully selected banks out of the total population of Nineteen (19) commercial Banks in Abuja. 100 respondents were randomly selected for the study. The instrument for data collection is the structured questionnaire using Likert Scale. Findings from the respondents and the analysis using SPSS Statistical Analysis tool revealed that organizational values do significantly influence employee morale; work environment does not influence product quality; and operational strategy do significantly influence customer satisfaction. The study however recommended that organizations should take up cultures that boost the morale of employees to stimulate performance; banks' work environment does not affect their product quality; and operational strategies should be tailored towards customer satisfaction to promote performance.*

**Keywords:** *Organizational Culture, Corporate Performance, Employee Morale, Operational Strategy.*

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## **I. Introduction**

The primary objective of any organization globally is to achieve sustainable growth and profitability. Generally, organizational growth is achievable through the analysis and identification of the factors that promote effectiveness of the organization (Pool, 2010). Organizations and managers are willing to get employees commitment while maintaining the identity of the firm, this leads to improvement in growth and overall productivity. Over the years, researchers have demonstrated a number of time some of the factors that are continue to remain relevant for the stimulation of business growth, one of them that is crucial to this paper is organizational culture (Pool, 2010).

The organizational culture is believed to be most important variable in the area of organizational behavior (Ouchi, 2011). The attention being paid to organizational culture is due to its huge impact on the business growth. Organizations with unique culture constitute an organizational capability which is inimitable for its rivals and creates competitive advantage (Hall, 2013). Therefore, in the business environment today, which is turbulent and is constantly changing, the preeminent leaders know the ways for shaping culture of their organizations for achieving short and long-term objectives (Kuratko&Welsch, 2004).

Management would like to introduce employee with norm, values and objectives of the organization which is importance to understand the organizational culture. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the system of organization (Lewis, 2002). Management must try to always keep learning environment in the organization. Proper understanding of organizational culture leads to improvement of business growth (Wallace &Weese, 1995). However, the current research is aimed at analyzing the impact of organizational culture on the performance of Commercial Banks in Nigeria.

### **1.2 Statement Of The Problem**

Several researches have been conducted that have confirmed that there is a perfect correlation between organizational culture and organizational growth. For instance, Kotter and Heskett (1992) studied more than 200 companies in the United States, including Xerox, ICI, Nissan, First Chicago etc, covering mostly manufacturing and service companies. Their findings showed the existence of strong relationship between organizational culture and business performance. Schein (2010) described Kotter and Heskett (1992) study as a landmark study in the area of organizational culture. Flamholtz and Randle (1998) further categorised organizational culture as an in visible asset. They provided extensive information linking organizational culture and performance with practical examples from various organizations in the United States, Europe, China, but excluding Africa. None of these research works however indicated in measurable terms, the extent of decline and increase in

organizational growth by organizations without business culture. Also, none of the research focused on the banking industry despite the peculiarities of financial institutions in the business sector. Hence, the current research is considered timely.

### **1.3 Objectives Of The Study**

The primary objective of this study is to analyze the implications of organizational culture on business growth of Nigeria banks. The specific objectives are to examine the influence of organizational values on employee morale; to determine the effect of work environment on product quality and to find out the impact of operational strategy on customer satisfaction.

### **1.4 Research Questions**

The three research questions for this paper are: To what extent does organizational Values influence the quoted banks' employee morale? Has work environment of quoted money deposit banks any effect on product quality? What is the influence of operational strategy on the satisfaction of Money Deposit Banks' customers?

### **1.5 Hypotheses**

H<sub>01</sub>: Organizational values do not significantly influence employee morale.

H<sub>02</sub>: Work environment do not significantly influence product quality.

H<sub>03</sub>: Operational strategy does not significantly influence customer satisfaction.

## **II. Literature review**

### ***Conceptual Framework***

#### **2.1 Organizational culture**

Organizational culture is an important construct that affects both individual and organizational related process and outcomes. In literature there is no consensus on definition or what constitute organizational culture (Hatch and Zilber; 2012). They further posited that cultures cannot be accurately or completely described at all. Abu-Jarad et al, (2010) opined that it is defined from different perspectives. The researches on the subject of organizational culture and its effect on other organizational variables became widespread during 1980s. According to Lund (2003) 1980s witnessed a surge in research on impact of organizational culture on employees and organizations performance. The definitions take different shapes depending on the concept they reflect, the authors' perspective approaches and emphases. Research and practical experience of the 1980s revealed two different approaches to defining organizational culture.

Culture is treated as an internal subsystem of the organization, allowing individuals to adapt to the environment while in this approach, the company has a culture, it is descriptive and it is often sufficient to make a list of some features of company personality. In the second approach, the company is treated as a culture, that is a system of knowledge that each of its members can interpret through their mind. This approach allows access to the dynamics of the social system in all its complexity, and then it leads to the concept of corporate identity (Garcia-Torres, and Hollanders, 2009).

But Akman and Yilmaz (2011) opined that between 1983 and 1986 most of the leading journals in management have dedicated issues to this topic and brought up definitions from leading Scholars in management. Schein, (2009) defined organizational culture as a beliefs, assumptions, and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual and customs. Lund, (2003) defined organizational culture as the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms. Other Scholars also define as the human invention that creates solidarity and meaning and inspires commitment and productivity (Lund, 2003) or a system of shared values and beliefs that interacts with a company's staff, organizational structure, and control systems to produce behavioral norms within the organization (Lund, 2003). García-Muiña, and Navas-López, (2007) in their definition considered the key role of external environments as (all elements outside the boundary of the organization) to which an organization needs to adapt.

Abu-Jarad et al., (2010) provide a definition that the author has agreed with, they defined organizational culture as something that is holistic, historically determined (by founders or leaders), related to things anthropologists study (like rituals and symbols), socially constructed (created and preserved by the group of people who together form the organization), soft and difficult to change. Organizational culture affects various outcomes related to the employees and organizations. Saeed and Hassan, (2009) in agreement with Ahmed, (1998) and Vincent et al., (2009), that organizational culture affect employee behavior, learning and development, creativity and innovation while Tseng, (2010) add knowledge management, Oparanna, (2010) and Tseng, (2010) further add performance.

## **2.2 Organizational Values**

Organizational values are abstract ideas that guide organizational thinking and actions (Hatch & Zilber, 2012). Organization values represent the foundation on which the company is formed. Defining an organization's unique values is the first and most critical step in its formation and development. While difference in opinion and skills may be beneficial to the success of an organization, a unity of purpose must be maintained. In order for the business to be successful, the values on which the company is built must be appropriate for the time, place, and environment in which the organization will operate (Hatch & Zilber, 2012). A business's organizational values let others know what it is, why it has been created, and how it is different from other companies. In order to understand and identify the values of an organization and to gauge their influence on the company, managers must carefully examine how that organization operates. While it may be helpful to listen to people describe what they believe the values of the organization are, it is far better to observe those people in their day-to-day activities. Although values are often difficult to define, they are usually revealed by employees' actions and thinking, how they set their priorities, and how they allocate their time and energy. An employee's actions are more revealing than their words (Hatch & Zilber, 2012).

## **2.3 Work Environment**

The term work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers (Lund, 2003). It can also be related to factors such as work processes or procedures. The work environment can involve the social interactions at the workplace, including interactions with peers, subordinates, and managers. Generally, and within limits, employees are entitled to a work environment that is free from harassment. A hostile work environment exists when unwelcome sexual conduct interferes with an employee's job performance, or creates a hostile, intimidating, or offensive work environment (Lund, 2003). The term work environment can also be associated with the physical condition of the building. Healthy work environments will be free from problems associated with sick building syndrome, which is often due to poor ventilation or off-gassing of chemicals used during construction. The accumulation of molds and mildew may also lead to sick building syndrome (Lund, 2003).

## **2.4 Operational Strategy**

Richards-Gustafson (2019) stated that operational strategies refers to the methods companies use to reach their objectives. By developing operational strategies, a company can examine and implement effective and efficient systems for using resources, personnel and the work process. Service-oriented companies also use basic operational strategies to link long- and short-term corporate decisions and create an effective management team. Operational Strategy therefore is a **plan of action implemented by any organization that describes how their resources are employed in the production of a product or service**. An operational strategy is an important element for a business. It is therefore a major component that supports the firm's corporate strategy.

## **2.5 Corporate Performance**

Banks, just like every other corporate organizations, strives towards higher performance and improvement. Organizational improvement processes follow a continuous circle of three major processes, namely corporate planning, strategy implementation (execution) and performance measurement or evaluation (David, 2005). The corporate planning phase involves setting goals and objectives that are consistent with the organization's corporate vision, mission and value statements. The internal strengths and weaknesses are carefully analyzed to formulate the Goals and strategies. The formulated goals are therefore geared toward attainment of the corporate strategy. The implementation phase involves translating plans into action (David, 2005). By this, it therefore means the process where strategies are executed. Finally, corporate performance is measured to assess whether or not the goals and objectives that were set in the planning phase have been achieved in the implementation phase. A feedback control mechanism enables managers to spot deviations from plans and to adopt further actions to ensure the continuous improvement of the organization. The performance variables used for the measurement of the independent variable as explained below

### **2.5.1 Employee Morale**

Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. When employees are positive about their work environment and believe that they can meet their most important career and vocational needs, employee morale is positive or high. When employees have confidence in the capability of their company leadership, they tend to have positive morale (Hefferman & Flood 2000). When they share a vision for where the company is headed and are positive about the direction, employees also exhibit high morale. Feeling part of the goals that are bigger than themselves (and their job) contributes significantly to positive employee morale. Many employees want to feel as if they are part of

something important and contributing to success for the greater good is a real morale booster. A deep focus on serving the needs of customers also promotes positive employee morale (Hefferman & Flood 2000).

### **2.5.2 Product Quality**

The collection of features and characteristics of a product that contribute to its ability to meet given requirements. It's the ability of the product to fulfil and meet the requirements of the end user. For a product to be of good quality it should be reliable and perform all its functions smoothly (Cascio, 2006).

### **2.5.3 Customer Satisfaction**

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals (Stannack, 1996). Customer satisfaction therefore, according to the researcher, is the determination of how happy **customers** are with a company's products, services, and capabilities. Surveys, ratings, and other evaluation mechanisms can help a company determine how to best improve services or products towards customer satisfaction.

## **2.6 Theoretical Framework**

### **2.6.1 Schein's Theory**

Schein's Theory has been adopted as the theoretical background for this study. Schein's (1981, 1985, 1992) theory stated that organizational culture can be described as the blueprint of common fundamental conjectures that the group acquired through learning as it tackled its issues of peripheral adjustment and domestic incorporation, that has been effective well enough to be termed as valid and, consequently, to be disseminated to fresh members as a right manner to understand, think and perceive in respect to any issues that come up. Schein (1992) specifically stated that organizational culture means the learned outcome of experiences of a group, and it is to a very good echelon cataleptic. He however presented culture of an organization to be a three-layer ideology.

The subsequent cultural echelon as stated in Schein theory representation is made up of the values supported, adopted and promoted by the organization. These are evident and noticeable values, for instance, the business formal objectives, professed norms and business philosophy in operation. The adopted values, on the other hand, do not permanently show an organization's day to day operational activities. Very imperative in relations to operational activities is the culture's innermost echelon, which is called fundamental assumptions (Schein 1985, 1992).

Fundamental assumptions can be related to the collective learned resolutions to issues that are related to peripheral adjustment and in-house incorporation. These resolutions increasingly become very obvious assumptions that cannot be raised as issues later on. Issues associated to peripheral adjustment distress perceptions of the business duties and purposes as well as the ways to execute and measure them. A resolution has to be discovered for them so that the firm can operate successfully in the geographical settings. Issues associated to in-house incorporation and to preserving operational aptitude regarding the establishment of a unified mode of expression and phenomena, describing collective limits, the echelon of power associations and relationship, as well as techniques of compensation and retribution. A resolution has to be discovered for these so that employees of the business settings can operate collectively in an ordered and conventional working environment (Schein 1985, 1992).

Schein (1985, 1992) also differentiates the perceived innermost fundamental assumptions, which correlate, for instance, to perceive the individual character as well as to the kind of information and the individual action of concern. These are stoutly affected by the culture of the country, but a business organization constantly creates its own perception of them in its operational activities. It can be assumed that the innermost fundamental assumptions firstly operated as a foundation for understanding in examining and solving the issues of in-house incorporation and peripheral adjustment. That is to say, they stimulate the way the employees of a business organization feel, reason and perceive in issues associating to the business organization (Hatch, 2007).

However, even though fundamental assumptions coordinates the activities of the employees of a business organization, the organization's fundamental assumptions cannot be drawn from that type of activities. Activities are also constantly affected by particular circumstance and personal indicators (Schein 1999). Adopted customs and an organization's formal regulation may, nevertheless, be in divergence with day to day (artifact echelon) activities. Therefore they can additionally be in discord with the fundamental assumptions, which in the final part control these activities. Business organizations might not automatically see this discord themselves or they might still enthusiastically refute its subsistence.

### **Significance of the Theory**

This theory is relevant to the current study because it outlined how the organizational blueprint, value, norms, ethics can be used as a tool to solve all organizational issues and handle whatever change or shock in the organizational system, which will continuously lead to appreciable performance of quoted banks in Nigeria.

### **2.7 Empirical Review**

Owoyemi and Ekwoaba (2014) carried out a research to analyze well-built organizational culture as an instrument for business administration to manage, encourage and augment/enhance organizational growth in some selected federal government higher institutions in Lagos mainland local government area of Lagos state. Descriptive analysis method of research was utilized for the purpose of the research. The main research tool utilized is structured questionnaire and was administered personally to 120 staffs of the Human Resources Departments of the selected institutions. The outcome of data collection gave a response rate of 90 percent because 108 questionnaires were well completed. Data analysis method used for the research is descriptive and inferential statistics. The findings revealed that organizational culture is a useful tool that be utilized by both administrative apparatus and employees activities, and consequently should be introduced and used in as much as it will bring about productivity and correlate to high level of performance, nevertheless, other ways of getting the desired performance must be introduced and put to use. The research showed that organizational culture is indefinite and can bring about shutting down of mind and limitation and diminution of independence. The study variables is however limited to the scenario of business management and development while the current study is trying to fill the gap by taken on the wider area of industrial development. The current study will also complement the inadequacies by further adopting both qualitative and quantitative analysis for the present study.

Newman (2006) conducted an exploratory research to explore the effect of the culture of an organization on the performance of same organization. The research was carried out in different London centered charters of telecom organizations. The main objective of this research is to find out the effect of culture of an organization on performance of same organization with a view to understand how the culture of a business firm helps in stimulating the required firm performance. The use of balance score card was adopted to estimate the organizational performance. Descriptive survey quantitative technique was also utilized, a process whereby questionnaire was used to obtain the relevant data. The use of questionnaire was adopted based on the appraisal of previous literature. 22 questionnaires was administered to the research respondents and only 15 questionnaire out of the total are returned and found to be valid for the research. The results revealed that all the facet of the organization culture do affect the diverse standpoints of organizational performance. This study has a narrow scope in that it concentrates majorly on performance while the present study will elaborate on the overall development of the organization. Also just few respondents were selected, meanwhile the current study will make use of a very wide sample in filling the gap in order to obtain a generalizable results.

Naranjo-Valenciaa, Jiménez-Jiménezb and Sanz-Valle (2015) conducted a research with the main objective of examining the connections between organizational culture and company's performance by using a sample of industrial organizations. The findings revealed that organizational culture can promote innovation, just as it can enhance the company performance, or it could additionally be an impediment for them both, with consideration on the norms fostered by organizational culture. It has been discovered particularly, that an autocratic organizational culture is the most excellent predictor of innovativeness and good performance. Considering these findings, it was summarized that, innovation arbitrates the association between definite forms of organizational cultures and company's performance. This study is limited in scope has it dwelt majorly on empirical evidences using only qualitative method of analysis, however the current study will fill the gap in literature by handling the subject in a comprehensive manner while adopting the descriptive method using qualitative and quantitative method of analysis.

Daher (2016) carried out a research to trace the foundations of organizational culture, offers some description and forms of organizational culture, innovation and innovation representations, organizational innovation, and proposes an abstract structure to demonstrate the association between the organizational culture and organizational innovation. In conclusion, the research augments theoretical and empirical suggestions concerning organizational tenets and organizational innovation. This study is limited in scope also has it dwelt majorly on empirical evidences using only qualitative method of analysis, however the current study will fill the gap in literature by handling the subject in a comprehensive manner while adopting the descriptive method using qualitative and quantitative method of analysis.

## **III. Methodology**

### **3.1 Research Design**

The current study adopts the descriptive survey design because of its efficiency in data gathering, considering the study's large population size.

### **3.2 Study Population**

The target population for this study comprises the entire population of banks in Abuja. This comprises the 19 money deposit Banks namely Access Bank, Fidelity Bank, FCMB, First Bank, GTB, Union Bank, UBA, Zenith Bank, Citi Bank, Eco Bank, Heritage Bank, Keystone Bank, Polaris Bank, Stanbic IBTC, Standard Chartered, Sterling Bank, Titan Trust Bank, Unity Bank, and Wema Bank.

### **3.3 Sample and Sampling Technique**

The study utilized a two-stage sampling process. Five banks (Access, First, GTB, Union and Ecobank) were selected for this study based on the kind and category of services offered. Access Bank was selected being a new generation bank with cross culture as a result of recent acquisition of Diamond Bank, First Bank for being among the 1<sup>st</sup> generation banks but with a modern culture, GTB because of its orange rules and IT culture, Union Bank because of the ancient culture and Wema Bank because of its regional affiliation. 20 staff were purposively selected from each of the banks to give a total of 100 as the sample size.

### **3.4 Data Collection**

Copies of the questionnaire were distributed by the researcher by hand (Ecobank) and by mail (other banks). The respondents were given some time to make their responses after which the returned copies of the questionnaire were assembled for analysis

### **3.5 Data Analysis**

A combination of descriptive and inferential statistics was used in the study. This method involves the use of descriptive statistics techniques such as frequencies and simple percentages. The frequencies are evaluated while the simple percentages are calculated and interpreted accordingly. The hypotheses were tested using SPSS Statistical tool.

### **3.6 Model Specification**

The mathematical model used to show the functional implications of organizational culture on business growth.

Dependent variable: business growth is captured by employee morale, job quality and customer satisfaction.

Independent variable: Organizational culture was captured by organizational value, work environment and operational strategy

$$Y = (y_1, y_2, y_3)$$

Y = Business growth

Where:

$y_1$  = employee morale

$y_2$  = product quality

$y_3$  = customer satisfaction

X = Organizational culture

$$X = (x_1, x_2, x_3)$$

Where:

$x_1$  = Organizational value

$x_2$  = Work environment

$x_3$  = operational Strategy

It can also be stated that the business growth is a function of organizational culture.

$$Y = (x_1, x_2, x_3)$$

Converting this functional relationship into a regression model, it becomes:

$$Y = \alpha_0 + \alpha_1 x_1 + \alpha_2 x_2 + \alpha_3 x_3 + \mu$$

$\alpha_0$  = constant term of the regression model

$\alpha_{1-4}$  = coefficients of parameter estimates of organizational culture

$\mu$  = Stochastic variable

### 1.6.1 Conceptual Model

The above is as graphically shown below:

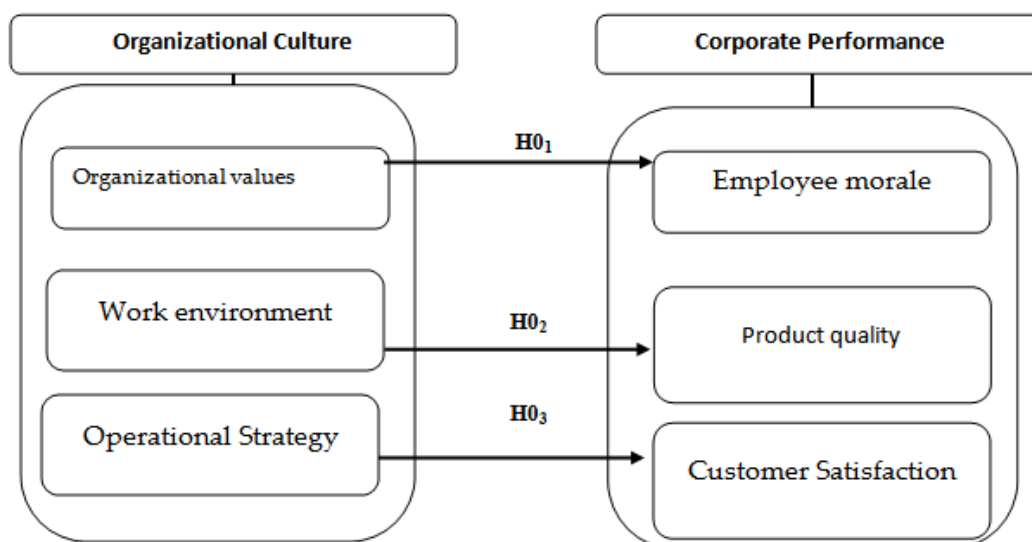


Figure 1: A self-developed conceptual model

The above model is designed to establish the relationship between organizational culture and business growth. Organizational culture is measured by organizational value, work environment and operational strategy. Business growth is measure by employee morale, product quality and customers satisfaction.

## IV. Results And Analysis

This section covers the analysis, presentation and the interpretation of the various data collected through the use of questionnaires. Questionnaires were administered to examine the implications of organizational culture on performance of quoted Money deposit banks. A total of 100 questionnaires were administered but the researcher was able to retrieve 97 questionnaires back and all were considered valid for this study. This represent 97% response rate in this study.

### 4.1 Testing of Hypotheses

In this section, the data collection are used to test the hypotheses, which were formulated earlier in chapter one. In practice, there are several statistical techniques available for testing hypothesis. However, for the purpose of this research work, the researcher used the Statistical Package for Social Sciences (SPSS) Version 20 in testing the hypotheses. Also, the multiple regression technique was adopted because of its simplicity as well as minimizes the squares of the residuals.

### 4.2 Restatement of Hypotheses

- H<sub>01</sub>: Organizational values do not significantly influence employee morale.
- H<sub>02</sub>: Work environment do not significantly influence product quality.
- H<sub>03</sub>: Operational strategy do not significantly influence customer satisfaction.

### 4.3 Results of hypotheses tested

Statistic	Hypothesis one	Hypothesis two	Hypothesis three
R	0.885	0.853	0.881
R <sup>2</sup>	0.783	0.727	0.782
AR <sup>2</sup>	0.710	0.636	0.711
error estimate	2.983	3.578	2.982
R. sum of square	96.100	102.400	95.200
residual sum of squares	26.700	38.400	25.600
DW	1.455	1.598	1.444
C	-4.500	-4.800	-4.900
Coeff.	3.100	3.200	3.500
P-value	0.046	0.066	0.035

SOURCE: Compiled by researcher from the results of SSPS software, V. 20.

#### **4.4 Analysis and Discussions**

The result of hypothesis one tested shows that the R correlation coefficient is 0.885 signified that there is a very strong relationship between organizational value and employee morale. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by  $R^2$  shows that 78.3% of the variation in employee morale can be explained by organizational value. Hence, the Adjusted  $R^2$  is 71.0%. This explains that the independent variables specified in the model can explain only about 71.0% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 2.983. The regression sum of square 96.100 is more than the residual sum of squares 26.700, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

It is said that auto-correlation assumption is that a succeeding values of the random variable (u) are temporary independent; Auto-correlation usually indicated that an important part of the variation of the dependent variable has not been explained and it is usually dictated by Durbin Watson (DW) statistics. The acceptable value for the Durbin Watson Statistic is 2 but it permits a range of 0.2. The Durbin-Watson Statistic is 1.455 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.500. This implies that when all the model parameters are zero, there will still be an effect of -4.500 on the employee morale. This is accounted for by other factors not specified in the model.

However, the significance value (p-value) of 0.046 is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We therefore conclude that organizational values does significantly influence employee morale in the banks.

From hypothesis two, the R correlation coefficient is 0.853 signified that there is a very strong relationship between work environment and product quality. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by  $R^2$  shows that 72.7% of the variation in product quality can be explained by work environment. Hence, the Adjusted  $R^2$  is 63.6%. This explains that the independent variables specified in the model can explain only about 63.6% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 3.578. The regression sum of square 102.400 is more than the residual sum of squares 38.400, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

The auto-correlation dictated by Durbin Watson (DW) statistics is 1.598 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.800. This implies that when all the model parameters are zero, there will still be an effect of -4.800 on the product quality. This is accounted for by other factors not specified in the model.

However, the significance value (p-value) of 0.066 is greater than 0.05, the model is not significant. Therefore, the alternative hypothesis is rejected and the null hypothesis is accepted. We therefore conclude that work environment does not significantly affect product quality of the banks.

The result of hypothesis three tested shows that the R correlation coefficient is 0.881 signified that there is a very strong relationship between operational strategy and customers' satisfaction. The degree to which the independent variables explain the dependent variables called coefficient of determination which is represented by  $R^2$  shows that 78.2% of the variation incustomers' satisfaction can be explained by operational strategy. Hence, the Adjusted  $R^2$  is 71.1%. This explains that the independent variables specified in the model can explain only about 71.1% of the variations in the dependent variable. With the linear regression model, the error of estimate is low with a value of about 2.982. The regression sum of square 95.200 is more than the residual sum of squares 25.600, which means that more of the variation in the dependent variable is explained by the model; hence variation explained that the model is not due to chance.

It is said that auto-correlation assumption is that a succeeding values of the random variable (u) are temporary independent; Auto-correlation usually indicated that an important part of the variation of the dependent variable has not been explained and it is usually dictated by Durbin Watson (DW) statistics. The acceptable value for the Durbin Watson Statistic is 2 but it permits a range of 0.2. The Durbin-Watson Statistic is 1.444 and since it falls within the acceptable range, the model is free from autocorrelation and is reliable. We conclude that the model shows positive serial autocorrelation. Thus, the constant or intercept is -4.900. This implies that when all the model parameters are zero, there will still be an effect of -4.900 on the customers satisfaction.

However, the significance value (p-value) of 0.035 is less than 0.05, the model is significant. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. We therefore conclude that operational strategy does significantly influence the customer satisfaction.



## V. Conclusion And Recommendations

### 5.1 Conclusion

Well-structured organizational culture is fairly indefinite, even though it appears constructive as it is revealed in this study as a catalyst for Corporate Performance, it can as well culminate into shutting of wits and limitation and decrease of independence, but as revealed in this study, if proper changes can be made, such culture can be effective and adaptive.

It gives also course and simultaneously prevents the employees from considering reality. Therefore, well-structured organizational culture is a double sided blade that can slice through both the administrative and the workers in the organization.

Similarly, the subject of effective organizational culture being adaptive should be centered on either it has been incorporated into the liability or asset. However, the study explored the implications of organizational culture on Corporate Performance of Nigeria banks. Based on the data collected, presented and analysis and the result of the statistical test, the following conclusion are discernible:

That Organizational values do significantly influence employee morale.

That Work environment do not significantly influence product quality.

That Operational strategy do significantly influence customer satisfaction.

The above variables are instrumental to high performance by the Nigerian Banks

### 5.2 Recommendations

Having summarized and concluded the work, the following recommendations among others would serve as ways enhancing business growth in Nigeria banks.

1. Banks should take up cultures that boost the morale of employees to stimulate growth. These standardized values should be strictly enforced and reviewed from time to time in accordance to the place, environment and time.

2. That in as much as Work environment an important factor in organizational culture, it has no effect of product quality. When it comes to product quality in banks, other factors subject to further research should be explored.

3. Operational strategies should be tailored towards customer satisfaction which invariably promotes corporate performance. Therefore, the Richards Gustafon (2019) theory of linking long term with short term corporate decisions should be followed in order to create an effective management team poised towards customer satisfaction which invariably leads to high performance.

4. Further research should be conducted on non-profit organization especially as their culture affects attainment of strategic goals

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