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Organizational Culture and Performance of Selected Banks in Awka-Urban, Anambra State

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ABSTRACT

This study aims to determine the relationship that exists between organizational (bureaucratic and innovative) culture and market share and profitability performance of selected banks in Awka-Urban. To achieve this, it was hypothesized firstly that there is no relationship between bureaucratic culture and market share and secondly that there is no relationship between innovative culture and profitability. Using a modified version of Wallach (1983) organizational culture index (OCI), survey questionnaire was designed and distributed in the selected banks to solicit data on personnel perceptions of their organizational culture and performance. Mean score and analysis of variance (ANOVA) of responses to the questionnaire as well as Pearson correlation coefficient results indicate that bureaucratic culture has no direct impact on market share as an aspect of organizational performance. The study shows as well that Innovative culture has a strong positive relationship with organizational performance, that is, profitability. Based on these results, it is recommended that attention ought to be paid to innovative culture to boost organizational performance. This is pertinent because as suggested by Denison and Fey (2003) "a well-conceived and well-managed organization culture traceable to organization success implies the differences between success and failure in any demanding environment".

INTRODUCTION

A performing organisation is one with higher financial performance, and a higher level of satisfaction among all the stakeholders. A high performing organisation can react quickly to their customers' demands, provide good quality services and products, and continue to improve their competitive ability (Robertson, Callinan &Bartram, 2002). According to Denison and Fey (2003), organizational performance can be measured by such subjective criteria as overall performance, market share, sales growth, profitability, and employee satisfaction, quality of products, services, and new product development.

From time to time, banks do experience variations in their performance. A number of specific factors such as poor management, low capital, ineffective risk management and debt overhang, incomprehensive and shadow transaction reporting, indigenization policy, global economic crises and financial distress in internal economy and poor positioning for competitions are said to be responsible (Atuche, 2009). In a broad sense however, these specific factors are broken down into government policies, leadership quality and styles, personnel characteristics and organizational or corporate culture (Manjegowda, 2011).

A quick look at organizational culture for instance, indicates that every corporate organization do have a culture and this culture powerfully impacts positively or negatively, on the behaviours of managers especially in their decisions and strategies (Deal and Kennedy, 2000). Culture is also said to be the foundation of shared standards of behavior among employees. Organizational culture has been assumed to have important implications, not only for the individual's affective reactions to organizational life, but also for organisational performance (Denison and Fey, 2003). To this effect, Manjegowda (2011) asserts that organizational culture is capable of distinguishing one organization from others and could possibly aid in clarifying why different approaches are used in the management of one institution as distinct from the others. It is also capable of shedding light on why there are variations in the output rating of one organization as distinguished from the other. In Liu's (2009) view, "a well-conceived and well-managed organisational culture is linked closely to organisational success and could also mean the difference between success and failure in a demanding environment".

With relations to the Nigerian banks, the issue of corporate culture is only more conspicuous during turbulence, low performance and reforms periods. Perhaps, the plethora of reforms, passing through four phases between 1929 to 1951, 1952 to 1971, 1982 to 2004, and then 2004 may actually be a quest for strong culture that can promote positive performance. This is the case because of the way banks are called upon to cultivate culture of good practices. This leads to a deduction that the real objective of the reforms is in reality geared towards ensuring a well cultivated and well managed culture in order to achieve better performance.

It may be estimated that banks reformers are aware of the fact that regulations or deregulations, technological revolutions or expansion of existing markets as a way of opening up for competition do not necessarily lead to better performance especially when such efforts neglect the corporate culture of the institution. Negligence of corporate culture it is hypothesized can create certain complexities and dynamics that have spiral effects when the reforms are not tailored towards existing organizational culture (Liu, 2009). The case in 2007, during the Soludo reforms, when a number of banks that could not meet certain financial requirements for operations were forced to merge and those that fail to get partners to merge with, as a result of cultural incompatibility had to fold up could be used to illustrate this. Again showing that organizational culture is so vital for changes to have effects, such changes must blend with existing institutional culture.

In the light of this, Pettinger's (2000) argues that "sound strategies and innovations do not necessarily lead to success in organization if there is no attitude of flexibility, dynamism and responsiveness". It was also pointed out too that flexibility, dynamism and responsiveness can be promoted only in organization that has in place cultures and structures that are positive and organic and is able to foster the development of human resources to its maximum capacity (Pettinger, 2000). In a similar vein, Kazmi (2008) indicates that:

> *"the phenomenon that often distinguishes good organization from bad ones could be sum up as 'corporate culture'. The well-managed organizations apparently have distinctive cultures that are, in some way responsible for the ability to successfully implement strategies".*

Now, Awka-Urban houses regional branches of most of the twenty five banks out of eighty three banks existing in Nigeria that survived the Soludo reforms. Though these banks are said to have consolidated and modernized, not all of them may have the same performance rating. What is pertinent to explain is why organisations that have equal level playing ground will vary in their periodic performance internally and when performance is compared at inter-institutional levels. Since organizational culture is implicated as a meaningful variable that contributes to corporate performance and hence identified as one of the major determinants of success in many corporate institutions, it will be interesting to know the distinctive link between organisational culture of the banks selected for study in Awka-Urban and the performances of these banks.

The problem with the study of organizational culture is that "culture is obviously a complex phenomenon, and its influence within an organization is ubiquitous" (Amah, 2012). This is reflected in the loaded and fluid nature of the term culture itself and the fact that culture as a term often defies a generally acceptable definition. Kazmi (2008) however, attempts to define organizational culture as:

> *"...the set of important assumptions – often unstated – that members of an organization share in common. There are two major assumptions shared in common: beliefs and values. Beliefs are considered to be assumptions about reality and are derived and reinforced by experience. Values are considered to be assumptions about ideals that are desirable and worth striving for".*

Going by this definition, calving out indices for the measurement of culture is not as easy as that of performance. Such recurring terms as assumptions, values, beliefs and principles; are so vague and needed to be delineated to identifiable dimensions or traits to allow for easy measuring. Even at that, a host of scholars who have used such delineation to study organizational culture hardly agree on what constitute cultural dimensions. For instance, while

Wallach (in Manjegowda, 2011) holds that bureaucratic culture, innovative culture and supportive culture constitute the three dimensions of culture, Delobbe, Haccoun and Vandenberghe (2002) believe that culture could be measured from the dimension of people-orientation, innovation, outcome-orientation and bureaucratic orientation. For Gershon, stone, Bakken and Larson (2004), organizational culture should be measured from leadership characteristics, group behaviors and relationships, communications, structural attributes and quality of work life. This limitation notwithstanding, dimensional studies of culture as independent variables as it relates to organizational performance have yielded interesting results that have essential practical implications.

STATEMENT OF THE PROBLEM

Studies in Nigeria bordering on organizational culture as a way of explaining institutional detailed performance specifically in the banking sector are rare (series of hit-lists based on a query of the topic in Google Scholar search engines and library searches reveal scanty results relevant among which is Amah, 2012). The fact that most studies on organizational culture and corporate performance have been limited to some specific regions of the world, geographical restricted in scope and tailored mostly to non-banking sectors create a vacuum in our knowledge of the relationship between Nigerian corporate culture and performance. Illuminating as research results from outside might be, studies carried out outside Nigeria provide no extra evidence or deep understanding on the relationship between organizational culture and the performance of the Nigerian banks. Besides, organizational culture has been seen from the 1980s as a fertile research area that provides insights into why performance varies periodically within an organization and why organisations differ in their performance generally. This line of research has yielded results that is now being used to compare inter and intra-organisational performance.

OBJECTIVES OF THE STUDY

The major objective of this study is to determine the type of relationship that exists between organizational culture and performance of selected banks in Awka-Urban. The specific objectives are:

i. ascertain the relationship that exist between bureaucratic culture and performance (market share) in the selected banks
ii. find out the relationship that exist between innovative culture and performance (profitability) in the selected banks

RESEARCH QUESTIONS

Based on objectives stated above, the following research questions have been formulated.

a) What is the relationship between bureaucratic culture and market share in the selected banks?
b) What is the relationship between innovative culture and profitability in the selected banks?

HYPOTHESIS

Ho_1: there is no relationship between bureaucratic culture and market share in the selected banks.
Ho_2: there is no relationship between innovative culture and profitability in the selected banks

Significance of the Study

This study would provide additional basis to explain why some corporate institutions are strong and other weak and by implication explain why some corporate institutions in Nigeria fail while others survive. Moreover, the research will attempt to contribute to the existing literature on organizational culture. The results of this study on organizational culture will offer recommendations for Nigerian banks on the building of organizational culture to facilitate the shaping of positive organizational behavior.

Scope of the Study

This study covers the relationship between organizational culture and the performance of selected banks in Awka-Urban. The study covers precisely two of Wallach's three dimensions of organizational culture. Only a few banks are selected for the study. These are First Bank, Guarantee Trust Bank, Union Bank, Access Bank, Diamond Bank and Enterprise bank.

Limitations of the Study

Since Nigerian banks have many branches scattered all over the country, it will be very difficult to access all the branches. In the study, only the opinion of selected respondents in the selected banks in Awka-Urban was surveyed. The researcher however, ensures that selected respondents are more conversant with the banking operations and performance in their branch. Though it is very desirable to survey the opinion of all the bank staff, this could not be possible due to logistics regarding staff availability and research duration.

REVIEW OF RELATED LITERATURE

Conceptual Review

This conceptual review covers the meaning of organizational culture, dimensions and measurement of organizational culture, the meaning of performance, models and criteria for measuring performance and the theoretical framework.

Meaning of Organizational Culture

To date, a widely acceptable definition of organizational culture is difficult to come by. The problem is that simplified definitions of organizational culture give a vague description of it while comprehensive definitions are over-chocked, verbose and contentious. What is certain is that when scholars speak about culture at the organisational level, they refer most often to organisational values and norms, as well as assumptions and beliefs that are shared by members of such organisation (Wilson, 2001).

For instance, Wilson, McCormack and Ives (2005) echoing Drennan (1992) define organizational culture as: *"the way things are done around here, and encompass a shared understanding of beliefs and actions that are obtained through group socialization and learning."* The remarkable thing in most definitions is that organizational culture is seen as a social, cognitive and psychological phenomenon transferable through group interactions and learning. Manley (2000) nevertheless, sees organizational culture as a social and psychodynamic behavior composed mainly of conglomerations of shared values and beliefs interacting with an organization's peoples, structures, and systems in order to produce shared behavioural norms. For Hofstede (2001) organizational culture is "the collective programming of the mind which distinguishes the members of one group or category of people from another". In order words, organizational culture is an assimilation process that exists within an organization to enable the members attain organizational objectives. Speaking from that same mind and behavioural control perspectives, *Denison (1990)* defined organisational culture as:

> *"...underlying values, beliefs and principles that serve* as a *foundation for an organisation's management system* as *well* as *the set* of *management practices and behaviors that both exemplify and reinforce those basic principles"*

Wilson (2001) nonetheless, gave a componential definition of organizational culture by breaking it down into two levels; the visible level and the less visible or deeper level. The visible aspects involve the structural, the social environment, the patterns of behaviours, and the written and spoken language used by the group. The less visible or deeper aspects of organisational culture include the shared values and basic assumptions of a group. Shared values comprise of the goals and concerns that shape a group's sense of ideal. The notions about values and basic assumptions acquired by individual however, can vary greatly when group variations are introduced.

One of the advantages of the breaking down of the meaning of organizational culture into components is to enable scholars to offer explanation on the specifics, discriminance and convergence of what constitute dimensions of organizational culture. Such attitude has made the study of organizational culture more malleable to measurement especially in relations to dependent variables such as performance. Though a wide study of the significations of culture has yielded such psychographic terms as compiled by Manjegowda (2011) such as values, beliefs, norms, expectations, perceptions, attitudes, meanings, patterns of assumptions, symbols, rituals and myths, cognitions, philosophies, and ideologies, it is clear nonetheless that organizational culture is about shared dispositions of members as distinguished from individual dispositions or characteristics and the accumulations of these shared dispositions do provide clues to what constitute the dimensions of culture.

Dimensions and Measurement of Organizational Culture

Delobbe et al., (2002) once argued that the dimensions of organizational culture remains one of the greatest theoretical knobs needed to comprehend the functioning of any organisations. But, like the definition of culture, there is no consensus on any given set of culture dimensions that could be used to describe and compare organizational culture. In a review of the dimensions of organization culture for a PhD thesis, Manjegowda, (2011) stated that there are not less than thirty-one (31) most commonly cited dimensions of organizational culture. In this seminar work, only five of these dimensions cited in works between 2002 till date are reviewed here just to demonstrate the proliferations of organization culture dimensions.

Delobbe, Haccoun and Vandenberghe (2002) hold that there are four dimensions of organizational culture namely people-orientation, innovation, outcome-orientation, and Bureaucratic-orientation. For Van den Berg and Wilderom (2004), organizational culture has five dimensions, that is, Autonomy, external orientation, interdepartmental coordination, Human Resource Orientation, and Improvement-Orientation. Gershon, Stone, Bakken, and Larson (2004) believe the dimensions of organization culture constitutes Leadership characteristics, group behaviours and relationship, communications, and structural attributes of quality of work life. Tsui, Zhang, Wang, Xin, and Wu (2006) are of the view that organizational culture is made up of Harmony and Employee orientation, customer orientation, systematic management control, innovativeness, and outcome orientation. In Prifling's (2010) work, it was stated that Safeguarding culture, consensus orientation and sustainability are the main dimensions of organizational culture. A close assessment of these dimensions as given by these scholars shows that these dimensions are re-incarnation of dimensions already given in earlier works (seeWallach 1983, Hofstede, Neuijen, Ohayv, and Sanders 1990, Denison and Mishra 1995).

In an earlier study carried out by Wallach's (1983), three dimensions are captured as constituting the dimensions of organizational culture. These cultural elements are grouped together by Wallach in an index comprises of 24 items, with eight items assigned to each of the three dimensions of organizational culture and survey respondents are expected to say the extent to which each of the items reflects their organization. Response options range from 0 ('doesn't describe my organisation') to 3 ('describe my organization most of the time').

Wallach's dimensions describe three types of organizational culture, i.e., bureaucratic, innovative and supportive culture. In Wallach's estimations, bureaucratic culture involves such cultural elements as power-oriented, structured, ordered, regulated and established work environment. Her innovative culture has such elements as risk-taking, result-oriented, creative, stimulating and challenging environment while in supportive culture, possesses such elements as relationship-oriented, personal freedom, safe, and trusting working atmosphere. Over the years, these dimensions have either been reconstituted or elaborated by scholars some of whom we have reviewed. It is intended that these Wallach dimensions will be used as a framework in this study.

Meaning of Performance

According to Rojas (2000), no topic since the evolution of organizational theory, has elicited great interest like organizational performance. Yet, it still difficult to stipulate with exactitude what is meant by the concept itself. The difficulty in stating with exactitude what performance means could be gleaned from the following assertion by Liu (2009):

> *To an economist or financial analyst, organisational performance is synonymous with profit or return on investment. To a production manager, performance often means the quality or quantity of output of goods or services. To a research scientist, performance may be defined in terms of the number of patents, inventions, or new products of an organisation. And for a number of social scientists, performance if (sic) often viewed in terms of the quality of working life.*

One of the definitions of performance that has remain classic up till date is that of Steers (1977). Steers defines performance in terms of "*an organisation's capacity to acquire and utilize its scarce and valued resources as expeditiously as possible in the pursuit of its operative and operational goals*". While Sheers recognizes the relevance of the entire factors of production in the performance of organisations, Robertson, Callinan & Bartram (2002) rather opine that an organisation's performance is about people and can be seen as the members seek to harness their efforts and their activities towards defining and attaining shared goals.

Models for Measuring Organizational Performance

Different models of organisational performance exist upon which study on performance can be premised. Several of these conceptual frameworks for organisational performance could be summarised into basic models such as goal attainment model, natural systems model, multiple-constituencies model and competing-value model or multidimensional model (see Liu 2009 for detail discussion). The relevance of a model of performance to be used in a study often rest on the research circumstances and on the purposes and constraints placed on the investigation.

Criteria for Measuring Organisational Performance

A number of criteria have been used in Past research to measure organizational performance. In Wall, Michie, Patterson, Wood, Sheehan, Clegg and West's (2004) views, there are two key measurement strategies in the study of organisational performance namely, objective measures and subjective measures. Objective measurements of organisational performance measurement is normally derived from externally recorded and audited accounts such as productivity, profit, or return on assets of an organisation (Wall *et al., 2004).*

Subjective measurements have also been used in studying the relationship between organisational culture and performance. These subjective measurements depend on data from questionnaires, interviews and observations (Wall, Michie, Patlerson, Wood, Sheehan, Clegg and West, 2004). For instance, Dess and Robinson (1984) subjectively measure a single item by simply asking respondents to rate "overall firm performance/success". In a similar study earlier carried out by Delaney and Huselid (1996), combined responses to four items rating performance with respect to marketing, growth in sales, profitability, and market share. But Denison, Lief & Ward (2004), design seven items to measure organizational performance. These items included overall performance; market share; sales growth; profitability; employee satisfaction; quality of products and services; and new product development. From the forgoing review, the reliability of the study depends less on the number of items measured as to the correctness of analysis and interpretation of the outcome. In the current study, two items, profitability and market-shares is used to establish the relationship between organizational culture and performance of the Nigerian banks.

The Links between Organisational Culture and Performance

Part of the reasons for studying organizational culture since the 1980s is to understand the links between organisational culture and performance. Taking as example two recent studies, Flamholtz (2001) investigated the influence of organizational culture on institutional performance based on a single sample of a medium-sized industrial enterprise with twenty operating divisions in US. In the said study, five hypothesized organisational cultural elements: (i) people scale, (ii) customer scale, (iii) performance and accountability scale, (iv) teamwork and communication, and (v) corporate citizenship was applied to the study of corporate culture and reports a statistically significant evidence of the impact of organisational culture on financial performance. It was also reported that the aspects of the organisation that perform better were those that acted in ways consistent with the desired organisational culture. In a conclusion, it was remarked that organisational culture was a significant factor for an organisation's success and that effective management of culture enhance profitability.

An extension of the study reviewed above by Flamholtz and Kannan-Narasimhan (2005) to evaluate the level of the effect of the different cultural dimensions on financial performance, Flamholtz's (2001) five cultural factors were revised to a six factor scale as (i) a customer scale, (ii) a human resource practices scale, (iii) an identification with the company scale, (iv) a performance and behaviour standards scale, (5) a corporate citizenship scale, and (6) a communication scale. It was found that four cultural factors (customer service, corporate citizenship, performance and behavioural standards and identification with the company) have direct impact on the financial performance (measured by 'EBIT', or eamings before interest and taxes) of the company. Flamholtz and Kannan-Narasimhan (2005) considered these four factors primary cultural factors. The other two factors (human resource practices and organisational communication) were not correlated to financial performance, though they had a significant impact on all four primary cultural factors. These two factors were termed secondary cultural factors.

A number of researchers have also applied this theory in non-U.S companies in order to test the viability of this management theory. These studies showed strong support of sound correlation between organisational culture and performance. For instance, Ogbonna and Harris (2000) used a sample organisation selected from the UK using the following culture dimensions (i) Innovative culture, (ii) Competitive culture, (iii) Bureaucratic culture, and (iv) Community culture. The outcome of the study indicates that two culture dimensions (bureaucratic and community) shows no positive effect on the performance of U.K. companies studied. They however found out that, there is a positive influence of innovative and competitive (two dimensions of organizational culture) on performance. Ogbonna and Hams (2000) came to see innovation and competitiveness as externally oriented organisational culture and bureaucratic and community as internally oriented organisational culture. They explained that "an internally oriented organisational culture may prove comparatively disadvantageous when compared to the advantages possible with externally oriented cultures" (Ogbonna & Hams, 2000). The study concluded that organizational cultures could only be seen as a source of sustainable competitive advantage when they are adaptable to the external environment.

Furthermore, a quantitative study was conducted on 179 foreign-owned firms operating in Russia by Denison and Fey (2003) to test the findings in series of studies carried out in the US. The outcome of this external study indicated a consistent, significant positive link between a number of traits of organisational culture and performance. Unlike the US study, study on Russian firms showed that adaptability and involvement have the strongest correlation with the performance index of overall performance, profitability, and product development. But involvement and mission correlated better with market share, sales growth, employee satisfaction and quality. The mission was most highly correlated with performance dimensions. The results also supported the idea that different aspects of culture are linked to different elements of performance. This empirical study offers solid backing to a positive relationship between organisational culture and performance in other countries as well.

Theoretical Framework

The term organizational culture became popular in the 1980s and since then, a lot of approaches have been used to study them. Some of these studies focus on the hierarchy of organizational culture (Schein, 1992), the relationship between culture and organizational structures and designs (Handy, 1993), the behavior-oriented perspective of organizational culture (Denison, 2001; Peters and Waterman, 1982), the basic dimensional similarity between organizational culture and national culture (Hofstede, 1980) among others. In all these studies, the common hypothesis about the impact of organizational culture is that an organization that possesses a 'strong' culture, exhibiting a well-integrated and effective set of specific values, beliefs, and behaviors will perform at a higher level of productivity (see particularly Denison 1984).

In this study, Wallach (1983) organizational culture index (OCI) is used as a framework. This is because reviews of literature on organizational culture by Manjegowda, (2011) suggest that Wallach's three dimensions of organizational culture are the most accepted and widely used in the literature on the study of organizational culture. Most importantly, the reliabilities of Wallach's organizational culture index (OCI) have been established by a number of studies including Chen (2004), Lok, Westwood and Crawford (2005) and Chow and Liu (2007).

METHODOLOGY

Research Design

This study is design to determine the type of relationship that exists between organizational culture and performance of selected banks in Awka-Urban. To achieve this purpose, the study adopts a quantitative survey research method. This is to ensure that the research questions are answer in an exploratory way. Using quantitative survey methods, the instrument is tailored to focus on the vital facts that can be analyzed for an enhanced understanding of the associations that exist between organizational culture, the independent variable and organizational performance, the dependent variable.

To this end, a ten-item measure was adopted for this research to describe two types of organizational culture (Viz, bureaucratic and innovative culture). Wallach's organizational culture index (OCI) will be used to measure these two cultural items. Although her original organizational culture index (1983) contained 24 items measured on a four-point scale, the present study used only 10 items on a five point scale since we are studying two, with five items assigned to each type of organizational culture. Wallach's organizational culture index (OCI) is easily obtainable on-line and possess such qualities as good level of reliability, users friendly and a degree of relevance to the target population of this study (Manjegowda, 2011) . Kanungo et al. (2001) stressed that Wallach's OCI is a validated tool for practical evaluation of the dimensions of organisational culture. As for the assessment of performance, it is stated elsewhere that Market-share and profitability will be the two areas of performance to be evaluated. Hence, a two-item on performance is used to be measured on a five-point scale.

The Population of the Study

The research population includes Access Bank, Diamond Bank, Enterprise Bank, First Bank, Guarantee Trust bank, Skye Bank, Standard Chartered Bank, Union Bank, Unity Bank, Zenith Bank, Citibank Nigeria, Ecobank, Fidelity Bank, First City Monumental Bank, Mainstreet, Stanbic IBTC, United bank for Africa, Wema Bank and Keystone Bank.

Sample Size and Sampling Technique

Out of these, a sample of six banks: First Bank, Zenith Bank, Guaranty Trust Bank, Union bank, Access Bank and Unity Bank has been selected for this study. This sample is selected based on their reported performance as at 2013 (cf Daily Independent, on-line version May 8th, 2013 and September 27th, Bank rate table by CBN). The first three of this sample are shown to have excellent performance in terms of both deposit and lending while the last three have weak performance.

Method of Data Collection

The data needed for analysis is a quantitative survey assessment data on organizational culture and performance collected from middle level management employees (regional managers, Administrative managers, operation managers, supervisors, cashiers, etc.) of the selected banks. To be able to gather the data needed, a total of 60 questionnaires were distributed to the six banks (10 copies to each bank). The said questionnaire contains three sections, the biographical section soliciting personal information such as the name of the respondent's banks and the position of the respondent. The second section is designed to measure organizational cultural dimensions. The section therefore, contains 10 items intended to solicit data on bureaucratic culture and innovative culture being two dimensions of Wallach's three organizational cultural dimensions. The last section requests information on organizational performance. The areas of performance of which information is solicited are market share and profitability/return on investment. The responses to the questions were scaled, using a five-point Likert-like type rating scale with items ranging from one to five. The subjective measuring criteria are seen as a set of operational norms that can reflect organisational culture and business outcomes.

Validity of the Instrument

The objective of this study is to determine the type of relationship that exists between organizational culture and performance of selected banks in Awka-Urban. To determine the relationship, a survey questionnaire is considered an appropriate method for data collection. In one of their works in 2003, Denison and Fey developed Organisational Culture Survey (DOCS) in order to study of organizational culture. Since then, a number of academic studies such as Denison, Janovics, Young and Cho (2006) have used this survey patterns and have provided a statistical validation of Denison's Organisational Culture Survey to measure organisation culture.

This same survey questionnaire pattern was used by Manjegowda (2011) to study the impact of organizational culture on public universities downsizing in Australia. Liu (2009) also adopted survey questionnaire as a reliable and valid research instrument for the study of organisational culture and effectiveness. Survey questionnaire according to Liu (2009) "enables researchers to collect information for quantifying organisational culture and organisational effectiveness". In addition, Denison and Fey (2003), point out that the significant strength of the survey technique is its ability to provide unbiased basis for studying organisational culture using a method that can be applied to different organisations in the same way. The findings then provide a basis for comparison and generalisation.

Reliability of the Instrument

Around the world, organisations have also applied this questionnaire to diagnose their organisational culture and examine the impact of organizational culture on performance. This questionnaire in question was previously used by over 3,000 organisations and more than 100 000 respondents worldwide (Denison, Lief & Ward, 2004). This is because scholars studying organizational culture have found survey questionnaire very reliable. For instance, after collecting questionnaires that was distributed to participants in banks, Cronbach's Alpha Reliability Coefficient was applied, using the SPSS programme, to test reliability for measuring aspects of Denison's dimension of organizational culture. The calculated coefficients were 0.823 for involvement, 0.808 for consistency, 0.731 for adaptability, 0.876 for mission, and 0.882 for effectiveness, which suggests a strong positive item-homogeneity in this measuring instrument. This is significant as an indication of test reliability. It is one's estimation that the same rule of reliability will not be violated in this study.

Method of Data Analysis

Descriptive and inferential statistical techniques are used in analyzing data. The descriptive techniques used are percentages and arithmetical means. Percentage score of the respondents' biographical data was taken as well as the mean scores of bureaucratic and innovative culture. The mean score of performance (market-share and profitability) was also calculated.

Pearson's product moment correlation coefficient is used to calculate the strength, magnitude and direction of the relationship between organizational culture and the performance of the selected banks. correlation coefficients are used to reveal the extent to which two measurement variables "vary together" and the Pearson Product Moment Correlation Coefficient also facilitates the significance test of the relationships (cf (Thome &Giesen, 2003). After this, ANOVA was used to test the mean score differences among two cultural dimensions and ten cultural indices for the selected banks. In order to conduct the above statistical analysis, the Statistical Package for the Social Science (SPSS) computer software was used.

FINDINGS

General Observations

The pertinent findings following the mean score, ANOVA and correlation coefficient analysis between 10 cultural indices (5 indices for bureaucratic culture and 5 for innovative culture) and three subjective performance measures (market share, profitability and overall performance) indicates that the selected banks have bureaucratic culture that varies between banks (the mean scores of the five indices of bureaucratic culture are within the ranges of 3.88 to 4.40). ANOVA results of these data show that these variations in the six banks are significant (P-value=0.00, F=2.532). The mean score of data on innovative culture also indicates that each of the selected banks has innovative culture with variations between banks (the mean score of the five indices of innovative culture ranges from 3.92 to 4.68). ANOVA results of the data show that these variations between the six banks are significant (P-value=.000, F=2.625). The mean scores on performance (market share and profitability) show a high mean score except that Unity banks and union bank's score was slightly lower.

In the table presented below, a total of 30 correlation coefficients were calculated to enable us detect the relationship of the 10 cultural indices on the two aspects of performance measures. Out of the 30, 25 were positive while only 5 were negative. But none of the negatives was statistically significant. Out of the 25 that were positive, only 9 were statistically significant.

Hypothesis 1

Despite the significant mean score in existing bureaucratic culture, the outcome of Pearson's product moment correlation coefficient between bureaucratic culture and overall performance of market share as can be seen from table 1 and table 2 (Appendices A) shows that there is no relationship between bureaucratic culture and market share in all the banks under study (Pearson r=-0.17 at P-value=1.70). Yet, some of the aspects of bureaucratic culture (ordered and structured) fairly correlates positively with market share. Power-oriented, established and regulated produce results that cannot be considered to be statistically significant with market share. The study confirms the first hypothesis that there is no direct relationship between bureaucratic culture and performance in the selected banks

Hypothesis 2

With regards to innovative culture, the product correlation coefficient analysis of the cultural indices at 0.05 significant level (detail in Appendix A table 1and) manifest a strong positive relationship between innovative culture and profitability in all the selected banks. Most aspects of innovative culture, risk-taking ((average r=0.95), creative ((average r=0.85), challenging (average r=0.94) and result-oriented (average r=0.96) correlate strongly with profitability. This result fails therefore, to confirm the second hypothesis that there is no relationship between innovative culture and performance in the selected banks

DISCUSSIONS

Series of previous researches (Denison & Fey, 2003; Denison, Haaland & Goelzer, 2003; Coffey, 2003) have shown positive impacts of organizational culture on performance especially when Denison's theoretical framework is used. The use of Wallach's theoretical framework in this study while not negating in-toto the outcome of the study provide us with slightly different way of viewing the relationship between organizational culture and performance.

The answer provided to our first research question based upon the findings of this study does seem to indicate that there is no direct relationship between bureaucratic culture and performance (market share) in the selected banks. This outcome does not support the theoretical view including that of Max Weber (1864-19200) that bureaucracy with its culture is the *"ideal type of such formal organisations which are efficient, rational and honest;* nor does it affirm the common opinion among scholars that a sound bureaucratic culture leads to better organizational performance as was written by Jarvis, in 2003 saying that *"bureaucratic culture has the great capacity to be elegant, to work strictly, to* *empower and let them (employees) operate in coordinate way and position organization for better performance"*. The result of this study as it relates to bureaucratic culture and organizational performance (market share) suggest that such theoretical claim needs to be qualified.

The results of the analysis of the specific aspects of bureaucratic culture of the selected banks in relation to market share may lead one to say that a power-oriented, regulated, ordered, structured and established organization does not necessarily guarantee a boost in market share. Perhaps the general feelings of some scholars notably Jain (2004), that bureaucratic culture is "synonymous with corruption, inefficiency, concentrate power, poor decision-making, low creativity and managerial frustrations" makes some sense here. If this is the case then View such as this is capable of creating a situation that does not enhance the market share of an organisation. But care must be taken in one's interpretation because there is evidence in this study using *post hoc tests* that portrays some aspects of bureaucratic culture (structured and ordered) having positive but indirect impacts on organizational performance namely market share.

Though most of the respondents (100% of N=60) in this study reports that their banks are among the high performing ones, where the differences lie based on the analysis of our data is in the innovative culture. Following the Pearson's product correlation coefficient analysis, a strong positive relationship between innovative culture and profitability in all the selected banks is established. All the aspects of innovative culture, risk-taking ((average r=0.67), creative ((average r=0.65), stimulating (average r=0.69), challenging (average r=0.67) and result-oriented (average r=0.66) correlate strongly with profitability. This result shows that there is a strong positive relationship between innovative culture and performance in the selected banks. What this implies is that innovative culture just like organizational structure has a critical bearing on how decisions are made throughout an organization and defines the network of relationship and interactions that contribute to the implementation of the company's strategy and the overall success of an organization.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The major objective of this study is to determine the type of relationship that exists between organizational culture and performance of selected banks in Awka-Urban. Specifically to ascertain the relationship that exists between bureaucratic culture and performance (market share) in the selected banks and find out the relationship that exists between innovative culture and performance (profitability) in the selected banks. This study has shown that bureaucratic culture has no direct impact on market share as an aspect of organizational performance. It also shows that Innovative culture on the contrary has a strong positive relationship with organizational performance, that is, profitability.

According to Shaffer and Snape (2004) certain dimensions of organizational culture has significant implications for both the individual affective reactions to organizational life and organizational performance. It is therefore recommended that attention need to be paid to innovative culture to boost organizational performance. This is pertinent because as suggested by Denison and Fey (2003) *"a well-conceived and well-managed organization culture traceable to organization success implies the differences between success and failure in any demanding environment"*.

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Appendix A

Table 1: Correlations between culture indices and overall performance

		Market share	profitability	Overall performance
Power-Oriented	Pearson r	-0.10	-0.09	-0.05
	P-value	0.85	0.87	0.90
regulated	Pearson r	0.67	0.60	0.70
	P-value	0.15	0.20	0.08
Ordered	Pearson r	0.84*	0.17	0.22
	P-value	0.04	0.75	0.67
Structured	Pearson r	0.91*	0.68	0.26
	P-value	0.01	0.13	0.62
Established	Pearson r	-0.27	0.24	0.71
	P-value	0.61	0.65	0.11
Risk-taking	Pearson r	0.80	0.95*	0.84*
	P-value	0.35	0.00	0.04
Creative	Pearson r	0.11	0.85*	0.96*
	P-value	0.02	0.03	0.00
Stimulating	Pearson r	0.07	0.01	0.08
	P-value	0.86	0.97	0.76
Challenging	Pearson r	0.74	0.94*	0.93*
	P-value	0.09	0.01	0.01
Result oriented	Pearson r	-0.57	0.96*	0.62
	P-value	0.23	0.00	0.17

*Correlation is significant when P-value is less than 0.05

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Table 2: Correlations between culture dimensions and organizational overall performance

		Market share	profitability	Overall performance
Bureaucratic	Pearson r	-0.10	-0.09	-0.17
	P-value	0.85	0.87	1.70
innovative	Pearson r	0.67	0.60	1.25
	P-value	0.03	0.02	0.04

*Correlation is significant when P-value is less than 0.05