

**THE IMPACT OF ORGANISATIONAL CULTURE ON
ORGANISATIONAL PERFORMANCE IN NIGERIAN BANKS.**

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Abstract

Purpose

The purpose of this dissertation is to investigate the impact of organizational culture on organizational performance in Nigerian Banks.

Findings

Based on the hypothesis formulated for the research, three findings were made. First, that Leadership has a significant impact on Culture formation. Second, that the presence of Organizational Culture serves as a significant means in generating sustained Competitive Advantage. Thirdly, that Organizational Culture significantly impacts Organizational Performance.

Research Limitations

The methodological design and approach are some of the limitations of this study such as the sample size, methods for data analysis, research instrument. Also, the time constraints imposed on the project was another limitation as the researcher was compelled to work within the time limits given. This may have affected the richness of the results as more responses could have been collected and analyzed, to make the findings more robust and accurate.

Practical Implications

Managers need to be more deliberate in the type of leadership behaviors they exhibit, in order to encourage the development of cultures that create an enabling environment for organizational effectiveness and profitability. Also, there will be an increased need for organizations to develop strong cultures in the pursuance of significant business performance and in the long run, the development of competitive advantage.

Originality/value

This study contributes to the discussion on the interplay between the concepts of organizational culture, leadership and organizational performance/competitive advantage. Furthermore, its findings reinforce existing studies, with useful insights for academic practitioners and organizations alike.

Key Words

Organizational Culture, Leadership, Competitive Advantage, Organizational Performance

Submission of Thesis and Dissertation

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1.0 Introduction

1.1 Background of study

The purpose of this dissertation is to examine how organizational culture will impact organizational performance in the context of Nigerian banks located in the western part of the country, precisely Lagos state. For many decades, the topic on Organizational culture has featured prominently in the discussion amongst scholars in the field of organizational behavior and design (Shi and Wang, 2011; Uddin and Hossain, 2012). The dynamics of culture within the organizational context has been deemed to be quite vast and varied, leading to the rise of certain themes that seek to achieve a more in-depth investigation into the nature of organizational culture (Schneider, Ehrhart and Macey, 2013). For this research, the themes on i) Organizational culture and Organizational performance/competitive advantage and ii) Organizational culture and leadership will be focused on to carve out a discussion from the numerous empirical studies that exist on the construct.

Organizational culture has been identified as a key factor in the development of superior business performance (Szymańska, 2016). The role of organizational culture in encouraging organizational competitiveness, multiplicity, mergers, acquisitions, internal cohesiveness and different workforce improvements have made it a crucial requirement for advancing corporate survival, development and advancement. Culture is that element that differentiates an organization from other organizations with regards to innovation, change management, risk appetite, consistency and decisiveness (Yilmaz and Ergun, 2008). The culture of each organization is represented by the values, beliefs, customs and traditions of its members. Schein (2010) postulated that organizational culture is much more vital today with the advent of the data age, which has become a formidable force to reckon with and is further amplified by the prevalence of technological advancements greater than what was achievable in the past.

On the other hand, organizational performance can be described as the results realized in the achievement of the objectives of a firm (Wei, Liu and Herndon 2011). Organizational performance reflects organization's success and is considered as one of the basic notions in management (Amin, 2017). The link between organizational culture and performance has been determined, and an ample amount of available evidences corroborates the connection between an organization's culture and its performance (Mariama-Zakari and Owusu-Ansah, 2013). The culture of an

organization cannot be disregarded when considering some concepts that include stakeholder management, risk appetite, governance, etc. To a large extent, the performance of an organization is largely affected by its culture. Expanded profitability and effectiveness is accomplished when the guiding principle of the organization are emphatically accepted by substantial number of individuals in the association since they are focused on the goals and aspirations of the organization, which is reflected in the way they promote the extraordinary traits of the organization (Oparanma, 2010).

The link between leadership and organizational culture has also garnered increasing attention (Hopkins and Scott, 2016; Xie, 2019), as scholars have argued that the benefits of culture cannot be harnessed just by its mere existence but by the instrumentality of leaders who ensure that the employees are aligned with the company's values in the pursuance of its performance goals and objectives. Therefore, this shows that leadership and culture are connected (Ogbonna and Harris, 2000; Mohelska and Sokolova, 2015), as superior performance is dependent on the existence of a culture that embodies certain unique traits and characteristics that encourages productivity and efficiency, with the presence of leadership to reinforce the espoused values (Block, 2003; Schein, 2010) which drives organizational effectiveness, thereby generating sustainable competitive advantage (Bogdanowicz, 2014).

The proponents of the dynamic capability theory (Teece, Pisano and Shuen, 1997; Teece, 2007) argue that the presence of unique capabilities that are dynamic in nature are necessary for the development of sustainable competitive advantage in the rapidly changing business environment. These dynamic capabilities have also been identified as a firm's ability to combine, recombine and utilize internal and external competencies such as organizational and managerial processes, to achieve sustainable sources of competitive advantage. By organizational and managerial processes, this means "the way things are done in the firm, or what might be referred to as its patterns of current practice and learning" (Teece, Pisano and Shuen, 1997, pp. 518). Organizational culture, which embodies organizational and managerial processes, has been identified as a dynamic capability (Barney, 1986 & 2011), which can generate significant economic returns and sustained competitive advantage.

1.2 Statement of Problem

In the course of the most recent two decades, there have been remarkable changes in the characteristics of financial institutions in Africa, because of the entrance of new forceful rivals into the already competitive market as well as the increased financial maturity of customers and the more noteworthy and increasingly proficient utilization of data innovation (Rhine and Christen, 2008 cited in Mariama-Zakari and Owusu-Ansah, 2013). In the absence of strict regulations, there has been heightened competition amongst banks, which has caused the more fragile banks to become incompetent and powerless against the rising tide of competition in the marketplace. To increase competitive advantage for better performance, numerous organizations have rebuilt, consolidated, benchmarked, re-designed and executed quality administration programs which has yielded aggressive results and benefits. Despite these targeted efforts, organizations are yet to enjoy superior performance (Davidson, 2003; Zheng and McLean, 2010).

Ogbor (2012) has also argued that many organizations in Nigeria, especially in the banking sector, are plagued with problems of productivity. According to the researcher, there are several reasons for this which includes: an unclear vision, lack of direction, unfavorable societal conditions, high level of bureaucracy, lack of creativity, poor vertical correspondence, weak collaboration between cross-functional units, lack of cooperation, inferior idea and knowledge management. Also, the decline in global oil price of 2014 severely affected the Nigerian banking sector (Idris and Nayan, 2016), leading to revenue deficits, decrease in bank deposits, staff lay-offs and reduction in the volume of transactions (Osuma, Babajide, Ikpefan, Nwuba and Jegede, 2019). An investigation into the consistency of certain organizations in the area of financial performance have revealed that these institutions credit their prosperity to the unique cultural identity of their firms (Omogbe and Umemezia, 2017). As Barney (1986; 2011) postulated in his study, it could be assumed that the banks that have successfully developed a core set of values over the years would be able to stay afloat during such a volatile period, thereby remaining competitive and generating excellent business performance. Therefore, the purpose of this research is to examine how organizational culture will impact on organizational performance in the context of Nigerian banks located in the western part of the country, precisely Lagos state.

1.3 Research Objectives and Questions

This research work: ‘The impact of organizational culture on organizational performance in Nigerian Banks’ seeks to investigate how the firm’s culture may affect organizational effectiveness. Also, an attempt will be made to discover how leadership may impact on the development of culture as well as how organizational culture may promote not only significant organizational performance but sustainable competitive advantage in the long run. For the purpose of attaining these objectives, the following sub-research questions will guide the study;

1. To what extent does leadership affect organizational culture formation?
2. Can the presence of culture provide a means of generating sustained competitive advantage?
3. Does organizational culture affect organizational performance?

1.4 Research Value/Contribution

This study will contribute to the discussion on the interplay between the concepts of organizational culture, leadership and organizational performance/competitive advantage. Also, in the context of Nigerian Banks, few studies have investigated this interplay and so, by conducting this study, the existing researches will be further enriched, with valuable insights for researchers and managers alike.

1.5 Research Design and Context

For the purpose of this research, data will be gathered using quantitative approach by employing a survey research design to obtain data that will assist the researcher in vividly describing and interpreting the impact of organizational culture on the performance of banks in Lagos state, Nigeria. This approach was adopted since it supports the nature of the research problem, which seeks to determine the relationship between variables (Saunders, Lewis and Thornhill, 2019). The study will also adopt convenience sampling in selecting banks based on easy accessibility and proximity for the researcher. After the primary data has been successfully collected, the researcher will adopt descriptive and inferential analysis for the purpose of analyzing the data. According to Creswell (2019), these methods of analysis are suitable for organizing data into meaningful

formats and formulating findings based on what the data depicts. Ethical considerations will also be taken note of to ensure confidentiality and informed consent from the participants.

1.6 Structure of Thesis

Chapter One: Introduction

This chapter provides a background to the study as well as the research problem. The research objectives are provided, including three sub-questions that seek to guide the course of the study and followed by the research value and design.

Chapter Two: Literature review

This chapter provides a review of the relevant existing literature on organizational culture and two themes prevalent in the discourse on the concept, as well as review of the literatures on organizational performance, Dynamic Capability theory and the organizational culture-performance link.

Chapter Three: Methodology

This chapter will address the research design selected, population size, Sampling technique, Data collection and analysis methods as well as the ethical considerations that will be applied.

Chapter Four: Data presentation and Analysis

This chapter will contain an analysis of the primary data collected using the research instrument as well as the key findings derived from testing the hypotheses.

Chapter Five: Discussion, Practical implications and Limitations

This chapter will provide a discussion of the research findings to address any possible links found regarding the literatures reviewed and if the research objectives and sub-questions were achieved. Also, the practical implications and limitations of the study would be addressed.

Chapter Six: Conclusions and Recommendations

This chapter will provide a conclusion on the research problem, recommendations as well as suggestions for future research.

2.0 Literature review

2.1 Introduction

This section will examine the existing literature concerning the relationship between organizational culture and organizational performance. The literature review has been structured in the following sections; the first section covers the conceptual review; the second section covers the theoretical framework on organizational culture and performance while the third section comprises of the empirical review on the relationship between organizational culture and organizational performance.

2.2 Conceptual Review

This segment gives a summary of concepts utilized in the report. They include culture, organizational culture, organizational culture and leadership, organizational culture as a source of competitive advantage, organizational performance and measures of financial and non-financial performance.

2.2.1 Culture

The concept of culture has been subject to various definitions and interpretations. Parsons and Shils (1952) defined culture as a system of values, norms and symbols that control the processes and actions people undergo in decision-making. They also argue that culture shapes the way people interrelate with one another. Similarly, Trompenaars and Hampden-turner (2004) defined culture as a collective system of meanings which influences what people focus on, how they behave and what they consider as value. These shared systems of meanings vary from one culture to another-that is, people from different cultures will have unique & diverse perspectives and ideas of what culture means to them. Furthermore, the meaning that people confer on an organization and its formation, processes and policies will be culturally defined (Trompenaars, 1994).

From the viewpoint of these authors, it could be deduced that the elements of culture are intangible and one that has significant effect on human behavior. Hofstede's perspective on culture takes a relatively different approach by defining the concept as the "collective programming of the mind

that distinguishes the members of one group or category of people from others” (Hofstede, Hofstede and Minkov, 2005, p.6). According to the author, the programming of the mind begins during the first ten years of childhood and is significantly influenced by the social groups present at that time as well as the external environment (Hofstede, 2011). This idea was based on a research carried out in the 1900’s and published in *Cultures and Organization: Software of the mind*, using IBM employees from 50 subsidiaries to examine cultural differences among countries (Shi and Wang, 2011). His results showed similarities in organizational practices (organizational culture) amongst the employees, which are learned when a person joins an organization as well as some marked differences in organizational values, which he termed “national culture”. The disparity present in the results is evidenced by his argument that the term “culture” cannot be used to collectively examine culture in an organizational setting or in a national context, since values (national culture) are developed at the early stages of youth and remains firmly rooted in the mind (Hofstede, Hofstede and Minkov, 2005; Minkov, 2018).

However, this research is based on organizational culture and its impact on performance in an organizational context. And so, the construct of organizational culture is most relevant for that purpose and will be focused on & discussed in the next paragraph.

2.2.2 Organizational Culture

Organizational culture has been defined by various scholars (Peter and Waterman, 1982; Schein, 1983; Cooke and Rousseau, 1988; Hofstede, Neuijen, Ohayv and Sanders, 1990; Van den berg and Wilderom, 2004; Schein, 2010; Khan, Usoro, Majewski and Kuofie, 2010; Amin, 2017).

The two main approaches that have been observed in the many definitions of organizational culture are; the value approach and work practice approach (Khan et al, 2010). It has been argued by scholars that organizational Culture has at its core; a system of shared values that significantly influences behavior in the workplace (Peter and Waterman, 1982; Khan et al, 2010; Schneider, Ehrhart and Macey, 2013; Amin, 2017). Organizational culture has been termed as a shared system of values, beliefs and basic assumptions that have been developed and accepted by a given group before it is taught to new members as the proven way of solving internal and external problems (Schein, 1983; Schein, 2010). Cooke and Rousseau (1988) defined the construct of organizational culture as the shared values and beliefs that directs the behavioral patterns of members in a

given unit. Therefore, these authors agree that organizational culture is made up of some unique elements which reinforces behavioral patterns amongst members in a group.

Proponents of the work-practice approach emphasize that practices performed by employees in the day-to-day running of an organization is the core of organizational culture. Van Den Berg and Wilderom (2004) defined organizational culture as collective perceptions of work practices that exist within units in an organization. In the same vein, Hofstede, Hofstede and Minkov (2005) termed organizational culture as a system of shared work-practices influenced by symbols, heroes and rituals which carry meanings that can only be interpreted by the members in a given work environment. Furthermore, Hofstede (2011) strongly emphasized that value is not an element of organizational culture; as they are developed in the first ten years of a person's life before he or she enters a work setting. Nevertheless, Van Den Berg and Wilderom (2004) disagrees with this argument as they insist that the development of values do not only occur at the early stages of life but also ...”derived from the existing practices within an organization, department, or work unit’ (2004, p.571).

From the above, it shows that there is no consensus about the definition on organizational culture. However, there is general agreement that organizational culture includes elements such as values, beliefs, assumptions and practices, which is commonly accepted and guides actions within units in an organization.

2.2.3 Organizational Culture: The role of the leadership

Just as scholars have made attempts to discover and determine a common measurement of organizational culture and a unified definition of the construct, other topics on organizational theory has been examined. Notable amongst them are the topics on leadership and organizational culture, with the view to investigate the possibility of a positive relationship between the two concepts (Ogbonna and Harris, 2000). Earlier studies on organizational culture and leadership have concluded that a strong link between the founder of organizations and their corporate culture exist due to their ability to influence and shape organizational culture (e.g. Schein, 1983; Hofstede, 1990; Robbins, 1990, Trice and Beyer, 1993; Bass and Avolio; 1993).

Schein (1983) examined the role of the founder in the creation of organizational culture and concluded that the personality and cultural experiences of the founder strongly determines the

culture that would be imbibed by the followers, since the founder brings in his own assumptions and initiates the process of corporate culture development by imposing the type of organization values and beliefs which should be adopted . However, he reasoned that these assumptions would have to be tested and validated by the followers before they are accepted as the right way to respond to internal and external problems (Schein, 2010). Hofstede (1990) supports the Schein (1983)'s argument by reiterating the significance of the effect which founders and leaders can have on the process of culture formulation, as their values undoubtedly become members' organizational practices.

Recent studies on the link between leadership and culture have also concluded that a strong and positive relationship exists between the concepts (e.g. Ogbonna and Harris, 2000; Berson, Oreg and Dvir, 2008; Simosi and Xenikou, 2010);(Acar, 2012); (Steers and Shim, 2013);(Warrick, 2017); Gil, Rodrigo-Moya, Morcillo-bellido (2018); (Hazana Abdullah, Shamsuddin and Wahab, 2019).

According to Ogbonna and Harris (2000), leadership can influence the development of cultural traits such as innovation and creativity, which in turn leads to organizational effectiveness. In addition, he suggested that problems pertaining to organizational culture formation can be resolved if more attention is directed to the type of leadership that exist in any given organization. In the same vein, (Gil *et al.*, 2018) agrees that leadership can significantly influence the development of values and systems which can encourage the creation of an innovative culture. They further maintained that an innovation-oriented culture would generate channels and opportunities for empowerment and growth with organizations. Similarly, (Acar, 2012) empirically examined the relationship between organizational culture and leadership with results that confirmed leadership as crucial for the development of a strong culture which can help to facilitate work conditions that foster work effectiveness.

Therefore, it could be deduced that leadership can promote the formation of certain cultural elements within an organization. However, some scholars have also proposed that a positive link exist between leadership and culture albeit with a different approach. This approach asserts that certain leadership behavioral patterns are determinants of organizational culture. After conducting a study on the impact of leadership on organizational culture in 32 business units of a Greek service

organization, (Simosi and Xenikou, 2010) 's results established that leaders ,who arouse feelings of motivation and creativity amongst their followers, are able to create a platform for the development of an organizational culture that promotes positive work values. Interestingly, (Acar, 2012) supports this argument as he maintained that some certain cultural traits can only be formed with leadership styles that promote inspirational motivation, contingent rewards and concern for individuals. (Steers and Shim, 2013) focused their study on two global automobile brands in examining the effect of leadership behavior on organizational culture. Their results espoused that leaders who develop close relations with their subordinates and set up reward systems can influence, to a large extent, the development of work cultures which echo the key values of the business.

While different factors can have an impact on organizational culture, work culture largely mirror their leaders, as they perform key roles in fostering, creating and sustaining cultures (Warrick, 2017). From the above, there is general agreement that concept of leadership and organizational culture are intertwined, as the shared values, beliefs, norms and assumptions of members in a given unit are the products of leadership influences.

2.2.4 Organizational Culture: a source of competitive advantage

The concept of leadership has indeed featured prominently in numerous organizational culture research, as it has been established that leaders can shape the process of organizational culture formation by inculcating their own bias, assumptions and experiences. Another theme that has also been widely researched on is culture and its potential as a source of competitive advantage (Schneider, Ehrhart and Macey, 2013). Because today's business environment is characterized by uncertainties, incessant changes and rapid technological revolutions, corporations have become conscious of the importance of developing competitive competencies through flexible and innovative work cultures as well as the development of new leadership practices that can provide continuity in the midst of these disruptions in the business world (Block, 2003). According to Warrick (2017), organizational culture is a key element that can determine a firm's survival in the face of intense competition in the global marketplace. "Culture is a focus for competitive advantage when it is different from other cultures and the elements that constitute it are difficult to imitate" (Ployhart, 2012 cited in Schneider, Ehrhart and Macey, 2013, pp 380).

In his article, which examined the link between organizational culture and sustained competitive advantage, (Barney, 1986) argued that a culture which possesses a strong set of core managerial values can create an environment where creativity and innovativeness can thrive. This, in turn, would translate into sustained competitive advantage. He further clarified that effective leadership practices are also needed to fully exploit such a competitive edge for the generation of superior organizational effectiveness. More importantly, (Barney, 2011) added that for an organization's culture to deliver sustained competitive advantages, the attributes of 'Valuable', 'Rare' and 'Imperfectly imitable' must be present.

A good number of studies have investigated the significance of organizational culture in the generation of competitive advantage, with results that highlighted the role played by organizational culture in the development of competitive advantage (e.g. Ogbonna and Harris, 2000; Klein, 2008; (Bogdanowicz, 2014); Abdullah, Shamsuddin and Wahab, 2014; (Mohelska and Sokolova, 2015); (Szymańska, 2016); (Warrick, 2017); (Naranjo-Valencia, Jimenez-Jimenez and Sanz-Valle, 2017); (Byrne, Dwyer and Doyle, 2019).

Ogbonna and Harris (2000)'s study supports (Barney, 2011)'s view that creative and innovative cultures can create the right conditions for the growth and sustenance of competitive advantage, which leads to superior financial performance. (Bogdanowicz, 2014) also maintained that an organizational culture with distinct cultural traits can develop competitive competencies to withstand competition in the marketplace. However, the author further argued that these benefits can only be reaped when an alignment between the company's strategy and its culture is established. In contrast to the latter, Klein (2008) disputes that an alignment between strategy and culture is paramount to the creation of sustained competitive advantage. By citing the downfall of the American energy company, Enron, the author argued that a culture which creates an atmosphere that enables trust, unity, commitment and discourages fear, is more critical and instrumental in the development of competitive advantage. Firms with values that encourage customer-orientation, innovation and employee productivity possess flexible structures and models that enable them to anticipate changes and outperform their competitors (Abdullah *et al.*, 2014); (Szymańska, 2016) and Byrne, Dwyer and Doyle, 2019).

2.2.5 Organizational Performance

Organizational performance can be judged as one of the main concepts in management and around which most managerial tasks are centered on. Organizational performance can be described as the summation of achievements realized by a business or departmental unit (Amin, 2017). These successes involve an organizational goal that is achieved within a given period such as a precise point in time or for an extended period (Lee and Huang, 2012). The concept of organizational performance is associated with the growth and development of an organization (Ahmed and Shafiq, 2014). Organizational performance can be described as the extent at which an employee accomplishes the goals and aspirations of an organization (Cascio, 2006). Organizational performance determines the degree of effectiveness and efficiency against the stipulated performance indicators of an organization (Rogers, 2016).

2.2.5.1 Measures of Financial Performance

Financial units of measurement are helpful pointers of financial performance and wellbeing. These measurements are compiled from the budget summaries (Statement of Financial position, Comprehensive Income Statement and Statement of Cash flows) of organizations. Also, these units of measurement are utilized in investigating patterns within a specific industry. They can likewise be utilized in correlation of results with contenders and industry benchmarks (Muhammad, 2011).

- **Profitability Ratios**

Profit can be described as the distinction between incomes and costs over some undefined time frame. According to Muhammad (2011), financial leaders ought to persistently assess the effectiveness of the organization regarding profit generation to guarantee its survival and development. Profitability ratios depict what the firm is procuring on its sales activities, resources or value.

- **Solvency Ratios**

According to Prentice (2016), solvency ratios evaluates the financial dependability of a firm and how effectively the firm can fulfil its short and long-term responsibilities. Solvency ratios that are

utilized in appraising a firm's financial performance include: quick ratio, current ratio, current liabilities to net worth ratio, total liabilities to net worth ratio and fixed asset to net worth ratio.

2.2.5.2 Measure of Non-Financial Performance

The non-financial units of measurements have become more popularized with the works of Kaplan and Norton (2005). Chenhall (2006) argues that these non-financial units of measurements are more widely used by the Just in Time (JIT) and Total Quality Management (TQM) systems of administration. The non-financial performance measures can be further categorized into other factors, which encompasses the various elements of an organization. These are;

- **Objective non-financial indicators**

1.Organizational-oriented indicators

These include output level, equipment efficiency, level of material utilization, internal organizational effectiveness, product lifecycle, quantity of defective products and organic products as well as efficiency of new product design.

2.Employee-oriented indicators

These include fulfilment of the workers, dimension of workers' abilities, level of workers' empowerment, dimension of employee training, employee turnover, level of truancy etc.

3.Customer-oriented indicators

These indicators include level of market share, total time period for processing customers' order, delivery speed, total time period taken to address customers' queries, product flexibility, degree of customer satisfaction, level of customer attraction and retention.

- **Subjective non-financial indicators**

These include long-term outlook of the firm, effective skills and knowledge acquisition, willingness to distribute valuable information throughout the organization, level of cooperation amongst various departments in the organization, mental wellbeing of employees, leadership style and level of loyalty in an organization.

2.3 Theoretical review: Dynamic Capabilities theory

In order to facilitate a well-grounded appreciation of organizational culture and its dynamics in an organizational setting, this section will provide an overview of the Dynamic Capabilities theory, upon which this research is based. Teece, Pisano and Shuen (1997)'s research work on *Dynamic Capabilities and Strategic Management*, was an important reference on the discussion of what constitutes competitive resources and capabilities in an organization (Bleady and Ali, 2018). The Dynamic capabilities theory has also been subject to varying definitions in an attempt to effectively capture what comprises sources of competitive advantages that can improve a firm's chances at surviving in the ever-changing business environment.

According to Teece et al (1997), Dynamic Capabilities is defined as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments" (1997, pp 516). Dynamic Capabilities allow corporations to develop and assign resources that sustain efficient business performance (Teece et al, 1997, (Eisenhardt and Martin, 2000; Teece, 2007). Similarly, (Eisenhardt and Martin, 2000) defines Dynamic Capabilities as organizational practices that integrate, reconfigure, acquire and distribute resources in the quest for competitive advantages that would help to create flexibility in responding to market changes. Dynamic capabilities constitutes a system of resources which enterprises can integrate, reconfigure, remodel and assign for the purposes of achieving competitive advantage (Ludwig and Pemberton, 2011 cited in (Bleady and Ali, 2018). It is a set of configurable resources which a firm can utilize for the process of adapting in the business environment characterized by changes (Simon, Stockport, Smith, Klobas and Sohal, 2015).

From the definition above, it is generally agreed that for a resource to be dynamically capable of responding to market changes, it must be readily configurable, adaptive, and transferable in order to respond adequately and timely to external conditions that may affect business's performance. Furthermore, the Dynamic Capabilities framework establishes that maintaining superior business performance in a market characterized by technological changes can only be possible by refining internal organizational and managerial policies and procedures. In addition, (Teece, 2007) argues that the high-flyers in the marketplace are those firms that have developed flexible structures and processes, coupled with effective management control, which allow them to deploy resources in order to achieve new sources of competitive advantage.

The Dynamic Capabilities theory, which is an extension of the resource-based view theory (Eisenhardt and Martin, 2000; Bledy and Ali, 2018), suggest that competitive advantage of firms relies on the functionality of organizational and managerial processes, supported by their pool of tangible and intangible resources (Shuen and Sieber, 2009). Dynamic capabilities, which are a source of competitive advantage, consist of these organizational and managerial processes, which are further comprised of three core elements; coordination/integration, learning and reconfiguring (Teece et al, 1997; Teece, 2007). Out of these elements, ‘Learning’ resonates well with the elements of organizational culture defined by (Schein, 2010) as the shared system of values, beliefs and basic assumptions that have been developed and accepted by a given group before it is taught to new members as the proven way of solving internal and external problems. Learning is a process that is “intrinsically social and collective and occur due to joint contributions to the understanding of complex problems” (Teece, 2007, pp. 520). Furthermore, this learning process can be described as organizational practices/patterns of interaction that exposes effective answers to peculiar problems. In other words, firms can develop competitive advantage through this process as it helps to generate solutions and strategies to tackle challenges that may hinder competitive survival.

From the above, it could be implicitly assumed that organizational culture is a component of the dynamic capabilities framework, which is further supported by (Barney, 2011)’s view that organizational culture can be a source of competitive advantage provided they meet the conditions of being valuable, rare and imperfectly imitable.

2.4 Empirical Review of Organizational Culture and Organizational Performance

Although the term ‘Organizational Culture’ has been a topic of debate for many years; with various arguments bordering on how the construct should be measured and whether it should be linked to organizational effectiveness, there has been an increasing number of evidences put forward which establishes that organizational culture impacts significantly on organizational performance (Schneider, Ehrhart and Macey, 2013). Some of these studies confirm that a direct and positive link exists between organizational culture and performance (e.g. (Acar, 2012; Murphy *et al.*,

2013; Kipsang, Mutiso and Mbaraka, 2015; Ofori and Sokro, 2015; Laforet, 2017; Omoregbe and Umemezia, 2017; Polychroniou and Trivellas, 2017) while others argue against such a direct link by emphasizing the link between the two constructs are moderated by such variables as employee commitment, employee productivity and motivation (e.g. Uddin and Hossain, 2012; Boyce, Nieminen, Gillespie, Ryan and Denison, 2015; Nikpour, 2017; Matthew.J, 2019).

According to (Murphy *et al.*, 2013), culture within an organization is deeply ingrained and unique; with the ability to foster cooperation and coordination. Based on this, the authors argue that increased levels of cooperation and coordination within units can lead to improved organizational performance. (Ofori and Sokro, 2015) believe that companies with a core set of values perform better than their counterparts in the marketplace. This view is supported by the work of Peter and Waterman (1982) who established that performance within an organization relies on the extent to which the values are generally accepted. The result of their study further supported this view; as it was established that firms, with values that promote respect, innovation, cooperation, teamwork, etc. enjoyed increased performance. From these authors, it can be understood that organizational culture has different attributes which influence organizational performance in a positive way.

Organizational culture practices have been positively linked to increased performance. According to (Omeregbe and Umemezia, 2017), good leadership practices, continual employee training programs and effective work processes can impact performance on overall performance in an organization. In their empirical research, the authors analyzed primary data sourced from some selected firms in the Nigerian banking sector, after which they concluded that a positive link exists between organizational culture and performance. The findings of (Laforet, 2017) agrees with (Omeregbe and Umemezia, 2017) as the author posits that organization culture practices represents organizational behavior, which influences the formulation and attainment of its aims and objectives while shaping the decision-making process. In addition, the author established that organizational culture consists of leadership and management styles, common vision, organizational design and coordination. The key variables from the questionnaire were tested using factor analysis and from this, the results supported the prevalent argument that that organizational culture significantly impacts brand and business performance. Furthermore, the author highlighted

the instrumentality of the C.E.O in providing the vision and guidance necessary for harnessing the potential benefits offered by the presence of culture in an organization.

There are a number of theoretical models that propose various culture types (Wallach, 1983; Cameron and Freeman, 1991; Deshpande, Farley and Webster, 1993; Cameron and Quinn, 1999). By using the culture typology model proposed by Cameron and Quinn, (Acar, 2012) 's research results indicated that out of the four types of culture; Clan and Adhocracy cultures had positive impact on organizational performance. The author clarified this argument by stating that Clan and Adhocracy cultures foster creativity, oneness, cooperation and innovation which creates an enabling environment for organizational effectiveness. In the same vein, (Pinho et al., 2014) examined this positive relationship by testing some performance variables on the four culture types proposed by (Deshpande et al., 1993)'s model. Their result seemed to differ relatively from that of (Acar, 2012), although they reached the same conclusion. Here, the performance variables tested positive against all the culture types namely; Clan, Market, Adhocracy and Hierarchy. In other words, organizational culture unequivocally drives superior business performance, which can generate competitive advantage. However, a limitation of this study is that its results cannot be generalized for other sectors, as the research focused mainly on non-profit health organizations.

According to Deal and Kennedy (2000), a strong culture is a key factor in superior organizational performance and lasting competitive advantage. This view was supported by (Kipsang et al., 2015; Polychroniou and Trivellas, 2017) as their researches confirmed that a strong and balanced culture has a positive relationship with performance variables such as fiscal growth, market position and innovative performance. In contrast to this, (Matthew, 2019)'s findings challenges the notion that strong cultures are directly linked to organizational effectiveness, due to differentiation and fragmentation of cultural values in some Indian software companies. However, a major limitation to this study is that the results cannot be generalized for other sectors or regions. In addition, the author maintained that the culture and performance link is an indirect one and fails to be an all-sufficient ingredient for financial performance. Nevertheless, it was accepted that organizational culture is a dynamic capability that promotes learning and knowledge-sharing (Teece, 2007), which helps to attract and maintain the right talent and skills that facilitate organizational effectiveness (Matthew, 2019). Relatively, other scholars (e.g. (Uddin and Hossain, 2012; Boyce *et al.*, 2015; Nikpour, 2017) have also argued that the

relationship between corporate culture and performance is an indirect phenomenon as the link is mediated by organization variables such as employee commitment and employee productivity.

2.5 Conclusion: Summary of Gaps

In summary, the concept of organizational culture has been widely researched with varying definitions on what the construct entails. Even as there is the absence of a widely accepted view on the topic, there is general agreement that organizational culture comprises of a shared vision, core values and underlying assumptions that guides behavior within units and sub-units in an organization. Also, there has been certain themes prevalent in the discussion and measurement of organizational construct. Prominent amongst them is the impact of leadership on culture formation as well as arguments bordering on culture as a source of competitive advantage. Equally important is the discussion on organizational culture and the numerous attempts that have been made by scholars to establish positive links between the two constructs. Therefore, this study will adopt the Dynamic Capabilities theory for the purpose of determining how organizational culture and its various aspects may contribute towards superior organizational performance and consequently generating sustained competitive advantage.

However, from the existing literature reviewed so far, it is acknowledged that organizational culture is largely shaped by the founders/leaders within the firm, who are instrumental in promoting the cultural values and reinforcing certain organizational behaviors. The findings in the literature reviewed widely supported a significant relationship between organizational culture and organizational performance. In contributing to the existing research on the constructs, this study will further investigate this possible relationship between the two constructs amongst Nigerian banks precisely located in the western part of the country, Lagos. Specifically, the research sub-questions which would guide this study include;

1. To what extent does leadership affect organizational culture formation?
2. Can the presence of culture provide a means to generating sustained competitive advantage?
3. Does organizational culture affect organizational performance?

3.0 Methodology

3.1 Introduction

This chapter presents the methodological underpinnings and research methods adopted for the purpose of achieving the research aim and objectives which emanated from the literature review as given above. In this methodology chapter, the researcher will develop and identify the rationale for decisions made in relation to the research philosophy, research approach and design as well as a discussion on the population and sampling methods, data collection, presentation and analysis and finally, an outline on the ethical considerations guiding the research and a view on the limitations which characterizes the study.

3.2 Research philosophy

Research philosophy can be defined as “a system of beliefs and assumptions about the development of knowledge” (Saunders, Lewis and Thornhill, 2019, pp. 130). These assumptions, which make up certain research philosophies, determine the choice of methodology, research approach as well as data collection, analysis and interpretation measures. It is important to note that all research studies are reinforced by a philosophical outline, with epistemological and ontological positions (Quinlan, Babin, Carr, Griffin and Zikmund, 2019). Therefore, the philosophical framework, which was employed based on the nature of this study, is positivism.

Epistemological debates amongst social science scholars have given rise to various schools of thoughts on what knowledge is and how it is developed and studied (Creswell, 2003). Out of these, the two main schools of thought that have dominated this discourse are Positivism and Interpretivism-Constructivist (Tuli, 2010). Although, these epistemological positions believe that human behavior is consistent and with a definite flow, they employ contrasting viewpoints in explaining social reality. Positivist researchers argue that human behavior and social reality can be studied objectively through observations which then subsequently results into laws of cause and effect that govern general forms of human activity (Johnson and Onwuegbuzie, 2004). Furthermore, they posit that these are discovered using quantitative procedures, which show how variables shape and determine social outcomes. Alternatively, proponents of the interpretivist-constructivist school of thought argue that social realities are not defined or governed by any

established set of laws but by humans through social interaction (Johnson and Onwuegbuzie, 2004; Tuli, 2010). Researchers who adopt this school of thought deploy qualitative research methods to explore, explain and define human behavior.

Researchers who seek to classify and evaluate the causes that influence outcomes, through careful observations represented in numeric methods, usually adopt the positivist framework (Creswell, 2003; Creswell, 2019). Given that the main research problem of this study is to explore the impact of organizational culture on organizational performance, the positivist philosophical framework was chosen since the different elements of this research fits within the framework. In addition, the selection of this framework also indicates that quantitative methods were used to test the hypotheses developed and to investigate the relationship and interaction between the variables of organizational culture, leadership, performance and sustained competitive advantage.

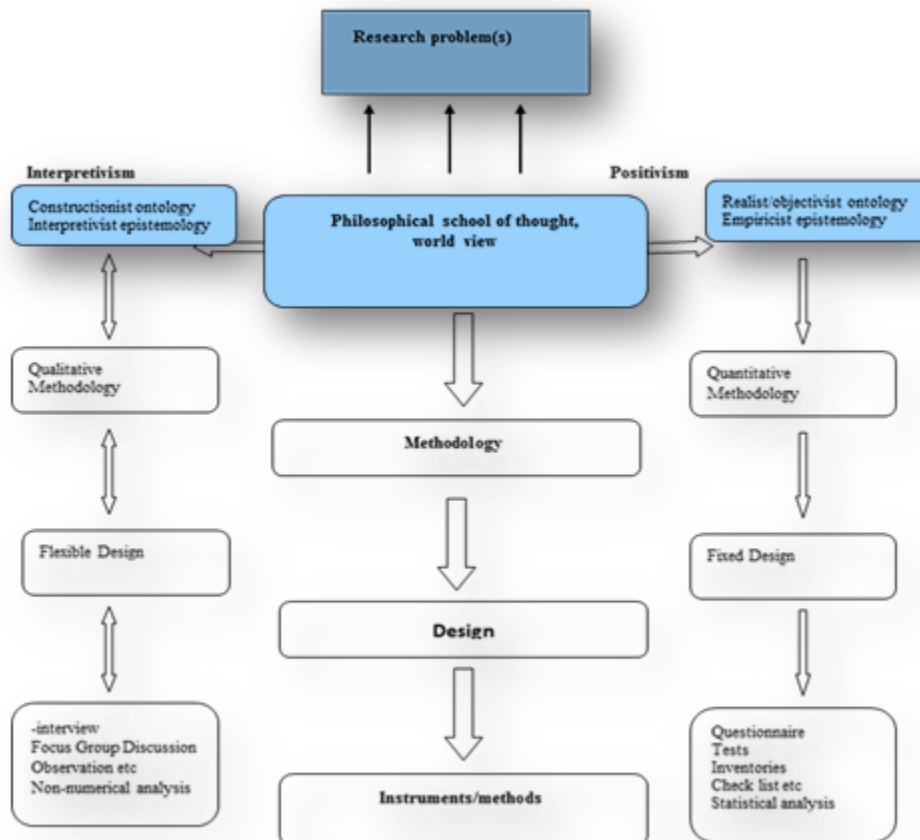


Figure 1: The Foundation of Research (Tuli, 2010).

3.3 Research Approach

The three main approaches in research are; quantitative, qualitative and mixed methods (Tobi and Kampen, 2018). According to Creswell (2019), the choice of any research approach is determined by the nature of the research problem to be addressed, as well as the philosophical background within which the research work is positioned. The epistemological and ontological perspectives contained in the positivist paradigm dictate the use of a research methodology that allows the researcher to be objective; without any kind of bias when justifying their hypotheses (Johnson and Onwuegbuzie, 2004) and which allows the researcher to test the relationship between variables (Hoe and Hoare, 2012). Since, the positivist framework reinforces quantitative methodology (Tuli, 2010), this approach was adopted by the researcher but more importantly because the researcher believes that it is important for the research findings to be free from any bias in order to generate confidence that the results are rigorous and accurate (Holden and Lynch, 2004).

3.4 Research Design: Survey design

The main research problem of this cross-sectional study is to investigate the possibility of a positive link between organizational culture and organizational performance in banks located in Lagos, Nigeria. For this purpose, quantitative data would have to be collected from the sample population in order to capture the opinions and attitudes of the research participants to achieve the research objectives (Rahi, 2017; Creswell, 2019). Since the survey design is associated with quantitative research approach, the researcher selected this method for the purpose of gathering data, using questionnaires as an instrument, in order to answer the research sub-questions.

3.4.1 The Role of Surveys in Investigating the Linkage between Organizational Culture and Performance

Studies on the relationship between organizational culture and performance has featured prominently in the field of organizational studies, with the earliest discourse dating back to the 1950's and led by the erudite scholar, Jacques Elliot in his research titled 'The Changing Culture of a Factory' (Denison, Nieminen and Kotrba, 2014). Since then, studies on the Culture-performance link has become widespread with various scientific approaches employed in measuring the two constructs with conclusions that associate superior organizational effectiveness

to the presence of a strong corporate culture (e.g. Simosi and Xenikou, 2010; Murphy *et al.*, 2013; Bogdanowicz, 2014; Ofori and Sokro, 2015; Szymańska, 2016; Hazana Abdullah, Shamsuddin and Wahab, 2019). Coupled with this, the use of the different research approaches has also evolved rapidly, as more researches have adopted quantitative research methods, with surveys serving as the basis for quantitative evaluations due to the fact that it is more economical and efficient in providing normative data on organizational culture and its impact on performance (Sackmann, 2011; Denison et al, 2014).

In the view of the above, the researcher was confident that the choice of a survey design for this cross-sectional study was the best option, for not only has this tool being tested as an effective methodology for research by scholars ,but it has also been proved to facilitate the collection of data from a large sample population in an efficient and cost-effective way.

3.5 Population and Sampling methods

3.5.1 Population Size

The population of any study would include all the individuals, organizations or units that are applicable to the purpose of the study (Quinlan,2011). Given that the research aim is focused on the Nigerian banking sector, the relevant population would comprise of all the employees working within the Nigerian banking sector. In terms of population size, the National Bureau of Statistics (2019) reports the total staff strength in Q1,2019 as 105,017. These include both senior, executive, junior and contract staff. According to (Hartnell *et al.*, 2016), previous studies on organizational culture and performance have made the error of focusing only on the Senior management for data collection, thereby causing the data to be too limited in acting as the basis for culture-performance assessment. Hence, the researcher acknowledged the importance of examining all organizational members represented in the different levels of management to provide a more robust assessment of the research problem at hand.

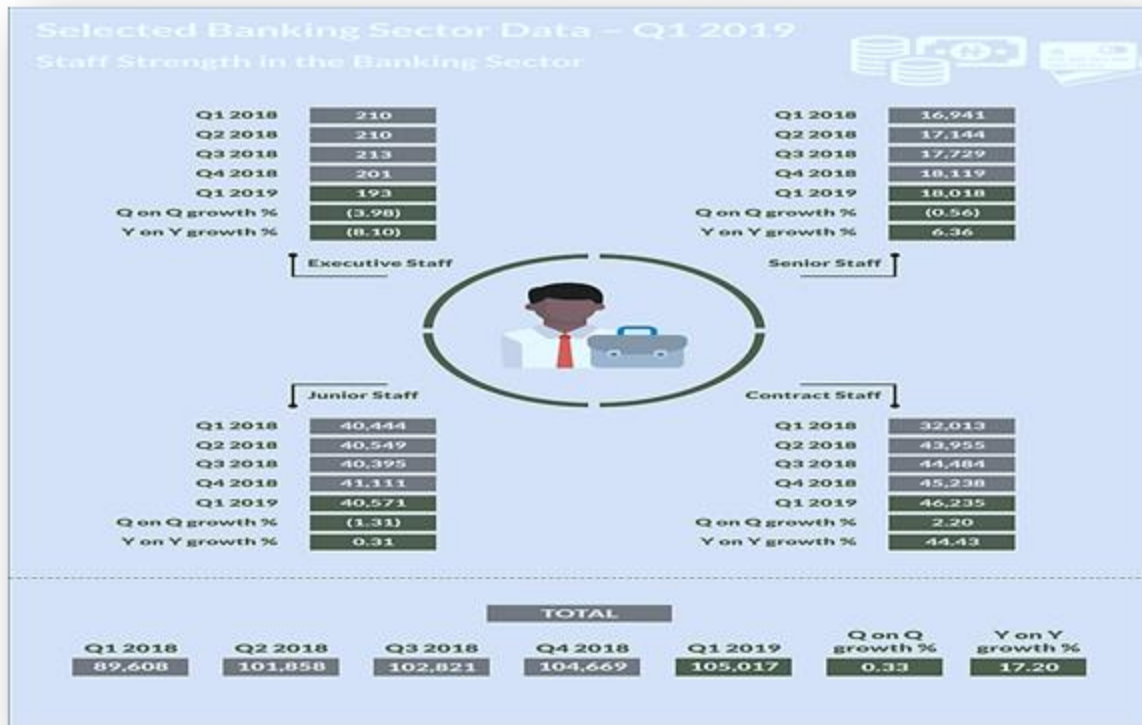


Figure 2: Staff Strength in the Nigerian Banking Sector (National Bureau of Statistics, 2019).

3.5.2 Sample Size Determination

The need to determine a sample size is crucial because it is impossible to gather data from the entire population and by focusing on the selected sample size, the data collection process can be more realistic, less time-consuming and less expensive (Quinlan et al, 2019). The sample size for this research project was derived using the Taro Yamane statistical formula as adopted by (Ezirim, 2010) in their study on the impact of organizational culture on performance in the Nigerian oil and gas sector.

The Taro Yamane formula is presented as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where n is the sample size

n

is the population size

e is the sampling error

The total number of employees in Nigerian banks as at Q1 in 2019 is one hundred and five thousand, seventeen. This implies that $N = 105,017$, $e = 0.05$ (i.e. 95% confidence level). Therefore, the sample size was computed mathematically below as:

$$n = \frac{105017}{1 + 105017(0.05)^2}$$

$$n = 398.48$$

$$[Equation] = 400$$

Thus, four hundred employees made up of the senior, executive, junior and contract level staff were used for this study. For the sake of the questionnaire, these employees were categorized as top-level management, middle-level management and working-level employees. Also, the researcher had no preferences in terms of age and sex of the sample size. According to (Lenth, 2010; Berger, Bayarri and Pericchi, 2014), larger sample sizes facilitates higher degree of accuracy in research findings and reduces the likelihood of sampling errors. However, in survey researches, response rates are rarely up to a 100% (Taherdoost, 2018). With this challenge in mind, the researcher decided that the large sample size given above would help to compensate for any non-response that may affect the results negatively.

3.5.3 Sampling Technique

The research participants for this project would be made up of senior, middle and low-level staff members of the Nigerian banking sector. According to the Central Bank of Nigeria (2019), there are twenty-one banks currently under its supervision. With the determined sample size of 400 employees, the researcher used convenience sampling to decide the selection of banks as well as the number of questionnaires to be administered per bank. Since convenience sampling allows for the selection of research participants based on easy accessibility and availability (Quinlan, 2011), the researcher deemed this technique as appropriate, efficient and less costly to employ.

3.6 Data Collection

3.6.1 Research Instrument

It has been established from the previous sections in this chapter that the researcher adopted the positivist paradigm which further determined the use of quantitative research approach. Therefore, the research instrument utilized for the purpose of data collection was the questionnaire, which is widely used in large survey researches (Quinlan et al, 2019), to capture the experiences, behaviors and beliefs of the research participants. According to (Rowley, 2014; Creswell, 2019), questionnaires may be distributed by post, face to face, by email, via an online platform such as Checkbox, SurveyMonkey, or by telephone. Therefore, for the purpose of this study, the researcher collected data from the respondents through a combination of Email/Online based questionnaires. However, there are other reliable platforms which are less expensive and easy to access such as Google Form, which the researcher adopted for the purpose of hosting the questionnaires before it was sent via email as an embedded link to the respondents that were already selected via convenience sampling technique.

The rationale for selecting the questionnaire as a research instrument over structured interviews was due to the researcher's desire to maintain strict adherence to the epistemological underpinnings of the Positivist paradigm, which allows researchers to remain detached and independent from their study without imposing personal biases or influences over the results of the research at hand (Tuli, 2010). By adopting the Online-Email questionnaire distribution approach, the researcher was able to administer and collect data without direct contact with the potential respondents.

3.6.1.1 Questionnaire development and characteristics

The generation of the item scale was carried out through careful reflection on the research questions and objectives as well as from the different gaps identified in the literature review chapter. The questionnaire contained 44 items (See Appendix 3) and had two sections namely; Section A and Section B. Section A was designed to capture demographic information of the respondents such as their age, sex, educational qualifications, management level, department or unit and number of working experiences in the organization. Section B contained items that addressed the variables of Culture, Leadership, Performance and Sustained competitive advantage. In addition, the Seven-point Likert scale as recommended by (Rahi, 2017) was adopted in order to measure and capture the precise attitudes and feelings of the respondents. More importantly, the Seven-point Likert scale has been deemed as the most appropriate for electronic surveys as data generated is more accurate and reliable than other Likert-type scales (Rahi, Alnaser and Ghani, 2019). The Seven-point Likert scale used in this research are as follows;

Strongly Disagree (SD), Disagree (D), Partially Disagree (PD), Undecided (U), Partially Agree (PA), Agree (A) and Strongly Agree (SA).

According to (Saunders, Lewis and Thornhill, 2019), open ended questions can be beneficial in gaining deeper perceptions as it allows the participants to express their views with their own words. However, the risk associated with such type of questions is that respondents may not be patient enough to write down their thoughts thereby causing a low response rate. The researcher, in ensuring that a high response rate was achieved, generated more close-ended questions which has been proven to be more effective in collecting significant amount of data from respondents and better suited for survey researches with large sample sizes (Rowley, 2014).

3.6.1.2 Questionnaire design principles

High non-response rates can be detrimental to the attainment of the research goals, which is common in mail/postal and online survey (Babin et al, 2019). In order to reduce the chances of such ill-fated occurrence, the researcher took the following measures;

- The questions were structured in a short, precise and clear manner, with no offensive connotations.

- The questions were arranged under sub-sections with a brief explanation about what each section entailed.
- The questionnaire had a short introductory piece which included the title of the research project, purpose of the research, what it entailed as well as confidentiality pact to gain their trust and support.
- Friendly reminders were sent each week after the initial questionnaire administration, as this has been proven to influence higher response rates if done sensibly (Creswell, 2019).

3.6.2 Pilot study

The pilot study of this research work was conducted as a matter of importance since the questionnaire was newly constructed and hasn't been used in previous studies. (Creswell, 2019) suggested that a preliminary pilot is needed for the purpose of confirming if the questions sufficiently captures the attitudes, beliefs and experiences of the participants. Therefore, this exercise involved administering the research instrument to 10% of the selected sample to assure validity and reliability of the research instrument. Therefore, 40 employees of one of the banks will be used for the pilot study, which represents 10% of 398.48 which was approximated from 39.6 to 40. Similar respondents separate from the target respondents may also be included in a pilot study (Quinlan, 2011, Rowley, 2014) and so, colleagues and friends from other sectors would be recruited to partake in the exercise to help identify any possible errors present in the research instrument.

3.6.3 Validity of research instrument

The validity of a research instrument can be determined if it gauges precisely what it is intended to quantify (Creswell and Miller, 2000). According to Quinlan (2011), "measurement validity refers to the degree to which the data collection methods can accomplish what it is that they are designed to accomplish" (Quinlan, 2011, pp. 335). In planning the survey, the researcher will be guided by the need to draw the accurate reactions from the respondents. To determine the accuracy of responses from candidates, the researcher employed content validity method where the

questionnaire items were reviewed by the supervisor and colleagues for screening and endorsement to guarantee content legitimacy.

3.6.4 Reliability of research instrument

According to (Bonett and Wright, 2015), Cronbach's alpha is a common tool used in assessing the internal reliability of the research instrument. This exercise is especially crucial for this research as items contained in the questionnaire were developed by the researcher and has not been used in any other study. The researcher applied the Cronbach Alpha method to test the consistency of the responses from the 40 employees selected for the pilot study. If the findings are reliable, this will allow the researcher to test the findings again and possibly obtain the same results. Results are expressed between 0-1. However, to test for reliability of the research instrument, this result must test above 0.7 which shows 70% reliability.

3.6.4.1 Reliability Statistics: Result

As mentioned in the previous section, a pilot study was conducted for the purpose of confirming if the questions sufficiently capture the attitudes, beliefs and experiences of the participants. The 40 responses collected were tested using the Cronbach Alpha method and the table below shows the reliability test for the questionnaire items contained in the research instrument. The measurement scales for this instrument produced a Cronbach alpha of 0.841, 0.713, 0.916 and 0.943 for such constructs as Organization Culture, Leadership, Organization Performance and Competitive Advantage respectively. From this result, it was evident that the instrument for this study met the above criteria with α figures above 0.7, which suggest an excellent internal consistency of these constructs and their individual observed variables.

Constructs	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Organizational Culture	0.841	0.826	11
Leadership	0.713	0.760	11
Organization performance	0.916	0.915	10
Competitive Advantage	0.943	0.945	11

3.7 Data Analysis

The researcher was guided by the need to present the primary data in a logical and sound manner. And for that reason, descriptive and inferential analysis were adopted in this research and the data collected was summarized in tables. According to (Quinlan, 2011; Saunders et al, 2019), descriptive analysis helps to convert data into elements that describe the variables contained in the data while inferential analysis can be used to draw out conclusions based on what was gathered as well as to test the relationship between variables. SPSS 20.0 (Statistical Package for Social Science) was utilized for the purpose of analyzing the data. Also, regression analysis, which identifies cause and effect (Quinlan et al, 2019) was also applied for the purpose of testing the hypothesis.

3.7.1 Research Hypothesis

The following null hypotheses were formulated;

1. Leadership has no significant effect on organizational culture.
2. Organizational culture provides no significant means of generating sustained competitive advantage.
3. Organizational culture does not significantly affect organizational performance.

3.7.2 Model Specification

The specified regression model for this research work was;

i. Hypothesis 1:

$$OC = \alpha_1 + \alpha_2 LD + \varepsilon$$

ii. Hypothesis 2:

$$CA = \beta_1 + \beta_2 OC + \varepsilon$$

iii. Hypothesis 3:

$$OP = \gamma_1 + \gamma_2 OC + \varepsilon$$

Where OC = Organizational Culture, LD = Leadership, CA = Competitive Advantage, OP = Organizational Performance. Also, $\alpha_1, \alpha_2, \beta_1, \beta_2, \gamma_1$ and γ_2 are the regression constants while ε is purely a white noise phenomenon which assumed to capture the influence of other exogenous factors that are capable of influencing the dependent variable.

3.8 Ethical Considerations

The study undertaken by the researcher required access to data that touched on a sensitive aspect of banking and its management. According to (Hammersley and Traianou, 2012, p 2), the main ethical principles amongst others include “minimizing harm, respecting autonomy, protecting privacy, offering reciprocity and treating people equitably”. For the purpose of this study, the researcher decided that commercial confidentiality and informed consent would constitute the key ethical principles that would be considered. Concerning issues on confidentiality, the use of the collected data was limited only to the purpose of the present study only. The respondents were also informed of the purpose of the study and how the data will be handled. Although this need may never arise, the participants were informed that, in a case where the provided information would be required for other research purposes; their approval will be sought. The researcher also took measures to ensure that the participants’ identities were protected. The data collected were securely stored within the SPSS software. Coupled with that, the respondents were also protected through Google Form’s privacy policy, that only allowed the

analysis of the collected data after the identities of the respondents have been anonymized. Concerning informed consent, the action of an individual who clicked on the questionnaire link, after reading the requirements of the survey, indicated the acceptance and willingness of that respondent in participating in the exercise.

3.9 Research Limitations

Over the years, the number of studies on the organizational culture and performance link has increased rapidly and through the use of survey methodologies, scholars have reached conclusions that assert the presence of a positive relationship between the two constructs either directly or indirectly (Denison et al, 2014). However, as with every other research work, these studies were characterized by limitations, of which this current study was no different. Firstly, this research work was a cross-sectional study since it was carried out over a short period of time without the consideration of any subsequent string of events or occurrences (Levin, 2006). However, it has been argued that cross-sectional measurements of organizational culture and performance link are not as robust as that of longitudinal assessments, as the former does not have the ability to indicate the exact nature of the relationship between the two constructs (Van Den Berg and Wilderom, 2004). Secondly, the questionnaire design was another form of limitation as the researcher assumed it was very likely that the items may not have structured properly in order to capture precisely the desired responses for the purpose of investigating the research problem at hand in an effective manner. Finally, the time constraints imposed on the project was another limitation as the researcher was compelled to work within the time limits given. This may have affected the richness of the results as more responses could have been collected and analyzed, to make the findings more robust and accurate.

The next chapter provides an analysis of the data collected with the questionnaire research instrument, which would then lead to a presentation of the research findings.

4.0 Data Presentation and Analysis

4.1 Introduction

This chapter provides the presentation and analysis of data collected from the survey conducted for the purpose of the research. As mentioned in the previous chapters, the aim of this research project is to investigate the impact of organizational culture on organizational performance in banks located in Nigeria, precisely Lagos state. Based on the survey design adopted, the research instrument used for data collection was the questionnaire, which had 44 items. Out of the determined sample size of 400, 160 respondents participated in the survey, which constituted a 40% response rate.

This chapter provides an analysis of data obtained from the respondents, which is presented using descriptive and inferential analysis. By using descriptive analysis, the data obtained was summarized in percentages and one sample t-test while the three hypotheses were tested using the regression statistics. It is also structured into three sections; the first section presents the distribution of respondents' socio-demographic characteristics; the second section covers the descriptive analysis of the research constructs; while the third section contains the results derived from testing the hypotheses.

4.2 Presentation and Analysis of Questionnaire

Table 1 below shows that majority of the respondents in this survey were males as compared to females, for a total of 57.5% of males and 42.5% percentage of females participated in the survey. These figures suggest that both genders were adequately represented. The age distribution of the respondents shows that 1.9% of the respondents were within 18 – 20 years, 45.0% of the respondents were within the age range of 21-30 years, 41.3% were within the age range of 31-40 years, 1.3% in the age range of 41-50 while the remaining 10.6% were above 50 years. It was therefore deduced that employees in the banking industries are very young and economically active. From the above Table 1, majority of the respondents fell under the category of B.sc and M.sc level of studies taking a percentage of 48.1% and 42.5% respectively, 5.6% were categorized in the ND/HND level of study while 3.8 were Ph.D. holders. Hence, it was assumed that the survey population were literate and expected to provide an objective assessment of the issues raised in the research instrument. In other words, valid information was likely to be extracted from these set of respondents.

Table 1: Respondents' Socio-Demographic Information

Variables	Response Label	Frequency	Percentages
Gender			
	Male	92	57.5
	Female	68	42.5
Age (In years)			
	18-20	3	1.9
	21-30	72	45.0
	31-40	66	41.3
	41-50	2	1.3
	Above 50	17	10.6
Level of education			
	ND/HND	9	5.6
	B.sc	77	48.1
	M.sc	68	42.5
	PhD	6	3.8
Working experience (In years)			
	Less than 1	3	1.9
	1-10	107	66.9
	11-20	50	31.3
Management Level			
	Top-Level Management	33	20.6

	Middle-Level Management	59	36.9
	Working-Level employees	68	42.5
Department			
	Information technology	31	19.4
	Human resource	19	11.9
	Marketing/Sales	40	25.0
	Finance	22	13.8
	Operations	19	11.9
	Others	29	18.1

Source: Researcher's Field Survey, 2019.

Furthermore, the above table shows that majority of the respondents had worked for about 1 – 10 years, thereby taking a percentage of 66.9%, 31.3% had worked for 11-20 years while the remaining 1.9% of them had worked for less than a year. These figures imply that majority of the respondents had accumulated significant years of experience in the banking sector. Thus, it was deduced that these set of respondents were expected to provide relevant and valid information for the subject matter of study, as they were assumed to have an in-depth understanding of the issues raised in the subject matter. Finally, table 1 revealed that 42.5% of the respondents were working-level employees, 36.9% were middle management staffs, while the top management staffs was a percentage of 20.6%. Also, table 1 shows that 19.4% of the respondents were working in the information technology department, 11.9% were under the HumanResourcedepartment, 25.0% for marketing/sales department, 13.8% for finance department, 11.9% for operations department while the remaining 18.1% were accounted to other departments.

4.3 Analysis of the questionnaire items represented in percentages and mean scores

The questionnaire items are summarized using the percentages and mean score. As regards the tables below, the calibrations are as follows: 1= Strongly Disagree, 2 = Disagree, 3 = Partially

Disagree, 4=Undecided, 5= Partially Agree, 6=Agree and 7= Strongly Agree. Any mean score below '4' implies a Partially Disagree, Disagree, or Strongly Disagree which means that the respondents do not agree with the statement, while any mean score above '4' implies Partially Agree, Agree, or Strongly Agree; meaning that the respondents agree with the statement.

In addition, the one sample test statistics and test of significance was also performed on the questionnaire items on each construct in order to ascertain the overall response and to draw a conclusion based on the mean score derived. It must be reiterated that any mean score below or above 4 means that the respondents either disagree or agree with the statements. The purpose of conducting a one sample t-test is to establish whether the sample drawn came from a population with a specific mean.

4.3.1 Questionnaire items addressing Organizational Culture construct

The results derived from analysing the questionnaire items as shown in table 1a below is presented using percentages and mean scores. It is evident from the result that the mean score for all the variables is rated above '4' which is the stipulated benchmark for accepting the statement. In summary, the result shows that Nigerian banks are flexible in operating procedures and policies; employees are given the freedom to work independently; that management encourages innovative approaches towards business operations and initiatives; that the organization believes success depends on a clear system of rules being in place and respected; that employees treat each other based on fairness and respect; that there is high priority placed on the enforcement of the rules, obligations, and values of the organization; that employees are given clear instructions and support in performing tasks and duties; that senior managers follow and enforce high ethical standards and practices; that most staff members adhere strictly to the organizational code of ethics; that management and staff members do not accept gratification of any kind from satisfied customers and that exploiting one's personal power or influence is not tolerated.

Table 1a: Distribution of mean scores and percentages on the Organizational Culture construct

Variables	Scale Level							Mean	Std. Dev
	SD	D	PD	U	PA	A	SA		
	%	%	%	%	%	%	%		
My organization is flexible in its operating policies and procedures.	5.6	21.3	6.9	3.8	13.8	31.9	16.9	4.6188	1.99960
In my organization, employees are given the freedom to work independently	1.9	7.5	2.5	1.3	13.8	49.4	23.8	5.6063	1.47557
My organization encourages innovative approaches towards business operations and initiatives.	2.5	16.9	8.1	1.3	5.0	35.6	30.6	5.1875	1.95608
My organization believes success depends on a clear system of rules being in place and respected.	3.1	14.4	6.3	3.1	18.1	31.3	23.8	5.0750	1.83107
In my organization, employees treat each other based on fairness and respect.	2.5	10.6	3.1	1.9	20.0	39.4	22.5	5.3438	1.64086
There is high priority placed on the enforcement of the rules, obligations and values of the organization	6.6	9.4	11.3	2.5	15.6	41.9	18.8	5.2375	1.59594
In my organization, employees are given clear instructions and support in performing tasks and duties.	2.5	13.8	4.4	1.9	13.1	37.5	26.9	5.2938	1.79306
Senior managers at my organization follow and enforce high ethical standards and practices.	4.4	11.9	5.0	1.3	14.4	36.3	26.9	5.2563	1.83689
Most staff members adhere strictly to organizational code of ethics	9.4	8.1	5.6	3.1	17.5	44.4	11.9	4.9188	1.84960

Management and staff members do not accept gratification of any kind from satisfied customers	11.9	15.0	9.4	6.3	8.8	29.4	19.4	4.5063	2.13092
In my organization, exploiting one's personal power or influence is not tolerated	5.6	15.0	9.4	5.0	13.1	33.8	18.1	4.7875	1.92758

Source: Researcher's Field Survey, 2019.

4.3.1.1 One Sample Test Statistics and Test of Significance

The result of the one sample t-test performed on the organizational culture construct is presented in table 1b, with the result showing that respondents agree to the existence of a positive culture in Nigerian banks.

Table 1b: One sample Statistics and one sample test for Organizational Culture

One-Sample Statistics						
	N		Mean	Std. Deviation		Std. Error Mean
Organizational Culture	160		5.0756	1.17142		.09261
One-Sample Test						
	Test Value = 4					
	t	df	Sig.(2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organizational Culture	11.614	159	.000	1.07557	.8927	1.2585

4.3.2 Questionnaire items addressing the Leadership construct

The results derived from analysing the questionnaire items as shown in table 2a below is presented using percentages and mean scores. It is evident from the result that the mean score for all the variables is rated above '4' which the stipulated benchmark for accepting the statement. In summary, the result shows that the top management in Nigerian banks include employees in critical decision-making processes; that managers encourage employees to generate new ideas and

strategies that would promote organizational growth; that the management enforce rules on the employees; that the management show faith in the capacity of employees to succeed; that the managers show acceptance and positive regard for others; that the managers are polite and considerate; that employees are allowed to have direct influence on their work; that the superiors set goals that are ambitious but realistic; that the needs of employees are considered when major decisions are made about them; that the managers provide support whenever it is needed and that the managers clarify goals, expectations and work methods

Table 2a: Distribution of mean scores and percentages on the Leadership construct

Variables	Scale Level							Mean	Std. Dev
	SD	D	PD	U	PA	A	SA		
	%	%	%	%	%	%	%		
In my organization, the top management include employees in critical decision-making processes.	18.1	15.0	11.3	2.5	16.9	26.3	10.0	4.0375	2.11876
Managers encourage employees to generate new ideas and strategies that would promote organizational growth.	3.1	13.8	7.5	.6	8.8	39.4	26.9	5.2375	1.86489
In my organization, the management enforce rules on the employees.	3.1	23.1	6.9	4.4	14.4	36.3	11.9	4.6000	1.89737
The Management show faith in the capacity of employees to succeed.	1.9	2.5	6.9	2.5	15.0	52.5	18.8	5.5875	1.32886
I show acceptance and positive regard for others.	.6	.6	1.3	0.0	13.8	56.9	26.9	6.0375	.88230
I am polite and considerate.	0.0	.6	.6	.6	16.9	49.4	31.9	6.0938	.81493
Employees at my organization are allowed to have direct influence on their work.	.6	6.3	9.4	4.4	20.0	43.8	15.6	5.3063	1.43626
My superiors set goals that are ambitious but realistic.	10.0	12.5	3.8	1.3	13.1	40.6	18.8	4.9188	2.01557

The needs of employees are considered when major decisions are made about them.	7.5	13.1	8.8	2.5	16.3	40.6	11.3	4.7375	1.88835
I provide support whenever it is needed.	0.0	0.0	2.5	0.0	13.8	57.5	26.3	6.0500	.79146
I clarify goals, expectations and work methods	0.0	0.0	1.9	3.8	15.6	62.5	16.3	5.8750	.79107

Source: Researcher's Field Survey, 2019.

4.3.2.1 One Sample Test Statistics and Test of Significance

The result of the one sample t-test performed on the leadership construct is presented in table 2b below, with the result showing that respondents agree to the existence of progressive leadership practices in Nigerian banks.

Table 2b: One sample Statistics and one sample test for Leadership

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Leadership	160	5.3165	.88598	.07004		
One-Sample Test						
	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leadership	18.795	159	.000	1.31648	1.1781	1.4548

4.3.3 Questionnaire items addressing the Organizational performance construct

The results gotten from analysing the questionnaire items as shown in table 3a below is presented using the percentages and mean scores. It is evident from the result that the mean score for all the variables is rated above '4' which is the stipulated benchmark for accepting the statement. In summary, the result shows that Nigerian banks possess tangible and intangible assets that have

enhanced its profitability; that there is a timely achievement of set goals by the organization; that new product development has improved over the last three years; that there is an increased level of successful and innovative products and services; that there has been improved effectiveness in the organization's operations; that there has been an increase in customer base; that the banks have been able to meet and surpass our revenue target in the last two years; that there has been improved profitability over the last two to three years; that there has been increased growth in market share and that revenue has improved significantly.

Table 3a: Distribution of mean scores and percentages on the Organization performance construct

Variables	Scale Level							Mean	Std. Dev
	SD	D	PD	U	PA	A	SA		
	%	%	%	%	%	%	%		
My organization possesses tangible and intangible assets that has enhanced its profitability.	1.3	1.9	3.1	3.1	10.0	44.4	36.3	5.9688	1.22048
There is a timely achievement of set goals by the organization.	0.0	8.8	4.4	1.9	20.0	53.8	11.3	5.3938	1.35097
In my organization, new product development has improved over the last three years.	.6	6.3	3.1	5.6	14.4	52.5	17.5	5.5438	1.33575
There is an increased level of successful and innovative products and services provided by my organization.	1.3	6.9	5.0	6.3	12.5	53.1	15.0	5.4125	1.43359
There has been improved effectiveness in the organization's operations.	1.9	6.3	4.4	3.8	15.0	56.9	11.9	5.4188	1.39844
In my organization, there has been an increase in our customer base.	0.0	5.6	3.8	3.8	10.6	60.6	15.6	5.6375	1.23618
We have been able to meet and surpass our revenue target in the last two years.	.6	9.4	5.0	8.1	15.0	49.4	12.5	5.2563	1.47195

There has been improved profitability over the last two to three years	6	10.0	2.5	7.5	10.6	54.4	14.4	5.3813	1.47034
In my organization, there has been increased growth in market share.	1.3	8.1	1.9	10.0	11.3	56.3	11.3	5.3563	1.41576
Our revenue has improved significantly.	1.3	6.9	3.8	10.0	10.0	53.8	14.4	5.3938	1.42792

Source: Researcher's Field Survey, 2019.

4.3.3.1 One Sample Test Statistics and Test of Significance

The result of the one sample t-test performed on the organizational performance construct is presented in table 3b below, with the result showing that respondents agree to the existence of significant organizational performance in Nigerian banks.

Table 3b: One sample Statistics and one sample test for Organizational Performance

One-Sample Statistics								
	N		Mean		Std. Deviation		Std. Error Mean	
Organizational Performance	160		5.4763		1.15413		.09124	
One-Sample Test								
	Test Value = 4							
	t	Df	Sig. (2-tailed)	(2-Mean Difference	95% Confidence Interval of the Difference			
					Lower	Upper		
Organizational Performance	16.180	159	.000	1.47625	1.2960	1.6565		

4.3.4 Questionnaire items addressing the Competitive advantage construct

The results derived from analysing the questionnaire items as shown in table 4a below is presented using percentages and mean scores. It is evident from the result that the mean score for all the variables is rated above '4' which is the stipulated benchmark for accepting the statement. In

summary, the result shows that Nigerian banks are lucrative for investment due to the high ethical standards & practices maintained by top management; that its tangible and intangible assets protect it from unfavorable competition from its rivals; that their overall financial rating has increased over the years; that their values have contributed to the attraction and retention of customers; that their products and services are succeeding thereby increasing competitive advantage in the marketplace; that they respond promptly to market changes; that the teamwork and unique skills of employees have contributed to the success of the organization; that the level of customer satisfaction has increased in the last two years; that there is an increase in customer referrals to our products and services; that their customer base has increased in the last one year and that their products and services are highly rated.

Table 4a: Distribution of mean scores and percentages on the Competitive Advantage construct

Variables	Scale Level							Mean	Std. Dev
	SD	D	PD	U	PA	A	SA		
	%	%	%	%	%	%	%		
Investors perceive our organization as lucrative for investment due to the high ethical standards & practices maintained by top management.	3.8	12.5	3.8	11.3	11.9	36.3	20.6	5.0625	1.78635
My organization's tangible and intangible assets protects it from unfavorable competition from its rivals.	1.9	6.9	4.4	10.6	8.8	43.8	23.8	5.4375	1.55279
My organization's overall financial rating has increased over the years.	1.3	8.1	1.3	7.5	11.3	54.4	16.3	5.4750	1.42727
My organization's values have contributed to the attraction and retention of customers.	1.3	11.3	6.9	6.9	10.0	46.3	17.5	5.2188	1.63942
My organization's products and services are succeeding, thereby increasing competitive advantage in the marketplace.	6.6	6.3	4.4	5.0	13.1	55.0	15.6	5.5125	1.34579
My organization responds promptly to market changes.	1.9	8.1	2.5	6.9	12.5	50.6	17.5	5.4188	1.49831

The Teamwork and unique skills of employees has contributed to the success of the organization	0.0	1.3	.6	1.3	9.4	38.1	49.4	6.3063	.89721
The level of customer satisfaction has increased in the last two years.	.6	8.1	1.9	6.9	11.9	55.6	15.0	5.4813	1.38260
There is an increase in customer referrals to our products and services.	1.3	5.0	3.1	10.6	9.4	55.0	15.6	5.4938	1.35050
Our customer base has increased in the last one year.	.6	8.8	3.1	4.4	9.4	60.0	13.8	5.4813	1.40963
Customers rate our products and services highly.	.6	8.1	1.9	4.4	11.3	58.1	15.6	5.5438	1.36832

Source: Researcher's Field Survey, 2019.

4.3.4.1 One Sample Test Statistics and Test of Significance

The result of the one sample t-test performed on the competitive advantage construct is presented in table 4b below, with the result showing that respondents agree to the existence of strong competitive advantage in Nigerian banks.

Table 4b: One sample Statistics and one sample test for Competitive Advantage

One-Sample Statistics						
	N		Mean	Std. Deviation	Std. Error Mean	
Competitive Advantage	160		5.4938	1.19690	.09462	
One-Sample Test						
	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Competitive Advantage	15.786	159	.000	1.49375	1.3069	1.6806

4.4 Research Hypothesis: Results

4.4.1 Hypothesis One

H₀: Leadership has no significant effect on organizational culture formation.

H₁: Leadership has a significant effect on organizational culture formation.

Table 1 below presents the results of the regression analysis for leadership as a predictor in organizational culture formation. The results in Table 1 show that the correlation coefficient (0.846**) indicates a positive and statistically significant relationship between the predictor (leadership) and the response variable (organizational culture formation). The R-squared statistic, as explained by the fitted model, implies that about 71.6% of the total variation in the measure of organizational culture formation, is explained by the variations in leadership. The ANOVA results are statistically significant, with *F*-value of 397.543 and *p* < 0.05. The regression coefficient, *t* statistic, and *p*-value for the model show that leadership ($\beta = 1.118$, $t = 19.938$, $p < 0.05$) exerts a positive and statistically significant effect on organizational culture formation. Therefore, the null hypothesis is rejected, and hence it can be concluded that Leadership has a significant effect on organizational culture formation.

Table 1: Regression Result for Leadership vs. Organizational Culture Formation

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.846 ^a	.716	.714	.62669	
a. Predictors: (Constant), Leadership					
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	156.132	1	156.132	397.543	.000 ^b
Residual	62.053	158	.393		
Total	218.185	159			

a. Dependent Variable: Organizational Culture Formation					
b. Predictors: (Constant), Leadership					
Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.871	.302		-2.880	.005
Leadership	1.118	.056	.846	19.938	.000
a. Dependent Variable: Organizational Culture Formation					

4.4.2 Hypothesis Two

H₀: Organizational culture provides no significant means of generating sustained competitive advantage.

H₁: Organizational culture provides a significant means of generating sustained competitive advantage.

Table 2 below presents the results of the regression analysis for organizational culture as a predictor of competitive advantage. The results in Table 2 show that the correlation coefficient (0.646**) indicates a positive and statistically significant relationship between the predictor (organizational culture) and the response variable (competitive advantage). The R-squared statistic, as explained by the fitted model, implies that about 41.7% of the total variation in measure of competitive advantage, is explained by the variations in organizational culture. The ANOVA results are statistically significant, with *F*-value of 112.982 and $p < 0.05$. The regression coefficient, *t* statistic, and *p*-value for the model show that organizational culture ($\beta = 0.660$, $t = 10.629$, $p < 0.05$) exerts a positive and statistically significant effect on competitive advantage. Therefore, the null hypothesis is rejected, and hence, it can be concluded that the presence of Organizational culture provides a significant means of generating sustained competitive advantage.

Table 2: Regression Result for Organizational Culture vs. Competitive Advantage

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.646 ^a	.417	.413	.91683		
a. Predictors: (Constant), Organizational Culture						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.969	1	94.969	112.982	.000 ^b
	Residual	132.810	158	.841		
	Total	227.779	159			
a. Dependent Variable: Competitive Advantage						
b. Predictors: (Constant), Organizational Culture						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.145	.323		6.636	.000
	Organizational Culture	.660	.062	.646	10.629	.000
a. Dependent Variable: Competitive Advantage						

4.4.3 Hypothesis Three

H₀: Organizational culture has no significant effect on organizational performance.

H₁: Organizational culture has a significant effect on organizational performance.

Table 3 below presents the results of the regression analysis for organizational culture as a predictor of organizational performance. The results in Table 3 show that the correlation coefficient (0.571**) indicates a positive and statistically significant relationship between the predictor (organizational culture) and the response variable (organizational performance). The R-squared statistic, as explained by the fitted model, implies that about 32.5% of the total variation in measure of organizational performance, is explained by the variations in organizational culture. The ANOVA results are statistically significant, with *F*-value of 76.246 and $p < 0.05$. The regression coefficient, *t* statistic, and *p*-value for the model show that organizational culture ($\beta = 0.562$, $t = 8.732$, $p < 0.05$) exerts a positive and statistically significant effect on organizational performance. Therefore, the null hypothesis is rejected, and hence it can be concluded that Organizational culture has a significant effect on organizational performance.

Table 3: Regression Result for Organizational Culture vs. Organizational Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.571 ^a	.325	.321	.95086		
a. Predictors: (Constant), Organizational Culture						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.937	1	68.937	76.246	.000 ^b
	Residual	142.853	158	.904		
	Total	211.790	159			

a. Dependent Variable: Organizational Performance					
b. Predictors: (Constant), Organizational Culture					
Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.623	.335		7.824	.000
Organizational Culture	.562	.064	.571	8.732	.000
a. Dependent Variable: Organizational Performance					

Summary of Results

In the analysis of the questionnaire items on Organizational culture, the results demonstrate that the bank employees agree to the presence of an enabling culture that promotes an environment for innovativeness, cohesiveness and fair treatment. This is in line with what was suggested in the literature that the presence of a culture with traits such as innovation and creativity can be fundamental in the generation of organizational effectiveness (Ogbonna and Harris, 2000; Martins and Terblanche, 2003; Szymańska, 2016; Naranjo-Valencia, Jimenez-Jimenez and Sanz-Valle, 2017).

For Leadership, the results establish that the respondents accede to the notion that their superiors demonstrate progressive leadership practices by generating a sense of inclusiveness and belonging as well as encouraging employees to be innovative and entrepreneurial in nature. This finding is significant because it suggests that the presence of transformative leadership practices encourages the development of cultural traits which influences superior organizational effectiveness and productivity (Schönborn, 2010; Simosi and Xenikou, 2010; Acar, 2012).

For the items addressing Organizational performance and Competitive advantage, the results reveal that employees believe that their organization enjoys significant business performance as well as a good competitive edge in the marketplace. Likewise, this finding confirms literature which suggests that organizational culture consists of leadership and management styles which

positively impact organizational culture as well as the development of competitive advantage in the long run (Moheno, 2013; Omoregbe and Umemezia, 2017).

The results of the hypotheses, which were tested using regression analysis demonstrates that;

- i. Leadership has a significant effect on organizational culture formation in Nigerian banks
- ii. Organizational culture provides a significant means of generating sustained competitive advantage in Nigerian banks
- iii. Organizational culture has a significant effect on organizational performance in Nigerian banks.

From the above findings, it has been identified that there exist significant correlations to the key arguments presented in the literature review chapter of this research project, which suggest the following; that leadership can promote the formation of certain cultural elements within an organization; that culture can create the right conditions for the growth and sustenance of competitive advantage; and that organizational culture unequivocally drives superior business performance.

The next chapter provides a full discussion of the findings as well as a presentation of the practical implications and limitations of this study.

5.0 Discussion, Practical Implications and Limitation

The purpose of this dissertation is to examine the impact of organizational culture on organizational performance in banks located in Lagos state, Nigeria. For the goal of the attaining this research aim, three sub-objectives were developed which sought to discover i) the extent to which the formation of organizational culture is influenced by leadership ii) if the presence of culture provides a means to generating sustained competitive advantage and iii) if organizational culture affects organizational performance. These sub-objectives were formulated into null hypotheses which includes that i) Leadership has no significant effect on organizational culture ii) Organizational culture provides no significant means of generating competitive advantage and that iii) Organizational culture does not significantly affect organizational performance. Following data collection and analysis, three findings were made which caused the previous null hypotheses to be rejected. In the next section, these findings will be discussed in full as well as a linkage to the previous literatures reviewed will be attempted. Furthermore, the next two sections will provide a brief discussion on the implications of the research findings on existing studies bothering on the Culture-performance link as well as the limitations present in the overall study.

5.1 Discussion of Findings

There were three findings made following analysis of the data collected and analyzed during the study. First, this study confirmed that Leadership has a significant influence on the formation of organizational culture. This indicates that the respondents who demonstrated progressive leadership behaviors have high likelihoods of creating an enabling atmosphere for the development of cultural traits which include innovativeness, cohesiveness, productivity, individuality, creativity and inclusion. Furthermore, this finding supports earlier and recent studies on the link between culture and leadership, with conclusions that assert the presence of a strong and positive relationship between the two concepts (Schein, 1983; Hofstede, 1990; Ogbonna and Harris, 2000; Berson, Oreg and Dvir, 2008; Simosi and Xenikou, 2010);(Acar, 2012); (Steers and Shim, 2013);(Warrick, 2017); Gil, Rodrigo-Moya, Morcillo-bellido (2018); (Hazana Abdullah, Shamsuddin and Wahab, 2019). According to Ogbonna and Harris (2000), leadership can influence the development of cultural traits such as innovation and creativity, which in turn leads to organizational effectiveness. Similarly, (Gil *et al.*, 2018) agrees that leadership can significantly

influence the development of values and systems which can encourage the creation of an innovative culture that generates channels and opportunities for empowerment and growth with organizations. This finding also establishes that leadership is instrumental in the development of a strong culture given that progressive leadership traits can help to facilitate conditions that foster work effectiveness (Acar, 2012).

The second finding of this research supports extant literature on the role played by organizational culture in the development of competitive advantage, with various scholars maintaining that the presence of a strong culture is key in the development of competitive competencies which are critical for organizations to possess for survival in today's volatile business environment (Block, 2003; Barney, 2011; Schneider, Erhart and Macey, 2013 and Warrick, 2017). The finding establishes that Organizational culture provides a significant means to generating sustained competitive advantage. From the results, most of the respondents attribute the presence of cultural traits such as innovation, creativity, sound ethics to the development of a competitive advantage which has generated increased business product innovation and profitability as well as the attraction and retention of customers and investors alike.

In addition, the study lends credence to the dynamic capability theory, upon which this research is based. This theory posits that an organization's ability to integrate, assemble and configure its resources and competencies (which may include tangible and intangible assets) in response to rapidly changing environments is a dynamic capability that is crucial in the development of competitive advantage (Teece et al, 1997; (Teece, 2007). Dynamic capabilities include organizational culture, company assets, and core competences, which are impossible to imitate and transfer, thus creating a competitive edge in the actualization of business goals (Teece, 2007; Barney, 2011).

Finally, the third finding showed a significant relationship between organizational culture and organizational performance. The results presented in section 4.4.3 (Table 3) indicate that the respondents are positive that certain elements present in their culture have enhanced profitability due to the increased level of successful and innovative products and services, sound business ethics that have led to the attraction and retention of customers and investors as well as the development of teamwork encouraged by a culture that promoted feelings of oneness and belonging, which

contributed to organizational effectiveness. This finding also supports empirical evidences which maintains that organizational culture positively impacts organizational performance and thus, generating organizational efficiency (Uddin and Hossain, 2012; Murphy *et al.*, 2013; Boyce *et al.*, 2015; Kipsang, Mutiso and Mbaraka, 2015; Ofori and Sokro, 2015; Laforet, 2017; Nikpour, 2017; Omoregbe and Umemezia, 2017; Matthew.J, 2019). According to (Omoregbe and Umemezia, 2017), good leadership practices, continual employee training programs and effective work processes can impact overall performance in an organization. In the same vein, (Laforet, 2017), in his study, established that organizational culture consists of leadership and management styles, common vision, organizational design and coordination which significantly impacts brand and business performance. The author further stressed the instrumentality of the C.E.O in providing the vision and guidance necessary for harnessing the potential benefits offered by the presence of culture in an organization.

5.2 Practical Implications

This research on the impact of Organizational culture on Organizational performance proposes a few practical implications. Firstly, it emphasizes the instrumentality of leaders in the shaping of culture and therefore calls upon managers to be deliberate in the leadership styles which they choose to exhibit, as this study has proven that progressive leadership behaviors stimulates the development and assimilation of certain traits into the organization's culture, which encourage creativity, innovativeness, entrepreneurial behaviors amongst employees, teamwork, fair treatment and thus, superior organizational performance.

Secondly, this study implies that, in the nearest future, organizations would have to rely seriously on the presence of a strong culture in the pursuance of significant business performance and in the long run, the development of competitive advantage. Furthermore, managers may soon have to invest more time and resources towards building strong cultures that are valuable rare and imperfectly imitable, in order to stay ahead of competition and survive in the volatile business environment.

Overall, a strong theme that emerged, based on the findings, is the notion that culture is the “life-force” of an organization as it determines that way employees interact, function and perform their tasks, which inadvertently would influence organizational performance (Cooke and Rousseau,

1988; Ofori and Sokro, 2015; Hopkins and Scott, 2016). Furthermore, the importance of organizational culture is also amplified in view of recent world events such as increased globalization, Brexit etc., which has led to the rise in more diversified workforces from different world nationalities. The presence of a dominant culture, which forms the common pattern of beliefs, values and behaviors can help in harmonizing an organization's diverse pool of employees, thereby avoiding the common challenges associated with having such diversified work forces, which in turn creates avenues and opportunities for organizational effectiveness and efficiency.

5.3 Limitations

As mentioned in third chapter of this dissertation, the key limitations of the study are that firstly, this research work was a cross-sectional study since it was carried out over a short period of time without the consideration of any subsequent string of events or occurrences (Levin, 2006). Secondly, the questionnaire design is another limitation as it is likely that the items may not have structured properly in order to capture precisely the desired responses for the purpose of investigating the research problem at hand in an effective manner. Finally, the time constraints imposed on the project was another limitation as the researcher was compelled to work within the time limits given. This may have affected the richness of the results as more responses could have been collected and analyzed, to make the findings more robust and accurate.

In addition, the study sought to investigate the impact of organizational culture and organizational performance in the Nigerian banking sector. This means that the findings of this research are limited only to Nigerian banks and are not applicable to other sectors, not only in Nigeria but in other sectors globally. Another limitation to the findings of this research can be identified in the fact that not all participants responded to the survey, for out of the sample size of 400, only 160 completed questionnaires were collected. Although (Rowley, 2014) suggested that a 25% response rate is valid for a sample size of 400, it is still difficult to determine if the results derived are a true reflection of the perceived impact of culture on organizational performance, and if these results are 100% credible.

6.0 Conclusion, Recommendation and Future Research Possibilities

Overall, the findings in this primary research are broadly found to be in line with existing literatures which argue that the presence of a strong and unifying culture can be instrumental in the actualization of organizational goals which generates effectiveness and profitability, therefore resulting in superior business performance and competitive advantage in the long run. The significance of this study can be identified in the support it lends to the existing empirical studies on the impact of organizational culture on organizational performance which asserts a significant relationship between the two concepts. This study sought to investigate the possibility of a positive link between organizational culture and organizational performance in Nigerian banks. In answering the central research question, three sub-questions were devised in order to determine the extent to which leadership affects culture formation, how culture can provide a means to generating sustained competitive advantage as well as to examine the impact of organizational culture on organizational performance.

From the data collected and analyzed, three major findings were made, which further strengthens the arguments made by other researchers on the interrelation between culture and leadership, culture and competitive advantage, as well as culture and performance. It is also crucial to note that these findings complement each other in that they not only clearly highlight the instrumentality of leaders in the way culture is shaped as well as the traits it would possess, but also that good leadership is critical in harnessing the benefits of culture which can generate superior business performance as well as a means of sustained competitive advantage in the long run.

An important conclusion to this study is that organizational culture is a predominant factor that can promote organizational efficiency and profitability, if the traits dominant in the culture are those that encourage innovation, creativity, cohesiveness, fair treatment, individuality, teamwork and a sense of belonging. In addition, the findings of this study have demonstrated the different dynamics involved in the correlation between corporate culture and performance, which may serve as pointers to why some certain organizations are more successful and profitable than others.

In view of the above conclusions, this study recommends that management should be mindful of the leadership characteristics they exhibit, as it has been proven that the culture of an organization is a reflection of the examples they set, which ultimately determines if the culture established is one that would facilitate business productivity and profitability. Another recommendation is that management should re-evaluate their present culture for the purpose of identifying certain traits that are detrimental while seeking ways to eliminate them and to inculcate into their culture more positive elements that could help in creating the right environment for organizational success.

An area that emerged from this research, which warrants further study by academic scholars, is about investigating the intricate mechanisms involved in the development of a positive type of culture to better inform academic practitioners and managers in the corporate field on the definite steps to take in the creation of a culture that stimulates good business performance. Finally, as regards the limitations of this study, which were identified in the previous chapters, future research should focus on examining the culture-performance link in other sectors besides the banking sector as well as incorporating larger sample sizes with a higher response rate in order to obtain findings that are more infallible, which could possibly serve as a blueprint for organizations and individuals interested in gaining knowledge on how to attain exceptional levels of business performance.

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8.0 Appendices

Appendix one: Cover letter for online survey

The Impact of Organisational Culture on Organisational Performance in Nigerian Banks

Dear Respondent,

Thank you for taking time to contribute to this survey. I am a Master's student at the National College of Ireland carrying out a research in partial fulfillment of the requirements for the award of Master of Science (MSc) in Management.

The aim of this research project is to understand how the culture within an organization can contribute to significant organizational performance in Nigerian banks. Your participation and well-thought out answers will be critical to the quality of this research work.

The whole process will take you less than 10 mins to complete. Please note that your identities are hidden, and all information provided will be kept completely confidential. Also, responses from the survey will only be analyzed for academic purposes.

Your Company name, personal details or other sensitive information will not be requested or collected in this survey. If you have any queries, please email me x17161436@student.ncirl.ie.

I thank you in anticipation of your help.

Obiageli. L. Obijiaku.

NEXT

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Appendix two: Email Cover letter

Dear Sir/Madam,

I hope this mail meets you well.

I am a master's student at the National College of Ireland located in Dublin, Ireland, and I'm here to solicit your help and support with my research project. This research seeks to investigate the impact of organizational culture on organizational performance in Nigerian banks. To achieve this, I would need you to answer a series of close-ended questions, which would serve as the key source of data analyzed for the attainment of the research objectives.

The link below will direct you straight to the online survey, which would take less than 10 minutes to complete. Your well-thought out answers to the questions is very critical to the quality of the overall research results. Please take note that your identities are hidden, the collected data would be securely stored within an SPSS software and your consent will be sought out in the event where the collected data would be used for other research purposes.

Here's the link: https://docs.google.com/forms/d/e/1FAIpQLSdGLPT-56tVdOIMJDV9GF6TIHQCDWLs3HA_15XpBBQs4_vroA/viewform?embedded=true

If you have any queries, please do not hesitate to contact me or call on +3534569682.

Thanking you in anticipation of your help.

Regards,

Loretta Obijiaku.

Appendix three: Research Questionnaire

QUESTIONNAIRE

Please tick (✓) in the boxes provided for the most appropriate answers.

SECTION A: DEMOGRAPHIC DATA

1 Gender

Male ☐

Female

2 Age (In years)

18-20 ☐

21-30 ☐

31-40 ☐

Above 40 ☐

3 Level of education

ND/HND ☐

B.sc ☐

M.sc ☐

PhD ☐

4. Working experience (In years)

Less than 1 ☐

1-5 ☐

6 - 10 ☐

11- 15 ☐

Above 15 ☐

5. Management Level

Top-level management ☐

Middle-level management ☐

Working-level Employees ☐

6. Department

Information Technology ☐

Marketing/Sales ☐

Customer care ☐

Human resources ☐

Finance ☐

Operations ☐

Others ☐

SECTION B: Please indicate (tick one in each case) the extent to which you agree or disagree with the following statements using the Likert scale below: **Strongly Disagree (SD), Disagree (D), Partially Disagree (PD), Undecided (U), Partially Agree (PA), Agree (A) and Strongly Agree (SA)**

• **Organizational Culture**

	Item	SD	D	PD	U	PA	A	SA
1	My organization is flexible in operating its procedures and policies.							
2	In my organization, employees are given the freedom to work independently.							
3	My organization encourages innovative approaches towards business operations and initiatives.							
5	My organization believes success depends on a clear system of rules being in place and respected.							
6	In my organization, employees treat each other based on fairness and respect							

7	There is high priority placed on the enforcement of the rules, obligations and values at my organization							
8	In my organization, employees are given clear instructions and support in performing tasks and duties							
9	Senior managers at my organization follow and enforce high ethical standards and practices							
10	Most staff members adhere strictly to organizational code of ethics.							
11	Management and staff members do not accept gratification of any kind from satisfied customers							

• **Leadership**

	Item	SD	D	PD	U	PA	A	SA
1	In my organization, exploiting one's personal power or influence is not tolerated							
2	In my organization, the top management include employees in critical decision-making processes.							
3	My superiors encourage employees to generate new ideas and strategies that would promote organizational growth.							
4	In my organization, the management enforce rules on the employees							
5	The management show faith in the capability of employees to succeed.							
6	I show acceptance and positive regard for others.							
7	I am polite and considerate.							
8	Employees in my organization are allowed to have direct influence on their work.							
9	My superiors set goals that are ambitious but realistic							

10	The needs of employees are considered when major decisions are made about them							
11	I provide support whenever it is needed							
12	I clarify expectations, goals, and work methods							

- **Organization performance**

	Item	SD	D	PD	U	PA	A	SA
1	My organization possesses tangible and intangible assets that has enhanced its profitability.							
2	There is a timely achievement of set goals by the organization.							
3	In my organization, new product development has improved over the last three years.							
4	There is an increased level of successful and innovative products and services provided by my organization							
5	There has been improved effectiveness in the organization's operations							
6	In my organization, there has been increase in our customer base.							
7	We have been able to meet and surpass our revenue target in the last two years							
8	There has been improved profitability over the last two or three years.							
9	In my organization, there has been increased growth in market share.							
10	Our revenue has improved significantly.							

- **Competitive Advantage**

	Item	SD	D	PD	U	PA	A	SA
1	Investors perceive our organization as lucrative for investment due to the high ethical standards							

	and practices maintained by the top management.							
2	My organization's tangible and intangible assets protects it from unfavorable competition from its rivals.							
3	The company's overall financial rating has increased over the years.							
4	My organization's values has contributed to the attraction and retention of customers							
5	My organization's products and services are succeeding thereby increasing competitive advantage in the marketplace.							
6	My organization responds promptly to market changes.							
7	The Teamwork and unique skills of employees has contributed to the success of the organization							
8	The level of customer satisfaction has increased in the last two years							
9	There is an increase in customer referrals to our products and services.							
10	Our customer base has increased in the last one year							
11	Customers rate our products and services highly							

Appendix Four: Reliability Test Results

Reliability Test for Organizational Culture

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100
	Excluded ^a	0	0
	Total	40	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.841	0.826	11

Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
My organisation is flexible in its operating policies and procedures.	4.525	1.85344	40
In my organisation, employees are given the freedom to work independently	5.45	1.56811	40
My organisation encourages innovative approaches towards business operations and initiatives.	5.325	1.9267	40
My organisation believes success depends on a clear system of rules being in place and respected.	5.45	1.35779	40
In my organisation, employees treat each other based on fairness and respect.	4.925	1.93996	40
There is high priority placed on the enforcement of the rules, obligations and values of the organisation	5.35	1.56156	40
In my organisation, employees are given clear instructions and support in performing tasks and duties.	5.15	1.86121	40
Senior managers at my organisation follow and enforce high ethical standards and practices.	4.55	1.96051	40
Most staff members adhere strictly to organisational code of ethics	4.425	1.97273	40
Management and staff members do not accept gratification of any kind from satisfied customers	3.95	2.0872	40
In my organisation, exploiting one's personal power or influence is not tolerated	4.2	1.98972	40

Inter-Item Correlation Matrix

Inter-Item Correlation Matrix											
	My organisation is flexible in its operating policies and procedures.	In my organisation, employees are given the freedom to work independently	My organisation encourages innovative approaches towards business operations and initiatives.	My organisation believes success depends on a clear system of rules being in place and respected.	In my organisation, employees treat each other based on fairness and respect.	There is high priority placed on the enforcement of the rules, obligations and values of the organisation	In my organisation, employees are given clear instructions and support in performing tasks and duties.	Senior managers at my organisation follow and enforce high ethical standards and practices.	Most staff members adhere strictly to organisational code of ethics	Management and staff members do not accept gratification of any kind from satisfied customers	In my organisation, exploiting one's personal power or influence is not tolerated
My organisation is flexible in its operating policies and procedures.	1	0.19	0.288	-0.025	0.268	0.015	0.096	0.271	0.414	0.252	0.437
In my organisation, employees are given the freedom to work independently	0.19	1	0.544	-0.314	-0.014	-0.275	-0.033	-0.141	-0.188	-0.103	-0.112
My organisation encourages innovative approaches towards business operations and initiatives.	0.288	0.544	1	-0.293	0.446	-0.124	0.429	0.277	0.212	0.266	0.304
My organisation believes success depends on a clear system of rules being in place and respected.	-0.025	-0.314	-0.293	1	0.033	0.565	0.206	0.271	0.233	0.307	0.213
In my organisation, employees treat each other based on fairness and respect.	0.268	-0.014	0.446	0.033	1	0.288	0.827	0.436	0.705	0.569	0.569
There is high priority placed on the enforcement of the rules, obligations and values of the organisation	0.015	-0.275	-0.124	0.565	0.288	1	0.281	0.43	0.533	0.43	0.464
In my organisation, employees are given clear instructions and support in performing tasks and duties.	0.096	-0.033	0.429	0.206	0.827	0.281	1	0.518	0.59	0.53	0.559
Senior managers at my organisation follow and enforce high ethical standards and practices.	0.271	-0.141	0.277	0.271	0.436	0.43	0.518	1	0.707	0.652	0.582
Most staff members adhere strictly to organisational code of ethics	0.414	-0.188	0.212	0.233	0.705	0.533	0.59	0.707	1	0.703	0.69
Management and staff members do not accept gratification of any kind from satisfied customers	0.252	-0.103	0.266	0.307	0.569	0.43	0.53	0.652	0.703	1	0.589
In my organisation, exploiting one's personal power or influence is not tolerated	0.437	-0.112	0.304	0.213	0.569	0.464	0.559	0.582	0.69	0.589	1

Item-Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My organisation is flexible in its operating policies and procedures.	48.775	138.64	0.364	0.461	0.841
In my organisation, employees are given the freedom to work independently	47.85	157.464	-0.05	0.46	0.866
My organisation encourages innovative approaches towards business operations and initiatives.	47.975	136.589	0.392	0.619	0.839
My organisation believes success depends on a clear system of rules being in place and respected.	47.85	149.926	0.186	0.516	0.849
In my organisation, employees treat each other based on fairness and respect.	48.375	123.42	0.714	0.831	0.81
There is high priority placed on the enforcement of the rules, obligations and values of the organisation	47.95	140.151	0.416	0.577	0.836
In my organisation, employees are given clear instructions and support in performing tasks and duties.	48.15	125.926	0.684	0.802	0.814
Senior managers at my organisation follow and enforce high ethical standards and practices.	48.75	124.397	0.68	0.649	0.813
Most staff members adhere strictly to organisational code of ethics	48.875	119.651	0.797	0.806	0.802
Management and staff members do not accept gratification of any kind from satisfied customers	49.35	120.9	0.712	0.598	0.81
In my organisation, exploiting one's personal power or influence is not tolerated	49.1	121.733	0.735	0.622	0.808

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
53.3	157.959	12.56817	11

Reliability Test for Leadership

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100
	Excluded ^a	0	0
	Total	40	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.713	0.76	11

Item Statistics

	Mean	Std. Deviation	N
In my organisation, the top management include employees in critical decision-making processes.	3.75	2.20431	40
Managers encourage employees to generate new ideas and strategies that would promote organisational growth.	5.175	1.90663	40
In my organisation, the management enforce rules on the employees.	4.7	1.85638	40
The Management show faith in the capacity of employees to succeed.	5.325	1.68534	40
I show acceptance and positive regard for others.	6.15	1.12204	40
I am polite and considerate.	6.2	0.93918	40
Employees at my organisation are allowed to have direct influence on their work.	5.225	1.44093	40
My superiors set goals that are ambitious but realistic.	4.25	2.29548	40
The needs of employees are considered when major decisions are made about them.	3.925	2.09257	40
I provide support whenever it is needed.	6.225	0.83166	40
I clarify goals, expectations and work methods	6.05	0.8458	40

Inter-Item Correlation Matrix

Inter-Item Correlation Matrix

	In my organisation, the top management include employees in critical decision-making processes.	Managers encourage employees to generate new ideas and strategies that would promote organisational growth.	In my organisation, the management enforce rules on the employees.	The Management show faith in the capacity of employees to succeed.	I show acceptance and positive regard for others.	I am polite and considerate.	Employees at my organisation are allowed to have direct influence on their work.	My superiors set goals that are ambitious but realistic.	The needs of employees are considered when major decisions are made about them.	I provide support whenever it is needed.	I clarify goals, expectations and work methods
In my organisation, the top management include employees in critical decision-making	1	0.114	-0.044	-0.005	-0.016	0.087	-0.119	0.347	0.202	-0.052	0.089
Managers encourage employees to generate new ideas and strategies that would promote organisational growth.	0.114	1	-0.369	0.564	0.347	0.324	0.387	0.207	0.254	0.282	0.233
In my organisation, the management enforce rules on the employees.	-0.044	-0.369	1	-0.025	0.108	-0.082	0.15	0.06	0.04	-0.154	-0.284
The Management show faith in the capacity of employees to succeed.	-0.005	0.564	-0.025	1	0.191	0.233	0.56	0.442	0.363	0.184	0.132
I show acceptance and positive regard for others.	-0.016	0.347	0.108	0.191	1	0.774	0.185	0.164	0.343	0.403	0.289
I am polite and considerate.	0.087	0.324	-0.082	0.233	0.774	1	0.155	0.44	0.478	0.597	0.536
Employees at my organisation are allowed to have direct influence on their work.	-0.119	0.387	0.15	0.56	0.185	0.155	1	0.215	0.099	-0.043	-0.052
My superiors set goals that are ambitious but realistic.	0.347	0.207	0.06	0.442	0.164	0.44	0.215	1	0.73	0.373	0.495
The needs of employees are considered when major decisions are made about them.	0.202	0.254	0.04	0.363	0.343	0.478	0.099	0.73	1	0.275	0.321
I provide support whenever it is needed.	-0.052	0.282	-0.154	0.184	0.403	0.597	-0.043	0.373	0.275	1	0.749
I clarify goals, expectations and work methods	0.089	0.233	-0.284	0.132	0.289	0.536	-0.052	0.495	0.321	0.749	1

Item-Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
In my organisation, the top management include employees in critical decision-making processes.	53.225	75.051	0.147	0.301	0.738
Managers encourage employees to generate new ideas and strategies that would promote organisational growth.	51.8	69.651	0.384	0.599	0.69
In my organisation, the management enforce rules on the employees.	52.275	84.769	-0.079	0.446	0.762
The Management show faith in the capacity of employees to succeed.	51.65	68.182	0.521	0.569	0.668
I show acceptance and positive regard for others.	50.825	75.687	0.439	0.73	0.688
I am polite and considerate.	50.775	75.051	0.589	0.777	0.679
Employees at my organisation are allowed to have direct influence on their work.	51.75	75.731	0.307	0.481	0.701
My superiors set goals that are ambitious but realistic.	52.725	56.461	0.689	0.77	0.623
The needs of employees are considered when major decisions are made about them.	53.05	61.177	0.61	0.636	0.645
I provide support whenever it is needed.	50.75	79.064	0.389	0.67	0.698
I clarify goals, expectations and work methods	50.925	78.84	0.397	0.68	0.698

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
56.975	85.512	9.24728	11

Reliability Test for Organizational Performance

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100
	Excluded ^a	0	0
	Total	40	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.916	0.915	10

Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
My organisation possesses tangible and intangible assets that has enhanced its profitability.	5.7	1.2237	40
There is a timely achievement of set goals by the organisation.	5.125	1.41761	40
In my organisation, new product development has improved over the last three years.	5.575	1.48302	40
There is an increased level of successful and innovative products and services provided by my organisation.	5.2	1.65173	40
There has been improved effectiveness in the organisation's operations.	5.15	1.42415	40
In my organisation, there has been an increase in our customer base.	5.275	1.41399	40
We have been able to meet and surpass our revenue target in the last two years.	4.725	1.53569	40
There has been improved profitability over the last two to three years	4.975	1.38652	40
In my organisation, there has been increased growth in market share.	4.925	1.47435	40
Our revenue has improved significantly.	4.9	1.54919	40

Inter-Item Correlation Matrix

Inter-Item Correlation Matrix

	My organisation possesses tangible and intangible assets that has enhanced its profitability.	There is a timely achievement of set goals by the organisation.	In my organisation, new product development has improved over the last three years.	There is an increased level of successful and innovative products and services provided by my organisation.	There has been improved effectiveness in the organisation's operations.	In my organisation, there has been an increase in our customer base.	We have been able to meet and surpass our revenue target in the last two years.	There has been improved profitability over the last two to three years	In my organisation, there has been increased growth in market share.	Our revenue has improved significantly.
My organisation possesses tangible and intangible assets that has enhanced its profitability.	1	0.406	0.62	0.487	0.527	0.286	0.405	0.404	0.343	0.457
There is a timely achievement of set goals by the organisation.	0.406	1	0.306	0.361	0.498	0.225	0.358	0.276	0.09	0.216
In my organisation, new product development has improved over the last three years.	0.62	0.306	1	0.821	0.517	0.338	0.477	0.543	0.583	0.617
There is an increased level of successful and innovative products and services provided by my organisation.	0.487	0.361	0.821	1	0.75	0.426	0.507	0.461	0.596	0.679
There has been improved effectiveness in the organisation's operations.	0.527	0.498	0.517	0.75	1	0.501	0.547	0.443	0.567	0.611
In my organisation, there has been an increase in our customer base.	0.286	0.225	0.338	0.426	0.501	1	0.638	0.579	0.625	0.692
We have been able to meet and surpass our revenue target in the last two years.	0.405	0.358	0.477	0.507	0.547	0.638	1	0.779	0.727	0.775
There has been improved profitability over the last two to three years	0.404	0.276	0.543	0.461	0.443	0.579	0.779	1	0.689	0.787
In my organisation, there has been increased growth in market share.	0.343	0.09	0.583	0.596	0.567	0.625	0.727	0.689	1	0.805
Our revenue has improved significantly.	0.457	0.216	0.617	0.679	0.611	0.692	0.775	0.787	0.805	1

Item-Total Statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My organisation possesses tangible and intangible assets that has enhanced its profitability.	45.85	105.772	0.569	0.559	0.914
There is a timely achievement of set goals by the organisation.	46.425	108.302	0.382	0.45	0.924
In my organisation, new product development has improved over the last three years.	45.975	98.435	0.712	0.836	0.907
There is an increased level of successful and innovative products and services provided by my organisation.	46.35	94.592	0.755	0.869	0.904
There has been improved effectiveness in the organisation's operations.	46.4	98.759	0.735	0.759	0.905
In my organisation, there has been an increase in our customer base.	46.275	101.589	0.631	0.54	0.911
We have been able to meet and surpass our revenue target in the last two years.	46.825	95.943	0.774	0.74	0.903
There has been improved profitability over the last two to three years	46.575	99.328	0.736	0.741	0.905
In my organisation, there has been increased growth in market share.	46.625	97.574	0.75	0.756	0.904
Our revenue has improved significantly.	46.65	93.721	0.849	0.838	0.898

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
51.55	121.587	11.02666	10

Reliability Test for Competitive Advantage

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	40	100
	Excluded ^a	0	0
	Total	40	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.943	0.945	11

Item Statistics

	Mean	Std. Deviation	N
Investors perceive our organisation as lucrative for investment due to the high ethical standards & practices maintained by top management.	4.375	1.76414	40
My organisation's tangible and intangible assets protects it from unfavorable competition from its rivals.	4.925	1.67006	40
My organisation's overall financial rating has increased over the years.	5	1.6641	40
My organisation's values has contributed to the attraction and retention of customers.	4.35	1.86121	40
My organisation's products and services are succeeding thereby increasing competitive advantage in the marketplace.	4.95	1.60048	40
My organisation responds promptly to market changes.	4.775	1.96752	40
The Teamwork and unique skills of employees has contributed to the success of the organisation	6.225	0.8912	40
The level of customer satisfaction has increased in the last two years.	4.975	1.40489	40
There is an increase in customer referrals to our products and services.	5.025	1.3679	40
Our customer base has increased in the last one year.	5	1.5359	40
Customers rate our products and services highly.	4.95	1.56811	40

Inter-Item Correlation Matrix

Inter-Item Correlation Matrix

	Investors perceive our organisation as lucrative for investment due to the high ethical standards & practices maintained by top management.	My organisation's tangible and intangible assets protects it from unfavorable competition from its rivals.	My organisation's overall financial rating has increased over the years.	My organisation's values has contributed to the attraction and retention of customers.	My organisation's products and services are succeeding thereby increasing competitive advantage in the marketplace.	My organisation responds promptly to market changes.	The Teamwork and unique skills of employees has contributed to the success of the organisation	The level of customer satisfaction has increased in the last two years.	There is an increase in customer referrals to our products and services.	Our customer base has increased in the last one year.	Customers rate our products and services highly.
Investors perceive our organisation as lucrative for investment due to the high ethical standards & practices maintained by top management.	1	0.558	0.716	0.896	0.561	0.609	0.304	0.511	0.57	0.52	0.665
My organisation's tangible and intangible assets protects it from unfavorable competition from its rivals.	0.558	1	0.766	0.495	0.632	0.65	0.494	0.567	0.719	0.68	0.713
My organisation's overall financial rating has increased over the years.	0.716	0.766	1	0.662	0.751	0.822	0.64	0.746	0.743	0.702	0.816
My organisation's values has contributed to the attraction and retention of customers.	0.896	0.495	0.662	1	0.488	0.484	0.23	0.455	0.52	0.529	0.568
My organisation's products and services are succeeding thereby increasing competitive advantage in the marketplace.	0.561	0.632	0.751	0.488	1	0.542	0.44	0.627	0.61	0.574	0.653
My organisation responds promptly to market changes.	0.609	0.65	0.822	0.484	0.542	1	0.629	0.675	0.688	0.543	0.777
The Teamwork and unique skills of employees has contributed to the success of the organisation	0.304	0.494	0.64	0.23	0.44	0.629	1	0.414	0.395	0.431	0.54
The level of customer satisfaction has increased in the last two years.	0.511	0.567	0.746	0.455	0.627	0.675	0.414	1	0.841	0.63	0.826
There is an increase in customer referrals to our products and services.	0.57	0.719	0.743	0.52	0.61	0.688	0.395	0.841	1	0.635	0.79
Our customer base has increased in the last one year.	0.52	0.68	0.702	0.529	0.574	0.543	0.431	0.63	0.635	1	0.575
Customers rate our products and services highly.	0.665	0.713	0.816	0.568	0.653	0.777	0.54	0.826	0.79	0.575	1

Item-Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Investors perceive our organisation as lucrative for investment due to the high ethical standards & practices maintained by top management.	50.175	160.302	0.75	0.858	0.938
My organisation's tangible and intangible assets protects it from unfavorable competition from its rivals.	49.625	161.215	0.776	0.75	0.937
My organisation's overall financial rating has increased over the years.	49.55	155.587	0.929	0.894	0.931
My organisation's values has contributed to the attraction and retention of customers.	50.2	161.805	0.668	0.838	0.942
My organisation's products and services are succeeding thereby increasing competitive advantage in the marketplace.	49.6	164.656	0.723	0.62	0.939
My organisation responds promptly to market changes.	49.775	154.487	0.788	0.769	0.937
The Teamwork and unique skills of employees has contributed to the success of the organisation	48.325	182.892	0.549	0.547	0.946
The level of customer satisfaction has increased in the last two years.	49.575	166.712	0.778	0.851	0.937
There is an increase in customer referrals to our products and services.	49.525	166.358	0.813	0.806	0.936
Our customer base has increased in the last one year.	49.55	166.203	0.716	0.625	0.94
Customers rate our products and services highly.	49.6	160.092	0.866	0.842	0.934

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
54.55	196.921	14.03284	11

Appendix Five: Analysis results from Demgraphic information of the Respondents and Questionnaire Items

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	92	57.5	57.5	57.5
	Female	68	42.5	42.5	100.0
	Total	160	100.0	100.0	

Age (In years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-20	3	1.9	1.9	1.9
	21-30	72	45.0	45.0	46.9
	31-40	66	41.3	41.3	88.1
	41-50	2	1.3	1.3	89.4
	Above 50	17	10.6	10.6	100.0
	Total	160	100.0	100.0	

Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ND/HND	9	5.6	5.6	5.6
	B.sc	77	48.1	48.1	53.8
	M.sc	68	42.5	42.5	96.3
	PhD	6	3.8	3.8	100.0
	Total	160	100.0	100.0	

Working experience (In years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	3	1.9	1.9	1.9
	1-10	107	66.9	66.9	68.8
	11-20	50	31.3	31.3	100.0

Total	160	100.0	100.0	
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Management Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top-Level Management	33	20.6	20.6	20.6
	Middle-Level Management	59	36.9	36.9	57.5
	Working-Level Employees	68	42.5	42.5	100.0
	Total	160	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Information technology	31	19.4	19.4	19.4
	Human resource	19	11.9	11.9	31.3
	Marketing/Sales	40	25.0	25.0	56.3
	Finance	22	13.8	13.8	70.0
	Operations	19	11.9	11.9	81.9
	Others	29	18.1	18.1	100.0
	Total	160	100.0	100.0	

My organization is flexible in its operating policies and procedures.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	5.6	5.6	5.6
	Disagree	34	21.3	21.3	26.9
	Partially Disagree	11	6.9	6.9	33.8
	Undecided	6	3.8	3.8	37.5
	Partially Agree	22	13.8	13.8	51.3
	Agree	51	31.9	31.9	83.1
	Strongly Agree	27	16.9	16.9	100.0
	Total	160	100.0	100.0	

In my organization, employees are given the freedom to work independently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.9	1.9	1.9

Disagree	12	7.5	7.5	9.4
Partially Disagree	4	2.5	2.5	11.9
Undecided	2	1.3	1.3	13.1
Partially Agree	22	13.8	13.8	26.9
Agree	79	49.4	49.4	76.3
Strongly Agree	38	23.8	23.8	100.0
Total	160	100.0	100.0	

My organization encourages innovative approaches towards business operations and initiatives.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.5	2.5	2.5
Disagree	27	16.9	16.9	19.4
Partially Disagree	13	8.1	8.1	27.5
Undecided	2	1.3	1.3	28.8
Partially Agree	8	5.0	5.0	33.8
Agree	57	35.6	35.6	69.4
Strongly Agree	49	30.6	30.6	100.0
Total	160	100.0	100.0	

My organization believes success depends on a clear system of rules being in place and respected.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	3.1	3.1	3.1
Disagree	23	14.4	14.4	17.5
Partially Disagree	10	6.3	6.3	23.8
Undecided	5	3.1	3.1	26.9
Partially Agree	29	18.1	18.1	45.0
Agree	50	31.3	31.3	76.3
Strongly Agree	38	23.8	23.8	100.0
Total	160	100.0	100.0	

In my organization, employees treat each other based on fairness and respect.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.5	2.5	2.5
Disagree	17	10.6	10.6	13.1

Partially Disagree	5	3.1	3.1	16.3
Undecided	3	1.9	1.9	18.1
Partially Agree	32	20.0	20.0	38.1
Agree	63	39.4	39.4	77.5
Strongly Agree	36	22.5	22.5	100.0
Total	160	100.0	100.0	

There is high priority placed on the enforcement of the rules, obligations and values of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	15	9.4	9.4	10.0
Partially Disagree	18	11.3	11.3	21.3
Undecided	4	2.5	2.5	23.8
Partially Agree	25	15.6	15.6	39.4
Agree	67	41.9	41.9	81.3
Strongly Agree	30	18.8	18.8	100.0
Total	160	100.0	100.0	

In my organization, employees are given clear instructions and support in performing tasks and duties.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.5	2.5	2.5
Disagree	22	13.8	13.8	16.3
Partially Disagree	7	4.4	4.4	20.6
Undecided	3	1.9	1.9	22.5
Partially Agree	21	13.1	13.1	35.6
Agree	60	37.5	37.5	73.1
Strongly Agree	43	26.9	26.9	100.0
Total	160	100.0	100.0	

Senior managers at my organization follow and enforce high ethical standards and practices.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	4.4	4.4	4.4
Disagree	19	11.9	11.9	16.3

Partially Disagree	8	5.0	5.0	21.3
Undecided	2	1.3	1.3	22.5
Partially Agree	23	14.4	14.4	36.9
Agree	58	36.3	36.3	73.1
Strongly Agree	43	26.9	26.9	100.0
Total	160	100.0	100.0	

Most staff members adhere strictly to organizational code of ethics

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	15	9.4	9.4	9.4
Disagree	13	8.1	8.1	17.5
Partially Disagree	9	5.6	5.6	23.1
Undecided	5	3.1	3.1	26.3
Partially Agree	28	17.5	17.5	43.8
Agree	71	44.4	44.4	88.1
Strongly Agree	19	11.9	11.9	100.0
Total	160	100.0	100.0	

Management and staff members do not accept gratification of any kind from satisfied customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	19	11.9	11.9	11.9
Disagree	24	15.0	15.0	26.9
Partially Disagree	15	9.4	9.4	36.3
Undecided	10	6.3	6.3	42.5
Partially Agree	14	8.8	8.8	51.3
Agree	47	29.4	29.4	80.6
Strongly Agree	31	19.4	19.4	100.0
Total	160	100.0	100.0	

In my organization, exploiting one's personal power or influence is not tolerated

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	5.6	5.6	5.6
Disagree	24	15.0	15.0	20.6
Partially Disagree	15	9.4	9.4	30.0

Undecided	8	5.0	5.0	35.0
Partially Agree	21	13.1	13.1	48.1
Agree	54	33.8	33.8	81.9
Strongly Agree	29	18.1	18.1	100.0
Total	160	100.0	100.0	

In my organization, the top management include employees in critical decision-making processes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	29	18.1	18.1	18.1
Disagree	24	15.0	15.0	33.1
Partially Disagree	18	11.3	11.3	44.4
Undecided	4	2.5	2.5	46.9
Partially Agree	27	16.9	16.9	63.8
Agree	42	26.3	26.3	90.0
Strongly Agree	16	10.0	10.0	100.0
Total	160	100.0	100.0	

Managers encourage employees to generate new ideas and strategies that would promote organizational growth.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	3.1	3.1	3.1
Disagree	22	13.8	13.8	16.9
Partially Disagree	12	7.5	7.5	24.4
Undecided	1	.6	.6	25.0
Partially Agree	14	8.8	8.8	33.8
Agree	63	39.4	39.4	73.1
Strongly Agree	43	26.9	26.9	100.0
Total	160	100.0	100.0	

In my organization, the management enforce rules on the employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	3.1	3.1	3.1
Disagree	37	23.1	23.1	26.3
Partially Disagree	11	6.9	6.9	33.1
Undecided	7	4.4	4.4	37.5

Partially Agree	23	14.4	14.4	51.9
Agree	58	36.3	36.3	88.1
Strongly Agree	19	11.9	11.9	100.0
Total	160	100.0	100.0	

The Management show faith in the capacity of employees to succeed.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.9	1.9	1.9
Disagree	4	2.5	2.5	4.4
Partially Disagree	11	6.9	6.9	11.3
Undecided	4	2.5	2.5	13.8
Partially Agree	24	15.0	15.0	28.8
Agree	84	52.5	52.5	81.3
Strongly Agree	30	18.8	18.8	100.0
Total	160	100.0	100.0	

I show acceptance and positive regard for others.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	1	.6	.6	1.3
Partially Disagree	2	1.3	1.3	2.5
Partially Agree	22	13.8	13.8	16.3
Agree	91	56.9	56.9	73.1
Strongly Agree	43	26.9	26.9	100.0
Total	160	100.0	100.0	

I am polite and considerate.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	1	.6	.6	.6
Partially Disagree	1	.6	.6	1.3
Undecided	1	.6	.6	1.9
Partially Agree	27	16.9	16.9	18.8
Agree	79	49.4	49.4	68.1
Strongly Agree	51	31.9	31.9	100.0
Total	160	100.0	100.0	

Employees at my organization are allowed to have direct influence on their work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	10	6.3	6.3	6.9
	Partially Disagree	15	9.4	9.4	16.3
	Undecided	7	4.4	4.4	20.6
	Partially Agree	32	20.0	20.0	40.6
	Agree	70	43.8	43.8	84.4
	Strongly Agree	25	15.6	15.6	100.0
	Total	160	100.0	100.0	

My superiors set goals that are ambitious but realistic.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	10.0	10.0	10.0
	Disagree	20	12.5	12.5	22.5
	Partially Disagree	6	3.8	3.8	26.3
	Undecided	2	1.3	1.3	27.5
	Partially Agree	21	13.1	13.1	40.6
	Agree	65	40.6	40.6	81.3
	Strongly Agree	30	18.8	18.8	100.0
	Total	160	100.0	100.0	

The needs of employees are considered when major decisions are made about them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	7.5	7.5	7.5
	Disagree	21	13.1	13.1	20.6
	Partially Disagree	14	8.8	8.8	29.4
	Undecided	4	2.5	2.5	31.9
	Partially Agree	26	16.3	16.3	48.1
	Agree	65	40.6	40.6	88.8
	Strongly Agree	18	11.3	11.3	100.0
	Total	160	100.0	100.0	

I provide support whenever it is needed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially Disagree	4	2.5	2.5	2.5
	Partially Agree	22	13.8	13.8	16.3
	Agree	92	57.5	57.5	73.8
	Strongly Agree	42	26.3	26.3	100.0
	Total	160	100.0	100.0	

I clarify goals, expectations and work methods

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially Disagree	3	1.9	1.9	1.9
	Undecided	6	3.8	3.8	5.6
	Partially Agree	25	15.6	15.6	21.3
	Agree	100	62.5	62.5	83.8
	Strongly Agree	26	16.3	16.3	100.0
	Total	160	100.0	100.0	

My organization possesses tangible and intangible assets that has enhanced its profitability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	3	1.9	1.9	3.1
	Partially Disagree	5	3.1	3.1	6.3
	Undecided	5	3.1	3.1	9.4
	Partially Agree	16	10.0	10.0	19.4
	Agree	71	44.4	44.4	63.8
	Strongly Agree	58	36.3	36.3	100.0
	Total	160	100.0	100.0	

There is a timely achievement of set goals by the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	8.8	8.8	8.8
	Partially Disagree	7	4.4	4.4	13.1
	Undecided	3	1.9	1.9	15.0
	Partially Agree	32	20.0	20.0	35.0

Agree	86	53.8	53.8	88.8
Strongly Agree	18	11.3	11.3	100.0
Total	160	100.0	100.0	

In my organization, new product development has improved over the last three years.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	10	6.3	6.3	6.9
Partially Disagree	5	3.1	3.1	10.0
Undecided	9	5.6	5.6	15.6
Partially Agree	23	14.4	14.4	30.0
Agree	84	52.5	52.5	82.5
Strongly Agree	28	17.5	17.5	100.0
Total	160	100.0	100.0	

There is an increased level of successful and innovative products and services provided by my organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.3	1.3	1.3
Disagree	11	6.9	6.9	8.1
Partially Disagree	8	5.0	5.0	13.1
Undecided	10	6.3	6.3	19.4
Partially Agree	20	12.5	12.5	31.9
Agree	85	53.1	53.1	85.0
Strongly Agree	24	15.0	15.0	100.0
Total	160	100.0	100.0	

There has been improved effectiveness in the organization's operations.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.9	1.9	1.9
Disagree	10	6.3	6.3	8.1
Partially Disagree	7	4.4	4.4	12.5

Undecided	6	3.8	3.8	16.3
Partially Agree	24	15.0	15.0	31.3
Agree	91	56.9	56.9	88.1
Strongly Agree	19	11.9	11.9	100.0
Total	160	100.0	100.0	

In my organization, there has been an increase in our customer base.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	5.6	5.6	5.6
Partially Disagree	6	3.8	3.8	9.4
Undecided	6	3.8	3.8	13.1
Partially Agree	17	10.6	10.6	23.8
Agree	97	60.6	60.6	84.4
Strongly Agree	25	15.6	15.6	100.0
Total	160	100.0	100.0	

We have been able to meet and surpass our revenue target in the last two years.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	15	9.4	9.4	10.0
Partially Disagree	8	5.0	5.0	15.0
Undecided	13	8.1	8.1	23.1
Partially Agree	24	15.0	15.0	38.1
Agree	79	49.4	49.4	87.5
Strongly Agree	20	12.5	12.5	100.0
Total	160	100.0	100.0	

There has been improved profitability over the last two to three years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	16	10.0	10.0	10.6
Partially Disagree	4	2.5	2.5	13.1
Undecided	12	7.5	7.5	20.6
Partially Agree	17	10.6	10.6	31.3
Agree	87	54.4	54.4	85.6
Strongly Agree	23	14.4	14.4	100.0

Total	160	100.0	100.0	
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In my organization, there has been increased growth in market share.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	13	8.1	8.1	9.4
	Partially Disagree	3	1.9	1.9	11.3
	Undecided	16	10.0	10.0	21.3
	Partially Agree	18	11.3	11.3	32.5
	Agree	90	56.3	56.3	88.8
	Strongly Agree	18	11.3	11.3	100.0
	Total	160	100.0	100.0	

Our revenue has improved significantly.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	11	6.9	6.9	8.1
	Partially Disagree	6	3.8	3.8	11.9
	Undecided	16	10.0	10.0	21.9
	Partially Agree	16	10.0	10.0	31.9
	Agree	86	53.8	53.8	85.6
	Strongly Agree	23	14.4	14.4	100.0
	Total	160	100.0	100.0	

Investors perceive our organization as lucrative for investment due to the high ethical standards & practices maintained by top management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	3.8	3.8	3.8
	Disagree	20	12.5	12.5	16.3
	Partially Disagree	6	3.8	3.8	20.0
	Undecided	18	11.3	11.3	31.3
	Partially Agree	19	11.9	11.9	43.1
	Agree	58	36.3	36.3	79.4
	Strongly Agree	33	20.6	20.6	100.0
	Total	160	100.0	100.0	

My organization's tangible and intangible assets protects it from unfavorable competition from its rivals.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.9	1.9	1.9
Disagree	11	6.9	6.9	8.8
Partially Disagree	7	4.4	4.4	13.1
Undecided	17	10.6	10.6	23.8
Partially Agree	14	8.8	8.8	32.5
Agree	70	43.8	43.8	76.3
Strongly Agree	38	23.8	23.8	100.0
Total	160	100.0	100.0	

My organization's overall financial rating has increased over the years.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.3	1.3	1.3
Disagree	13	8.1	8.1	9.4
Partially Disagree	2	1.3	1.3	10.6
Undecided	12	7.5	7.5	18.1
Partially Agree	18	11.3	11.3	29.4
Agree	87	54.4	54.4	83.8
Strongly Agree	26	16.3	16.3	100.0
Total	160	100.0	100.0	

My organization's values has contributed to the attraction and retention of customers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.3	1.3	1.3
Disagree	18	11.3	11.3	12.5
Partially Disagree	11	6.9	6.9	19.4
Undecided	11	6.9	6.9	26.3
Partially Agree	16	10.0	10.0	36.3
Agree	74	46.3	46.3	82.5
Strongly Agree	28	17.5	17.5	100.0
Total	160	100.0	100.0	

My organization's products and services are succeeding thereby increasing competitive advantage in the marketplace.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	10	6.3	6.3	6.9
	Partially Disagree	7	4.4	4.4	11.3
	Undecided	8	5.0	5.0	16.3
	Partially Agree	21	13.1	13.1	29.4
	Agree	88	55.0	55.0	84.4
	Strongly Agree	25	15.6	15.6	100.0
	Total	160	100.0	100.0	

My organization responds promptly to market changes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.9	1.9	1.9
	Disagree	13	8.1	8.1	10.0
	Partially Disagree	4	2.5	2.5	12.5
	Undecided	11	6.9	6.9	19.4
	Partially Agree	20	12.5	12.5	31.9
	Agree	81	50.6	50.6	82.5
	Strongly Agree	28	17.5	17.5	100.0
	Total	160	100.0	100.0	

The Teamwork and unique skills of employees has contributed to the success of the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	1.3	1.3	1.3
	Partially Disagree	1	.6	.6	1.9
	Undecided	2	1.3	1.3	3.1
	Partially Agree	15	9.4	9.4	12.5
	Agree	61	38.1	38.1	50.6
	Strongly Agree	79	49.4	49.4	100.0
	Total	160	100.0	100.0	

The level of customer satisfaction has increased in the last two years.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	13	8.1	8.1	8.8
	Partially Disagree	3	1.9	1.9	10.6
	Undecided	11	6.9	6.9	17.5
	Partially Agree	19	11.9	11.9	29.4
	Agree	89	55.6	55.6	85.0
	Strongly Agree	24	15.0	15.0	100.0
	Total	160	100.0	100.0	

There is an increase in customer referrals to our products and services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.3	1.3	1.3
	Disagree	8	5.0	5.0	6.3
	Partially Disagree	5	3.1	3.1	9.4
	Undecided	17	10.6	10.6	20.0
	Partially Agree	15	9.4	9.4	29.4
	Agree	88	55.0	55.0	84.4
	Strongly Agree	25	15.6	15.6	100.0
	Total	160	100.0	100.0	

Our customer base has increased in the last one year.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	14	8.8	8.8	9.4
	Partially Disagree	5	3.1	3.1	12.5
	Undecided	7	4.4	4.4	16.9
	Partially Agree	15	9.4	9.4	26.3
	Agree	96	60.0	60.0	86.3
	Strongly Agree	22	13.8	13.8	100.0
	Total	160	100.0	100.0	

Customers rate our products and services highly.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	13	8.1	8.1	8.8
Partially Disagree	3	1.9	1.9	10.6
Undecided	7	4.4	4.4	15.0
Partially Agree	18	11.3	11.3	26.3
Agree	93	58.1	58.1	84.4
Strongly Agree	25	15.6	15.6	100.0
Total	160	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My organization is flexible in its operating policies and procedures.	160	1.00	7.00	4.6187	1.99960
In my organization, employees are given the freedom to work independently	160	1.00	7.00	5.6063	1.47557
My organization encourages innovative approaches towards business operations and initiatives.	160	1.00	7.00	5.1875	1.95608
My organization believes success depends on a clear system of rules being in place and respected.	160	1.00	7.00	5.0750	1.83107
In my organization, employees treat each other based on fairness and respect.	160	1.00	7.00	5.3438	1.64086

There is high priority placed on the enforcement of the rules, obligations and values of the organization	160	1.00	7.00	5.2375	1.59594
In my organization, employees are given clear instructions and support in performing tasks and duties.	160	1.00	7.00	5.2938	1.79306
Senior managers at my organization follow and enforce high ethical standards and practices.	160	1.00	7.00	5.2563	1.83689
Most staff members adhere strictly to organizational code of ethics	160	1.00	7.00	4.9187	1.84960
Management and staff members do not accept gratification of any kind from satisfied customers	160	1.00	7.00	4.5062	2.13092
In my organization, exploiting one's personal power or influence is not tolerated	160	1.00	7.00	4.7875	1.92758
In my organization, the top management include employees in critical decision-making processes.	160	1.00	7.00	4.0375	2.11876
Managers encourage employees to generate new ideas and strategies that would promote organizational growth.	160	1.00	7.00	5.2375	1.86489
In my organization, the management enforce rules on the employees.	160	1.00	7.00	4.6000	1.89737
The Management show faith in the capacity of employees to succeed.	160	1.00	7.00	5.5875	1.32886

I show acceptance and positive regard for others.	160	1.00	7.00	6.0375	.88230
I am polite and considerate.	160	2.00	7.00	6.0938	.81493
Employees at my organization are allowed to have direct influence on their work.	160	1.00	7.00	5.3063	1.43626
My superiors set goals that are ambitious but realistic.	160	1.00	7.00	4.9187	2.01557
The needs of employees are considered when major decisions are made about them.	160	1.00	7.00	4.7375	1.88835
I provide support whenever it is needed.	160	3.00	7.00	6.0500	.79146
I clarify goals, expectations and work methods	160	3.00	7.00	5.8750	.79107
My organization possesses tangible and intangible assets that has enhanced its profitability.	160	1.00	7.00	5.9688	1.22048
There is a timely achievement of set goals by the organization.	160	2.00	7.00	5.3938	1.35097
In my organization, new product development has improved over the last three years.	160	1.00	7.00	5.5438	1.33575
There is an increased level of successful and innovative products and services provided by my organization.	160	1.00	7.00	5.4125	1.43359
There has been improved effectiveness in the organization's operations.	160	1.00	7.00	5.4187	1.39844
In my organization, there has been an increase in our customer base.	160	2.00	7.00	5.6375	1.23618

We have been able to meet and surpass our revenue target in the last two years.	160	1.00	7.00	5.2563	1.47195
There has been improved profitability over the last two to three years	160	1.00	7.00	5.3813	1.47034
In my organization, there has been increased growth in market share.	160	1.00	7.00	5.3563	1.41576
Our revenue has improved significantly.	160	1.00	7.00	5.3938	1.42792
Investors perceive our organization as lucrative for investment due to the high ethical standards & practices maintained by top management.	160	1.00	7.00	5.0625	1.78635
My organization's tangible and intangible assets protects it from unfavorable competition from its rivals.	160	1.00	7.00	5.4375	1.55279
My organization's overall financial rating has increased over the years.	160	1.00	7.00	5.4750	1.42727
My organization's values has contributed to the attraction and retention of customers.	160	1.00	7.00	5.2188	1.63942
My organization's products and services are succeeding thereby increasing competitive advantage in the marketplace.	160	1.00	7.00	5.5125	1.34579
My organization responds promptly to market changes.	160	1.00	7.00	5.4187	1.49831

The Teamwork and unique skills of employees has contributed to the success of the organization	160	2.00	7.00	6.3062	.89721
The level of customer satisfaction has increased in the last two years.	160	1.00	7.00	5.4812	1.38260
There is an increase in customer referrals to our products and services.	160	1.00	7.00	5.4938	1.35050
Our customer base has increased in the last one year.	160	1.00	7.00	5.4812	1.40963
Customers rate our products and services highly.	160	1.00	7.00	5.5437	1.36832
Valid N (listwise)	160				

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846 ^a	.716	.714	.62669

a. Predictors: (Constant), Leadership

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156.132	1	156.132	397.543	.000 ^b
	Residual	62.053	158	.393		
	Total	218.185	159			

a. Dependent Variable: Organizational Culture

b. Predictors: (Constant), Leadership

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.871	.302		-2.880	.005
Leadership	1.118	.056	.846	19.938	.000

a. Dependent Variable: Organizational Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.413	.91683

a. Predictors: (Constant), Organizational Culture

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	94.969	1	94.969	112.982	.000 ^b
Residual	132.810	158	.841		
Total	227.779	159			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Organizational Culture

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.145	.323		6.636	.000
Organizational Culture	.660	.062	.646	10.629	.000

a. Dependent Variable: Competitive Advantage