Role of Organizational Culture in Building Sustainable Employee's Performance in Organizations. A Case Study of Zenith Bank Plc Jalingo Taraba State Nigeria

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ABSTRACT

The most valuable asset in the existence of organization is the employees and their ability in maintain appreciable level of performance which support the goal of the organization and the ability to do that depend largely on the organizational culture and culture has been considered most currently as the factor that relate positively to organizational excellence and sustainable employee's performance over the period of time An employee engagement program will not go far without first establishing the organizational culture that is required to support sustainability. This means integrating sustainability into the overall employee's performance, with clear vision, goals and metrics. It means having strong culture and a collaborative governance structure that has been develop as a ways of doing things in the organization for decision making and resource allocation. It requires a rewards and recognition program to support and reinforce sustainability behaviors. With such a culture in place, organization will be able to develop a strategy that fully engages employees, while fully realizing the benefits of their contributions. The study investigated empirically the role of organizational culture building sustainable employee's performance using Zenith bank PLC a model where organizational culture will build sustainable employees performance strategy for a lasting actualization of organizational was developed. In order to achieve the research objectives of (i)To assess how organizational culture can build sustainable employee's performance (ii)To analyze the gap that exists between organizational culture and sustainable employee's performance in the organization, a survey questionnaires of 20 items was administered to sixty respondents. The findings of this study have practical implications for organizational leaders, managers and employees, and their organizations, particularly commercial banks in Nigeria, besides offering scope for further research in the area of organizational culture and sustainable employee's performance . It will also show a significance and positive relationship that exist between organizational culture and sustainable employee's performance, as means of building viable organization with cultural uniqueness and excellence performance in the world of competition.

Keywords: Organizational culture, Sustainable employee's performance, Organizations and Zenith Bank PLC Nigeria.

1. Introduction

Organization development is concerned with promoting the well-being of an organization, drawing together people from various aspects of life and to bringing desired success through the accomplishment of corporate goals and objectives (Ojo, 2009). In order to achieve their goals and objectives, people need to learn how to work together through identifying norms, values, artifacts, beliefs and rituals, and understanding the importance of organizational culture (Cascio, 2006). Ojo (2009) claims that the

management of an organization needs to explain and imbibe its culture in employees to enable them to be familiarized with an organizational system (Ojo, 2009). During the process of explanation, an employee learns about the organizational culture and decides whether he can cope with it or not (Ojo, 2009). As each organization is a learning environment, the coordination of employees into learning the process is referred to as human resources management (HRM) practice (Cascio, 2006). The increasing consciousness on the company's stance on social and environmental issues plays a significant role in choice of employer by the intended workforce in organization today. A recent survey found that over 75% of Nigeria graduates inclined to work for "green" companies. Telecommunications, banks and petroleum companies why in particular want their company's mission to go beyond profitability, encompassing benefits to the wider community, on social, environmental and economic dimensions. They are eager to work with companies in which they feel they can make a difference.

These individuals are like gold motivated by the culture of the organization which inspire them to work for organization and they always felt fulfilled by the feelings meaningful with outcomes they can influence and for which they are recognized – and they will go above and beyond. They will have pride in being associated with the organization, recommending it to others as a great place to work, which in turn will contribute to an improved reputation with customers. HR departments have not missed this trend, and now recognize that organizational culture is a significant sustainable employee's performance particularly when the culture reflects the tool to recruit, retain, inspire and motivate the workforce.

1.2. Statement of Problems

The desire to build and excellence organization depends greatly on the organizational performance and the entire employees performance. there is also an identified gap on the fluctuation of these performance from both the system of organization and the employees themselves, this could result to several factors, which culture is considered to be one, an employee join an organization with a zeal and the desire to put in his very best at the initial stage but all of a sudden the said zeal is quenched by the fact that the new organization has certain values that seem contrary to the belief of the employee or the employee is not familiar with and is thwarting his passion for the job in which he is employed for. Hence the need to articulate culture for sustainable employee's performance in organization became a subject of research.

1.3. Research Objectives

The study examine how organizational culture can build sustainable employee's performance in organization, specifically the study seek:
I.   To assess how organizational culture can build sustainable employee's performance
II.   To analyze the gap that exists between organizational culture and sustainable employee's performance in the organization.

2. Literature Review
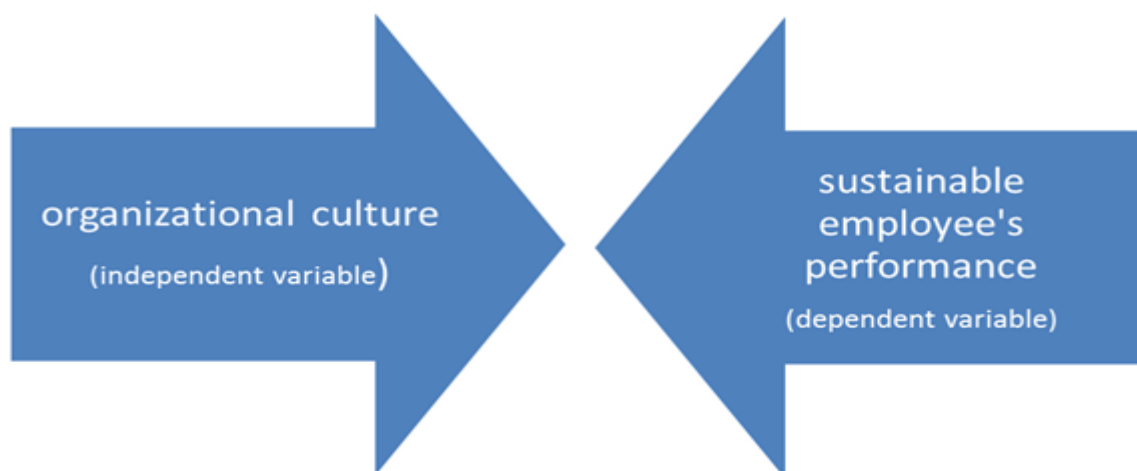
2.1. figure 1 Theoritical Framework
Source: Summary of Researcher's approach (2014)

The theoretical framework in synthesizes the key words of the study, through an analysis of the relevant theory. Organizational culture is a construct that impacts the sustainable employee's performance.

The framework is derived from Maslow's hierarchy of needs where the lower order needs (physiological and safety needs) may be linked to organizational culture. Every new organization passes through this lower order stage in which they struggle with their basic survival needs.

At the third level of the Maslow's hierarchy, social needs would correspond to the formation of organized roles within the organization into distinct units, depicting the human resource management function which resonates according to the tone set by organizational culture. The positive interaction of organizational culture would result in self-esteem and self-actualization. This is manifested through the sustainable employees' performance which showcases the strength and reliability of their organization in the face of competitors. It also implies that the organization through its employees has excelled and met their objectives, mission and vision statement, i.e. a stage that can be considered parallel to self-actualization.

2.2. Organizational Culture

Organizational culture is the bedrock of organizational excellence; it is too complex a concept to be defined in a manner that will provide a common frame of reference for organizational leaders and researchers (Ouchi, 1981). Several definitions only attempt to create a scenario that culture is a set of shared meanings that makes it possible for members of an organization to adopt, interpret and act upon their environment (Ouchi, 1981). In an attempt to define organizational culture beyond shared values, we need to answer some fundamental questions: How did the culture come to be? What is the culture all about? It is flexible or rigid? (Ouchi, 1981).

It is difficult to distinctly express what organizational culture is, but everyone knows it when they sense it (McNamara, 2002). Organizational culture encapsulates the ways the organization performs it business; handles its employees, customers and the external community; how often autonomy and freedom is allowed in decision making, developing fresh ideas and personal expression; hierarchical order of the channel through which information flows; and the levels of employee commitment towards the collective objectives of the organization (McNamara, 2002). Organizational culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and which has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schein, 1984). It impacts the organization's productivity and performance, and provides guidelines on customer care and service; product quality and safety; attendance and punctuality; and concern for the environment (McNamara, 2002). An organization's culture is not only shared but also consists of values that are invented, learned and shaped within a period to suit the needs of the organization (Schein, 1984).

Furthermore, organizational culture is a distinctive normative system consisting of model patterns of shared psychological properties among members, which result in compelling common affective attitudinal behavioral orientation that is transmitted across generations and different collective activities from each other (Askanasy, 2000). Organizations can realize and implement sustainable change by using organizational culture as a road map, but at the same time, the primary reason for any failure in implementing organizational change is organizational culture (Linnenluecke & Griffiths, 2010).

The following sections provide an overview of the different forms of organizational culture, according to Gregory, Harris, Armenakis and Shook (2009).

i.   Group culture

Group culture refers to the collective ideas and values developed, nurtured and implemented by a group of individuals called co-workers as means of achieving result (Gregory et al., 2009). Group dynamics are very important, as belonging to the group becomes a value that is tightly held. Gregory et al. (2009) further explain that culture also values cohesiveness, participatory decision making and considerate support among co-workers, while managers support and leverage these values through empowerment, mentoring and support of teamwork.

ii.   Developmental culture

The argument put forward by Gregory et al. (2009) is an externally focused emphasis on flexibility; it defines the developmental culture as a culture of change and adaptation in the hopes of growing the

organization. The leadership supports entrepreneurial ventures and inspires creativity in employees in the hopes of acquiring new resource for the   organization (Gregory et al., 2009). This point of assertion is that developmental culture proffers change solutions to enhance culture to meet the leadership challenges of an organization with a view to strengthening the organization.

iii.   Rational culture

Gregory et al. (2009) describe rational culture in terms of goal attainment, where goals represent a form of controlling employees' actions while directing behavior towards the external environment. These kinds of cultures tend to value productivity, achievement and competition towards well established criteria. Whatsoever is the rationale behind culture is an attempt to boost productivity and achieve targeted objectives.

iv.   Hierarchical culture

This culture is one of uniformity and coordination with an emphasis on internal efficiency, where strict guidelines tend to regulate behaviors and employees value job security in a somewhat rigid environment. According to Gregory et al. (2009), this delves into the issue of the total strict compliance to rules and principles that determined how organization is manage.

v.   Balanced culture

Quinn (1988) cited in Gregory et al. (2009) asserts that a balanced culture in which the values associated with each cultural domain are held strongly also argued that organization with balance culture have a distinct advantage in managing environment shifts.

2.3. Model of organizational culture

Figure2 shows how organizational culture is formed.
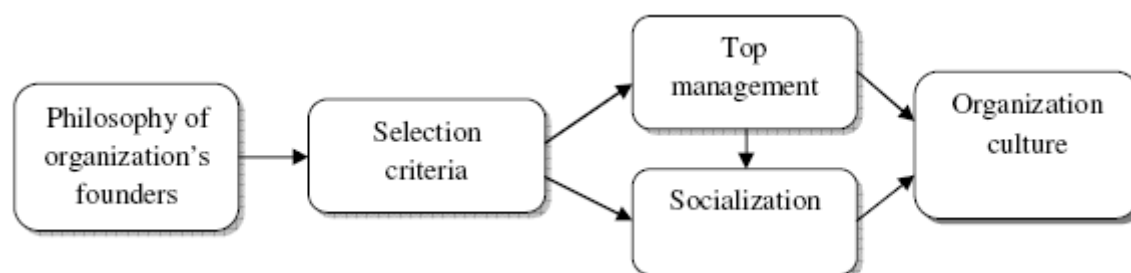
Formation of Organizational Culture

Source: Robbins & Judge (2009)

The organizational culture model, above as shown in Figure 2 explains the process how culture is formed, going through processes or stages, beginning from the philosophy of the organizational founders – the organizational owners who from the inception of the organization have in mind the kind of organization, its purpose and what they hope to achieve. At that stage, the first culture will be introduced bearing the ideology and values preferred by the owners; it will get to the point that there will be so many possibilities, and thus a selection criteria will be proposed based on the culture that supports growth or the interest of the organizational owner.

The culture selected may be examined by a team of organizational experts working in that organization. Usually this consists of the top management which may include the owners of organization who will evaluate the culture in the light of their organizational objectives, then allow it to proceed to the socialization stage to assert its acceptability by employees and the wider environment. When it is accepted, it will be considered the organizational culture. The accepted culture will guide the actions and activities of both the owners and employees of the organization. Performance is mostly determined by the culture of organization, for instance an organization that places greater emphasis on rewards and employee evaluation tends to achieve measurable performance (Robbins & Judge, 2009).

2.4. Sustainable Employee's Performance

Sustainable employee's performance refers to the maintenance of an organization's high performance levels in respect of all indicators financial, people management and environmental and societal contribution over the long term. Successful organizations sustain employee's performance in the

face of both internal and external challenges over time, rather than simply achieving high performance levels over the short-term or during good economic periods.

The sustainable development of the organization is taking a more far approach, in its attempt for achieving a long term goals and objectives which the organization aimed to achieve within a specific period , the long term input directed on the organization to produces an output in relation to the organizational goal and objectives, is a clear interplay of the sustainable human resource management and the organizational performance , the construct of sustainable human resource management represents the inputs that is directed to the organization with view for an expected results and the construct of organizational performance represents the outputs of the construct, expected by the first construct sustainable human resource management (Anand, and Sen,2000)**.**. Those long-term oriented conceptual approaches and activities aimed at a socially responsible and economically appropriate recruitment and selection, development, deployment, and release of employees, to produces a sustainable HRM outcomes like Employee satisfaction, Employee motivation, Employee retention, employee presence, Social climate' between workers and management employee involvement and loyalty. The above mentioned sustainable human resource management outcomes will produces employee's performance through the following; Profit Market value, Market share, Increase in sales, Productivity, Product/service quality, Customer Satisfaction, Development of, products/services and Future investments

Thus the review has proven that sustainable human resource management has a significant impact on organizational performance. This finding concurs with that of David, Gorge and Bill (1999) who attest that sustainable HRM can influence organizational; employee morale and goodwill; productivity and efficiency; the quality of work; innovation and creativity and the attitude of employees at the workplace.

Similarly, Denison's (1990) in research indicates that HRM, influences organizational performance directly. An organization whose sustainable HRM is propagated extensively and profoundly, and practiced in management decision, enjoys much better repayments in terms of investment and sale than organizations that do not popularize. Therefore, studies prove that cultural factors can lead to the realization of a lot of the organization's value achievements, and it may be the extreme crucial factor for the success of organizations (Denison, 1990). Later research on organizational growth has gradually developed culture into a more macroscopic organizational aspect (David, Gorge & Bill, 1999). In short, research has shown a close connection between sustainable HRM and organizational performance at least (David, Gorge & Bill, 1999).

2.5. Culture of Sustainable Employee's Performance

Employees have their own behavioral tendencies within an organization, and most organizational managers value those that bring additional success to the entire organization (Barka, 2010). Employees strive for competitiveness when there is determination towards their work and there is an influence coming from the culture within the organization (Collins, 1998). Jaishree (2003) claims that organizations are seen as a rational means to plan, organize, coordinate and control a group of people and their activities through strategy, further argues that organizational culture becomes an implicit yardstick for understanding the organization when viewed as embedded in the wider socio-cultural system. Alternatively, it may be seen as an organizational variable within the organizational context, as a tool to be managed to achieve better control and organizational effectiveness (Jaishree, 2003).

Denison's (1990) research indicates that organizational culture influences organizational performance directly, where an organization whose organizational culture is propagated extensively and profoundly, and practiced in management decision, will experience better repayments in investment and sale than those organizations which do not popularize organizational culture. Therefore, Denison's studies show that cultural factors lead to the realization of a lot of an organization's value achievements, and that culture may be the extreme crucial factor for the success of organizations. In summary, researchers have found that there is a close connection between organizational culture and organizational performance.

Holloway (2001) defines employees' performance as a well organized process of planning work and setting expectations, continually monitoring performance, developing capacity to perform, regularly rating performance in a summary manner and rewarding good performance. McNamara (2005) suggests that performance includes activities to ensure goals are reliably being met in an effective and efficient manner.

Khan (2006) claims that it is important for individual values to match organizational culture because a culture of shared meaning or purpose results in actions that help the organization achieve common or collective goals. Hence, an organization will operate more productively as a whole when key

values are shared among the members of employees; employees need to be relaxed with the behaviors encouraged by the organization so that individual motivation and group productivity remain high, because organizations are comprised of individuals whose unconcealed behaviors are consistent with their secret values (Khan, 2006).

Oaluko (2003) declares that performance is the manner of performing work, assignment or goals to a level of preferred satisfaction. In this study, organizational performance is viewed in terms of the ability of an organization to satisfy the preferred expectations

Figure-3. model of culture building sustainable employee's performance in organization
Researcher's approach 2014

The figure above indicated how culture of an organization can build sustainable employee's performance, the model suggest that any culture emphasis that every superior has a subordinate to mentor, and the rewards and recognition should also be consistent, the employees should be treated as better than the organization and every employee should be treated equally particularly in term of rewards.

3. Research Methodology

A quantitative research paradigm was employed in this study (Creswell, 2007). A descriptive survey was engaged, where a likert scale of five options was adopted and sixty survey questionnaires were administered. The quantitative approach used to seek data on attitudes, beliefs and feelings of employees as it relates to culture (Cohen et al., 2005). Through the design, the researcher was able to investigate organizational culture and sustainable employee's performance. The research also establishes how the practice of organizational culture builds sustainable employee's performance in Nigeria using Zenith bank Plc Jalingo Nigeria as case study. A purposive sample comprising of thirty males and thirty females from a population of one hundred and twenty employees was selected in order to attain equal

gender representation of population. The purposefully selected participant was seen to be rich data sources for the study. Data was collected through a survey questionnaire. The questionnaire comprised twenty items seeking responses on issues regarding organizational culture in building sustainable employee's performance. The questionnaire included open-ended items sourcing employee's views on the research objectives.

4. Data Analysis

Table-3.1. Respondents' Profiles

Demographic Information	Variables	Frequency	Percentage %
Age group	20-29 yrs	18	35.3
	30-39 yrs	17	33.3
	40-49 yrs	15	29.4
	50 yrs and above	1	2
Gender	Male	28	54.9
	Female	23	45.1
Working experience	1-5 yrs	35	68.6
	6-10 yrs	15	29.4
	11-20 yrs	1	2
Educational level	PhD	-	
	Masters	11	21.6
	Bachelor	35	68.6
	Others	5	9.8

The respondents' profile shown above indicates that 51 respondents were distributed across different age groups. Eighteen respondents which represented 35.3 percent were within the age of 20-29 years, 17 respondents which represented 33.3 percent were within the age group of 30-39 years, 15 respondents representing 29.4 percent were within the age range of 40-49 years, and finally one respondent representing 2 percent were within the age group of 50 years and above.

The gender spread had 28 male and 23 female respondents representing 54.9 percent and 45.1 percent respectively. Thirty five respondents or 68.6 percent had 1-5 years of working experience with the organization under study, while 15 respondents or 29.4 percent had worked for 6-10 years, and only one respondent or 2 percent had worked for 11-20 years.

The respondents' educational level indicated that none of the respondents or had a PhD, 11 respondents or 21.6 percent held a Master's degree, 35 respondents or 68. 6 percent held a Bachelor's degree, and five respondents or 9.8 percent were holders of different qualifications lower than a Bachelor's degree.

Table 3.2 Overall Cronbach's Alpha for the Scale

Case Processing Summary

		N	%
Cases	Valid	51	100.0
	Excluded[a]	0	.0
	Total	51	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.970	20

From Table 3.2 the Cronbach's alpha of 0.970 indicates the high reliability of the questionnaire

Table-3.4. Survey response

Description	Quantity	No of respondents
No of questionnaires administered	60	60
No of questionnaires filled and returned	51	51
Responses rate	51/60x100=85%	

From the above table sixty questionnaires were administered and 51 was filled and returned which represents 85%

5. Result and Discussion of Findings

Objective 1

    I.   To assess how organizational culture can build sustainable employee's performance
        Table 4.2 frequency

VAR00004

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	35.3	35.3	35.3
	2	33	64.7	64.7	100.0
	Total	51	100.0	100.0	

VAR00005

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	35.3	35.3	35.3
	2	26	51.0	51.0	86.3
	3	7	13.7	13.7	100.0
	Total	51	100.0	100.0	

VAR00006

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	19.6	19.6	19.6
	2	41	80.4	80.4	100.0
	Total	51	100.0	100.0	

VAR00007

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	19.6	19.6	19.6
	2	34	66.7	66.7	86.3
	3	7	13.7	13.7	100.0
	Total	51	100.0	100.0	

Items in questionnaire 4-7 indicate an opinion on how culture can be sustainable employee's performance in organization in question item number 4, eighteen respondents tick (1) strongly agreed and thirty three ticks (2) which is agreed representing 35.3 and 64.7 % respective. Question 5 eighteen respondents tick (1) strongly agreed, twenty six ticks (2) agreed while seven tick (3) undecided, representing 35.3, 51 and 13.7 % respectively. Question 6 ten respondents tick (1) strongly agreed, forty one ticks (2) agreed which represents 19.6 and 80.4% respectively and finally question 7 ten respondents' ticks (1) strongly agreed, thirty four ticks (2) and seven ticks (3) undecided. This represents 19.6, 66.7 and 13.7%. from the analysis above one can conclude that the items in question 4-7 is how culture can build sustainable employee's performance . They are as follows;
question4.   Employee's has adequate mentoring from the superior on culture of my organization

question5.   Reward and recognition is consistent with individual contribution.

question6.   My organizational culture laid more emphasis on the employee than organization

question7.   In my organization there is equity in the distribution of rewards as means of sustaining employee's commitment.

Objective 2

I.   To analyze the gap that exists between organizational culture and sustainable employee's performance in the organization.

Table 4.3. Showing the gap between organizational culture and sustainable employee's performance.

Question	Response	Percentage
18. In my organization, performance reviews are jointly conducted by both subordinate and superior.	38 respondents tick (4) while 13 tick (5)	4=74.5% 5=25.5%
19. Employees are provided opportunity to make suggestions on how work can be improved	51 respondents tick (5)	5=100% 4=92.2 5=7.8
	47 respondent tick (4) while 4 (5)	
20. My organization has a performance oriented culture that employees strive to achieve		

From the above table 4.3 shows that 38 respondents disagreed and 13 strongly disagreed on the statement on question 18 of the survey questionnaire stated that In my organization, performance reviews are jointly conducted by both subordinate and superior this represent74.5% and 25.5% respectively, In the questionnaire number 19, 51 respondents strongly disagreed to the statement, that Employees are provided opportunity to make suggestions on how work can be improved. These represent 100% while 47 respondents disagreed while 4 strongly disagreed on the statement in question 20, which stated that my organization has a performance oriented culture that employees strive to achieve. It's 92.2% and 7.8% respectively. From the above analysis it is clear that gap exist in the area of review because it is not jointly carry out by both subordinates and the superior so is one sided. Another gap exists from the fact that employees are not provided an opportunity to make suggestion on who work and be improved. Finally gap exist where is no culture of performance that attract employees to strive on their own to achieve it.

6. Conclusion and Recommendation

It is no longer in doubt that the concept of organizational culture and sustainable employee's performance hold the key to the industrial revolution that is urgently needed in the developing nations of the world. This is what can bring an end to the rampant failure in organizations, which most of the organizations suffered.

The focal point of the research is that organizational culture can influence and build an expected sustainable employee's performance an organization.

In order to achieve sustainable employee's performance in organization, the following
Observed organizational culture must be reversed:

i.   The culture should articulate adequate mentoring employees process from the superior on culture of my organization

ii.   The culture should be deliberately design where reward and recognition is consistent with individual contribution.

iii.   Organizational culture should laid more emphasis on the employee than organization

    iv.   the organizational culture should capture the need for equity in the distribution of rewards as means of sustaining employee's commitment

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