

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
KUMASI**

DEPARTMENT OF STRATEGIC MANAGEMENT AND CONSULTANCY



**IMPACT OF CORPORATE CULTURE ON CORPORATE PERFORMANCE
(CASE STUDY OF ADANSI RURAL BANK)**

BY

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(CASE STUDY AT ADANSI RURAL BANK)**

**A Thesis Submitted to the Department of Strategic Management, Kwame Nkrumah
University of Science and Technology in Partial Fulfillment of the Requirements for
Master of Business Administration**

OCTOBER, 2015

DECLARATION

With the exception of references from literature which has being duly acknowledged, I hereby do declare that this work has never been submitted, either in whole or part to any institution for the award of any kind. The work presented here was done by me, a student of the Kwame Nkrumah University of Science and Technology, Department of Strategic Management &Consultancy.

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(Head of Department)

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Date

DEDICATION

This study is dedicated to God Almighty for his mercies, guidance and protection throughout the period of my study. To all single mothers who beyond all odds have stood to educate their children and find solace in God, the creator of heaven and earth to express love, trust, and joy in the gift of God (children).

ACKNOWLEDGEMENT

My profound gratitude goes to God Almighty for granting me the grace and opportunity to study a Master's Programme. I would also like to pass my appreciation, gratitude and thanks to my Supervisor, Dr. Wilberforce Owusu-Ansah, of the KNUST School of Business for all the help, guidance, assistance and effort he placed at my disposal to help me complete this work. I further acknowledge my son Josiah Kwame Boakye and my entire family who supported me during my study.

Again, I would like to thank my dear friend Mrs. Lydia Achiaa Kyei and my lovely brother Mr. Kusi Boakye and his friend Mr. Emmanuel Kofi Asamoah for their advice and encouragement which inspired me to pursue a Master's Programme.

Finally, my profound gratitude goes to all staff and management of the Adansi Rural Bank Limited, for their time and assistance. I will like to acknowledge any individual who helped me in any way in making this project a success.

ABSTRACT

Assessing the impact of corporate cultural on organizational performance at Adansi Rural Bank in Ghana was the main objective of the study. The study adopted convenient sampling technique to select a total of 168 respondents from the seven branches in the Ashanti Region. Data from respondents were analyzed using the Predictive Analytical Soft Ware (PASW) formerly known as the Statistical Package for Social Sciences (SPSS). The study also revealed a weak and statistically insignificant relationship between respondents' sex and their current position at Adansi Rural Bank. There was a moderate negative and significant relationship between respondents' sex and their years of experience in the banking industry. The study confirmed that sales growth, deposit, profit, employee satisfaction and training were the measures used to examine corporate performance in the Adansi Rural Bank. The study further revealed that, performance measures of the bank in 2014 was increased as compared to that of 2011 to 2013. The study further confirmed that there was a neutral compliance to the adaptability, involvement, consistency and mission of the Bank in 2011 but agreed 2014 by all the respondents the Adansi Rural Bank. In summary, the Adansi Rural Bank Limited in the years 2011 to 2013 was not incorporating the factors of examining the nature of the corporate culture at the bank. This was what led to the fall the banks corporate culture. Hitherto in 2014 the bank strongly incorporated the factors of the corporate culture which lead to an increase in the performance of bank. The study management of the Adansi Rural must ensure coordination and integration of various units in the organization. Team orientation must be strengthen and enforced among the workers of the bank. Again, management of the bank must make sure all staff members are being empowered to be

able to manage their own works. Limitations the study encountered were finance and time constrains.

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the study

The introduction and applications of technological know-how has created rapid progress regarding technology, global communication and business environment. Formulation a competitive strategy is not only imperative but also necessary for business survival. This is where corporate culture impact is heavily felt. Corporate culture defines the shared views, knowledge and perception of work practices within an organization that distinguishes it from other similar organizations (Van den Beg and Wilderom, 2004). Further, corporate culture is the independent set of core values shared by employees in an organization. It defines the totality of the organizational way of life (Larsen and Manburg, 2005). Moreover, corporate culture is the work styles, beliefs and values that differ from one organization to the other (Hofstede, 2001).

The internal environment of an organization is a perfect representative of its culture. And it describes the behaviour of the management and employees in the organization. Normally, the organizational culture is manifested in the values, behaviour and attitudes of its members. This belief and values are used by most organization as the strategy to compete and survive in the ever changing business environment. However, according to Yilmaz, (2008) when this is not well managed can have limitations on the progress of the organization. It is in this view that corporate culture must be managed effectively that only the good size would be manifested to customers and other major shareholders.

Managing sustainably is the process that involves the use of strategy and multi- purpose approach into project success by enhancing the capabilities of the people who work in such organizations and by identifying and developing their capabilities as well as other contributors (Armstrong and Baron, 1998).

The definition above supports the view that, people rather support the organization with competitive advantage either than the capital available to them (Reynolds and Ablett, 1998). Performance management is done to identify and remove/eliminate all possible defects that delimit employees from performing to expectation. This process involve motivating, encouraging and revigorating the human resources (Kandula, 2006).

Kandula in 2006 argued that, one key performance is strong culture. He further observed that most often the culture success do not work for same organizations. Explaining further, a culture that best work for one organization may not necessary work for the other due to internal environment variations. Kandula concluded that, where as strong positive culture motivate employees and boost their moral to continue doing their best, a weak organizational culture can demoralized the employees and weaken their interest in giving out their best. This has a serious repercussion on the organizational performance. Therefore corporate culture and corporate performance play interdependent role towards each other.

Murphy and Cleveland (1995) posited that researching has huge impact on the culture on an organization. They continued that, researching into corporate cultural will contribute

in understanding the performance management of the firm and ways to ensure continuous improvement. Magee (2002) emphasizes that when the impact of organizational culture is relegated its affect the organizational performance of the firm since the two are mutually related. Hence, effect on one will automatically affect the other. From the on-going, it is made clear that organizational culture is multi-facet which comprises of complex social phenomenon. Hence it is not a surprise that authors in this area have identity culture as major determinants of corporate performance.

1.2 Problem Statement

In more recent times, scholars have shown much interest focusing on issue of corporate culture and how it affects organizational performance at a given time period. Several works have already established a link between corporate culture and performance. For instance, (Kanter, 1983) revealed that, there is a direct relationship between organizational culture and its effectiveness.

According to Denison (2000) on the relationship between culture and performance, He named four basic factors (cultural traits). Notably: involvement, mission, consistency and adaptability. Involvement and consistency focus dwells on the internal environment of the organization whereas adoptability and mission focus on the relationship between the organization and external environmental factors. This theory is mostly used regarding culture and effectiveness in business environment.

Look and Crawford, (2004) posit that, corporate culture has the efficacy to attract and retain an employee. In the same vain can contribute to high turnover prevalence rate in organization. On customer side it can contribute to customer base, demand for product or services as well as loyalty and retention and the vice versa.

Over the last three years the performance of Adansi rural bank has been very steady and steadfast. This has reflected in the growth in three new branches (New Edubiase, Mbroom, and Kotwi) customer growth rate is estimated at 25% of the current 96,505 customer base, and the overall profitability performance has increased through dividends on shares (ARB Financial Report, 2013).It is against this background that the present study is premised to measure the nexus between corporate culture and employee's performance at Adansi Rural Bank in Ghana.

1.3 General Objective

The general objective of the study is to assess the impact of corporate culture on organizational performance at Adansi Rural Bank in Ghana.

1.3.1 Specific Objectives

- 1) To examine the nature of the corporate culture at Adansi Rural Bank
- 2) To examine the nature of corporate performance at ARB?
- 3) To examine the relationship(s) between corporate culture and corporate performance at ARB?

1.4 Research Questions

The study seeks to answer the following research questions:

- 1) What is the nature of the corporate culture at Adansi Rural Bank?
- 2) What is the nature of corporate performance at ARB?
- 3) What is or are the relationship(s) between corporate culture and corporate performance at ARB?

1.5 Justification of the Study

The significance of this study is judged on its theoretical and practical implications. In addition, the study has the efficacy to broaden the horizons of the researcher on a wide variety of issues with regard to corporate culture, organizational performance and strategic management practices

To policy makers in the banking Industry, this study will provide practitioners with valuable information to policy makers and managers in the banking Industry. The findings will also help them to find out which corporate culture (viz; involvement, adaptability, consistency and mission) are critical for better organizational performance.

This study is also expected to help managers as the decision makers to improve on other management practices in the Adansi Rural Bank and identifying the major reasons as to why firms in this sector should now move to embrace corporate culture fully as a strategy to enhance the bank productivity now more than ever before.

This study is expected to benefit both academicians and practitioners. The study forms a basis for interested researchers, scholars and strategic management practitioners to research on and add to the body of knowledge on corporate culture and performance management.

1.6 Scope of the Study

The scope of the study is organized as follows. Contextually, the study is to assess the impact of corporate culture on organizational performance at Adansi Rural Bank in Ghana with the use of questionnaires to gather information. Geographically, the study was limited to Adansi Rural Bank. The study area was informed by information accessibility and proximity to large population. Due to cost effective and convenient feature of cross-sectional descriptive survey, the design scope was delimited.

1.7 Limitation of the study

The limitations are the potential weakness of the study. The study was limited by a number of factors. Notably are small sample design, inadequate measure of construct, loss and lack of participants, as well as factors relating to data collection and analysis (Creswell, 2007). The use of cross sectional approach also has some limitation because the nature of the topic requires a longitudinal / time series approach Design limitation; a cross-sectional descriptive survey was adopted for the study.

1.8 Organization of the study

In addition to this chapter, the rest were organized into four chapters. The chapter two was about the literature review. The chapter three presented the research methodology, the chapter four was on the analysis and discussions, and finally, the chapter five has to do with the summary, conclusions and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter presents the theoretical background of the study in relation to the purpose set up for the study. As such the contextualizing organizational culture, relationship between a company's culture and corporate functioning had been outlined. Aside all, the models of organisational culture as well as organizational performance has also being outlined.

2.1 Conceptualizing Organizational Culture

Kroeber and Kluckhohn, (1963); O'Reilly and Chatman, (1996); Sudarsanam, (2010) all attest that there have been a variety of definitions attributed to organizational culture. Schein (1990) suggests that the various definitions might have been as a result of the indefinite quality of the theory of the organization and the fact that culture is seen from the diverse angles (Brown 1995). Nonetheless, a curtain can be drawn amid those who consider culture as a symbol, creating the assumption of existing in units such as the machine and the organism (Davidson, 2003) as against those who assume it to be existing in personalities (Van de Post et al, 1998).

Culture of an organization therefore is the embodiment of all physical, moral and intellectual assets of an organization, as in the words of Sudarsanam (2010), culture of an organization can be defined as the embodiment of its collective systems, beliefs, norms, ideologies, myths and rituals. They can motivate people and can become valuable source of efficiency and effectiveness.

Christensen, and Gordon (1999) add that, despite the fact that there is no consent on the components of organizational culture, various scholars and studies settle that it is: holistic, inter-subjective and emotional, rather than strictly rational; historically determined and needs to be taught to new members as the „correct way“ to perceive things (McGregor, 1960; Schein, 1990); related to anthropological concepts (McNamara, 2000); a collective phenomenon, socially constructed and shared by members of groups (Davis, 1984; Sergiovanni and Corbally, 1984); primarily ideational in character, having to do with meanings, understandings, beliefs, knowledge and other intangibles which govern peoples“ lives and behaviour patterns (Kennedy,1982, Kotter and Heskett, 1992; Pettigrew, 1979).

Culture forms the foundation for the organization’s management system (Ouchi (1981, Denison, 1990), provides meaning to the members of the organization (Denison, 1990; Hofstede et al, 1990; Trice and Beyer, 1993) and outlasts organizational products, services, founders and leadership and all other physical attributes of the organization (Schein (1992). The assertions of these authors connote that it is difficult to change culture.

The divided opinion of the working repetition of a company’s within its units may depend on the other unit of a different company’s is known as the culture of a company (Van den Beg &Wilderom, 2004). Kotter and Heskett (1992) cited in Ogaard, Larsen &Manburg

(2005) also came out with a view that the symbiotic set of divisional values and attitudes that are related to the company and tend to continue.

A company's culture was also defined by Schein (1992) as a way of fundamental assumptions developed, discovered or created by a specific group of people as it learns to manage with its problems of external adaptation and internal incorporation. On the other hand, culture was explained as the standards that are divided by the people in a group and that have a tendency of perseverance over time even when there is a change in the membership of the people in the company. Obviously, culture means the behavior, patterns, way, attitude or style of a company that new employees are automatically encouraged to pursue by their fellow employees.

It was stated by Schein (1990) that the culture is defined as the following:

- (a) A prototype of principal assumptions,
- (b) created, discovered, or developed by a given group of people,
- (c) As it learns to cope with difficulties of external adaptation and internal incorporation,
- (d) That has effectively worked to be considered valid and therefore,
- (e) New members must be created the awareness of it
- (f) Corrective ways of observing, reasoning and texture in relation to those problems

Deshpande and Webster (1989) pointed that culture is a way or pattern of divided values and confidence that support the members to agree and understand the company's functioning and which will provide those conditions of behavior in the company.

Culture comprises of the assumptions, standards, customs and physical signs of members of the company and their behaviors. Members of a company soon become adaptive to the culture of the company which they find themselves.

Distinctively, culture of a company is very hard to express but it obvious to everybody that that they sense it for example, the culture of a large profit corporate company is somehow different as compared to a hospital which is somehow dissimilar from a University. It can be viewed that the culture of a company by looking at the arrangement of furniture, what they brag about, and what members wear. The culture of a corporate can be looked at as a scheme.

That is responses such as society, professions, laws, stories, heroes, values on competition or service, etc. The process is upon these hypothesis standards and customs, including standards on cash, time, facilities, interplanetary and the members. The impact of culture includes the company's actions, technologies, approach, reputation, products, services and outlook.

In most of the companies there is very powerful culture, which means that the central standard are intensely held and extensively distributed within the within the company. A powerful culture has an active impact on the assurance of employees. Religious companies, cults, decent teams and Japanese companies are all examples of organizations with powerful cultures. In heft companies, there are usual sub-culture which is formed by the different situations and standards within the smaller departments and teams within the

company. The authoritarian culture of a company is modified and added to by the standards within these sub-sectors.

The culture of a company has an impact on how the members consciously and instinctively think, take or make decisions and finally the pattern in which they perceive, feel and behave in the organization or during working hours (Look & Crawford, 2004). There are three company's culture proposed by Schein (1992) which are the fundamental assumptions, standards, artifacts and character of the members in the company. Ninsiima, (2003) also came out with an opinion that a company's culture may be portrayed as bureaucratic, role task or control oriented

For the past two decades ago, a company's culture has drawn a lot of attention from researchers for various motives; notably are some of these motives; the sign of direct impact it has on the functioning of the company, its sustainability and longevity of a company (Zineldin, 2005). It was suggested by Look and Crawford (2004) that the culture of a company can exert a favorable influence in companies more particularly in zones such as assurance and functioning.

2.2 Models of Organisational Culture

Literature has proved itself right by encompassing in it various models of organizational culture. Well-known among these models are Hofstede et al (1990), Kotter and Heskett (1992), Schein (1992), Cameron and Quinn (1999) and Denison (1990).

According to Hofstede et al (1990), culture can be classified into four classes; symbols, heroes, rituals and values. Symbols are words, gestures, pictures or objects that carry a particular meaning within a culture. Heroes are persons, alive or dead, real or imaginary, who possess characteristics highly prized in the culture and who thus serve as models for behaviour (Wilkins, 1984). Rituals are collective activities that are technically superfluous but are socially essential within a culture, and can be considered to be carried out for their own sake.

Hofstede (1980) describes these layers as being similar to the successive skins of an onion: from shallow superficial symbols to deeper rituals. Symbols, heroes and rituals can be incorporated under the term practices because they are visible to an observer, although their cultural meaning lies in the way they are perceived by insiders.

The core of culture is formed by values, in the sense of broad, non-specific feelings of good and evil, beautiful and ugly, normal and abnormal, rational and irrational, that are often unconscious and rarely discussable. These values cannot be observed as such, but are manifested in alternatives of behaviour (Hofstede et al, 1990).

In the perspective of Kotter and Heskett (1992) culture has two levels which differ in terms of their visibility and their resistance to change. At the deeper level, culture refers to values that are shared by the people in a group and that persist over time even when the group membership changes. At the more visible level, culture embodies the behaviour

patterns or style of an organisation that new employees are automatically encouraged to follow.

Schein (1992) argued that culture exists at three successive levels. The most visible level of culture is its artifacts and creations, consisting of its constructed physical and social environment. At the next level down are the values that drive behaviors. The third level consists of basic underlying assumptions which evolve as solution to problem. As it is repeated over and over again it is taken for granted. What was once a hypothesis, supported only by a hunch or a value, is gradually treated as a reality?

Cameron and Quinn (1999) have also developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy).

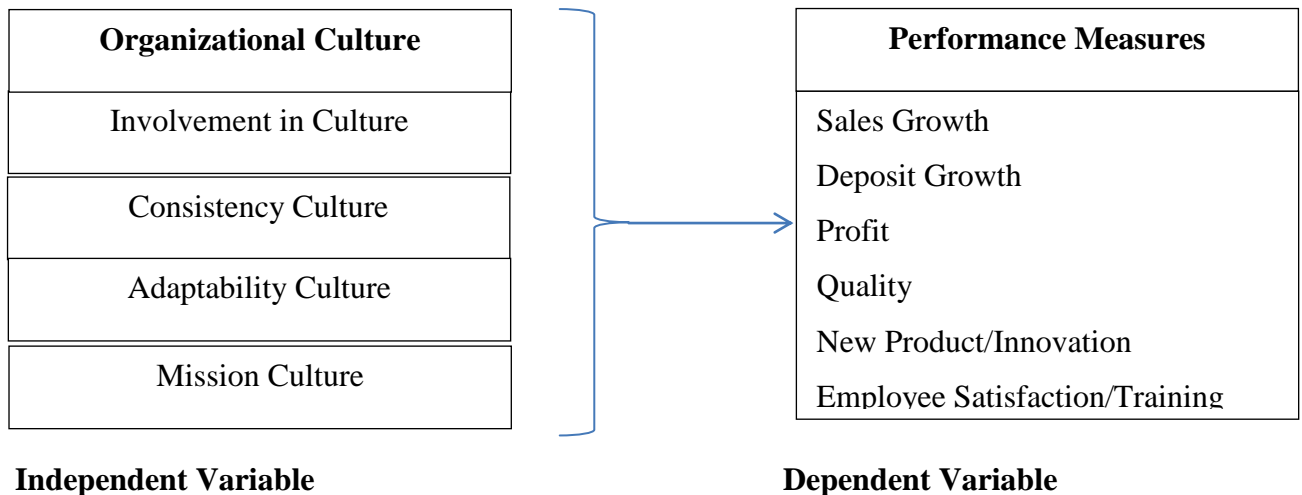
The Denison's Model of Culture and Effectiveness (Denison, 1990) presents the interrelations of an organizations culture, its management practices, its performance and its effectiveness. It highlights the importance of linking management practices with underlying assumptions and beliefs when studying organizational culture and effectiveness.

2.3 The Denison's Model of Culture

Management practices are as a result of the values and beliefs of an organization. These management practices are concrete activities usually rooted in the values of the organisation. These activities stem from and reinforce the dominant values and beliefs of the organisation. The model posits that there are four key cultural traits: involvement, consistency, adaptability and mission.

Figure 2.1 Conceptual Frame Work of the Study

Conceptualizing Organizational Culture and Performance



Source: Adopted from Denison and Mishra (1995)

2.4 Traits Explained

2.4.1 Involvement Trait

Just as total quality management, involvement is the degree to which individuals at all levels of the organization are engaged with a common goal to fulfill organizational objectives. Involvement can be achieved by building human capability, ownership and responsibility, just as a scholar posited that 'organizations empower their people, build

their organizations around teams, and develop human capability at all levels' (Becker, 1964; Lawler, 1996; Likert, 1961). By so doing, other stakeholders (executives, managers, and employees) are committed to their work and feel that they *own* a piece of the organization.

People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Spreitzer, 1995). When capability development is higher than empowerment, this can be an indication that the organisation does not entrust capable employees with important decision making that impact their work. Capable employees may feel frustrated that their skills are not being fully utilized and may leave the organisation for better opportunities elsewhere if this is not dealt with.

On the other hand, when empowerment is higher than capability development, this is often an indication that people in the organisation are making decisions that they are not capable of making. This can have disastrous consequences and often happens when managers confuse empowerment with abdication. When team development is higher than empowerment or capability development, it provides an indication that there cannot be much substance to the team. The team is likely to go about their daily activities without a real sense of purpose or without making a contribution to optimal organizational functioning.

2.4.2 Consistency Trait

Consistency refers to the proficiency to uphold a certain accepted way of doing things with nominal disparity. Consistency is the organization's core values and the internal systems that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Saffold (1988) adds that, organizations also tend to be effective because they have “strong” cultures that are highly consistent, well-coordinated-, and well integrated.

Pascale (1985); Weick (1987) suggested that, collaboration is highly achieved through internal control systems and values as compared to external control systems which rely on obvious rules and regulations. Block (1991) posits that, behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

When agreement is lower than core values and coordination, this tends to indicate that the organisation may have good intentions, but may become unglued when conflict or differing opinions arise. During discussions, different people might be seen talking at once or ignoring the input of others, and withdrawal behaviors might be observed. The outcome therefore remains that, there is no resolution, and i.e. yesterday's challenge is embedded on today's.

2.4.3 Adaptability Trait

According to Denison 1(990), adaptability is the proficiency of the company to scan the external environment and act in response to the ever-changing needs of its customers and other stakeholders. He further posits that organizations hold a scheme of norms and beliefs that backs the organization's capacity to receive, interpret and translate signals from its environment into internal behaviour changes that increase its chances for survival and growth. However, organizations that are well integrated are often the most difficult ones to change (Kanter, 1983). Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler 1998, Senge 1990, Stalk 1988).

When customer focus is higher than creating change and organizational learning, this signifies that the organisation may be good at meeting customer demands currently, but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future. However, when organizational learning and creating change are higher than customer focus, there is an indication that the organisation is good at recognizing best practices and creating new standards in the industry, but has difficulty in applying their learning to their own customers.

2.4.4 Mission Trait

When an organization is aware of its destination, the means to its destination and also be mindful of the fact that each member has a role to play in reaching success, then mission is on course. Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives. They express the vision of how the

organizations will look in the future (Mintzberg, 1987; Hamel & Prahalad, 1994). Because mission has got a lot to do with culture, a slight change in the organizations mission implies a change in the organizational culture too.

When strategic direction, intent and vision are higher than goals and objectives, this indicates that the organisation may have a difficult time executing or operationalizing its mission. There may be brilliant visionaries who have a difficult time translating dreams into reality. When goals and objectives are higher than strategic direction, intent and vision, this often indicates that the organisation is good at execution but lacks a real sense of direction, purpose or long-range planning. The focus is usually a short term, bottom-line focus with little forward planning. Thus, the four traits of Denison's Model of Culture and Effectiveness have been expanded by Denison & Neale (1996), Denison & Young (1999) as well as Fey & Denison (2003) to include three sub-dimensions for each trait for a total of 12 dimensions.

The following are the four main cultural traits with their sub dimensions: *Involvement trait* (Attributes: capability development, team orientation, and empowerment); *Consistency trait* (Attributes: core values, agreement, and coordination and integration); *Adaptability trait* (Attributes: creating change, customer focus, and organizational learning); *Mission trait* (Attributes: vision, strategic direction and intent, and goals and objectives).

The various groupings according to Denison are; two of the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong

predictors of growth. The other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability. Each of the four traits was also significant predictors of other effectiveness criteria such as quality, employee satisfaction, and overall performance. Mission and consistency are linked to financial performance, while involvement and adaptability can be linked to customer satisfaction and innovation. The four traits were strong predictors of subjectively-rated effectiveness criteria of the total sample of firms, but were strong predictors of objective criteria such as return-on-assets and sales growth only for larger firms.

This framework was also proposed to measure organizations performance indicators i.e. sales growth, deposit growth, profit, quality, innovation and employee satisfaction as against Denison's current model which grouped measures of an organization's culture into; Involvement. Consistency, Adaptability and Mission.

Denison in his study that brought about this framework observed that, nearly all of the relationship amid the four cultural traits and organizational performance were substantial and each of the four has a meaningful relationship with a broad array of personal and unbiased instruments of organizational efficiency. This outline helps one to understand how each set of traits may influence precise performance measures and an organization's success.

2.5 Performances Explained

2.5.1 Sales Growth

Sales growth as an indicator can be referred to as the sum an organization gains out of sales in contrast to a preceding year where the current tends to be higher than the former. An organization's sales growth hinges particularly on its mission and consistency as a cultural trait. Such traits materialize to impact positively on returns on sales, returns on assets, and returns on investment. Sales growth is considered positive for a company's profitability and sustainability. It may result in increased dividends for major shareholders, revised and favorable conditions of services for hardworking staff. Therefore if the benefit attached to sales growth and a positive one of course can be spread amongst all stakeholders, then there should be an all-inclusive mechanism where stakeholders always have the general objective of the organization in mind.

2.5.2 Deposit Growth

Deposit growth on the other hand is realized when there is involvement and adaptability which are values of flexibility, openness and responsiveness. Accordingly, deposit growth gives investors a sense of how much lending a bank can do. Some important concerns must be addressed. Thus, a bank that grows its deposits by offering more generous rates, is not in the same competitive position as the bank that can produce the same deposit growth at lower rates and has organizational objectives in mind. Also, deposit growth has to be analyzed in the context of loan growth and the bank management's plans for loan growth. Accumulating deposits, particularly at higher rates is actually bad for earnings if the bank cannot profitably deploy those funds. With these information in mind then it is evidently clear that the effective collaboration of all these

traits gives rise to a high rate of deposits which in turn increases the liquidity of the Rural bank in question.

2.5.3 Profit

All fiscal gains that are comprehended when the amount of income gained from a business activity surpasses the overheads; costs and taxes needed to sustain the activity are termed profits. Although activating a great culture demands a lot of emotional investment, leadership wisdom and a genuine care for people, it is financially low cost investment with an economic returns. An authentic corporate culture is something competitors cannot imitate. Like soul, culture is intangible. Yet given a little inspiration, this intangible commodity can be converted into untold wealth. There is therefore a solid relationship amid the four organizational cultural traits and profit and when the traits are well executed may eventually yield positive financial results.

2.5.4 Quality

Quality is that which fits for all purposes intended. Capacity development, team empowerment, core values realization, creating change, being customer focused backed with clear defined goals and objectives are all traits leading to quality. There is the need for an appropriate culture to support the scope of quality. Customer focus, systems approach, teamwork, involved management and continuous improvement which constitute the cultural traits are the aspects of quality that facilitates improved organizational growth and competitiveness

2.5.5 New Product

In the beginning of the business environment, all that mattered was to build something great and lasting. Only then as your company grows, can culture exert its powerful effect on people by steering them to act or to behave in a certain way when the success path is otherwise unclear. Here management starts to focus on what sort of company we wanted, and how to get there. Then the realization rested on corporate culture. Of course, the inflection point is different for every fast-growing company but the good ones eventually get there. A strong and clear corporate culture can give the new product a convincing environment to operate. Therefore, at the introduction of a new product, all traits must be firmly adhered to because the product is in to compete with other substitutes which can equally serve same purpose of intent. The absence of any of the traits might spell the doom of the new product's sustainability.

2.5.6 Employee Satisfaction

Employee job satisfaction and cultural diversity in the workplace have become highly important. Employee satisfaction is consistently rated highly on most scholarly research. Ethnic diversity can often or reduces employee job satisfaction. Learning how these cultural traits affect employee workplace behavior will be beneficial to all managers and business owners. It is therefore important to make each employee feel like they are vital components to the success of the organization by providing numerous opportunities to meet, interact, and connect as an organization. Likewise, each of the four traits is a very significant predictor of other effectiveness criteria, placing particular emphasis this time round on employee satisfaction.

2.5.7 Summary

The framework acknowledges that, cultural traits, managerial behavior and even organizational strategies can all be associated with a principal set of theories and postulations about the organization and its environment.

2.6 Organizational Culture and Performance

Financial and strategic performances are the two main noticeable modes of performance benchmark in well-established organizations. Thompson and Strickland (2001) suggest that, achieving acceptable level of financial results is crucial. The argument is that without adequate profitability, a company's pursuit of its vision as well as its long term health and ultimate survival is jeopardized. Moreover, competent stakeholders will feel reluctant to liquidate such organizations.

Managers must focus on the organizations objectives paying attention to the company's strategic well-being, its competitiveness and overall long term business position. Unless a company's performance reflects improving competitive strength and stronger long term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect.

Denison and Fey (2003) add that the central issue associated with organizational culture is its linkage with organizational performance. The relationship between organizational culture and performance has been established, and an increasing body of evidence supports a linkage between an organization's culture and its business performance. Kotter and Heskett (1992) found that corporate culture has a significant positive impact on a firm's long-term economic performance.

Denison's research of 34 large American firms found that companies with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison, 1990). Denison's study provides empirical evidence that the cultural and behavioral aspects of organizations are intimately linked to both short-term and long-term survival.

They found that firms with cultures that stressed all the key organizational constituencies (customers, stockholders, and employees) and leadership from managers at all levels, overtook firms that did not have those cultural traits by a massive edge. They were also of the belief that organizational culture was becoming more necessary in assessing the accomplishment or flop of organizations in the ensuing years.

Again Denison (1990) assessed the connection amid organizational culture and performance. In that study, organizational culture was based on the perceptions of organizational practices and conditions, to characterize the organizational culture. He found that the organisation with participative culture performed better than other cultural types. Interestingly, the study and the findings are emanating from a developed economic environment and very little is known about its relevance and applicability in a developing one such as Ghana.

The contextual essence above influences the study to assess the impact of organizational culture on organizational performance, taking into consideration the Adansi Rural Bank Limited.

2.7 Relationship between Corporate Culture and Organizational Performance

Of late, very intense research has been conducted to investigate the impact of organizational culture and performance. Some researchers (Hofstede, 1980; Ouchi, 1981; Hofstede & Bond, 1988; Kotter and Heskett, 1992; Magee, 2002) assert that organizational culture can be used as a measure of economic performance of an organization. Cultural traits differ therefore performance of company excellence may also differ. (Barney, 1991 and Peters and Waterman, 1982).

Just as the world changes, it is anticipated that employees expectations also changes. Therefore the cultures of the organization must be tailored to meet both employees and customers.

Ritchie (2000) underscores that, a supportive culture as indicated by Ritchie (2000) is studied as a motivational instrument which stimulates the recruits to carry out functions efficiently and effectively for better productivity.

Studies has been conducted on different matters of organizational culture, for instance, types of organizational culture (Tharp, 2009) stress on the stages of culture through the organization whereas organizational psychology (Schein, 1990) focuses on how culture makes an impact on employees' psychology and performance. These two concerns of

organizational culture confirm the relationship between organizational culture and employee performance (Deem, Barnes, Segal & Preziosi, 2000).

Organizational culture tends to be amongst other things that transforms the conducts of employees (Kotter and Heskett, 1992). Hosftede (1980) reviews organization culture as mutual activity of the brain that distinguishes the fellows of groups. Thus the above view affirms that organizational culture can be the methods of holding employees in line and nerve-racking them towards organizational objectives.

Initial researchers (Peters and Waterman, 1982; Deal and Kennedy, 1982; and Pascale and Athos, 1981) on the topic of organizational culture find the definite connections between culture and organizational performance.

Granting to the fact that the connections between organizational culture and employee performance have been extensively established, some scholars (Willmott, 1993; Legge, 1994; and Ogbonna, 1993) develop disquiets about the relationships. Thus Gordon and DiTomaso (1992) and Denison (1990) posit that culture features could disturb performance but controlled or accustomed to the specific context. They advanced to say that, culture could point to advanced performance if it mounts with variations of environmental influences in the context. Lately, scholars debate that cultural traits cannot be emulated and therefore it could be source of an organization staying longer in an environment.

Results of research steered by Renn and Vandenberg (1995) established a theoretical relation amid organizational culture and performance of employees. Lots of firms assert its performance as a dependent variable which seeks to recognize other independent variables that produce variations in its performance (March and Sutton, 1997). Organizational culture is ideally connected to performance and do have constructive impact on it Martin and Siehl (1990).

There are numerous researchers who consider the importance of individual factors (i.e. ability and effort) to make a link between organizational culture and employee performance (Gardner & Schermerhorn, 2004; Schermerhorn et al, 1990), it requires further investigation for better understanding and prediction of the relation between organizational culture and employee performance. According to Furnham and Gunter (1993), organizational culture functions as the internal integration and coordination between firms operations and its employees. Internal integration can be described as the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among personals and commitment to the organization. Shared system which forms the basis of communication and mutual understanding in organization is due to its culture and if the organizational culture fails to fulfill these functions at satisfactory level, the culture may have significant negative influence on the efficiency of the employees (Furnhum and Gunter, 1993).

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees toward a shared goal and objective; and

finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 2010). A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and commitment towards its mission. Successful and well performed organization defines its organizational goals as the report card of forthcoming (long term) future (Ohmae, 1982; Mintzberg, 1987; Hamel and Prahalad, 1994).

Along with others, shared value of employees is one of the basic components of organizational culture (Smit and Cronje, 1992; Hellreigel et al., 1998). Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal cultural assumptions. Individuals who hold similar values may feel and interpret situations and events similarly (Meglino, Ravlin, & Adkins, 1989) which can reduce uncertainty (Schein, 1985), role ambiguity, and conflict (Fisher and Gitelson, 1983), allow for the accurate prediction of other's behavior (Kluckhohn, 1951), and make successful interpersonal interactions more likely (Meglino et al. 1989). Academics and practitioners argue that the performance of an organization is dependent on the degree, to which the values of the culture are widely shared (Peters and Waterman, 1982; Deal and Kennedy, 1982; Denison, 1990; Ouchi, 1981; Pascale and Athos, 1981 and Kotter and Heskett, 1992).

Similarly, it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options and by reducing these values, the consequences may be undesirable (Ogbonna, 1993).

Deal (1999) defines organizational culture as values, beliefs and behaviors that differentiate one organization from another. Performance of any organization sets it apart from other organizations. The term performance is often used to describe everything from efficiency and effectiveness to improvement (Stannack, 1996) and previous literature studies obviously show evidence of positive relationship between organization culture and its performance.

According to Hitt et al (2001), intangible resources are more likely than tangible resources to produce a competitive advantage. This theory was supported by Tecce (2000) that a firm's superior performance depends on its ability to defend and use the intangible assets it creates.

Satisfaction and positive attitude can be achieved through maintaining a positive organizational environment, such as by providing good communication, autonomy, participation, and mutual trust resulting superior employee performance (Argyris, 1964). The satisfaction and attitudes of the employees are important factors in determining their behaviors and responses at work and through these behaviors and responses, organizational effectiveness can be achieved. Thus the satisfaction and well-being of employees can result in organizational effectiveness through silent productivity related behaviors of employees (McGregor, 1960).

Loyalty and commitment both interpret an emotional bonding between the individual and his or her cultural group and, as such, imply a willingness to put forth exertion and make sacrifices on behalf of that group (Druckman, 1994). However, whether loyalty and commitment are positively correlated with performance craved by the organization or not may depend on what values and norms the target cultural group holds regarding performance.

O'Reilly (1989) suggests that employee's commitment to an organization will be more dedicated because they care about their organization's fate, and their caring heightens the power of organizational norms to control their behavior. From a different perspective culture shows its effect on performance by programming people to behave in much manners that more or less effective in terms of performance (Druckman, Singer and Cott, 1997).

Creativity and innovation also trigger the performance of employees and facilitated by organizational culture. Tushman and O'Reilly (1997) in this context stated that organizational culture lies at the heart of organizational norms that reflects the influence of organizational culture on creativity and innovation. Organizations Culture can play an important role in creating such an environment that enables learning and innovative response to challenges, competitive threats, or new opportunities. Thus, creating and influencing an adaptive culture is one of a manager's most important jobs (Daft, 2010).

According to socio-technical school (Emery & Trist, 1960), organizational effectiveness depends on both the technical and social structure of the organization. Some social physiological structure may be superior to others for both employee satisfaction and productivity. Organizational effectiveness results when there is congruence between social and technical organizational dimension. Organizational productivity is achieved through employee satisfaction and attention to workers physical and emotional needs (Likert 1961).

Akin and Hopelain have (1986) discussed about the crucial relationship between organizational culture, employee performance and productivity in their research on organizational culture and productivity; and introduced “culture of productivity where they illustrate the components of a productive culture such as efficient people, job identification, teamwork, trust and support etc are determined by knowledge of job and the performance.

Akin and Hopelain (1986) also argue that a culture of productivity is based on three basic structures and they are: legibility (clarity), coherence (integration of the elements of work) and open-endedness (adaptability to change).

Organizational culture is one of the most popular concepts in the field of management and organizational theory. This can be backed up by the abundance of theoretical concepts and perspective provided at current time (Martin, 1992) and organizational disciplines which utilize the concept (Harris and Ogbonna, 1999). Highly collective

organizations emphasize group harmony, cooperation and reward for enhancing employee performance (Javidan & Dastmalchian 2009).

At the more operational level, the higher performing organizations have a management style that includes giving more freedom to their managers to take independent actions rather than simply following orders, to take reasonable risks and to openly discuss conflicts and constructive criticisms. High humane oriented organizations reward people who are fair, altruistic, friendly, generous, kind (Javidan&Dastmalchian 2009). Managers get adequate information and support for decision making (decision-making structure) and they are given rewards and benefits based on performance that compare favorably to similar organizations (compensation).

Finally, members of the higher performing organizations are well matched to their jobs and have sample opportunities for growth, development and career advancement within their organizations (human resource development).

Organizational culture is one of the very basic components of company's competitive advantage as well as to sustain performance. Northouse (2004) asserts that all the leaders have an agenda, a set of beliefs, proposals, issues, ideas and values which they wish to put in the table. These set of organizational culture are promoted by the leader and it has significant impact on the values exhibited by the organization (Carlson and Perewe, 1995; Schminke, Ambrose and Noel, 1997; Trevino, 1986). Competitive advantage which is the

unique selling point of companies' performance is also supported and built up by the leaders and their inputs in organizational culture.

Kotler and Keller (2006) define competitive advantage as company's ability to perform in one or more ways that competitors cannot and these cultural leaders achieve it by creating organizational culture to make employees believe that the substance of the performance is the most crucial (Schein, 2004).

Precise information and applicable knowledge always assist performance, whereas erroneous information and irrational knowledge are likely to do the opposite (Feldman and March, 1981; and Daft and Weick, 1984).

Cultures also provide cognitive frameworks through which people interpret what they observe and experience and provide language and referents to use in communicating with others (Wilkins and Ouchi, 1983). Research on strategic decision making has shown that different managers may interpret identical events as opportunities or threats and that these interpretations, in turn, are related to the actions taken (Dutton and Jackson, 1987).

Cultures also contribute schemas and scripts that can affect performance by providing preexisting ways of understanding what is occurring, how to evaluate it, and what sequences of actions are appropriate to the situation (Lord and Foti, 1986; Wilkins and Ouchi, 1983).

Siegal and Sussman (2003) asserted that social interaction which surrounds knowledge adoption and helps to integrate social construction and social presence can actually explain information sharing process. Their studies interpreted information as a factor which is embedded in a social context that establishes both information interpretation and its sharing process.

Organizational culture is a complex notion to study, develop and scrutinize. In today's research field of organizational behavior and management, there exists extremely inadequate quantity of empirical researches that discovered exclusively the affiliation between organizational culture and employee productivity which results from effective employee performance.

Researches stroked the link between some phases of organizational culture and their consequences that affect employee performance and as a result affect productivity (Mathew, 2007, Trice and Beyer, 1984; Hofstede, Neuijen, Ohayv and Sanders, 1990). After a long era of research on organizational culture, scholars have established abundant links between organizational culture and organizational employee performance and productivity. Unlike previously, today researchers believe that organizational culture can be used for competitive advantage, effective employee performance and productivity (Tharp, 2009).

Researchers like Peters & Waterman (1982); Sadri & Lees (2001) and Deal & Kennedy (1982) and Thompson (2002) stated that strong organizational culture is a primary

determinant in creating better organizational performance and sustained competitive advantage.

As culture differs from country to country and organization to organization, proposed theories often become problematic when they attempt to model the actual detail and richness of real organizations because of the complexity of interrelationships between organizational processes (Hofstede, 1990). Researchers often fail to isolate and measure many important organizational variables that are needed for theoretical background checking.

Clearly, concerns should be raised on quantifying and measuring the conceptualization of organization cultures characteristics but it also leads to research possibility as well (Hofstede 1990, Mackenzie 1986, Schein 1990).

Although there are a few inconsistencies in the literature, previous theoretical articulations about organizational culture and its impact on employee performance provide some crucial underpinning to test the hypothesis that information about organizational culture can be an important indicator in explaining an organization's level of productivity.

Researchers like Hofstede (1990), Rousseau (1990), Smircich (1983) and Louis (1983) admit that organizational culture is holistic and socially constructed by the members of the organization and some visible features can be measured about the influences on an

organization's employee performance. From numerous "culture surveys" it have been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2006 and Denison, 1990). It can be inspected that although some aspects of organizational culture have been scrutinized for their productivity, as in-depth analysis of the various aspects of organizational culture is absent in such researches (Mathew, 2007). Most of the studies cited earlier in Bangladesh on organizational culture and employee performance were not empirical. To date empirical efforts, few have explored the relationship between culture and other organizational variables.

Current research is first in nature to analyze on the effectiveness of organizational culture on the employee performance and productivity of telecom industries in Bangladesh context. Being the fastest growing sector of Bangladesh, its organizational culture has lots of potential in enhancing employee performance and productivities.

2.8Critical Success Factors of Organizational Performance

Organizational performance is determined by measuring the actual outputs of an organization against its intended outputs (i.e., goals or objectives). Previous studies report a positive relationship between organizational performance and HRM practices as well as between organizational performance and organizational outcomes, particularly in compensation, incentives, training, selective hiring, performance evaluation, and information sharing (Par & Zhu, 2010; Delaney & Huselid, 1996).

Devinney, Yip, and Johnson (2009), organizational performance comprises three areas of company outcomes, namely, financial performance (return on assets, return on investment, and profits), product market performance (sales and market share), and shareholder return. Organizational performance refers to strategic planning, operations, finance, legal, and organizational developments. Several researchers relate organizational performance with financial performance, which involves budgets, assets, operations, products, services, and markets (Thurbin, 1994; Smith, 1999; Subramaniam, Shamsudin, & Ibrahim, 2011; Dixon, 1991).

Some researchers identify several non-financial outputs that contribute to organizational performance, namely, management quality (De Waal & Frijns, 2011), long-term orientation (Steiss, 2003; Guest, 1997), continuous improvement (Arsad, 2012), workforce quality (Storey, 1989), openness, and action orientation (Pathaket al., 2005). Guest (1997) identifies three factors that comprise organizational development.

First, quality refers to the selection, socialization, training and development, and quality improvement programs that are constructed based on the skills and abilities of the employees.

Second, commitment includes civil status, job security, internal promotion, and individualized reward system that is formulated based on the efforts or motivation of the employees.

Third, flexibility covers communication, employee involvement, teamwork, organizational design, and a flexible job description that is constructed based on the role structure and perception of the employees (Guest, 1997).

2.8.1 Quality Circle

Quality circle is a quality management activity that ensures the smooth operation of an organization. Organizations evaluate the quality of their outputs by inspecting their workflows, implementing quality control and assurance strategies, and integrating business planning with strategic quality management (Hassan, 2010).

The updating of documents presents a significant concern in the quality circle process, which can be facilitated by implementing a computerized system that can simplify the operations of an organization (Bell & Omachonu, 2011). An organization can establish different quality management and control strategies based on their current policies and conditions. Several organizations achieve favorable performance by implementing a structured quality circle. Quality circle requires the participation of employees as they manage the workflows of their organizations. Therefore, the success of an organization is guaranteed when its employees actively commit themselves to quality management practices.

Hassan (2010) reports that organizations that adopt quality circle outperform organizations that do not adopt such practices. The implementation of appropriate

business performance measures can help quality management systems achieve results that comply with the ISO certification standards (Bell & Omachonu, 2011).

A study on the activities of technical medical personnel in military camps has identified several inaccuracies in the weight, height, visual acuity, and color vision measurements of technical soldiers. The quality assurance teams of these military camps then organized training programs to improve the performance of their technical soldiers in taking the measurements of their new recruits. Managers should also participate in the activities of quality assurance teams to monitor the performance of the recruiters (Chaiter, Palma, Machluf, Cohen, Yona, Pirogovsky, Shohat, Ytzhak, & Ash, 2011).

Moreover, researchers suggest a positive relationship between quality circle and organizational performance (Bell & Omachonu, 2011; Chaiter et al., 2011; Arsad, 2012).

2.8.2 Performance Appraisal

Performance appraisal assesses the achievement of performance objectives for a specific job within a time period. This process significantly influences the opinions of employees about themselves and about their contributions to the fulfillment of organizational objectives. Bernardin and Russel (1993) argue that the broader communication of performance appraisal policies within an organization could help employees understand the expectations of their organizations. Performance appraisal must be based on impartiality, fairness, inclusiveness, ethicality, and widely accepted standards (Webb, 2004).

Frequent supervision and constant feedback can help employees realize their objectives. Dave and Wayne (2005) claim that using performance appraisal as an instrument of retaliation because of personal matters could negatively affect the future performance of employees. An effective performance appraisal must consider the involvement of employees in the setting of performance goals, the clarity of performance standards, and the flexibility of the system to comply with the changing needs, and the right of employees to challenge their performance evaluation (Wu, 2005; Islam & Rasad, 2006).

Other researchers report a positive relationship between performance appraisal and organizational performance.

Lee and Lee (2007) state that an effective performance appraisal system could enhance the productivity and quality of employees. Meanwhile, Sang (2005) argues that a complete, impartial, and customer-targeted performance appraisal system could improve the performance of employees.

As cited by Khan (2010), Rahman reports that a comprehensive performance appraisal system could foster the commitment of employees to their organizations.

Brown and Heywood (2005) identify a positive relationship between an effective performance appraisal system and an enhanced productivity of organizations. Regular

supervision and feedback between employees and supervisors can strengthen the employee-employer relationship (Cook & Crossman, 2004).

Performance appraisal can also offer employees with opportunities for promotion, recognition, and career development (Larsson et al., 2007).

Most researchers suggest a positive relationship between quality circle and organizational performance (Abang, 2009; Kundu, 2007; Osman, 2011; Khan, 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is allocated to research methodology. It encompasses various procedures relating to data collection and analysis. Notably; research design, study population, sampling size and sampling techniques, sources of data for the study, data collection techniques, data analysis strategies, ethical issues and finally the profile of the study area

3.1 Research Design

This section presents research design deployed for the purpose of this study. Upon several consideration and expurgation, the mixed method design was chosen. This was due to the fact that, it complement and collaborate well with each other. Moreover, the degree of error is also minimized due to the propensity of this method to off-set the weakness of one another. Beside, this study employed the survey approach. A survey in this study is defined as the process in which the research translate typical problem into standards questionnaires and then use the prepared questionnaires to create data. The data are then analyzed to decipher solution to the problem. In the words of the Neuman (2000) the survey approach is used when the researcher intend to ask many people same question and examine their answers at the end to establish fact to address a named problem. Hence, in this study, the respondents were asked the same questions. The aim of this was to give a cross section of the Marketing officers, Loans Officers, operational officers and other Managers the opportunity to explicitly express their views, perceptions and feelings on is to evaluate the impact of corporate culture on the performance of the bank whiles

inferences would be made at the end of the study to cover the entire bank from which the sample was drawn.

3.2 Population

The concept of population has been variously defined. In this study population is seen as group of individual who share similar identity or culture. In other wards it can be defined as the similarity among a group or objects that distinguish them exclusively from others (Saunders et al, 2007). The population for this study comprises of management and staff of Adansi Rural bank Kumasi zone. Target population shall comprise of seven (7) branches which include Kaase, Dunkirk and Atonsu (all in Kumasi), Fomena, Obtuse, Akrokerri, and New Edubiase, a Mobilization Center at Asokwa, in addition to the Head Office at Fomena. The total population figure of Adansi Rural Bank Limited currently stands at 328.

3.3 Sample Size and Sampling Technique

Sampling refers to the systematic process of taking portion of a given population as a representative of that population. In the theory of logic, the high the sampling size the more representative the outcome is and the vice versa. This implies that, relatively larger samples would enable the researcher to draw more representative and accurate conclusion and predictions. Sampling in this study was then using the non-probability approach to select a total of 168 respondents to answer the questionnaires. The study used convenience sampling technique due to the fact that the researcher was interested in dealing with respondents who were available during the course of the study and at the

same time willing to participate in the study. Due was because of the limited study time, cost of using other method and preference.

3.3.1 Determining Sample Size

From the target population and sampling methods presented above. A mathematical method was adapted to determine the sample size for the study using Morgan and Krejcie (1970) formula as indicated below.

$$n = \frac{N}{1 + N (\alpha)^2}$$

Where, N is the total population, and α is the error or confidence level. The traditional confidence level of 95% was used to ensure more accurate results from the study sample.

Due to the above, the error margin was equal to 0.05 using the total population of 328.

The sample size was calculated as follows.

$$n = \frac{328}{1 + 328 (0.05)^2}$$

$$n = \frac{328}{1 + 328 \times 0.0025}$$

$$n = \frac{328}{1.95}$$

$$n = 168.2$$

$n = 168$. Hence, out of the total population of 328, a sample size of 168 was taken. In furtherance, the formula also gives as more than half of the total population figures and also gives as a clearer picture of the sample size.

Table 3.1 Respondent Operation Distribution

Variables	Sampling frame	Sampling technique
Non-management	Convenient	Convenient
Middle management level	Convenient	Convenient
Senior management level	Purposive	Purposive
Sample size	168	168

3.4 Sources of Data

The study made use of two key sources of information. Namely, primary and secondary sources. The primary sources were predominately obtained with the aid of structured questionnaires and field observations. The secondary sources were mostly internet based information, which included the following; Journal articles, magazine, periodicals, Websites, books among others

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Data Collection Instruments

The study upon consideration and careful scrutiny of all the possible available data collection instructions, the study resorted to structured questionnaires. Questionnaire in this study is defined as the process of soliciting information from a large pull of people with a set of questions and often with possible answers. Questionnaire is not expensive to use, it has the capacity to cover a large number of respondents and save time and energy. Hence it was the best instrument to use under the circumstances in action. The questionnaires were carefully design in such a way that wording was done in-line with the established objective of the study. The nature of the questionnaires made it imperative to

be self-administered. In most cases options were given to respondents to select from. A five (5) point Likert scale was used where 5=strong agree 4=agree =neutral 2=disagree and 1= strongly disagree. Moreover, in some instances the categorical scale was used.

3.6 Data Analysis

The data analysis was done in relation to the kind of data received. To comply with the validity and reliability content the questionnaires were cleaned to remove possible error, omission, uncompleted and non-returned – questionnaires. This was done to ensure completeness, consistency, reliability and accuracy of result. The actual analysis was done with the aid of Statistical Product and Service Solution (SPSS) alongside with Microsoft excel. The results were presented in the form of descriptive statistics (means, std. deviations, frequencies and percentages). Secondary data mainly from the literature review were used to further discuss the results of the study. This was done to measure consistency among the numerous authors in this field. Also, to invigorate the existing findings and reaffirm them.

3.7 Ethical Considerations

Respondents who formed the focus of the study were asked to indicate their willingness to participate in the study. The freedom of respondents was taken into consideration by the author who indicated that their rights were respected. However, the primary data collected was handled with care to ensure rights to privacy of respondents. Anonymity was ensured. Thus, the identity of the respondents was secured as names were not associated with the data.

3.8 Profile of Adansi Rural Bank

The Adansi Rural Bank is a Limited Liability Company established in the year 1980 to address the financial needs of the Adansiman traditional area in line with the company's code 1963 Act 179. Adansi Rural Bank is a Limited Liability Company established in 1980 in line with the Companies Code 1963, Act 179 and operates within the framework and limitations in the manner provided for in the Banking Act 2004, Act 673. The bank has its head-quarters in at Fomena. Fomena traditionally is the administrative head office of the adansiman traditional council. Fomena is again, the administrative and political capital of the Adansi North District assembly which was established in the year 2004. In addition to Fomena the bank has the following the other branches; Kaase, Dunkirk and Atonsu (all in Kumasi), Fomena, Obuasi, Akrokerri, and New Edubiase, a Mobilization Center at Asokwa.

Vision Statement

The Vision of the Bank is to be the most preferred, efficient and effective Rural and Community Bank working to optimize shareholder value.

Mission statement

The Mission of the is to be among the best three Rural and Community Banks in Ghana in terms of Profitability, Efficiency and Growth through the provision of quality products and customer service using appropriate technology and a highly motivated staff.

Corporate values

The Corporate Values of Adansi Rural Bank Limited is as follows:

- Passionate about our services
- Putting the customer first
- Team work and mutual respect among staff
- Dependable and trust worthy
- Shareholders satisfaction
- Socially responsible
- honesty

CHAPTER FOUR

ANALYSIS AND DISCUSSIONS

4.0: Introduction

This chapter presents analysis and discussion of results of the primary and secondary data to assess the impact of corporate culture on organizational performance at Adansi Rural Bank. Data was analyzed using the Predictive Analytical Software (PASW) formerly known as the Statistical Package for Social Sciences (SPSS). Before the analyses data was cleaned to ensure completeness, accuracy and uniformity. Data was analyzed quantitatively.

4.1 Demographic Information

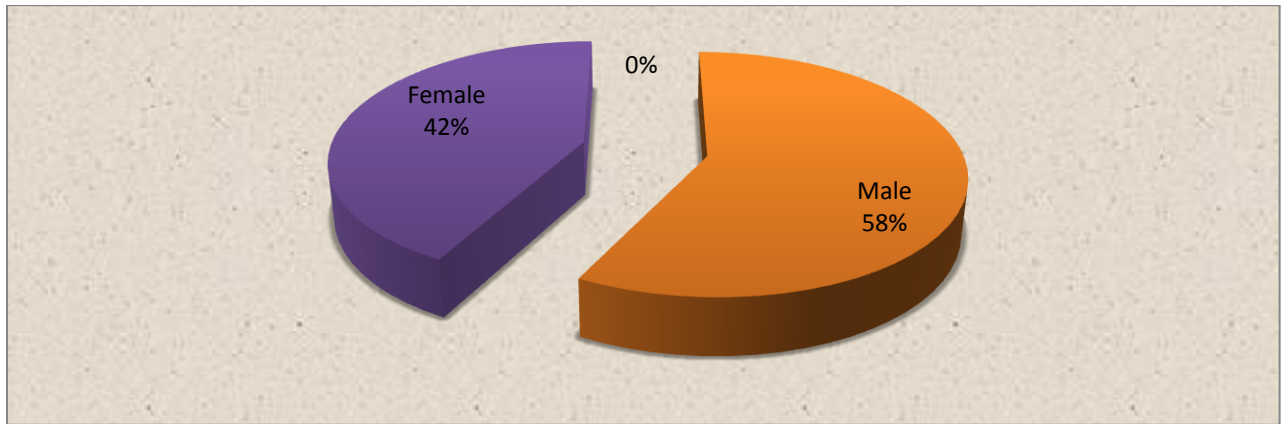
Table 4.1 Gender of Respondents

Variables	Frequency	Percent	Cumulative Percent
Male	97	57.7	57.7
Female	71	42.3	100.0
Total	168	100.0	

Source: Field Survey, 2015

Revealing from the Table 4.1.1, 57.7% of the respondents were males whereas, 42.3% of the respondents were also females. This implies that male respondents dominate the female respondents. Figure 4.1 gives a pictorial view of the results in the table 4.1.1.

Figure 4.1 Gender of Respondents



Source: Field Survey, 2015

Table 4.2 Ages of Respondents

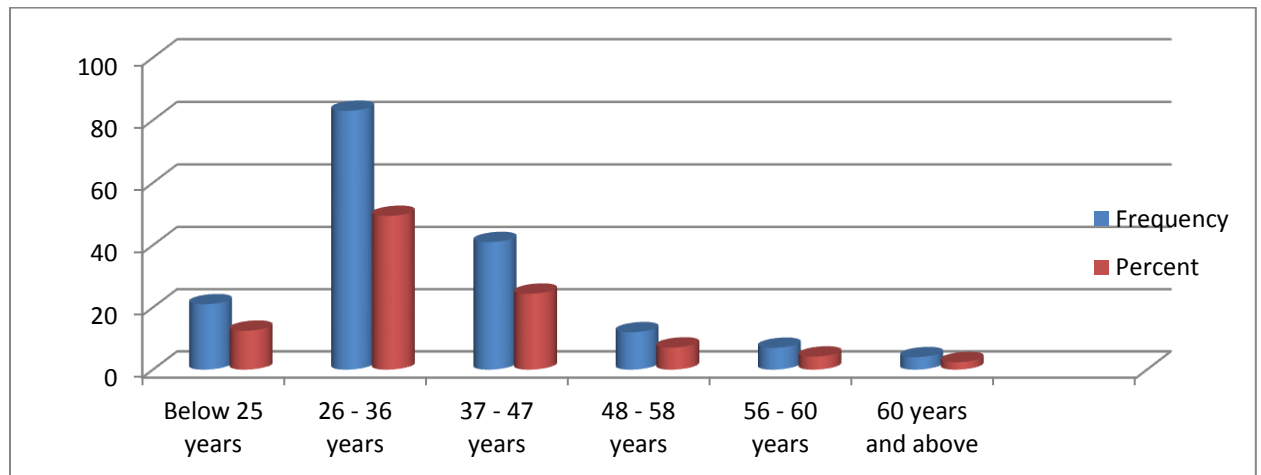
Variables	Frequency	Percent	Cumulative Percent
Below 25 years	21	12.5	12.5
26 - 36 years	83	49.4	61.9
37 - 47 years	41	24.4	86.3
48 - 58 years	12	7.1	93.5
56 - 60 years	7	4.2	97.6
60 years and above	4	2.4	100.0
Total	168	100.0	

Source: Field Survey, 2015

The Table 4.1.2 explores the ages of respondents selected for the study. Respondents who fall within the ages of 26-36 were 49.4% and respondents who fall within the ages of 37-47 were also 24.4%. In addition, 12.5% of the respondents are below 25 years, 7.1% of

the respondents were between the ages of 48-58 years and respondents who are between the ages of 56-60 years were 4.2%. Finally, 2.4% of the respondents were 60 years and above. These imply that majority of the respondents were youth. Figure 4.2 add more meaning to the results in the table 4.1.2.

Figure 4.2 Ages of Respondents



Source: Field Survey, 2015

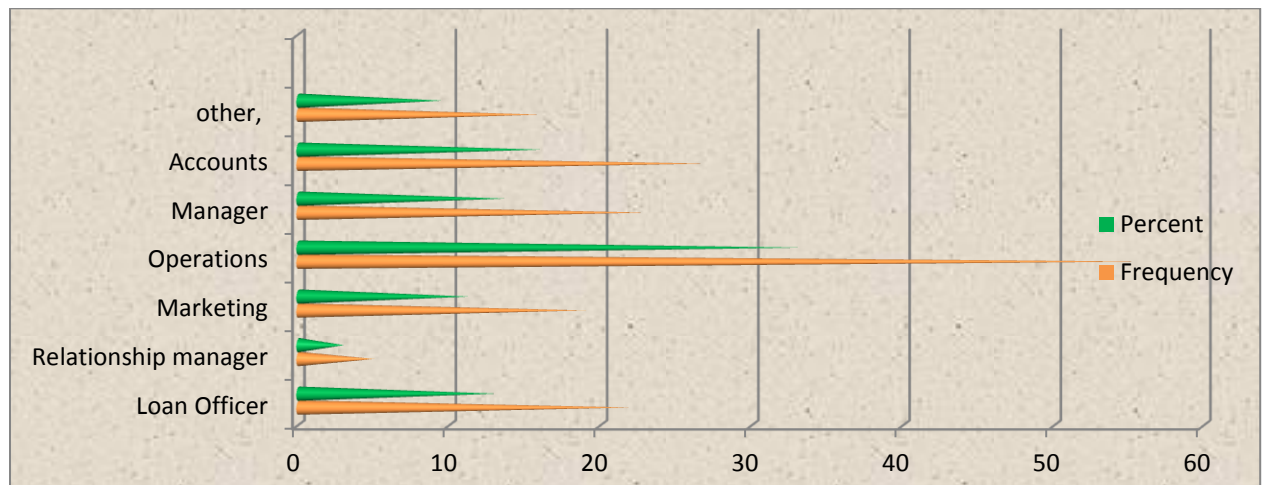
Table 4.3 Respondent's Current Position (function) in the Banking Industry

Variables	Frequency	Percent	Cumulative Percent
Loan Officer	22	13.1	13.1
Relationship manager	5	3.0	16.1
Marketing	19	11.3	27.4
Operations	56	33.3	60.7
Manager	23	13.7	74.4
Accounts	27	16.1	90.5
other,	16	9.5	100.0
Total	168	100.0	

Source: Field Survey, 2015

The Table 4.1.3 identifies the current position (function) in the banking industry. Respondents who were at the operations were 33.3% and 16.1% of the respondents were accountants. Also, managers were 13.7%. Further, 11.3% of the respondents were marketers and 13.1% were also loan officers. However, 9.5% of the respondents were associated to other forms of position in the banking industry. Finally, relationship managers were 3.0% out of the total 100.0%. The table 4.3 also gives a pictorial view of the results in the table 4.1.3

Figure 4.3 Respondent's Current Position (function) in the Banking Industry



Source: Field Survey, 2015

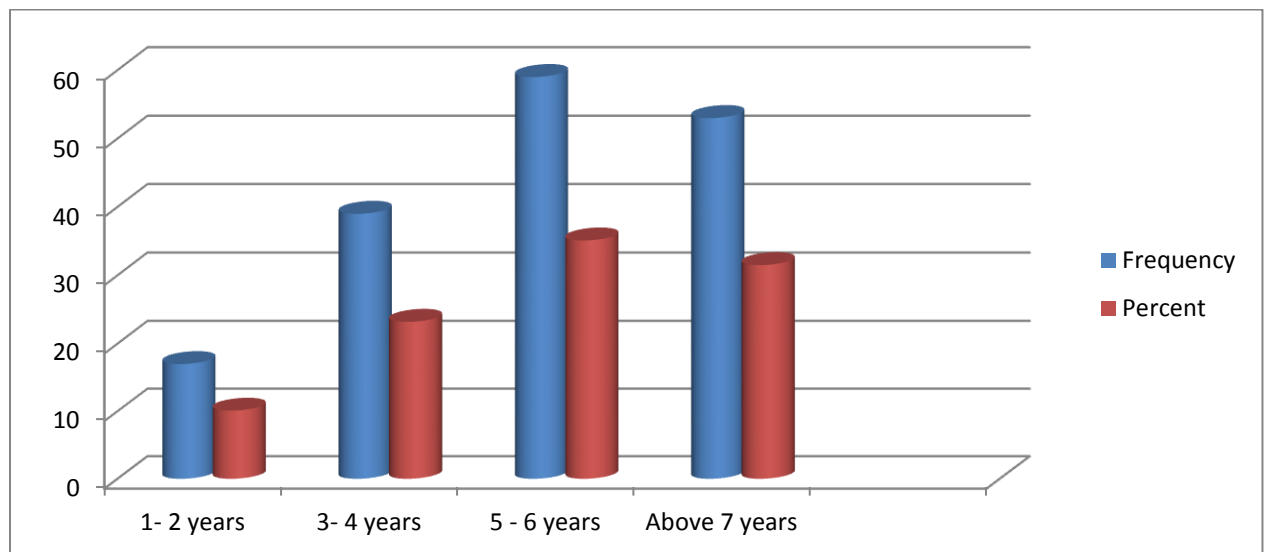
Table 4.4 Respondent's Experience In The Banking Industry

Variables	Frequency	Percent	Cumulative Percent
1- 2 years	17	10.1	10.1
3- 4 years	39	23.2	33.3
5 - 6 years	59	35.1	68.5
Above 7 years	53	31.5	100.0
Total	168	100.0	

Source: Field Survey, 2015

The Table 4.1.4 indicates the experience of the respondents in the banking industry. Respondents who have 5-6 years' experience in the banking industry were 35.1% and respondents who have more than 7 years banking experience were also 31.5%. Again, 23.2% of the respondents were having 3-4 years' experience in the banking industry, finally, 10.1% of the respondents were having 1-2 years banking experience. The results from the finding declare that most of the respondents are having more than 5 years' experience in the banking industry. Figure 4.4 enhances more on the results in the table 4.1.4

Figure 4.4 Respondent's Experience In The Banking Industry



Source: Field Survey, 2015

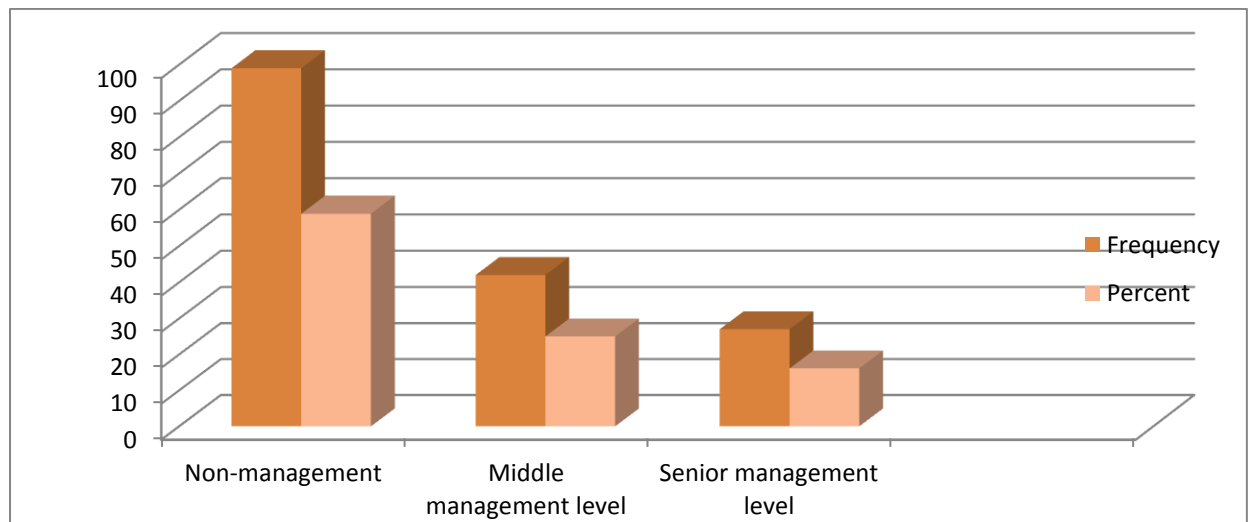
Table 4.5 Respondent's Organizational Level

Variables	Frequency	Percent	Cumulative Percent
Non-management	99	58.9	58.9
Middle management level	42	25.0	83.9
Senior management level	27	16.1	100.0
Total	168	100.0	

Source: Field Survey, 2015

The Table 4.1.5 presents the organizational level of the respondents. Middle management level amongst the respondents was 25.0% and respondents who are non-management were also 58.0% out of the total 100.0%. In addition, 16.1% of the respondents were senior management level. The study found that most of the respondents were at the non-managerial level in their organization. Figure 4.5 further explains the results in the table 4.1.5.

Figure 4.5 Respondent's Organizational Level



Source: Field Survey, 2015

4.2: Pearson Correlation

Table 4.6 Pearson Correlation Matrix among Respondents Sex, Age, Current Position In The Industry, Experience and Organizational Level at the Adansi Rural Bank

Variables	1	2	3	4	5
1.Sex	1.00				
2. Age	-0.127 (0.099)	1.00			
3. Current Position In The Industry	-.110 (0.154)	-0.137 (0.075)	1.00		
4. Experience	-0.254 (0.001)	0.399 (0.000)	(0.094) (0.222)	1.00	
5. Organizational Level	-0.237 (0.002)	(0.443) (0.000)	0.055 (0.475)	0.459 (0.000)	1.00

Correlation is significant at (0.05) *N= 169

From the Pearson Correlation Matrix Table there is a weak negative correlation between sex and age of respondents in the banking industry on with correlation coefficient of (-0.127). This relationship is significant with a P-value of (0.099) which is greater than the alpha value of (0.05) [(0.099) > (0.05)]. The study also revealed a weak and statistically insignificant relationship between respondents sex and their current position the banking industry with correlation coefficient of (-0.110) and P-value of (0.154) which is greater

than the alpha value of (0.05), $[(0.154) > (0.05)]$. There is a moderate negative and significant relationship between respondents sex and their years of experience in the banking industry. This relationship from the Pearson Correlation Matrix Table is correlation coefficient (0.254) and a P-value of (0.01) which is less than the alpha value of (0.05), $[(0.01) < (0.05)]$.

From the Pearson Correlation Matrix table the study revealed a weak negative but significant relationship between sex of respondents and their organizational level in the banking industry with correlation coefficient of (0.237) and a P- value of (0.002) which is less than the alpha value of (0.05). The study also revealed, a weak positive but insignificant relationship between age and position of respondents in the banking industry. The relationship was with correlation coefficient of (0.137) and a P-value of (0.075) which is greater than the alpha value of (0.05), $[(0.075) > (0.05)]$. There is a moderate positive and significant correlation between respondents age and years of working experience in the banking industry with correlation coefficient of (0.399). This relationship was statistically significant with a P-value of (0.00) which is very lower than the alpha value of (0.05), $[(0.00) < (0.05)]$. Again, there is a moderate positive relationship between age and organizational level of respondents in the banking industry with a correlation coefficient of (0.443). This relationship is also statistically significant with a P-value of (0.00) which is less than the alpha value of (0.05).

Moving on, the study revealed a weak positive but statistically insignificant relationship between respondents position and years of experience in the banking industry with

correlation coefficient of (0.094) and a P-value of (0.222) > (0.05). The study also revealed a weak positive correlation between position and organizational level of respondents in the banking industry with correlation coefficient of (0.055). This relationship is insignificant with a P-value of (0.047) > (0.05). Finally experience and organizational level of respondents correlated strong positively with correlation coefficient of (0.459). This relationship is statistically significant with P-value of (0.00) which is greater than the alpha value of (0.05).

4.3: Examining the Nature of the Corporate Culture at Adansi Rural Bank

Table 4.7 Examining the Nature of the Corporate Culture at Adansi Rural Bank In

Terms Of Involvement

Variables	2011 Mean	2014 Means
Capability Development - The organization continually invests in the development of employee's skills in order to stay complete and meet on - going business needs.	3.2905	4.9
Team Orientation - Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable.	3.1369	4.8
Empowerment- Individuals have the authority, initiative, and ability to manage their own work.	3.0417	4.7

Source: Field Survey, 2015

The study measures the nature of the corporate culture at the Adansi Rural Bank in terms of involvement. With the help of a Likert scale of 1-5 (where a mean of 4-5 indicated strongly agree, 3-4 agreed, 2-3 indicated neutral, 2-1 indicated disagreed and 0-1 indicated strongly disagree), the study asked respondents to rate their agreement or disagreement level with the factors enumerated in the table above.

In 2011, all the respondents were on the neutral side of the involvement of the Adansi Rural Bank. Notably are the factors respondents stated to stand at the neutral side; capability development - the organization continually invests in the development of employee's skills in order to stay competitive and meet on - going business needs ($X=3.2$), team orientation- value is placed on the working cooperatively towards common goals for which all employees feel mutually accountable ($X=3.1$) and empowerment-individuals have authority, initially and ability to manage their own work ($X=3.0$).

Moreover, in 2014 all the respondents agreed to the nature of the corporate culture at the Adansi Rural Bank's involvement. Notably are the factors enumerated to agree with the Adansi Rural Bank's involvement; Capability Development - The organization continually invests in the development of employee's skills in order to stay competitive and meet on - going business needs ($X=4.9$), team orientation- value is placed on the working cooperatively towards common goals for which all employees feel mutually accountable ($X=4.8$) and empowerment-individuals have authority, initially and ability to manage their own work (4.7).

However, the study found that factors that the respondents stated to stand at the neutral position in 2011 were the same factors the respondents highlighted to agree with the

nature of the corporate culture at Adansi Rural Bank in terms of involvement in the year 2014.

Table 4.8 Examining the Nature of the Corporate Culture at Adansi Rural Bank In Terms Of Consistency

Variables	2011 Mean	2014 Means
Coordination and Integration - Different functions and units of the organization are able to work together well to achieve common goals.	3.1	4.7
Core Values - Members of the organization share a set of values which create a sense of identity and a clear set of expectations.	3.0	4.5
Agreement - Members of the organization are able to reach agreement on critical issues.	2.9	4.4

Source: Field Survey, 2015

The study examines the nature of the corporate culture at the Adansi Rural Bank in terms of consistency. With the help of a Likert scale of 1-5 (where a mean of 4-5 indicated strongly agree, 3-4 agreed, 2-3 indicated neutral, 2-1 indicated disagreed and 0-1 indicated strongly disagree), the study asked respondents to rate their agreement or disagreement level with the factors enumerated in the table above.

In 2011, coordination and integration - different functions and units of the organization are able to work together well to achieve common goals ($X=3.1$) and core values - members of the organization share a set of values which create a sense of identity and a

clear set of expectations ($X=3.0$) were the factors most of the respondents highlighted to stay neutral on the consistency of the Adansi Rural Bank. Few of the respondents also disagreed with the consistency of the Adansi Rural Bank because agreement - members of the organization are able to reach agreement on critical issues ($X=2.9$).

Further, in the year 2014, all the respondents agreed with the consistency of the Adansi Rural Bank. Notably are the factors respondents highlighted to their agreement; coordination and integration - different functions and units of the organization are able to work together well to achieve common goals ($X=4.7$), core values - members of the organization share a set of values which create a sense of identity and a clear set of expectations ($X=4.5$) and finally, agreement - members of the organization are able to reach agreement on critical issues ($X=4.4$).

However, based on the above factors few of the respondents pointed to disagree and most of the respondents pointed to be on the neutral side in 2011, those same factors were what all the respondents highlighted to agree with the consistency of the Adansi Rural Bank in the year 2014.

Table 4.9 Examining the Nature of the Corporate Culture at Adansi Rural Bank In Terms Of Adaptability

Variables	2011 Mean	2014 Means
Customer Focus - The organization understands and reacts to their customers and anticipates their future needs.	3.3	4.8
Creating Change - The organization is able to create adaptive ways to meet changing needs.	3.2	4.6
Organizational Learning - The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.	3.1	4.5

Source: Field Survey, 2015

The study examines the nature of the corporate culture at the Adansi Rural Bank in terms of adaptability. With the help of a Likert scale of 1-5 (where a mean of 4-5 indicated strongly agree, 3-4 agreed, 2-3 indicated neutral, 2-1 indicated disagreed and 0-1 indicated strongly disagree), the study asked respondents to rate their agreement or disagreement level with the factors enumerated in the table above.

In 2011 respondents stated the following as neutral to the adaptability of the Adansi Rural Bank; customer focus - the organization understands and reacts to their customers and anticipates their future needs ($X=3.3$), creating change - the organization is able to create adaptive ways to meet changing needs ($X=3.2$) and organizational learning - the organization receives, translates, and interprets signals from the environment into

opportunities for encouraging innovation, gaining knowledge, and developing capabilities (X=3.1).

In 2014, respondents noted the following issues to agree with the adaptability of the Adansi Rural Bank; customer focus - the organization understands and reacts to their customers and anticipates their future needs (X=4.8), creating change - the organization is able to create adaptive ways to meet changing needs (X=4.6) and organizational learning - the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities (X=4.5).

The study found that all the respondents' stayed neutral as to the adaptability of the Adansi Rural Bank in the year 2011, while based on that same factors in the year 2014 all the respondents agreed to the adaptability of the Adansi Rural Bank.

Table 4.10 Examining the nature of the corporate culture at Adansi Rural Bank in terms of Mission

Variables	2011 Mean	2014 Means
Strategic Direction and Intent - Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and ``make their mark" on the industry.	3.3	4.9
Vision - The organization has a shared view of a desired future state. It embodies core value	3.2	4.8
Goals and Objectives - A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.	3.1	4.5

Source: Field Survey, 2015

The study examines the nature of the corporate culture at the Adansi Rural Bank in terms of mission. With the help of a Likert scale of 1-5 (where a mean of 4-5 indicated strongly agree, 3-4 agreed, 2-3 indicated neutral, 2-1 indicated disagreed and 0-1 indicated strongly disagree), the study asked respondents to rate their agreement or disagreement level with the factors enumerated in the table above.

In the year 2011, respondents outlined the following to indicate neutral on the nature of corporate culture at Adansi Rural Bank in terms of mission; strategic direction and intent - clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and ``make their mark" on the industry ($X=3.3$), vision - the organization has a shared view of a desired future state. It embodies core value ($X=3.2$)

and goals and objectives - a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work (X=3.1).

In the year 2014, respondents stated the following issues to agree with the nature of the corporate culture at Adansi Rural Bank (Mission); strategic direction and intent - Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and ``make their mark" on the industry (X=4.9) vision - the organization has a shared view of a desired future state. It embodies core value (X=4.8) and goals and objectives - a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work (X=4.5).

However, in 2011 respondent were neutral with the nature of the corporate nature at Adansi Rural Bank in terms of its mission basing on the above factors in the Table, whereas, in the year 2014, all the respondents noted those same factors listed in 2011 to agree with the corporate culture at Adansi Rural Bank's mission.

4.4: Examining the Nature of Corporate Performance at Adansi Rural Bank

Table 4.11 Examining the Nature of Corporate Performance at Adansi Rural Bank using Performance Factors

	2011- 2013	2014
Performance Measures		
Sales Growth	1,014,559.15	2,931,891
Deposit Growth	147,647.61	28,613,774
Profit	450,036.81	1,993,326
New Product/ Innovation	2	4
Employee Satisfaction/ Training	21,810	70,636

Source: Field Survey, 2015

The researcher used the following performance measures in examining the corporate performance at Adansi Rural Bank. From the table 4.3.1 the sales growth of the Adansi Rural Bank in the years 2011 to 2013 was recorded as (GHC 1,014,559.15). This growth was increased in 2014 which recorded (GHC 2,931,891). Also, deposit growth was another performance measure used in measuring corporate performance at the Adansi Rural Bank. Deposit Growth in the years 2011 to 2013 recorded (GHC 147,647.61). This was increased in 2014 to (GHC 28,613,774). Again between 2011 and 2013 profit which was also part of the performance measures in measuring Adansi Rural Bank Corporate performance was recorded as (GHC450, 036.81). Profit of Adansi Rural bank was increased in 2014 as revealed in the table 4.3.1 as (GHC1, 993,326). In the years 2011 to 2013 the new product or innovations of the Adansi Rural Bank Limited were two in number but this was increased in 2014 to four (4). Another performance measure the researcher used in examining the corporate performance of the aforementioned bank was employee satisfaction and training. This performance measure recorded (GHC21, 810) in the years of 2011 to 2013. Employee satisfaction and training was increased to (GHC70, 636) in 2014. This implies that the Adansi Rural Bank corporate performance is growing bigger.

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0: Introductions

This chapter presents major findings from the analysis in the previous chapter on assessing the impact corporate culture on employee performance in the Adansi Rural Bank in Ghana. Conclusion deduced from the major findings and recommendations in line with the established objectives are also outline

5.1 Major Findings

5.1.1 Demographic Information

Revealing from the previous chapter, males dominate the respondents with (57.7%) whereas, (42.3%) were females. Age wise (49.4%) of the respondents were between 26-36 years, between 37 to 47 years were (24.4%) and 12.5% of the respondents were below 25 years. Again, 7.1% of the respondents were between the ages of 48-58 years and respondents who were between the ages of 56-60 years were 4.2%. Finally, 2.4% of the respondents were 60 years and above. In discovering the current position of respondents the previous chapter made known that, (33%) of the respondent were at the operations,(13.7%) were managers with(11.3%) of the respondents being marketers and 13.1% were also loan officers. Experience wise it was discovered that majority of the respondents (35.1%) have had an accumulated 5-6 years' and respondents of (31.5%) have seven years working with Adansi Rural Bank. Again, 23.2% of the respondents were having 3-4 years' experience in the banking industry, finally, 10.1% of the respondents were having 1-2 years banking experience. The study also presented the organizational level of the respondents. Middle management level amongst the

respondents was 25.0% and respondents who are non-management were also 58.0%. In addition, 16.1% of the respondents were senior management level. The study found that most of the respondents were at the non-managerial level in their organization.

5.1.2: Pearson Correlation

From the preceding chapter the study revealed a weak negative correlation and insignificant relationship between sex and age of respondents in the banking industry. The study also revealed a weak and statistically insignificant relationship between respondents' sex and their current position in the banking industry. There was a moderate negative and significant relationship between respondents' sex and their years of experience in the banking industry.

From the Pearson Correlation Matrix in the previous chapter, the study revealed a weak negative but significant relationship between sex of respondents and their organizational level in the banking industry with correlation coefficient of (0.237) and a P-value of (0.002) which is less than the alpha value of (0.05). The study also revealed a weak positive but insignificant relationship between age and position of respondents in the banking industry. The relationship was with correlation coefficient of (0.137) and a P-value of (0.075) which is greater than the alpha value of (0.05), $[(0.075) > (0.05)]$. There is a moderate positive and significant correlation between respondents' age and years of working experience in the banking industry with correlation coefficient of (0.399). This relationship was statistically significant with a P-value of (0.00) which is very lower than the alpha value of (0.05), $[(0.00) < (0.05)]$. Again, there is a moderate positive relationship between age and organizational level of respondents in the banking industry

with a correlation coefficient of (0.443). This relationship is also statistically significant with a P-value of (0.00) which is less than the alpha value of (0.05).

Moving on, the study revealed a weak positive but statistically insignificant relationship between respondents' position and years of experience in the banking industry. The study also revealed a weak positive correlation between position and organizational level of respondents in the banking industry with correlation coefficient of (0.055). This relationship is insignificant with a P-value of (0.047) > (0.05). Finally experience and organizational level of respondents correlated strong positively with correlation coefficient of (0.459). This relationship is statistically significant with P-value of (0.00) which is greater than the alpha value of (0.05).

5.1.3: Examining the Nature of the Corporative Culture at Adansi Rural Bank in Terms of Involvement

In the previous chapter the study revealed the nature of the corporative culture of the Adansi Rural Bank in 2011 to 2013 and 2014. It was revealed that all the respondents were on the neutral side of the involvement of the Adansi Rural Bank. Notably the factors respondents stated to stand at the neutral side were; capability development - the organization continually invests in the development of employee's skills in order to stay competitive and meet on - going business needs. Also, team orientation- value is placed on the working cooperatively towards common goals for which all employees feel mutually accountable and empowerment-individuals have authority, initially and ability to manage their own work

Meanwhile, in 2014 all the respondents agreed to the nature of the corporate culture at the Adansi Rural Bank's involvement. Notably are the factors enumerated to agree with the Adansi Rural Bank's involvement; Capability Development - The organization continually invests in the development of employee's skills in order to stay competitive and meet on - going business needs ($X=4.9$), team orientation- value is placed on the working cooperatively towards common goals for which all employees feel mutually accountable ($X=4.8$) and empowerment-individuals have authority, initially and ability to manage their own work (4.7).

However, the study found that factors that the respondents stated to stand at the neutral position in 2011 were the same factors the respondents highlighted to agree with the nature of the corporate culture at Adansi Rural Bank in terms of involvement in the year 2014.

5.1.4 Examining the Nature of the Corporative Culture at Adansi Rural Bank In Terms Of Consistency

From the study consistency was another factor the researcher used in examining the corporative Culture at the Adansi rural bank. It was revealed that in the year 2011 to 2013, coordination and integration - different functions and units of the organization are able to work together well to achieve common goals recorded a ($X=3.1$) and core values - members of the organization share a set of values which create a sense of identity and a clear set of expectations ($X=3.0$) were the factors most of the respondents highlighted to stay neutral on the consistency of the Adansi Rural Bank. Few of the respondents also disagreed with the consistency of the Adansi Rural Bank because agreement - members of the organization are able to reach agreement on critical issues ($X=2.9$).

However, in the year 2014, coordination and integration - different functions and units of the organization are able to work together well to achieve common goals ($X=4.7$), core values - members of the organization share a set of values which create a sense of identity and a clear set of expectations ($X=4.5$) and finally, agreement - members of the organization are able to reach agreement on critical issues ($X=4.4$).

Based on the above factors few of the respondents pointed to disagree and most of the respondents pointed to be on the neutral side in 2011, those same factors were what all the respondents highlighted to agree with the consistency of the Adansi Rural Bank in the year 2014.

5.1.5 Examining the Nature of the Corporative Culture at Adansi Rural Bank In Terms Of Adaptability

Among factors under adaptability in examining the corporative culture at Adansi Rural bank in 2011, customer focus - the organization understands and reacts to their customers and anticipates their future needs scored ($X=3.3$). Also, creating change - the organization is able to create adaptive ways to meet changing needs ($X=3.2$) and organizational learning - the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities ($X=3.1$).

In 2014, it was revealed that customer focus - the organization understands and reacts to their customers and anticipates their future needs ($X=4.8$), creating change - the organization is able to create adaptive ways to meet changing needs ($X=4.6$) and

organizational learning - the organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities (X=4.5).

The study found that all the respondents' stayed neutral as to the adaptability of the Adansi Rural Bank in the year 2011, while based on that same factors in the year 2014 all the respondents agreed to the adaptability of the Adansi Rural Bank.

5.1.6 Examining the nature of the corporate culture at Adansi Rural Bank in terms of Mission

Using mission in examining the nature of the corporate culture in the bank under study in the year 2011, strategic direction and intent - clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and "make their mark" on the industry (X=3.3) was a factor in examining the nature of the corporate culture at the aforementioned bank in terms of mission. Again, vision - the organization has a shared view of a desired future state. It embodies core value (X=3.2) and goals and objectives - a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work (X=3.1).

Meanwhile in the year 2014, it was revealed that, strategic direction and intent - Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and "make their mark" on the industry (X=4.9) vision - the organization has a shared view of a desired future state. It embodies core value (X=4.8) and goals and

objectives - a clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work (X=4.5).

However, in 2011 respondent were neutral with the nature of the corporate nature at Adansi Rural Bank in terms of its mission basing on the above factors in the Table, whereas, in the year 2014, all the respondents noted those same factors listed in 2011 to agree with the corporate culture at Adansi Rural Bank's mission.

5.1.7: Examining the Nature of Corporate Performance at Adansi Rural Bank using Performance Factors

In examining the corporate performance at Adansi Rural Bank, the study used the performance measures. From the previous chapter the sales growth of the Adansi Rural Bank in the years 2011 to 2013 was recorded as (GHC 1, 014559.15). This growth was increased in 2014 which recorded (2, 931891). Also, deposit growth was another performance measure the researcher used I measuring corporate performance at the Adansi Rural Bank. Deposit Growth in the years 2011 to 2013 recorded (GHC 14764761). This was increased in 2014 to (GHC 28,613,774). Again between 2011 and 2013 profit which was also part of the performance measures in measuring Adansi Rural Bank Corporate performance was recorded as (GHC 4503681). Profit of Adansi Rural bank was increased in 2014 as revealed in the table 4.3.1 as (GHC 1,993,326). In the years 2011 to 2013 the new product or innovations of the Adansi Rural Bank were two in number but this was increased in 2014 to four (4). Another performance measure the researcher used in examining the corporate performance of the aforementioned bank was employee satisfaction and training. This performance measure recorded (21,810) in the

years of 2011 to 2013. Employee satisfaction and training was increased to (70,636) in 2014.

5.2 Conclusions

Employees performance at the Adansi Rural Bank were examined using the performance, profit measures such as sales growth, deposit growth, profit, new product and employee satisfaction. Based on the major finding the major findings it was found that Adansi Rural Bank corporate performance of sales growth was on a rise in 2014. This increase or rise was attributed that involvement consistency adaptability and mission as a way of examining corporate culture in Adansi Rural Bank in the years 2011 to 2013 were neutral and disagreed by respondents. Meanwhile in the year 2014 all the aforementioned factors were all strongly agreed and agreed by respondents as a way of examining the corporate cultural of the said bank.

Also the profit margin Adansi Rural bank was in a rise as due to massive incorporation of corporate culture factor such as empowerment, customer focus, strategic direction and coordination and integration.

Moving on from the above there was a massive rise in new product/innovation and organizational satisfaction of the performance measures in examining the nature of corporate performance in the Adansi Rural Bank in 2014. This rise was due to the incorporation of all the corporate culture in the bank.

In summary the Adansi rural bank in the years 2011 to 2013 were not incorporating the factors of examining the nature of the corporate culture at the bank. This was what led to the fall the banks corporate culture. Hitherto in 2014 the bank strongly incorporated

leading to an the factors of the corporate culture which lead to an increase in the performance of bank

5.3 Recommendations

- Management of the Adansi Rural Bank must have a strategic direction and intent purpose. This will convey the organization determinations and make it clear and how everyone can contribute in the industry as a way of performance.
- Management of the Adansi Rural must ensure coordination and integration of various units in the organization. All functions and units working together will help the organization in achieving the common goals and also increase performance of the industry
- Team orientation must be strengthen and enforced among the workers of the bank. This will give value to working cooperatively towards a common goal. This will also increase corporate culture and give a rise in corporate performance in the organization
- Management of the bank must make sure all staff members are being empowered to be able to manage their own works.

- The management of Adansi Rural Bank must strengthen its goals and objectives. This will provide a clear direction to all staff members to be able to have a clear direction in their works.
- Core values of the organization must be broadened and made known this will create a sense of identity and clear set of expectations. This will also help create an increase in the performance of the Adansi Rural Bank.
- The organization must continuously invest in the development of employee skills in order to stay competitive and meet on-going business needs.

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APPENDIX

SURVEY QUESTIONNAIRES

This questionnaire is intended to elicit for information that will enable the researcher to evaluate the study is to assess the impact of corporate culture on employee's performance at Adansi Rural Bank in Ghana. The exercise is for academic purpose only. Whatever information you give will be kept confidential. Please tick as it may apply (/)

Section A: Background information

SECTION ONE – BACKGROUND INFORMATION

1. Sex:

☐ you male ☐ female

2. Age:

☐ Below 25years ☐ 26-36years ☐ 37-47years ☐ 48-58years

☐ 56-50years ☐ 50years and above

3. Indicate your current position (function) in the Banking industry

- a) Loan Officer
- b) Relationship manager
- c) Marketing
- d) Operations

- e) Manager
- f) Accounts
- g) Other, please specify _____

4. Indicate your experience in the banking industry

- a) 1-2years
- b) 3-4years
- c) 5-6years
- d) Above 7years

5. Indicate your organizational level

- a) Non-management
- b) Middle management level
- c) Senior management level
- d) Chief executive

Section B: Examining the nature of the corporate culture at Adansi Rural Bank

Please indicate your perceptions on each statement made below by ticking the appropriate agreement-box according to the agreement-legend supplied. 5. STRONGLY AGREE 4. AGREE .3 NEUTRAL .2 DISAGREE 1. STRONGLY DISAGREE

	2012-13					2014				
Involvement	5	4	3	2	1	5	4	3	2	1
<i>Empowerment</i> – Individuals have the authority, initiative, and ability to manage their own work.										
<i>Team Orientation</i> – Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable.										
<i>Capability Development</i> – The organization continually invests in the development of employee's skills in order to stay competitive and meet on-going business needs.										
Consistency										
<i>Core Values</i> – Members of the organization share a set of values which create a sense of identity and a clear set of expectations.										
<i>Agreement</i> – Members of the organization are able to reach agreement on critical issues.										
<i>Coordination and Integration</i> – Different functions and units of the organization are able to work together well to achieve common goals.										
Adaptability										
<i>Creating Change</i> – The organization is able to create adaptive ways to meet changing needs.										

<i>Customer Focus</i> – The organization understands and reacts to their customers and anticipates their future needs.									
<i>Organizational Learning</i> – The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.									
Mission									
<i>Strategic Direction and Intent</i> – Clear strategic intentions convey the organization’s purpose and make it clear how everyone can contribute and “make their mark” on the industry.									
<i>Goals and Objectives</i> – A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.									
<i>Vision</i> – The organization has a shared view of a desired future state. It embodies core value									

Section C: Examining the nature of the corporate performance at Adansi Rural Bank

Please fill the performance indicator for the two respective periods by providing the accurate information.

	2012-13	2014
Performance measures		
Sales Growth		
Deposit Growth		
Profit		
Quality		
New Product/Innovation		
Employee Satisfaction/Training		