ORGANISATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN SELECTED BANKS IN ANAMBRA STATE

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Abstract
Organisational culture and employee performance in selected Banks in Anambra state is the title of this research. The researcher attempted to establish how organisational culture (supportive, bureaucratic, innovative and power culture) positively influence employee performance in deposit money banks (DMBs) represented in Anambra State. Expectancy theory and functional theory of labour welfare were adopted as our theoretical framework. Survey method was used as the design for the study. For the study, questionnaire was designed to extract responses from six-hundred and nine (609) staff of ten foremost deposit money banks (DMBs) in Awka, Onitsha and Nnewi metropolis in Anambra State. Regression analysis method was used to analyse and test hypotheses using SPSS. Based on the analyses, it was observed that supportive culture, bureaucratic culture, innovative culture, and power culture have positive significant influence on employee performance. From the findings, it was concluded that organisational culture has positive influence on employee performance and recommended very strongly, that Banks clearly establish and enforce their organisational culture, at the corporate level (bank-wide), in their system to achieve corporate sustainability.

Keywords: Organisational culture, employee performance, supportive culture, bureaucratic culture, innovative culture and power culture

Introduction
Over the past decades, the relationship between organizational culture and employee performance has gained a great deal of research interest in management studies. This relationship is affected by organizations' openness and the manner in which they seek and use information in the market (Stoica, Liao, & Welsch, 2004). The primary concern is that the organisational culture creates the value of an institution not only by the

manners and behaviours of every individual in the organisation but also by the collective attitudes and behaviour of the organisation in general (Aksoy, Apak, Eren, & Korkmaz, 2014). A model of norms, values, beliefs, and attitudes has a significant effect on organisational behaviour (Akta, Çiçek, & Kıyak, 2011). It is the pattern of values, norms, beliefs, attitudes as well as assumptions that may not be expressed but shapes the ways in which people in an organisation conduct themselves and get things done (Armstrong, 2006). Understanding the culture of an organisation is important in order to remove the challenges faced by the organisation in the process of making organisational changes. Following this argument, Ezirim, Nwibere, and Emecheta (2012) claim that managers must shape and build a culture that is more favorable to both employees and the organisation in order to achieve the needed organisational goals.

In times of economic recession, maximizing output is of utmost importance to shareholders. Organistions realize that employees make businesses work and the culture of an organisation connects employees to the organisation. This has resulted in the idea that maximizing an employee's performance in public organisations requires the implementation of policies, practices, and procedures that match the employee's needs (Isa, Ugheoke & Noor, 2016). The idea that organisations can have a culture that affects the performance of its employees started when scholars within the field of sociology responded to Max Weber's theory of bureaucracy. Weber illustrated that the ideal bureaucracy is subjected to formalized and compartmentalised offices with sharply defined labor rules, fixed jurisdictions, a clear chain of command as well as rules of professional conduct to ensure consistent, objective application of rules to the governed (Nier, 2009).

Although the writing on organisational culture and its alliance with organisational performance is wealthy varied, there is a small amount of study really examine the concept of this connection. Culture has been set up as a main factor to be considered through in organisational life along with its positive impact on the success of the organisational performance.

In an effort to have a better understanding, many cultural typologies have been developed, because a particular type of culture produces a different outcome and the overall performance of an organisation is subject to the extent to which the values of the cultures are extensively shared (Ogbonna & Harris, 2000). For instance, the competing value framework (CVF) classifies organisational culture into four cultural categories such as clan, adhocracy, market, and hierarchy (Quinn & Robert 2011; Tseng, 2010). According to this school of thought, clan culture builds a warm and friendly work environment where employees can generously share their knowledge, while the adhocracy culture creates self-motivated, entrepreneurial, and innovative work settings, encouraging individual initiative and provides autonomy for those individuals who are prepared to take risks. Market culture creates a work environment through hard driving competitiveness and result oriented organisations directed by tough and demanding leaders who are hard drivers, producers, as well as competitors (Tseng, 2010). The hierarchical culture has an unambiguous organisational structure, standardized policy and

procedures, stringent control, and well-defined responsibilities. Gu, Hoffman, Cao, and Schniederjans (2014) classify organisational culture into four dimensions such as leadership ability to take risks, tolerance, results oriented, institutional collectivism, and positive work environment. Other researchers further narrow the organisational culture into three dimensions. For instance, Zehir, Ertosun, Zehir, and Müceldili (2011) classify organisational culture into competitive, bureaucratic, and community dimensions. Yiing and Ahmad (2009) divide the organisational culture into supportive, innovative, and bureaucratic culture.

However, the relationship between organisational culture and employee performance has not been clearly understood within the domain of public organisations by researchers. It has failed to agree on a universal theoretical framework primarily due to the lack of study on banking sector organisational culture, even though researchers such as Denison (1990) and Kotter and Heskett (1992) have established a relationship between culture and performance.

Statement of the Problem

Organisational culture is based on cognitive systems which help to explain how employees think about and make decision. Charles and Gareth (2009) argued that, "organizational culture is the specific collection of values and norms that are shared by people and groups in an organisation. To them, the culture of the organisation controls the way employees interact with each other and with stakeholders outside the organisation." This shows that the organisation's norms and values have a strong effect on all those who are attached with the organisation. He further explained that, the norms are invisible but if the organisation wants to improve upon the performance of the employees and profitability, then norms must be their first priority (Isa, Ugheoke & Noor, 2016).

Many studies have also been carried out on organizational culture and employees performance; some of the studies found a significant positive effect between organisational culture and employees performance; (Ng'ong'a, Okolo, Rambo and Orwa, 2018; Ghazi and Muzaffar, 2018; Maartje, 2018; Eric, 2018; Anozie and Ismail, 2017; Isa, Ugheoke and Noor (2016; Hasan and Hamid, 2011). Despite the above results, some researchers found negative effect between organizational culture and employees performance; (Hailin Haimeng and Qiang, 2018; Inienger and Emem, 2018; Elvis, 2015; Awadh and Saad, 2013; Zakari, Poku and Ansah, 2013).

The results from the empirical studies are inconsistent and some are contradictory; ranging from positive to negative insignificant relationship besides, there is limited study of this nature in the Nigerian banking sector and this created a gap in literature which this study becomes significant. On this note, this study therefore seeks to determine the effect of organisational culture on employee performance in deposit money banks.

Objectives of the Study

The main objective of this study is to determine the effect of organisational culture on employee performance of selected banks in Anambra state. The specific objectives are to:

1. Determine whether supportive culture has a significant influence on employee performance.
2. Ascertain the extent bureaucratic culture has significant influence on employee performance.
3. Examine if innovative culture has significant influence on employee performance.
4. Evaluate the extent to which power culture has significant influence on employee performance.

Research Questions

1. To what extent does supportive culture influence employee performance?
2. To what extent does bureaucratic culture influence employee performance?
3. To what extent does innovative culture influence employee performance?
4. To what extent has power culture influence on employee performance?

Research Hypotheses

There are four hypotheses developed for this work and further divided into null (H_o) and alternate (H_1) accordingly

Hypothesis 1:

H_o: Supportive culture does not influence employee performance.

H_1: Supportive culture does influence employee performance.

Hypothesis 2:

H_o: Bureaucratic culture does not influence employee performance.

H_1: Bureaucratic culture does influence employee performance.

Hypothesis 3:

Ho: Innovative culture does not influence employee performance.

H_1: Innovative culture does influence employee performance.

Hypothesis 4:

Ho: Power culture does not influence employee performance.

H_1: Power culture does influence employees' performance.

CONCEPTUAL FRAMEWORK

Organizational Culture

The concept of organizational culture has attracted a significant amount of research since the 1980s. Before the concept surfaced in the literature, the concept of organizational climate was common in the organizational and management literature in the 1960s and 1970s. There is no fixed, universal definition or understanding for culture, and neither for organizational culture, there is no single definition for it. Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) saw organizational culture as the collective programming of the mind that distinguishes the members of one organization from others. Chatman and

Eunyoung (2003) also described it as a system of shared assumptions, values, and beliefs which guide people to be aware of appropriate and inappropriate behaviour. Robbins (2005) defined organizational culture as a system of shared meanings held by members of an organization that distinguishes them from others. Therefore, organizational culture refers to norms, values and beliefs that the members of an organization maintain about rules of conduct, leadership styles, administrative procedures, rituals and customs.

Many definitions of organizational culture, but essentially these definitions refer to three approaches on references (Martins, 1992), namely: (i) Integration approach, states that every organization has one type of culture that coloring all the values and activities of its members. This approach emphasizes the consensus of all members of the organization to a dominant culture. (ii) Differentiation approach, emphasizing the sub-cultural consensus. In this approach, it is possible for every organization to have one or more sub-cultures that can still be divided into three, namely sub-cultures that are in line with corporate culture, sub-cultures that are different from corporate culture and sub-culture that are opposed to corporate culture. (iii) Fragmentation approach, in this approach there is no consensus among members of the organization and there is no similarity or agreement of values adopted in the members of the organization. In other words, the corporate culture does not exist, that there are personal values of members of the organization (Romi, 2018). According to Cambridge dictionary, culture can be defined as the way of life, especially the general customs and beliefs, of a particular group of people at a particular time. Organizational culture is also described by Needle (2004) as the behavior or interaction of humans within an organization. There are many researches that have linked culture in the organization with many different organizational behaviors.

Schein (2014) confirmed that culture is a basic assumption that discovered or developed by a group of people where they learn to solve problems, adapt to the external environment, and integrate well to resolve the issue properly. Therefore, culture is taught to new members in an appropriate manner. McKenna and Beech (2000) defines organizational culture is the values, beliefs, attitudes and behaviors held by members of the organization. Kreitner and Kinicki (2005) argues that organizational culture is a notion that is owned, implicitly accepted by the group and determine how these groups feel, think, and react to its environment are diverse.

Employee performance
The definition of employee performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him. Performance is as a record of success resulting from the function of a particular job / activity over a given period. There are six categories to measure employee performance that is quality, quantity, punctuality, effectiveness, independence and work commitment (Budihardjo, 2003). Performance is the degree of completion of tasks that accompany a person's job to how well the individual meets the job demand (Romi, 2018). The dimensions of the employee performance according to Dessler (2012) consists of five dimensions, 1) Quality of Work, is characteristic of a job that can show the level of needs and desires that are expected by a person; 2) The quantity of work, is the amount of

work successfully completed by the employee in accordance with the job description in a specified period; 3) Supervision, is the attitude of giving landing a job or duty of superiors to subordinates who lack the knowledge and skills; 4) Presence, is the level of attendance of employees in the workplace; 5) Creation, is the attitude or activities to protect, maintain and allocate something.

Organization and Employee Performance
Many organizational behavioral theorists believe that a good fit between employees and the organization is significant to performance. The linkage among organizational culture and performance has received great deal of attention from scholars in the field of organizational culture (Ogbonna and Harris, 2000; Henri, 2006). Stoica et al. (2004) asserted that the relationship between culture and performance is influenced by the way organizations search for and use information. Therefore, comprehending the correlation between organizational culture and employee's task performance is an important research subject because detections of various studies have demonstrated that an individual's work performance is vital element toward the success of organizations (Shahzad et al.2013). A well-built organizational culture serves as a powerful tool to execute innovative ideas, influences employee's behaviors, and increases performance (Kim Jean Lee & Yu, 2004). When an individual's values and organizational practices are well integrated, it will largely affect the level of individual and organizational output. The more employees identify that an organization provides uninterrupted learning, dialogue with employees, and has a well-connected system with good leadership, the more committed they will be to the organizational goals (Joo & Lim, 2009; Joo & Shim, 2010).
Possibly, employee's dissatisfaction with an organizational culture is the most important reason that causes poor performance and turnover in current organizations. Consequently, Silverthorne (2004) argues that the better the fit, the better the extent of job satisfaction, not considering the type of organizational culture. Following this, literature suggests that organizations should pay attention to their culture and build suitable communication and capability to manage uncertainty and to achieve the needed organizational commitment (Cheung, Wong, & Wu, 2011; Ezirim, Nwibere, & Emecheta, 2012).

RESEARCH METHODOLOGY
Research Design
This study adopted survey research design. Survey design involves the use of sample to obtain the opinion of large number of people. It is a research design that study the information gathered from a fraction or percentage of the population.

Area of the Study
The area of this study is Anambra State. This area was chosen for the fact that no other study of this nature has been carried out in this area and since the study seeks the opinion of the targeted respondents to enable the researcher distributed the questionnaires.

Nature and Source of Data
To obtain reliable information that will be of help to the researcher in order to ensure the effectiveness of the study in question, data were collected from primary source. The researcher used questionnaire to obtain primary data. The questionnaire was designed in a structured form and made up of general questions of four (4) research questions to be answered hypothetically and will be restricted with the responses made of strongly agree (SA) agree (A) undecided (U strongly disagree (SD) and disagreed (D).

Population of the Study
The population of the study is the entirety of members of staff of the selected deposit money banks in Anambra State, namely; First Bank of Nigeria Ltd., Union Bank Plc., Guaranty Trust Bank Plc., United Bank for Africa Plc., First City Monument Bank Plc., Fidelity Bank Plc., Access – Diamond Bank Plc., Heritage Bank Plc., Stanbic IBTC Bank Plc., Zenith Bank Plc. This is the whole number of staff members (both core and non-core staff also known as permanent and contract staff) across their branch network in Anambra State, which is quite huge.

S/N	Name of Banks	Number of Branches (A)	Average No. of Staff per Branch (B)	Total Population (C = A*B)
1.	First Bank of Nigeria Limited	28	25	700
2.	Union Bank Plc	11	20	220
3.	Guaranty Trust Bank Plc	9	20	180
4.	United Bank for Africa Plc	26	25	650
5.	First City Monument Bank Plc	13	20	260
6.	Fidelity Bank Plc	10	20	200
7.	Access-Diamond Bank Plc	13	25	325
8.	Heritage Bank Plc	27	10	270
9.	Stanbic IBTC Bank Plc	9	15	135
10.	Zenith Bank Plc	13	20	260
	TOTAL	**131**		**3,200**

Determination of Sample Size
A sample is the representative of the population from which it is drawn. From the population of the study, we have 3,200 total staff of these banks which is quite huge, so we decided to select one branch to represent each of the senatorial zones of Anambra State, namely: Onitsha, Nnewi and Awka. By implication, the total of the three (3) branches in the three categorical zones for each bank will form our sample size as tabulated below. Hence the sample size is 609 which was arrived at by physical head count of staff at the respective branches visited.

S/N	Name of Banks	Number of Branches (A)	Average No. of Staff per Branch (B)	Total Population (C = A*B)	Sample Size (3 Branches in the 3 Senatorial Zones in Anambra State) – Using Physical Head Count
1.	First Bank of Nigeria Limited	28	25	700	95
2.	Union Bank Plc	11	20	220	60
3.	Guaranty Trust Bank Plc	9	20	180	55
4.	United Bank for Africa Plc	26	25	650	75
5.	First City Monument Bank Plc	13	20	260	60
6.	Fidelity Bank Plc	10	20	200	57
7.	Access-Diamond Bank Plc	13	25	325	70
8.	Heritage Bank Plc	27	10	270	32
9.	Stanbic IBTC Bank Plc	9	15	135	45
10.	Zenith Bank Plc	13	20	260	60
	TOTAL	**131**		**3,200**	**609**

Method of Data Analysis
Data collected for the study were analyzed by the researcher using frequency counts, mean score and standard deviation. The four formulated hypotheses were tested using regression analysis with aid of SPSS version 20.0 at 5% level of significance and the questions in the questionnaire were tested using the 5-point Likert scale.

Decision Rule:
The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less or equal than the alpha and to reject the alternative hypotheses if the p-value of the test statistic is greater than alpha at 5% significance level.

Model Specification and Justification
The researcher estimated model in the following form:

$$EMPERF_{it} = a_0 + \beta_1 SUP_{it} + \sum_{it} \quad \text{.....................................} \quad (i)$$
$$EMPERF_{it} = a_0 + \beta_2 BRU_{it} + \sum_{it} \quad \text{.....................................} \quad (ii)$$
$$EMPERF_{it} = a_0 + \beta_3 INV_{it} + \sum_{it} \quad \text{.....................................} \quad (iii)$$
$$EMPERF_{it} = a_0 + \beta_4 PWR_{it} + \sum_{it} \quad \text{.....................................} \quad (iv)$$

Where:
The dependent variable: Employee performance (IEMPERF) and
The independent variables:

SUP	= Supportive Culture
BRU	= Bureaucratic Culture
INV	= Innovative Culture
PWR	= Power Culture
a_0	= slope of the model
$\beta_1, \beta_2, \beta_3,$	= coefficient of parameters

i = for the financial year ending at year t

PRESENTATION AND ANALYSIS OF DATA
Data Distribution and Collection

Table 4.1.1 Questionnaires Distribution and Collection

Respondents	Questionnaires distributed	Questionnaires returned	Questionnaires unreturned	%of returned
Total	609	532	77	87%

Source: Field Survey, 2019

The above table shows that out of 609 copies of questionnaires distributed, 532 were completed and returned. This represents 87%.

Data Analysis (See Appendix)
Table 4.2.1: Analysis of Data collected on Question 1 "To what extent does supportive culture influence employee performance?

S/N	Questionnaires	SA	A	UN	D	SD
1	Workers have favorable conditions for decision making and for giving ideas, suggestions in various forms.	137	302	13	65	15
2	The organization does not change the system in order to improve the collective abilities to provide value for their customers.	121	345	4	55	7
3.	The organization promotes and ensures collaboration and participation of every employee.	201	276	7	48	0
4.	This level acts to guide strategic decision-making throughout our business.	190	273	0	68	1
5	Organizational Internal integration and external adaptation can in most cases be odds.	163	300	5	60	4

Source: Field survey, 2019

Table 4.2.2: Analysis of Data collected on Question 2 "To what extent does bureaucratic culture influence employee performance?

S/N	Questionnaires	SA	A	UN	D	SD
6	The obligations and motivations/rewards of employee's roles are clearly defined.	203	280	8	41	0
7	Structures of the organization and systems ensure protection to subordinates.	129	310	13	65	15
8	The employers help in stabilizing the development of organizational structure and improved the overall performance.	122	344	4	55	7
9	Operations are being coordinated by the superior for effectiveness and performance appraisal.	199	280	6	46	1
10	Organization provides welfare facilities to their employees as a motivator for high performance.	193	271	0	67	1

Source: Field survey, 2019

Table 4.2.3: Analysis of Data collected on Question 3 "To what extent does innovative culture influence employee performance?

S/N	Questionnaires	SA	A	UN	D	SD
11	There is quick reaction as it concerns changes in the operations.	163	300	5	60	4
12	Most often, individual initiative and flexibility are being encouraged and motivated accordingly.	200	278	10	44	0
13	Arrangement has been made to ensure the development of personal qualities such as creativity, risk-taking and responsibility and provides business skills that are needed in order to start a new business venture.	143	311	11	50	17
14	Employees are being encouraged to come together for easy familiarization and socialization for new ventures.	122	347	5	51	7
15	Commitment to experimentation, innovation, and being on the leading edge. as this helps to enhance good relationship among the employees of an organization	200	274	9	49	0

Source: Field survey, 2019

Table 4.2.4: Analysis of Data collected on Question 4 "To what extent has power culture influence on employee performance?

S/N	Questionnaires	SA	A	UN	D	SD
16	There is quick reaction as it concerns changes in the operations.	163	300	5	60	4
17	Most often, individual initiative and flexibility are being encouraged and motivated accordingly.	200	278	10	44	0
18	Arrangement has been made to ensure the development of personal qualities such as creativity, risk-taking and responsibility and provides business skills that are needed in order to start a new business venture.	143	311	11	50	17
19	Employees are being encouraged to come together for easy familiarization and socialization for new ventures.	122	347	5	51	7
20	Commitment to experimentation, innovation, and being on the leading edge. as this helps to enhance good relationship among the employees of an organization.	200	274	9	49	0

Source: Field survey, 2019

Table 4.2.5: Analysis of Data collected for Contributions of adoption of IPASA in Nigeria

	Questionnaires Employee performance (dependent variable)	SA	A	UN	D	SD
21	Employee attitudes and behaviours will be influenced by perceived organizational cultures.	200	280	5	47	0
22	Employee Performance as a record of success resulting from the function of a particular job or activity over a given period in an organization.	193	271	0	67	1
23	Employee Performance enhances completion of tasks that accompany a person's job as well meets the job demand.	163	300	5	60	4
24	The influence from organizational cultures determined employee's performance on a targeted goal.	200	278	13	41	0
25	The object of employee performance appraisal evolved from the organizational culture.	211	248	11	57	5

Source: Researcher's Compilation, 2019

Hypothesis 1:

H_o: Supportive culture does not influence employee performance.

H_1: Supportive culture does influence employee performance.

In testing this hypothesis, questions 1 to 5 in table 4.2.1 and 4.2.5 were used.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1454521.104	1	1454521.104	118.521	.002[b]
	Residual	36816.896	3	12272.299		
	Total	1491338.000	4			

a. Dependent Variable: EMPERF

b. Predictors: (Constant), SUP

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.171	68.299		.295	.787
	SUP	.962	.088	.988	10.887	.002

a. Dependent Variable: EMPERF

Based on the result in table 4.3.1, it was found that supportive culture a positive influence on our dependent variable (employee performance) and this influence is statistically significant at 5% level of significance since its p-value is less than alpha values (0.02<0.05).

In table 4.3.2, the regressed coefficient correlation result shows that an evaluation of the supportive culture of the explanatory variable (Beta Column) and employee performance is significantly related up to 99% (0.988).

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that the supportive culture has influence on employee performance.

Hypothesis 2:

H_o: Bureaucratic culture does not influence employee performance.

H_1: Bureaucratic culture does influence employee performance.

In testing this hypothesis, questions 6 to 10 in table 4.2.2 and 4.2.5 were used.

Table 4.3.3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1473802.396	1	1473802.396	252.139	.001[b]
	Residual	17535.604	3	5845.201		
	Total	1491338.000	4			

a. Dependent Variable: EMPERF

b. Predictors: (Constant), BUR

Table 4.3.4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.739	47.355		.248	.820
	BUR	.978	.062	.994	15.879	.001

a. Dependent Variable: EMPERF

Based on the result in table 4.3.3, it was found that bureaucratic culture a positive influence on our dependent variable (employee performance) and this influence is statistically significant at 5% level of significance since its p-value is less than the alpha values (0.01<0.05).

In table 4.3.4, the regressed coefficient correlation result shows that an evaluation of the bureaucratic culture of the explanatory variable (Beta Column) and employee performance is significantly related up to 99% (0.994).

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that the bureaucratic culture has influence on employee performance.

Hypothesis 3:

Ho: Innovative culture does not influence employee performance.

H_1: Innovative culture does influence employee performance.

In testing this hypothesis, questions 10 to 15 in table 4.2.3 and 4.2.5 were used.

Table 4.3.5: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1456396.736	1	1456396.736	125.044	.002[b]
	Residual	34941.264	3	11647.088		
	Total	1491338.000	4			

a. Dependent Variable: EMPERF

b. Predictors: (Constant), INV

Table 4.3.6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.346	66.199		.383	.727
	INV	.952	.085	.988	11.182	.002

a. Dependent Variable: EMPERF

Based on the result in table 4.3.5, it was found that innovative culture a positive influence on our dependent variable (employee performance) and this influence is statistically significant at 5% level of significance since its p-value is less than the alpha values (0.02<0.05).

In table 4.3.6, the regressed coefficient correlation result shows that an evaluation of the innovative culture of the explanatory variable (Beta Column) and employee performance is significantly related up to 99% (0.988).

Decision:
Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that the innovative culture has influence on employee performance.

Hypothesis 4:
Ho: Power culture does not influence employee performance.
H_1: Power culture does influence employees' performance.

In testing this hypothesis, questions 1 to 5 in table 4.2.4 and 4.2.5 were used.

Table 4.3.7: ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1476909.098	1	1476909.098	307.073	.000ᵇ
1	Residual	14428.902	3	4809.634		
	Total	1491338.000	4			

a. Dependent Variable: EMPERF
b. Predictors: (Constant), PWR

Table 4.3.8: Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.105	42.684		.424	.700
	PWR	.966	.055	.995	17.524	.000

a. Dependent Variable: EMPERF

Based on the result in table 4.3.7, it was found that power culture a positive influence on our dependent variable (employee performance) and this influence is statistically significant at 5% level of significance since its p-value is less than the alpha values (0.00<0.05).

In table 4.3.8, the regressed coefficient correlation result shows that an evaluation of the power culture of the explanatory variable (Beta Column) and employee performance is significantly related up to 100% (0.995).

Decision:
Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that the power culture has influence on employee performance.

Discussion of Findings
Supportive Culture: based on findings, was found to influence positively on our dependent variable, employee performance. This influence was statistically significant. This finding therefore supports our apriori expectation and the findings of Wiwi Widarsih, Madhakomala and Yetty (2018) and negates the view of Anozie and Ismail (2017).
Bureaucratic Culture: based on findings, was found to influence positive on our dependent variable, employee performance, and this influence was statistically significant. This finding therefore supports the finding of Taormina (2008) and negates our aprori expectation and the view of Ezekiel and Darius organization. (2012).
Innovative Culture: based on findings, was found to also have a positive and statistically in affecting our sampled employee performance. This negates the findings of Hailin Haimeng and Qiang (2018) and affirms the findings of Halomoan, Wibowo, Husein and Hanes (2016); Durgadevi and Vasantha. (2017).
Power Culture: based on findings, was found to influence positive on our dependent variable, employee performance, and this influence was statistically significant. This finding therefore supports the finding of Romi (2018) and negates our aprori expectation and the view of Ezekiel and Darius organization (2012).

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS
Summary of Findings
Based on the analysis, the following findings were drawn;
1. It was observed that supportive culture has positive significant influence on employee performance.
2. Also bureaucratic culture has positive significant influence on employee performance.
3. It was observed innovative culture has positive significant influence on employee performance.
4. The study also revealed that power culture has positive significant influence on employees' performance.

Conclusion
From the findings it was concluded that organizational performances were independent on various factors. It is also found that organizational culture in general and different types such as supportive culture, bureaucratic culture, power culture and innovative culture have positive influence on employee's performance. The study has identified the specific types of organizational cultures that facilitate employee commitments towards achieving performance of their organization. The outcome of this study indicates that all

the organizational culture is most effective in all ramifications. However, the level of motivation has the greatest effect on employee performance, meaning that employee motivation must be the organizational priority even can be improved through suitable communication between the management and the employees. Conclusively, the findings show that various organizational culture influences the different perspective of organizational/employee performance.

Recommendations
Based on the outcome of the study, it recommended thus:
1. There should be more supportive on the belief and practices among the employees within the organization since it fosters solidarity or serve as motivator which in turn enhances employee performance.
2. Leadership in organization should aimed at inspiring trust and necessary support from the employee for optimum performance in organization.
3. There is need to encourage socialization among employee in order to enhance good relationship among the employees as well enable teamwork strengthening for better work ethics and organizational practices.
4. The top management or people in power should use resources to satisfy the needs of their subordinates, and, by so doing, it will foster them toward achieving the goals of an organization.

Suggestion for Further Study
Future study should consider some other variables that affect the organizational performance like working environment and job satisfaction in other discipline as well enlarge the size of the population because more diverse participants will make significant contribution to the results.

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