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Organizational Culture, Job Involvement and Performance of Deposit Money Banks in Nigeria

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Abstract:

The study examines the effect of organizational culture and job involvement on the organizational performance of deposit money banks in Nigeria. Primary data was used for the study through an exploratory survey method. The population of the study consisted of all employees in the deposit money banks in Nigeria and 250 questionnaires were administered using a Taro Yamane formula. The data gathering tools were structured questionnaires designed by the researcher to gather data from the respondents on organizational culture, job involvement, and organizational performance within the context of deposit money banks in Nigeria.

Descriptive and inferential statistics (Multiple regression analysis) were used to analyze the data. The data collected were analyzed using the software package for social sciences (SPSS) version 20. The study concluded that organizational culture and job involvement of employees had a positive and significant effect on the performance of deposit money banks in Nigeria.

Keywords: Culture, Organizational culture, job involvement, performance, organizational performance

1. Introduction

The achievement of any successful organizations across the world is a function of its organizational culture. Therefore, every organization today strives to attain rapid growth, steady improvement, and higher productivity in all its activities in a global environment (Salajeghah, *et al.*, 2015). Also, organizations work in a very dynamic business environment that is not easy to predict its changes (Nikpor, 2017). Furthermore, in an attempt to strategically outperformed other competitors in the highly competitive business environ, several organizations now adopt different organizational culture which stands as norms, the standard of accepted behavior, rules and regulations that guided the employees which therefore lead to improves organizational performance.

Moreover, culture is a tool used to gain competitive advantage and outperformed others in the market, especially when an organization has a positive organizational culture that motivates their employees to innovate and put in more effort in other to achieve the set goals and objective of the organization. However, there was a fluctuation in the performance of deposit money banks in Nigeria in recent times. The observation of performance in the Nigerian banking sector showed that performance reduced drastically in 2015 as the event in the socio-political, economic and regulatory environment delicate risk awareness, reduced the pace of credit expansion, deteriorated asset quality and undermined earning capacity across all tiers in the sector (CBN, 2016).

Meanwhile, indices that have been used to evaluate the performance of an organization over the years has been based on their asset structures, revenue generated from the operation, operational efficiency, innovation, profitability, productivity amongst others whereas, organizational culture and job involvement of employee could be used as factors that enhanced performance as it has been established in the literature from both developed and developing countries of the world (Nikpour, 2017).

In the literature, studies have classified organizational culture into various conventional types which includes clan culture, achievement culture, market culture, role culture, entrepreneurial culture, power culture, bureaucratic culture, support culture, involvement, consistency, adaptability, and mission (Hellriegel, 2001; Denison, 2000; Nikpour, 2017). Moreover, there are other non-conventional types of organizational culture that have not been adequately captured in the literature that exists within the framework of deposit money banks in Nigeria which includes target meeting strategy, extended work hour, organizational dress code, and continuous training of bankers.

Job involvement is the degree to which a person identifies psychologically with his/her work (Lodhal and Kejner, 1965). According to Huselid and Day, (1991) job involvement is psychological constructs that predict outcomes such as job performance, turnover, and absenteeism. It has also been observed that the level of job involvement of employees in an

organization can be increased considerably by designing a better organizational culture. Boom and Arumugan, (2006) opined that all dimensions of organizational culture are directly involved in the improvement of employees' job involvement. Meanwhile, proxies used to measure job involvement of employees include job concern, emotional involvement, and persistence was adapted from the work of Agarwala, (1978). Organizational performance is considered as one of the basic concepts of management and most of the management's tasks are based on this concept (Nikpour, 2017). The performance involves the degree of achievement of the objective that builds up an employee job (Casio, 2006).

Richardo, (2001) argued that achieving organizational goals and objectives is known as organizational performance. He also suggested that organizational success shows a high return on equity and this becomes possible due to the establishment of good employees' performance management system. Moreover, the concept of organizational culture if properly taught and embraced by employees in an organization, apart from having a direct impact on organizational performance, also has an indirect influence on organizational performance through the intervening variable of employees' job involvement. Hence, the purpose of this study is to examine the effect of organizational culture and job involvement on the performance of deposit money banks in Nigeria.

2. The Literature Review

The history of culture as an independent variable influencing employee's state of mind and behavior can be dated back to over fifty years before the idea of standardization (Hammonds, 2000). Schein, (1985) categorized organizational culture as an example of important presumptions that a given gathering has designed, found or created in figuring out how to get used to its challenges of external changes and integration that have functioned enough to be viewed as significant, and in this manner be taught to new individuals or employees as the right method to see, think and feel in relation to those issues.

Hofstede, (1991) observes culture just like a group of mental programming decided to separate the individuals from a group or a specific social class out of the other gatherings, individuals or other social groups. Despite this point of view, extraordinary consideration is given to values, beliefs, norms which are shared inside a gathering as well as the organization, and that in turn allows the environment to make sense and to encourage certain conduct. An organization's present culture, norms, traditions, and universal way of doing things are largely dependent on what has been done before and the degree of success it has had (Robbins and Judge, 2011). The opinion that turns out to be a piece of culture may begin from any place inside the organization which will now be held unto and taught to new members or individuals as a standard of accepted behavior inside and outside the organization.

Denison and Mishra, (1995) argued that particular cultural qualities might be useful indicators of organizational performance and effectiveness. Manetje and Martins (2009) organizational culture is a germane issue that applies impacts on employees and work-related behaviors. Supporting this contention, Fletcher (1998) found that organizational culture had a significant positive relationship with employees' job involvement levels. Olanipekun *et. al.* (2013) exerted that organizational culture is a social phenomenon that enhanced and sustained performance. Ojo, (2009) organizational culture assumes a vital role in an organization's overall performance. He also noted that a strong positive culture is a drive to the attainment of any organizational performance. Organizational culture has the potential of enhancing organizational performance, employee job satisfaction, and the sense of certainty about problem-solving (Kotter, 2012). If an organizational culture becomes incongruent with the changing expectations of internal and/ or external stakeholders, the organization's effectiveness can decline as has occurred with some organizations (Ernst, 2001). Finally, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation and this also provides guidance about the future expected behavior of every new member of an organization.

3. The Study

Figure 1 presents the conceptual model of research.

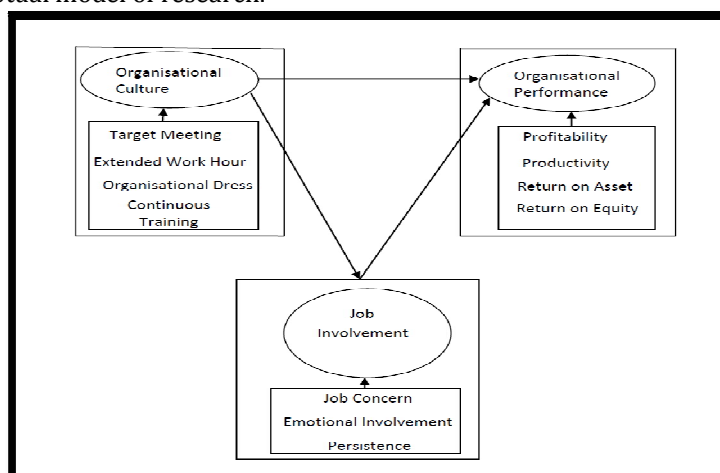


Figure 1: Conceptual Model of Research
Adapted and Re-Modified Fromnikpour, 2017

4. Research Hypotheses

The following research hypotheses guided the study:

- H₁: Organizational culture has no effect on organizational performance.
- H₂: Organizational culture has no effect on employee's job involvement.
- H₃: Employee's job involvement has no effect on organizational performance.

5. Method

The study adopted a descriptive survey involving the use of a structured questionnaire personally administered by the researcher. The statistical population of the research study consisted of all employees in deposit money banks in Nigeria. The sample size of 250 employees was used based on Taro Yamane's formula. The primary data was collected through the use of a structured questionnaire designed for that purpose. This was adjusted based on a Likert scale ranging from 1 to 5. The study sought to examine organizational culture, job involvement as tools for improving the organizational performance of deposit money banks in Nigeria. The questionnaires were subdivided into four sections containing different items with reference to hypothesis testing. Section A cover demographic information of the respondents, Section B cover information on Job involvement of the employee's in the deposit money bank, Section C cover information on Organizational culture while Section D cover information on organizational performance of deposit money banks.

This was designed and administered among employees of deposit money banks in Nigeria. In addition to the research questions and answers, interviews were also conducted with the top management staff of those commercial banks. Regarding the reliability of the research instrument, Cronbach's alpha test was used to obtain an indication of the reliability of the 28- questions for organizational culture, job involvement, and organizational performance. The results indicated an acceptable level of internal consistency ($\alpha = 0.711$), signifying that this component of the questionnaire has strong internal consistency and will provide relatively stable and consistent sets of results over time.

6. Results

	Model 1	Model 2	Model 3
(Constant)	1.072	1.273	1.712
TM	.291(0.09)**	.147(.000)*	.042(.627)
EW	.081(.328)	.064(.341)	.104(.106)
ODC	.111(.0003)*	.068(0.00)*	.231(.001)*
CT	.299(.000)*.	063(.002)*	.064(.000)*

Table 1: Objective One: Analyze the Relationship Between Organizational Culture and Job Involvement

Dependent variables: job concern, emotional involvement and persistence. Values in parenthesis are probability values. Levels of significance: *P < 0.05, **P < 0.10.

Model	R	R ²	Adjusted R ²	F	Standard Error of Estimate
1	.441	.194	.178	11.771	1.18733
2	.572	.328	.314	23.716	.91316
3	.555	.308	.294	21.708	.91799

Table 2: Summary of Statistics on Relationship between Organizational Culture and Job Involvement

Note: Independent Variables; C – Constant, TM- Target Meeting Strategy, EW- Extended Work Hour, ODC- Organizational Dress Code, CT- Continuous Training
Source: Field Survey, 2017

From the table (1a) shows the results of a multiple regression analysis where job involvement is the explained variable and organizational culture is the explanatory variable. This shows the effect of organizational culture on job involvement. Measures of organizational culture are Target meeting strategy, extended work hour, organizational dress code, and continuous training. However, measures of job involvement are job concern, emotional involvement, and persistence. From model 1, an increase in target meeting will also increase job involvement by 0.29. This result indicates that there is a positive and statistically significant relationship between target meetings and job involvement. This result is statistically significant at 5% level of significance. Also, in model 1, there is a positive and significant relationship between extended work hours and job involvement of employees. An increase in extended work will lead to an increase in job involvement by 0.08. But this result is not statistically significant. However, organizational dress pattern has a positive and statistically significant relationship on job involvement of employees. An increase in organizational

dress code will also increase job involvement by 0.11 this implies that if employees are allowed to dress the way they like, it will go a long way increasing their job involvement which will, in turn, lead to increase job involvement of employees. This result is statistically significant at 5% level of significance. Moreover, an increase in the continuous training of bankers will equally increase job involvement of employees by 0.29. This result is also statistically significant at 5% level of significance. From model 2 in the table (1a), the dependent variable is emotional involvement. An increase in target meeting will also increase job involvement by 0.14. The result shows that there is a positive and statistically significant relationship between target meetings and job involvement of employees. The result is significant at 5% level of significance. Also, increases in extended work hours of employees have a positive relationship on job involvement by 0.06. But this result is not statistically significant. Whereas, organizational dress code of an organization has a positive and statistically significant relationship on job involvement of employees. An increase in organizational dress code will lead to an increase of 0.68 on job involvement. This result is statistically significant at 5% level of significance. Moreover, continuous training of employees also has a positive and statistically significant relationship on job involvement. An increase in continuous training will lead to an increase of 0.06 on job involvement. This result is statistically significant at 5% level of significance. From model 3, in the table (1a) the dependent variable is persistence. An increase in target meetings will increase job involvement by 0.04, but this result is not statistically significant. An increase in extended work will lead to an increase in job involvement by 0.10. This result shows a positive relationship but it is not statistically significant. Also, a positive and statistically significant relationship exists between organizational culture and job involvement. An increase in organizational culture will increase job involvement by 0.23. This result is statistical significance at 5% level of significance. Still, in model 3, a unit increase in continuous training will lead to an increase in job involvement by 0.64. This result is statistically significant at 5% level of significance.

Table (1b), shows the summary of statistics on the effect of organizational culture on job involvement of employees in deposit money banks in Nigeria. It should be recalled that F statistics show the overall performance of each model. Therefore, F statistics for model (F = 11.771, $p < 0.05$), (F= 23.716, $p < 0.05$) and (F=21.708, $p < 0.05$) respectively. Based on their F statistics results, model 2 has the highest performance followed by model 3. Therefore, the null hypothesis of no effect between organizational culture and job involvement is rejected. Hence, the study shows a positive and significant effect between organizational culture and job involvement of employees in deposit money banks in Nigeria. The findings supported the literature, which contends that there is a positive relationship between organizational culture and job involvement and in particular when the organizational culture is perceived as supportive and achievement-oriented, the employees would exhibit more commitment and involvement at work (Fletcher, 1998; Manetje and Martins, 2009, Tastana and Turker, 2014). These studies also found to be significant positive relationships among perceived organizational culture, job involvement.

	Model 1	Model 2	Model 3
Constant	4.051	5.544	4.617
TM	-.074(0.00)*	-.162(.002)*	.267(.005)*
EW	.032(.003) *	.072(.475)	.089(.207)
ODC	0.62(.65)	-.479(0.00)*.	054(.474)
CT	.024(.000)*.	111(.002)*	0.48(.001)*

Table 3: Objective Two: Examine the Effect of Organizational Culture on Performance

Dependent variables: profit margin, return on equity (ROE), and growth in market share. Values in parenthesis are probability values. Level of significance: *P < 0.05.

Model	R	R ²	Adjusted R ²	F	Standard Error of Estimate
1	.205	.042	.022	2.142	.44725
2	.319	.102	.083	5.528	1.44376
3	.246	.060	.041	3.131	1.101357

Table 4: Summary of Statistics on Effect of Organizational Culture on Performance

Note: Independent variables; C – Constant, TM- Target Meeting Strategy, EW- Extended Work hour, ODC- Organizational dress code, CT- Continuous Training.

Source: Field Survey, 2017

From table (2a,) shows the results of a multiple regression analysis where organizational performance is the explained variable and organizational culture is the explanatory variable. It shows the effect of organizational culture on performance. The explanatory variable is organizational culture and the explained variable is organizational performance. Measures of organizational culture are target meeting marketing strategy, extended work hour, organizational dress code, and continuous training. Measures of organizational performance are profit margin, return on equity (ROE), and growth in market share. From model 1 table (2a), an increase in target meeting will also increase performance by 0.07. This result shows a negative relationship between target meeting and organizational performance but the result is statistically significant at a 5% level of significance. Also, there is a negative relationship between extended work hours and the performance of employees in the deposit money banks in Nigeria. This result is statistically significant at 5% level of significance. An increase in extended work hours will reduce organizational performance by 0.03. While an increase in organizational dress code will increase organizational performance by 0.06. This result has a positive relationship but is not statistically significant. On the continuous training, an increase in continuous training will increase job involvement of employees by 0.02. This result is positive and statistically significant at 5% level of significance. From model 2, in the table (1a) an increase in target meeting will reduce performance by 0.16. This result has a negative relationship but it is statistically significant at a 5% level of significance. On the extended work hour, an increase in extended work hours will increase performance by 0.07. This result has a positive relationship but not statistically significant. Organizational dress code has a negative relationship with performance. An increase in organizational dress code will reduce performance by 0.47. This result has a negative relationship but statistically significant at a 5% level of significance. Furthermore, continuous training has a positive relationship with the performance of employees. An increase in continuous training will increase performance by 0.11. This result has a positive and statistically significant relationship at a 5% level of significance. However, in model 3, table (1a) an increase in target meeting will decrease performance by 0.26. Though there is a negative relationship between target meeting and performance the result is statistically significant at a 5% level of significance.

On the extended work hour, an increase in extended work hours will lead to an increase in performance by 0.08. This result is positive but not statistically significant. Also, an increase in organizational dress code will decrease performance by 0.05. This result has a negative relationship and does not statistically significant. While an increase in continuous training will lead to an increase in performance by 0.48. This result shows that there is a positive and statistically relationship between continuous training and performance at a 5% level of significance. Table (2b) showed results of F statistics for each model ($F = 2.142, p < 0.05$), ($F = 5.528, p < 0.05$) and ($F = 3.131, p < 0.05$) respectively. Based on their F statistic results, model 2 has the highest performance. Based on the F statistics results, the null hypothesis of no effect between organizational culture and performance was rejected. Therefore, the study shows a positive and significant relationship between organizational culture and performance of an employee in deposit money banks in Nigeria. The result of this study was in line with the work of Ojo, (2009), Nikpour, 2017 who opined from the findings of their studies that there is a positive and significant relationship between organizational culture and organizational performance. Their studies conclude that specific cultural traits may be useful predictors of organizational performance.

	Model 1	Model 2	Model 3
(Constant)	3.558	4.367	4.164
JC	.137(0.00)*	-.151(.056)	-.223(0.10)**
EI	-.085(0.23)	-.184(0.02)*	-.009(0.93)
P	0.40(.001)*	.197(0.69)	.085(.395)

Table 5: Objective Three: Investigate the Effect of Job Involvement on Performance

Dependent variables: profit margin, return on equity (ROE), and growth in market share. Values in parenthesis are probability values. Levels of significance: * $P < 0.05$, ** $P \leq 0.10$.

Model	R	R ²	Adjusted R ²	F	Standard Error of Estimate
1	.350	.122	.109	9.111	.42700
2	.256	.066	.051	4.590	1.15000
3	.213	.045	0.31	3.099	1.25529

Table 6: Summary of Statistics on Effect of Job Involvement on Performance
Note: C- Constant, JC- Job Concern, EI- Emotional Involvement, and P- Persistence
Source: Field Survey, 2017

From table (3a) shows the effect of job involvement on organizational performance. Organizational performance is the explained variable and job involvement is the explanatory variable. Measures of organizational performance are

profit margin, return on equity (ROE), and growth in market share while measures of job involvement are job concern, emotional involvement, and persistence. From model 1 in the table (3a), an increase in job concern will lead to an increase in profit margin by 0.13. This result has a positive relationship and it is statistically significant at a 5% level of significance. An increase in emotional involvement will lead to a decrease in profit margin by 0.08. This result is not statistically significant. Furthermore, an increase in persistence will increase the profit margin by 0.40. This result has a positive relationship and it is statistically significant at a 5% level of significance. From model 2, in the table (3a) an increase in job concern will lead to a decrease in return on equity (ROE) by 0.15. This result has a negative relationship and does not statistically significant. On the emotional involvement, an increase in emotional involvement will decrease return on equity (ROE) by 0.18. This result has a negative relationship but it is statistically significant at a 5% level of significance. Unit increase persistence will increase the return on equity (ROE) by 0.19. This result has a positive relationship but not statistically significant. Model 3, it shows that an increase in job concern will decrease growth in market share by 0.22. This result shows a negative relationship but it is statistically significant at a 10% level of significance. A unit increase in emotional involvement will decrease growth in market share by 0.009. This result shows a negative relationship and it is not statistically significant. Moreover, an increase in persistence will increase growth in the market share by 0.85. This result shows a positive relationship but it is not statistically significant.

Table (3b) However, compared their performance using their respective values of F statistics, model 1, has the highest performance with ($F = 9.111, p < 0.05$), ($F = 4.590, p < 0.05$) and ($F = 3.099, p < 0.05$) respectively. Based on their F statistics, the null hypothesis of no relationship between job involvement and organizational performance is rejected. Therefore, the study showed a positive and significant relationship between job involvement and organizational performance of deposit money banks in Nigeria. The introduction of four types of non-conventional organizational culture has increased employee's job involvement and organizational performance, boosted work output and sales volume, enhanced efficiency, and innovativeness increased the number of customers served or people attended to and improve quality of service. This study had the support of the literature which opined that job involvement has positively related to employee performance which in turn enhances the overall organizational performance (Lawler, 1986; Kahn, 1992; Brown, 1996; Bates, 2004; Sonnentag, 2003).

7. Discussion and Conclusion

In this study, the relationship among the factors of organizational culture, job involvement, and organizational performance was clarified hypothetically, and afterward, they were analyzed. The goal of the investigation was to look at the impact of organizational culture and job involvement on organizational performance. Multiple regression analysis was utilized in testing the three hypotheses engaged in others to accomplish the objectives of the study. The hypothesis one of no connection between organizational culture and job involvement was dismissed based on the result of the F statistics that show the general performance of each model ($F = 11.771, p < 0.05$), ($F = 23.716, P < 0.05$) and ($F = 21.708, p < 0.05$) separately. The study, in this manner, demonstrated that a positive and noteworthy relationship exists between organizational culture and job involvement of employees in deposit money banks in Nigeria.

Moreover, the outcome additionally indicated that organizational culture has decidedly affected the organizational performance deposit money banks in Nigeria. Organizational culture aside its immediate effect also indirectly affected organizational performance through the mediating variable of employees' job involvement. The hypothesis two of no connection between organizational culture and performance was dismissed based on the aftereffect of the F statistics, ($F = 2.142, p < 0.05$), ($F = 5.528, p < 0.05$) and ($F = 3.131, p < 0.05$) individually. The study, in this way, indicated a positive and noteworthy connection between organizational culture and organizational performance in deposit money banks in Nigeria.

Be that as it may, multiple regression analysis was similarly used in testing hypothesis three of the study. The outcome indicated that employee's job involvement has a positive relationship with organizational performance. Workers if appropriately persuaded, successfully oversaw can carry extensive advantages to the organization. Nonetheless, when overseen ineffectively they can seriously restrict organization development and undermine the practicality of a company or an organization. The hypothesis of no connection between job involvement and performance was dismissed based on the aftereffect of F statistics, ($F = 9.111, p < 0.05$), ($F = 4.590, p < 0.05$) and ($F = 3.099, p < 0.05$) individually.

From the investigation and the understanding of results, the study has demonstrated that the idea of organizational culture and job involvement are unequivocal factors in improving the organizational performance of deposit money banks in Nigeria. It also observed that positive and strong organizational culture will improve the employee's job involvement which will, thus, increase the performance of an organization. One thing we can conclude from this study is that organizational culture is extremely fitting to the accomplishment of every business entity and that it is related to organizational performance. Likewise, organizational culture influences the degree of employees' job involvement in a positive manner. The outcome also shows that job involvement of workers emphatically influences organizational performance when employees are appropriately managed and motivated. The study concluded that organizational culture and job involvement of employees had a positive and huge impact on the performance of deposit money banks in Nigeria.

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