



Cultural Values and Human Resource Outcomes in the Nigerian Banking Industry

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Abstract

This article explores the interplay between the cultural values and human resource (HR) outcomes in the Nigerian banking sector. The article adopted a quantitative method, utilising a correlational approach with the advanced explanatory design. A combination of simple random sampling and convenience sampling techniques was adopted, three hundred and eighty (380) questionnaires were distributed to respondents at two selected banks. Three hundred and five (305) questionnaires were properly completed and returned. The exploratory factor analysis, scale reliability and validity, and bivariate correlations between the variables were statistically verified. The confirmatory factor analysis (CFA) of the proposed model explaining the link between cultural values and HR outcomes was tested using Structural Equation Modelling (SEM). The findings revealed that there were significant positive relationships between cultural values and HR outcomes in the Nigerian banking sector. This study concludes that employees' competence and satisfaction with job fulfilment were most important HR outcomes in the Nigerian banking industry. This article is valuable in recommending improved co-workers and supervisor directed behavioural patterns in the Nigerian banking industry. The managerial implication dwells on the need for deliberate alignment of emerging corporate strategies and core values to improve co-workers/organisational directed behaviours in the Nigerian banking industry.

JEL Classification: M140, M500

Keywords: Cultural values, Customers' directed behaviour, Employee skills, Human capital, Satisfaction with job fulfilment, Supervisor directed behaviours.

1. Introduction

Many early writers in the field of organisational behaviour have rigorously researched the concept of organisational culture and many definitions were provided based on their perceptions. This article refers to cultural values in the banking industry as a set of values,

norms and principles designed in line with the corporate objectives and strategies. The cultural values are often communicated either directly or indirectly to all members, with the intention to shape their work attitudes and behaviours (Atiku, 2014). Jain (2015) explains that the essence of cultural values in business organisations is basically to shape members' attitudes and behaviours. Adding that employee attitudes and work behaviours could be shaped through organisational commitment and organisational citizenship behaviour respectively. For example, the official way of communicating cultural values to the new intakes in the Nigerian banking industry is through orientation programmes and induction courses (Atiku, Chitakunye & Fields, 2014). There is a dearth of sophisticated empirical evidence on the influence of communicated cultural values on human resource (HR) outcomes in the Nigerian banking sector. The HR outcomes in the banking industry are measured using Katou and Budhwar's (2010) dimensions which are employees' skills, attitudes and work behaviours.

Despite extensive academic thoroughness on the concept of organisational culture by various scholars in the past three decades, the debates remain inconclusive on the interplay between cultural values and HR outcomes. Though, previous studies have been able to showcase a positive relationship between organisational culture and business economic outcomes in various industries (Chatman, Caldwell, O'Reilly, & Doerr, 2013; Kotter & Heskett, 2008; O'Reilly, Caldwell, Chatman, & Doerr, 2014; Shahzad, Luqman, Khan, & Shabbir, 2012; Yildiz, 2014). These studies found the direct link between organisational culture and business economic outcomes, while the process through which organisational culture influenced business outcomes have not been adequately explained using mediators (Cheung, Wong, & Lam, 2012; Prajogo & McDermott, 2011). For example, the association between organisational culture and HR practices were investigated in a service industry in Nigeria by Omotayo and Adenike (2013). Regrettably, the link between cultural values and HR outcomes was not explained in the study. Uzokurt, Kumar, Semih Kimzan, and Eminoglu (2013) studied the mediating influence of innovation on the interplay between corporate values and banks performance in Turkey. The study revealed that organisational innovation mediates the relationship between culture and banks' performance in Turkey. The current study assumes that before a variable could be introduced as a mediator in the link, there is a need to investigate the interplay between cultural values and HR outcomes. This article is structured to fill this gap by investigating the association between cultural values and HR outcomes in the Nigerian banking industry.

The article is structured as follows. Section 2, presents and analyse the literature on organisational culture. In section 3, the theoretical framework underpinning cultural values and HR outcomes are explained. The theoretical framework includes, the adaptive perspective of organisational culture, Guest's human resource management (HRM) model and related empirical literature. Section 4, explains the research design, research instrument and administration, and data analysis procedures adopted for this study. Section 5, focuses on data analysis and presentation of results, discussion of findings, limitations and future research direction. The conclusion drawn from the analysis, and managerial implication for the banks operating in the Nigerian banking industry are provided in section 6.

2. Literature review

This section examines the literature on the concept of organisational culture and HR outcomes. Insights drawn from the literature are useful in operationalising cultural practices and HR outcomes in the Nigerian banking sector.

2.1 Organisational culture

Organisational culture is an essential driver of operational and organisational effectiveness, such as efficiency, market shares and productivity (Uzkurt et al., 2013). Different cultural dimensions were developed by various scholars in assessing the association between organisational culture and business economic outcomes in the last three decades (Cakar & Erturk, 2010; Deal & Kennedy, 2007; Denison, Nieminen, & Kotrba, 2014; Deshpande & Farley, 2004; Klein, Wallis, & Cooke, 2013; The Hofstede Centre, 2014; Warner, 2013). Deshpande and Farley (1999) proposed four dimensions of organisational culture in their comparative study of the relationship between corporate culture and market orientations among Japanese and Indian firms. These cultural dimensions are *competitive*, *entrepreneurial*, *bureaucratic*, and *consensual culture*. In a competitive culture, the emphasis is on standards connected to difficult goals, marketing superiority, competitive edge and profitability (Deshpande & Farley, 1999; 2004). Entrepreneurial culture placed emphasis on invention, creativity and higher levels of dynamic capability (Deshpande & Farley, 2004; Hung et al., 2010). In a bureaucratic culture, the focus is standards such as guidelines, regular operating measures, and formalisation as well as ranked management (Deshpande & Farley, 1999; 2004). In consensual culture, standards such as commitment, tradition, extensive socialisation, personal commitment, teamwork, social influence and self-management are emphasised (Ezirim et al., 2010; 2012; Nweberi, 2013).

Deshpande and Farley's cultural dimensions are useful in a global economy. For example, the flexibility of competitive and entrepreneurial culture are necessary in responding to the issues of vast technological innovations, and sustainable competitive advantage. However, the major limitation of the study is that the findings emanating from two countries might not be sufficient to make generalisation about the phenomenon across the globe. Similarly, Ezirim, Nwibere, and Emecheta (2010) examined the association between organisational culture and performance in Nigeria, using Deshpande and Farley's cultural dimensions to measure the performance of oil companies in the southern part of the country. The study examined seven (7) major oil companies in the region. A total of three hundred and fifty (350) questionnaires were distributed to managerial employees. The data were analysed using Spearman's rank correlation coefficient and multiple regression analysis. Their findings revealed that competitive, entrepreneurial and consensual cultures are positive and significantly influenced organisational performance. Although, these results are similar to those of Deshpande and Farley (1999). The similarity is still not sufficient to generalise, as oil companies around the world are known for their excellent performance. The performance of oil companies is a function of demand and price of their products in the global market. It is also not appropriate to use one region and seven companies to predict the relationship between organisational culture and performance in Nigeria. Finally, it is not wise to use oil companies which constitute only one sector to make predictions for the entire economy.

Similarly, Ezirim, Nwibere and Emecheta (2012) confirmed that shared norms and value system in a business organisation have a major impact on employees' loyalty to the organisation. This may be reflected in the psychological contract between the organisation and individual employees. The study proposed that proper management of shared norms and value systems in the form of internal control mechanisms will lead to employee loyalty. The members' loyalty is a strong indicator of organisational outcomes (Nwibere, 2013). The shortcoming of the study is that the authors used the same set of data collected in 2010 from major oil companies in Nigeria to predict the impact of culture on employees' loyalty. This may not be wise as variation in the external business environment often affects internal

control mechanisms. These variations cause changes in shared norms and values system within the organisation. The study of Ezirim et al. (2012) was conducted two years after the data on which it was based were gathered. Two years is too long considering the extent of changes in technology, client taste and demand in the knowledge-based global economy. The current study seeks to fill this gap by investigating the interplay between cultural values and HR outcomes, specifically in the Nigerian banking sector. The justification for adopting Deshpande and Farley's cultural dimensions is the ability of the dimensions to measure items of quality and innovative outcomes concurrently (Prajogo & McDermott, 2011).

2.2 Human resource outcomes

Wright, Gardner, Moynihan and Allen (2005) made three propositions on the HR management-performance link. The first proposition is that organisational performance may impact on the HR functions. For example, an excellent financial performance may lead to more investment in learning and development, which could also result to improve wages and other employee benefits. Increased profitability can also leads to effective recruitment and selection practices. This implies a reverse causal relationship between HR activities and performance. On the other hand, improved financial performance may lead to further development of HR practices within the organisation, rather than such practices leading to improved performance. The second proposition suggests no direct causal association between HR activities and performance, meaning that many factors might impact this relationship. For example, transactional/transformational leadership styles might be responsible for the success recorded in the link between these two variables. Thirdly, Wright et al. (2005) suggested that corporate culture might be responsible for the association between HRM practices and performance. Since cultural values are communicated through HR policies for the purpose of shaping employees' attitudes and behaviours, leading to organisational effectiveness. Similarly, Habib, Aslam, Hussain, Yasmeen and Ibrahim (2014) put it that corporate culture is a set of essential organisational attributes with high influence on workers' loyalty, satisfaction and staff retention. This third assumption forms the basis of this article.

The literature on the relationship between HRM practices and HR outcomes in the past two decades have no consideration for cultural values (Guest, 2011; Guest, Michie, Conway, & Sheehan, 2003). Guest and Conway (2011) conducted an empirical study on the impact of HR management practices on firms' productivity among 237 organisations in the United Kingdom. The authors interviewed 610 managers of which 36% were senior and middle-level managers in service organisations. The study revealed that effective application of HR functions is necessary in meeting organisational objectives. A strong association was established between effective application of HR functions and organisational effectiveness. The limitation of the study is lack of convincing explanations on how the relationship occurred. The cause of the relationship, and possible influence of cultural values on HR outcomes in the service industry was not explored. Another limitation of the study has to do with the data credibility. For example, over reliance on information from senior and middle-level managers to make predictions on the relationship between the proper application of HR functions and firms' effectiveness occasioned by employee attitudes and behaviours (Guest, 2011). It is more reliable to collect data from employees who are experiencing these cultural dimensions and their possible influences on HR outcomes (Guest, 2011). This article investigates the relationship between cultural values and HR outcomes using structural equation modelling to provide a clearer understanding of the causes and the process of the relationship (Paauwe, 2009).

3. Theoretical framework underpinning organisational culture and HR outcomes

This section lays emphasis on the theoretical foundation of the cultural practice and HR outcomes in the Nigerian banking sector. This study draws insights from three organisational culture perspectives proposed by Kotter and Heskett (1992). These cultural perspectives are strong, fit, and adaptive perspectives. According to Kotter and Heskett (1992), strong cultural values are positively associated with business economic performance. The strong perspective positions that a rigid internal control mechanism will bring about operational efficiency. Jain (2015) puts it that stronger cultural values are positively related to greater employee attitudes and behaviours. The shortcoming of the strong perspective is that it can hinder organisational performance in 21st century, due to high levels of rigidity (Nelson & Quick, 2006). The business environment in 21st century is very volatile, a flexible cultural dimension will be more appropriate in handling the changes. The fit perspective proposes that a well aligned cultural values with corporate objectives and strategies is significantly associated with business economic performance (Kotter and Heskett 1992). The implication of fit perspective is that cultural dimensions used in shaping employees' attitudes and work behaviours should be adequately linked to business strategies and objectives. Adaptive perspective points to the importance of cultural flexibility. A flexible culture is significantly related to business outcomes for its timely reaction to internal and external variations in the business environments (Kotter and Heskett 1992). This article draws greater insights from the adaptive perspective of organisational culture, due to the nature of business environment in 21st century. The modern business environment is full of high levels of volatility, uncertainty, complexities, and ambiguity (Bennet & Lemoine, 2014). Academic discourse on the theoretical framework underpinning this study and empirical review are presented in the next subsection.

3.1 Adaptive perspective of organisational culture

The adaptive theory maintains that a flexible culture assists organisations to adjust to both internal and external changes and is related to superior performance (Kotter & Heskett, 1992). This type of culture enhances self-assurance and entrepreneurial spirit among workers and management that enables transformation and focuses on clients demands (Kilman, & Serpa, 1986). To test the adaptive perspective, Kotter and Heskett interviewed industrial analysts about culture in 22 firms. They grouped culture into the adaptive and non-adaptive culture. They found that adaptive cultures enhanced transformation to meet the demands of stakeholders. On the other hand, non-adaptive cultures create a rigid organisation that seeks to safeguard its peculiar benefits. The study found that adaptive organisations perform significantly better in the long term. However, the authors added that, for organisational culture to result in outstanding long-term financial performance, high priority must be placed on major stakeholders such as clients, workers, shareholders, management and suppliers.

Cheung, Wong and Lam (2012) investigated the relationship between corporate culture and the outcomes of construction companies in Hong Kong. The study selected 103 respondents from the companies investigated and the data were analysed using structural equation modelling. The results show that success of construction companies in Hong Kong is largely determined by their corporate cultures. The study found that organisational culture is a key factor responsible for shaping internal activities as well as technical innovations, through employee learning and development translating into project outcomes. The shortcoming of the study is that it is limited to construction companies in Hong Kong. The findings may not apply to other countries or sectors across the globe, specifically African countries. Though,

Abugre (2012) provides the Ghanaian organisations empirical evidence on the need for effective interpersonal relationships between supervisors and subordinates. The author found that sound interpersonal relationships have a significant influence on HR outcomes.

Cui and Hu (2012) reported that studies on the relationship between organisational culture and performance remain inconclusive. There is a need to incorporate several intervening variables to explain this relationship. Mărăcine (2012) found that workers' attitudes, and work behaviour are the major mediators on the relationship between corporate culture and performance. The workers' attitudes and behaviours influence organisational performance through the quality of service delivery in line with clients' tastes and demands. This is a strategy to ensure client fulfilment and loyalty (Mărăcine, 2012; Ojo, 2012). This study proposes that the relationship between organisational culture and performance may not be direct. Therefore, there is need to establish the association between cultural values and HR outcomes in the banking industry. The HR outcomes could be considered as an antecedent to business performance.

The modern day knowledge-based economy requires a cultural dimension that is flexible in adjusting to variations in the business environment (Cheung et al., 2012). Fayolle, Basso, and Bouchard (2010) affirmed that it is difficult to ignore the influence of the environment on the value system, activities and behaviour of business organisations across the globe. They identified three segments of the environment and cultures (such as the national, industrial and institutional cultures) that affect business organisations' ability to adopt a creative and innovative mindset. This implies that the emphasis in the knowledge-based global economy is entrepreneurial and competitive orientations, as propelled by creative and technical innovations (Daneshvar & Ramesh, 2011; Sevrani, Gorica, & Kordha, 2013). Organisational effectiveness in the global economy is subject to the ability to adjust operations to the ever-changing business environments (Cummings & Worley, 2009). Sudarmo (2013) found that internal and external business activities significantly influenced organisational outcomes. The submission was based on a study of the oil and gas industry in Indonesia. However, the result is limited to the organisations operating in oil and gas industry known for their exceptional performance (Ben-Menahem, Kwee, Volberda and Van den Bosch, 2013), which could be due to the price of their products or services in the global market.

Wanto and Suryasaputra (2012) conducted an empirical study on the impact of organisational learning culture and company strategy on the performance of 143 Small and Medium Scale Enterprises in Indonesia. The study adopted structural equation modelling to analyse the data collected from the selected companies to explain the association between the variables. The study found that the organisational learning culture has a significant influence on a business plan, but less impact on business performance. However, the submitted that a business plan has significant influence on business outcomes. This implies that the relationship between organisational culture and performance is not direct. Hence, there is need for appropriate mediating variables. The adaptive perspective is relevant in this regard, as it is capable of adjusting to both internal and external control mechanisms in the business environment. The current study explores cultural values in the Nigerian banking sector using Deshpande and Farley's cultural dimensions.

3.1.1 Adaptive perspective and entrepreneurial values

Haar, Taylor and Wilson (2009) examined the impact of entrepreneurial values on business performance among 146 small and medium scale enterprises in New Zealand. The data

collected were analysed using structural equation modelling. The findings of the study revealed that a business owner's level of enthusiasm has a direct impact on business creativity, innovation and risk-taking ability as constructs of entrepreneurial values. The study also proposed that creativity, innovation and risk-taking ability of the business owner significantly influences economic success. The results supported the outcomes of a comparative study on corporate culture and mind market sets of Indians and Japanese organisations conducted by Deshpande and Farley (1999). Demirci (2013) investigated the association between organisational culture and the innovative capabilities of five top-rated chemical producing companies in Turkey. Three hundred and seventy-one questionnaires were administered at the selected companies. As indicated in the study's correlation matrix and regression analysis, the organisational culture constructs, and group, entrepreneurial, hierarchical and rational cultural dimensions are positively correlated. The regression analysis shows that the cultural values explained 59.4% of the variation in innovative capabilities of the companies investigated. The remaining 40.6% are other determinants of innovative capabilities not considered in the study. The correlation matrix also revealed that group and entrepreneurial dimensions produced the highest correlation coefficient. This result confirms the theoretical position on the importance of teamwork in the development of creative capabilities and technological innovations.

3.1.2 Adaptive perspective and competitive values

The flexibility and innovative capabilities exemplified in adaptive perspective are fundamental requirements for sustainable competitive advantage in the knowledge-based global economy. The current study draws insight from Demirci's (2013) empirical evidence in Turkey while investigating the relationship between the four cultural dimensions identified in Figure 1 and HR outcomes in the Nigerian banking sector. The modern business management requires flexible cultural dimensions to remain in business and response positively to customer demands (Mahrokian, Chan, Mangkornkanok, & Hee Lee, 2010). Cultural values must be sufficiently flexible to respond to the variations in customer expectations and state of the art innovation among competitors (Gregory et al., 2009). This suggests that flexible cultural dimensions have serious implications on workers' loyalty, business outcomes and survival. Madu (2011) found that ethical practices and values are drivers of business survival. This reaffirms the importance of cultural practices in learning and coaching within an organisation, as well as their implications for long-term financial outcomes. These arguments may be questionable in the African context, and need to be empirically verified in the Nigerian banking industry. This suggests the need for further studies on the implications of cultural practices on HR outcomes and viable competitive benefits. This study draws understanding from Kotter and Heskett's three perspectives of organisational culture to arrive at the four cultural dimensions measured in this article. These dimensions are entrepreneurial (adaptive), competitive (adaptive), consensual (fit) and bureaucratic (strong) values measured in relation to HR outcomes in the Nigerian banking sector. The guest model of HRM outcomes are presented in the next section.

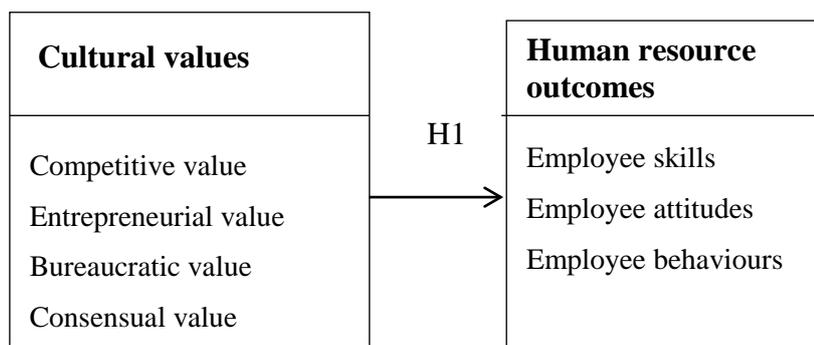
3.2 Guest's Model linking HRM Outcomes and Performance

HR outcomes as a product of HRM practices has been operationalised by different scholars. A set of HRM outcomes was proposed by Guest (1997) to include employee commitment, quality and flexibility. Similarly, Boselie, Dietz, and Boon (2005) came up with eight HR outcomes, which are employee satisfaction, motivation, retention, presence, social climate between workers and management, involvement, trust and loyalty/commitment. The HRM

outcomes proposed by Boselie et al. (2005) revolved around employee attitudes and behaviours in organisations. Though, Guest’s introduction of commitment and flexibility also addressed employee attitudes and behavioural patterns in the production process. The difference between Guest’s three HRM outcomes and Boselie’ et al. (2005)’s eight outcomes is the absence of quality of employees in relation to competencies, knowledge and skills. Both study acknowledged the possible mediating role of HR outcomes in HRM practices and performance link. Therefore, a set of HR outcomes could be referred to as an antecedent to organisational performance based on different empirical models in the link. Furthermore, Katou and Budhwar (2010) classified employee skills, attitudes, and behaviours as the main HR outcomes in HRM practices and organisational performance link. Katou and Budhwar’s classification was developed based on understanding drawn from Guest’s model and employees’ Ability, Motivation and Opportunity to participate (AMO) theory developed by Appelbaum, Bailey, Berg and Kalleberg, (2000). The AMO theory positions that performance is a function of employees’ competence, motivation and opportunity to participate in managerial decision making process.

The Guest’s model linking HRM and performance (Guest, 1997) forms the theoretical background of HR outcomes in this study. According to the Guest’s model, HRM outcomes are commitment, quality and flexibility. Guest refers to employee commitment as a display of positive attitudes toward organisational values by the employees. Quality refers to high quality of employees, in terms of *capabilities, knowledge and skills*. Flexibility on the other hand, has to do with functional flexibility; in terms of responding to changing conditions and requirements. A study conducted in 21st century by Katou and Budhwar (2010), operationalized HRM outcomes to include employee skills, attitudes and behaviours. Therefore, article operationalizes HR outcomes in the Nigerian banking sector as employee skills, attitudes and behavioural patterns developed through cultural values as depicted in Figure 1.

Figure I: Theoretical framework linking organisational culture and HR outcomes



Source: Adapted from Atiku and Fields (2015:822); Boselie, Dietz, and Boon (2005:2); Deshpandé, Farley, and Bowman (2004:10); Guest (1997:270); Katou and Budhwar (2010:27).

This article examines the cultural values that were implemented in the Nigerian banking sector, and its implication on HR outcomes. Drawing insights from the theoretical framework presented in Figure I, the cultural value is specified as the exogenous latent variable. The HR outcomes on the other hand, is specified as the endogenous latent variable. To subject the framework into statistical analysis, this study hypothesised that:

H1: There is a significant relationship between cultural values and human resource outcomes in the banking industry.

4. Methodology

This article adopted an advanced explanatory design using quantitative data collection and analysis procedures. The explanatory research design was adopted to provide adequate explanation on the associations between the cultural values and HR outcomes (employee skills, attitudes and behaviours) in the Nigerian banking industry. Quantitative data collection and analysis procedure was adopted to subject the data into Structural Equation Modelling (SEM). SEM is a sophisticated multivariate data analysis used in examining models that are path analytic, which may also contain mediating or moderating variables with multiple items (Byrne, 2013; Katou & Budhwar, 2010). The significance of SEM in this study is the ability to analysis multiple variables simultaneously.

The population of this study comprises of employees of five top performing commercial banks operating in Lagos metropolis with a total population of 5,387. Only two commercial banks gave written consents to participate in this study. A simple random sampling technique was adopted in selecting the branches of participating commercial banks in Lagos metropolis. 10 branches were randomly selected from each participating commercial bank in Lagos metropolis. Explicitly, 19 questionnaires were evenly distributed among 20 selected commercial banks' branches in Lagos. The principle of convenience sampling technique was used for administration of the research instrument to the employees (respondents) of the two participating commercial banks in Lagos, Nigeria. In total, three hundred and eighty (380) questionnaires were distributed to the respondents. At the end of data collection exercise, three hundred and five (305) questionnaires were properly completed and returned.

The preliminary analyses such as exploratory factor analysis (EFA), scale reliability and validity, and bivariate correlations between the variables were conducted using the IBM Statistical Package for the Social Sciences (SPSS) version 23. Factors presented in Table I were extracted by Maximum likelihood method, rotated using a Promax oblique factor rotation. The SPSS data set was imported into Analysis of Moment Structure (AMOS) Graphic, version 23 for further statistical analysis; the CFA and structural model. The CFA is an effective statistical tool in analysing the quality and relationships among unobserved variables (Jackson, Gillaspay Jr, & Purc-Stephenson, 2009). This procedure enables the researchers to test the proposed model and explain the link between cultural values and HR outcomes in the Nigerian banking industry. The measuring scales adapted to investigate the relationship between cultural values and HR outcomes in the Nigerian banking industry are presented below.

4.1 Measures

Cultural Values: This construct was measured by adapting the Organisational Culture Scale (OCS) developed by Deshpande and Farley (1999). The scale consists of 16 items measuring cultural values on four dimensions (bureaucratic, competitive, consensual and entrepreneurial values). The bureaucratic dimension of the scale is appropriate for assessing the influence of bureaucratic values on HR outcomes in the banking industry. The competitive dimension on the scale is suitable for measuring the role of competitive values on employees' skills, attitudes and behaviours in the banking industry. Consensual and entrepreneurial dimensions are essential in eliciting information relating to internal control mechanism, interpersonal interactions, innovative, creative and proactive capabilities in the Nigerian banking industry. OCS was adapted on a four-point Likert-type rating scale starting from strongly disagree (1) to strongly agree (4). The neutral or undecided option was excluded in the rating scale

because employees (respondents) cannot be neutral on the core values shaping their work outcomes. Empirically, Ezirim et al. (2010) adapted the four dimensions of OCS to measure the relationship between organisational culture and performance in the Nigerian oil industry; the dimensional Cronbach’s alpha coefficients yielded 0.80 and above.

Human Resource Outcomes: The construct human resource outcomes was measured by Employee Attitude Survey (EAS) developed by Schneider, Hanges, Smith, & Salvaggio, (2003). Organisational Citizenship Behaviours (OCBs) was developed by Boudrias, Gaudreau, Savoie and Morin, (2009), Boudrias and Savoie (2006) and Morin et al. (2011). The HRM outcomes was developed by Katou and Budhwar (2010). The following dimensions of EAS were adapted to measure employees’ attitudes in the Nigerian banking industry. 1, *satisfaction with job fulfilment* was measured on a 4-point Likert-type rating scale ranging from 1 (strongly disagree) to 4 (strongly agree); 2, *satisfaction with empowerment*; and 3, *satisfaction with work facilitation*. The last two dimensions had a rating scale ranging from 1 (very dissatisfied) to 5 (very satisfied). The Cronbach’s alpha coefficient for data collected by this scale is presented after exploratory factor analysis. This article adapted the 18 items measuring OCB on a 5-point Likert-type rating scale, ranging from 1 (never) to 5 (very often). The dimensional Cronbach’s alpha coefficients for the 18 items of OCBs are adequately provided after exploratory factor analysis. The employees’ skills in the Nigerian banking industry was assessed in this article by adapting HR outcomes developed by Katou and Budhwar (2010), which was rated on a 5-point Likert-type scales ranging from 1 (very bad) to 5 (very good). Respondents were required to rate the firm’s outcomes on human resources over the past three (3) years. The Cronbach’s alpha coefficient after EFA yielded 0.919, which was an excellent internal consistency according to the rule of thumb (George & Mallery, 2003; Pallant, 2011).

5. Data analysis and results

This section presents results of quantitative data subjected to multivariate statistical analysis. The EFA presented in Table I reveals six factors extracted from 4 different scales adopted in measuring the interplay between cultural values and HR outcomes in the Nigerian banking industry. Statistical reliability and validity of the extracted factors are also presented accordingly in this section.

Table I. Analysis of cultural values and human resource outcomes

| | Pattern Matrix ^a | | | | | |
|------|-----------------------------|------|---|---|---|---|
| | Factor | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| HR2 | .879 | | | | | |
| HR5 | .829 | | | | | |
| HR3 | .809 | | | | | |
| HR12 | .739 | | | | | |
| HR1 | .735 | | | | | |
| HR6 | .722 | | | | | |
| HR7 | .720 | | | | | |
| HR10 | .713 | | | | | |
| HR4 | .665 | | | | | |
| HR8 | .613 | | | | | |
| HR9 | .491 | | | | | |
| HR11 | .487 | | | | | |
| OC9 | | .753 | | | | |
| OC3 | | .752 | | | | |
| OC4 | | .706 | | | | |
| OC8 | | .695 | | | | |

| | | | | | | |
|---------------------|--------|--------|-------|-------|-------|-------|
| OC7 | .670 | | | | | |
| OC1 | .633 | | | | | |
| OC11 | .620 | | | | | |
| OC16 | .607 | | | | | |
| OC5 | .534 | | | | | |
| OC15 | .502 | | | | | |
| OC10 | .500 | | | | | |
| OC2 | .478 | | | | | |
| OC12 | .458 | | | | | |
| OC6 | .422 | | | | | |
| EB8 | | .674 | | | | |
| EB7 | | .658 | | | | |
| EB1 | | .632 | | | | |
| EB9 | | .629 | | | | |
| EB10 | | .605 | | | | |
| EB2 | | .553 | | | | |
| EB6 | | .415 | | | | |
| EAS5 | | | .938 | | | |
| EAS4 | | | .897 | | | |
| EAS6 | | | .850 | | | |
| EAS2 | | | .501 | | | |
| EAS3 | | | .443 | | | |
| EB17 | | | | .766 | | |
| EB16 | | | | .708 | | |
| EB18 | | | | .556 | | |
| EB15 | | | | .347 | | |
| EB13 | | | | | .599 | |
| EB12 | | | | | .567 | |
| EB14 | | | | | .535 | |
| Cronbach's α | .919 | .888 | .812 | .885 | .790 | .700 |
| Eigenvalues | 11.137 | 4.998 | 3.231 | 2.129 | 1.805 | 1.507 |
| Variance (%) | 24.221 | 10.865 | 7.025 | 4.627 | 3.924 | 3.276 |

KMO = .881; $\chi^2 = 7164.475$; DF= 1035; $P < .001$; Percentage of variance explained = 53.929%.

Based on the statistical analysis in Table 1, factor 1 (*employee skills*) is an essential factor explaining 24.2% of the total variance. This factor points to employee competence regarding service delivery to customers, and interpersonal skills in relating to peers, supervisors and management staff in the Nigerian banking industry. The internal consistency of items used in measuring employee skills yielded a Cronbach's alpha coefficient of 0.919. This is a reliable Cronbach's alpha coefficient based on the rule of thumb (George & Mallery, 2003; Pallant, 2011). The factor 2 (*cultural values*), is also a very important factor extracted. It explains approximately 10.9% of the variance and a Cronbach's alpha coefficient of 0.888. Based on the rule of thumb, items used in measuring cultural values in the Nigerian banking industry produced a reliable internal consistency (George & Mallery, 2003; Pallant, 2011). Though, the scale elicits information relating to entrepreneurial, competitive, bureaucratic and consensual values in the industry, items 13 and 14 related to consensual values were expunged during data analysis. Factor 3 (*co-worker and organisational directed behaviours*), explains 7.03% variance and pertains to supports among peers thereby creating an additional contribution to organisational goals and objectives. The internal consistency of 7 items embedded in factor 3, yielded 0.812. Factor 4 (*satisfactions with job fulfilment*), contains five items measuring employees' attitudes to work in the Nigerian banking industry. This factor explains 4.63% variance with an eigenvalue greater than 2. Factors 5 and 6, measured *supervisors and customers directed behaviours* respectively in the Nigerian banking industry. These factors explained over 3% variance and their respective eigenvalues are greater than 1.5 as presented in Table I. The following items 1, 7, 8, 9, 10, and 11 were expunged from the employee attitude survey during EFA. Items 3, 4, 5, and 11 were equally expunged from the scale measuring behavioural patterns in the Nigerian banking industry. Drawing inference from the EFA, Kaiser, Meyer and Olkin (KMO) presented in this article is 0.881, which is

higher than the benchmark of 0.700 (Pallant, 2011). The KMO value depicts sample size adequacy. The Bartlett’s test of sphericity and the goodness of fit test were significant at $P < 0.001$, which shows the suitability of the collected data.

5.1 The association between cultural values and human resource outcomes

This section subjects the extracted factors from an EFA into further inferential statistics. These inferential statistics are Pearson’s product-moment correlations, CFA and structural equation modelling. The correlation coefficients of the factors extracted from EFA are presented in Table II.

Table II. Bivariate correlations between cultural values and HR outcomes

| Variables | 1 | 2 | 3 | 4 | 5 |
|--|--------|--------|--------|--------|--------|
| 1 Employee skills | - | | | | |
| 2 Cultural values | .276** | - | | | |
| 3 Co-worker/organisational Directed Behaviours | .307** | .058 | - | | |
| 4 Satisfaction with job fulfilment | .547** | .419** | .360** | - | |
| 5 Supervisor Directed Behaviour | .432** | .138* | .359** | .365** | - |
| 6 Customers Directed Behaviour | .183** | .133* | .327** | .189** | .424** |

** . Correlation is significant at the 0.001 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

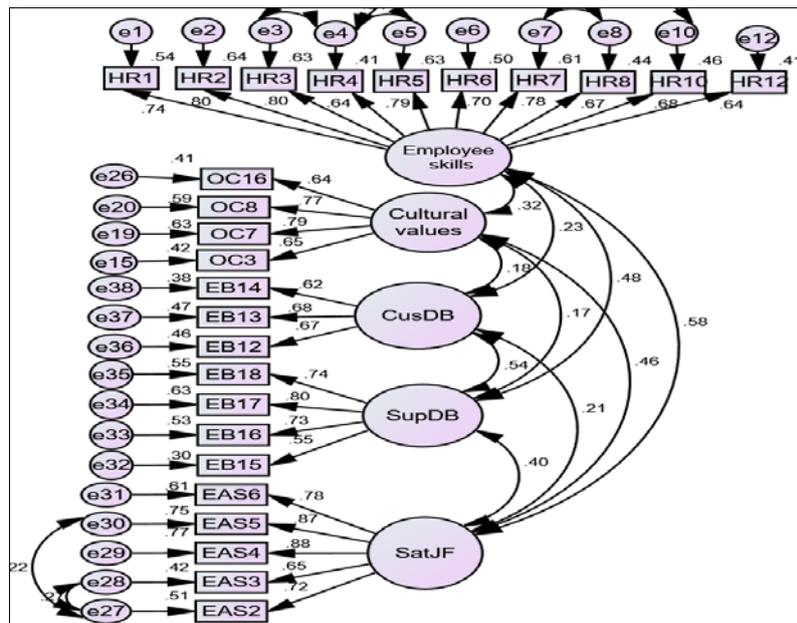
The bivariate correlation coefficient between cultural values and employee skills was significantly positive ($r = 0.276$, $n = 305$ and $p < 0.001$), which expressed the strength and direction of the association between cultural values and HR outcomes in the Nigerian banking industry. This implies that a low level of the core value system was associated with a lower level of HR outcomes in the Nigerian banking industry. This result mirrors the work of Ojo (2009) who concluded that there was a positive and statistically significant relationship between corporate values and employees’ outcomes in the Nigerian banking industry. Furthermore, Ojo (2010) noted that cultural values are positively associated with commercial banks’ effectiveness in Nigeria. The correlation coefficients presented in Table II revealed a significant moderate relationship between cultural values and employee attitudes, through satisfactions with job fulfilment ($r = 0.419$, $n = 305$ and $p < 0.001$). However, there was a unique positive relationship between employee skills and satisfactions with job fulfilment in the Nigerian banking industry ($r = 0.547$, $n = 305$ and $p < 0.001$). Judging from the correlation coefficients between cultural values and customers directed behaviours ($r = 0.133$, $n = 305$ and $p < 0.05$), as well as supervisors directed behaviours ($r = 0.138$, $n = 305$ and $p < 0.05$). This research concludes that associations between cultural values and behavioural patterns (customers and supervisors directed behaviours) as a subset of HR outcomes in the Nigerian banking industry were significantly low but in a positive direction. This position extends Abdul Rashid, Sambasivan, and Abdul Rahman (2004) contributions to knowledge on corporate values as a strategic action to position employees’ attitudes and behaviours toward organisational change. The low levels of association between cultural values and supervisors directed behaviour corroborates Abugre’s (2012), on the need to improve interpersonal relationship between subordinates and supervisors in organisations.

The current finding also showcase a higher association between cultural values and employee attitudes, considering the levels of employee satisfactions with job fulfilment in the Nigerian banking industry ($r = 0.419$, $n = 305$ and $p < 0.001$). The only exception is that there was no significant relationship between cultural values and co-workers/organisational directed behaviours ($r = 0.058$, $n = 305$ and $p > 0.05$) in the Nigerian banking industry. This result is

surprising on the ground that cultural values were formulated with the intention to influence members' behaviours toward the realisation of corporate goals and objectives (Atiku, 2014). Due to lack of significant relationship between cultural values and co-workers/organisational directed behaviours (factor 3) was excluded in the measurement and structural models. Judging from the results in Table II, there were low levels of associations between cultural values and customers' directed behaviours, as well as supervisors directed behaviours in the Nigerian banking industry.

The fitness of measurement and structural models presented in this article were assessed using normed-chi-square test (CMIN/DF), which must not be greater than 5 (Hu & Bentler, 1999). The goodness of fit index (GFI) measures the degree of variance that emanates from the estimated population covariance (Hooper, Coughlan, & Mullen, 2008). The value for GFI and AGFI ranged between 0 and 1, in which an acceptable indicator of good fit starts from 0.8 to a cut-off point of 0.95 (Hooper, Coughlan & Mullen, 2008). Root mean square error of approximation (RMSEA) is another prominent criterion used to assess the fitness of a model. It shows how well a model is suited to the population covariance/correlation matrix. The value ranges from 0.05 to 0.1, in which values less than 0.08, suggest a fit approximation (Katou & Budhwar, 2010). Other model fit indices employed were the comparative fit index (CFI), Tucker–Lewis Index (TLI) and Incremental Fit Index (IFI). The measurement model and fit indices are illustrated in Figure II.

Figure II: Measurement model linking cultural values and HR outcomes



Note: CusDB = customer directed behaviour; SatJF = Satisfaction with job fulfilment; SupDB = Supervisor directed behaviour.

The following are the fit indices for the CFA presented in Figure II, CMIN = 569.283; DF = 283; P < 0.001; CMIN/DF = 2.012; GFI = 0.872; IFI = 0.928; TLI = 0.917; CFI = 0.927; RMSEA = 0.058; and PCLOSE = 0.033. These fit indices indicate acceptable fit of the measurement model to the sample data in Nigeria. Figure II is a confirmation of the five latent variables first-order CFA on the association between cultural values and HR outcomes in the Nigerian banking sector. All standardised factor loadings ranged from 0.548 to 0.800 and were significant at p < 0.001. The convergent and discriminant validities of the factors presented in Figure II was verified using Average Variance Extracted (AVE), Maximum

Shared Variance (MSV) and the square roots of AVE. The composite reliability (CR), AVE, MSV, square roots of AVE and factors' correlations are presented in Table III.

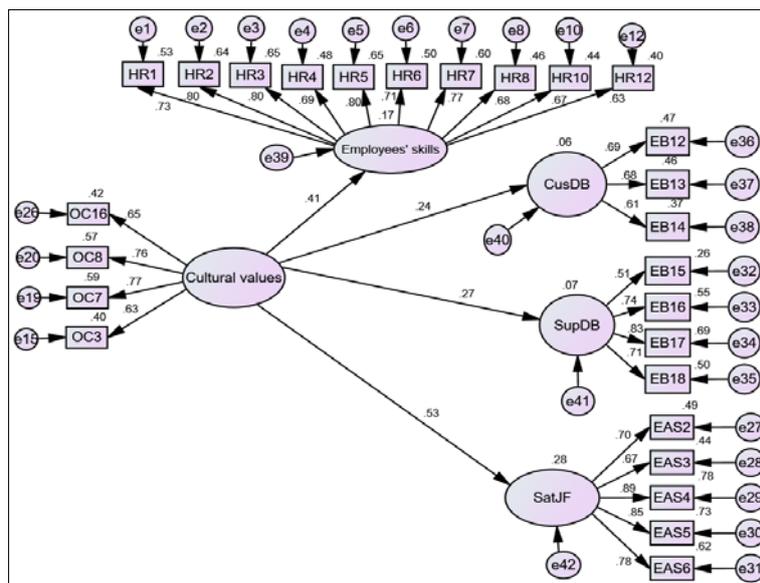
Table III. Composite reliability and Validity extracted from the CFA

| Variable | CR | AVE | MSV | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|-------|-------|-------|--------------|--------------|--------------|--------------|--------------|
| 1. Cultural values | 0.807 | 0.513 | 0.216 | 0.716 | | | | |
| 2. Employee skills | 0.919 | 0.534 | 0.350 | 0.317 | 0.731 | | | |
| 3. Satisfaction with Job Fulfilment | 0.888 | 0.614 | 0.350 | 0.465 | 0.592 | 0.784 | | |
| 4. Supervisor Directed Behaviour | 0.799 | 0.502 | 0.286 | 0.167 | 0.488 | 0.408 | 0.709 | |
| 5. Customer Directed Behaviour | 0.697 | 0.435 | 0.286 | 0.180 | 0.234 | 0.216 | 0.535 | 0.659 |

Note: All correlations are significant at (p < 0.001). Diagonal are the square roots of the AVE (Average Variance Extracted) and CR = composite reliability.

Convergent validity of the latent variables in the CFA model was analysed using the AVE values. The AVE for cultural values, employee skills, satisfaction with job fulfilment and supervisor directed behaviour are above the threshold of 0.5 (Asyraf & Afthanorhan, 2013; Lowry, Gaskin, & Moody, 2015). The customer directed behaviour had convergent validity issue, due to AVE less than 0.5 (0.435). Discriminant validity of the factors was conducted in this study by comparing the square roots of AVE values to the correlations. The square roots of AVE are greater than inter-construct/factor correlations, as such no discriminant validity issue was encountered. Discriminant validity was also confirmed by ensuring that the Maximum Shared Variance (MSV) values are less than the AVE (Lowry & Gaskin, 2014). As evident in Table III, MSV values for cultural values, employee skills, satisfaction with job fulfilment, supervisor directed and customer directed behaviours are less than their corresponding AVE values. All composite reliability values are greater than 0.7, with the exception of composite reliability for customer directed behaviour (0.697); which is slightly below the threshold. The composite reliability values presented in Table III, support the Cronbach's alpha coefficients presented in Table I, despite the fact that some items were expunged during CFA. The structural model linking cultural values and HR outcomes in the Nigerian banking industry is illustrated in Figure III.

Figure III: The cultural values and HR outcomes model



Note: CusDB = customer directed behaviour; SatJF = Satisfaction with job fulfilment; SupDB = Supervisor directed behaviour

The model fit indices extracted from the analysis shown in Figure III are the following. CMIN = 735.568; DF = 289; P < 0.001; CMIN/DF = 2.545; GFI = 0.839; IFI = 0.888; TLI = 0.872; CFI = 0.887; RMSEA = 0.071. These indices indicate acceptable structural model fit to the sample data on cultural values and HR outcomes in the Nigerian banking sector. These results reveal that all regression estimates were significant at $p < 0.001$. The standardised regression estimates are illustrated in Table IV.

Table IV. Selected Amos text output on standardised regression weights

| Endogenous variables | | Exogenous variable | Estimate | P |
|----------------------------------|------|--------------------|----------|-----|
| Employee skills | <--- | Cultural value | .410 | *** |
| Satisfaction with Job Fulfilment | <--- | Cultural value | .531 | *** |
| Customer Directed Behaviour | <--- | Cultural value | .240 | *** |
| Supervisor Directed Behaviour | <--- | Cultural value | .273 | *** |

***Correlation is significant at $p < 0.001$ level (2 tailed).

As presented in Table IV, all standardised regression path estimates or beta loadings from the exogenous latent variable to the endogenous latent variables measuring HR outcomes were positive and ranged from low to moderate. Therefore, cultural values significantly influenced employees' attitudes through satisfaction with job fulfilment ($\beta = 0.531$, $p < 0.001$) in the Nigerian banking industry. The cultural values are also positively associated with employee skills ($\beta = 0.410$, $p < 0.001$). These results suggest that there is a positive relationship between cultural values and HR outcomes in the Nigerian banking sector. Empirically, the cultural values have positive effects on supervisor directed behaviour ($\beta = 0.273$, $p < 0.001$), and customer directed behaviour ($\beta = 0.240$, $p < 0.001$). The implication of these results is that, cultural values demonstrated significant influence on behavioural aspect of HR outcomes in the Nigerian banking industry. The article supports the alternative hypothesis, as there were positive relationships between cultural values and all the latent variables measuring HR outcomes in the structural model presented in Figure III.

5.2 Discussion

Judging from the results presented in Figure III and Table IV, this study found a significant positive relationship between the cultural values and employee skills. This result implies that cultural values in the Nigerian banking industry, have direct effects on employee skills as a dimension of HR outcomes. This result corroborates Ojo's (2009) finding that corporate values in the banking industry influenced employees' work outcomes. The direct link between corporate values and employee skills as an indicator of employees' work outcomes was not empirically verified in Ojo's studies. Many previous studies (Atiku et al., 2014; Guest, 2011; Katou & Budhwar, 2010) have neglected the possibility of skills development, through formal or informal knowledge sharing as a value system. Rather, the studies investigated the influence of formal training and development programmes on employee skills and performance. The significance of this article is built on the direct influence of cultural values on employee skills in the Nigerian banking industry. In practice, the culture of knowledge sharing within work group or knowledge transfer from one team to another will have a direct effect on abilities and capabilities of the work-force.

The standardised regression estimate from cultural values to satisfaction with job fulfilment shows the strongest effect in this study. Employees' satisfaction with job fulfilment is the

remaining factor used in measuring employee attitudes (Schneider et al., 2003) in the Nigerian banking industry. Employee attitude is the second dimension of HR outcomes investigated in this study. The implication of this result is that cultural values showcased the most prominent effect on employee attitudes (Katou & Budhwar, 2010), through employees' satisfaction with job fulfilment in the banking industry. This result corroborates the position of Habib et al (2014) that cultural values are essential organisational attributes with high influence on employees' commitment, satisfaction, and retention. The findings came from the analysis of data collected from various organisations in different industries in Asia. While the data used in this article emanated from the banking industry in Nigeria. The measurement of employees' satisfaction with job fulfilment as a reflection of employee attitude supports Guest's (1997) identification of commitment as a dimension of HRM outcomes. Rather than investigating the place of employees' satisfaction with job fulfilment on the association between HRM practices and performance. This study showcased the link between cultural values and employees' satisfaction with job fulfilment. The model linking cultural values and HR outcomes forms a unique contribution to the body of knowledge in the field of Human Resource Management and Organisational Behaviour.

The findings presented in this article showed that cultural values have direct effects on behavioural patterns in the Nigerian banking industry. Out of the four measurements of organisational citizenship behaviour adapted from Boudrias and Savoie (2006), and Boudrias, Gaudreau, Savoie, and Morin, (2009) studies. Customer directed behaviour, and supervisor directed behaviour were statistically fit for inclusion in the measurement and structural models. The cultural practices in the Nigerian banking industry exert direct positive effects on customer and supervisor directed behaviours. This result is not surprising, since cultural practices were formulated with the intention to shape employees' attitudes and work behaviours (Jain, 2015). Jain's empirical evidence was derived from the data collected from middle level and senior managers. The information might be limiting, due to high levels of secrecy among managers. The findings presented in this article were based on the data collected from all categories of employees who were willing to participate in the study. Though, the lowest effect of cultural values on HR outcomes came through the third dimension of HR outcomes, which is the behavioural patterns. In specific terms, the cultural values exert the lowest effect on customers' directed behaviours. This result suggests the need to redesign cultural values in ensuring more positive impacts on customers' directed behaviours in the Nigerian banking industry. Improved customers directed behaviours is necessary to enhance the service delivery, customers' satisfaction and retention in the Nigerian banking industry. The direct effect of cultural values on supervisors' directed behaviours is positive, but suggests the need for an improvement in the Nigerian banking industry. This result mirrors Abugre's (2012) findings, which showcased the importance of effective interpersonal relationships among supervisors and their subordinates. A set of cultural values implemented to improve co-workers and supervisors directed behaviours will improve operational efficiency of an organisation.

5.3 Limitations and suggestions for future research

The findings presented in this article was restricted to the interplay between cultural values and HR outcomes in the Nigerian banking industry. The first limitation was the use of convenience sampling, which is a non-probability sampling technique. The ethical standards in social science research demand, that researcher should seek approval of the participating banks. Approval of few participating banks in the Nigerian banking industry necessitated the use of convenience sampling technique, while the banks' branches were selected using

simple random sampling technique. The second limitation was the use of the cross-sectional approach. The third limitation was the use of only the quantitative approach of data collection and analyses procedures. For example, the qualitative approach of data collection and analyses procedures would have been more useful in providing a robust non-numerical analysis. Particularly on the reasons why cultural values in the Nigerian banking industry have no significant influence on co-workers and organisational directed behaviours. Future research may consider using longitudinal quantitative or mixed method approach to investigate the association between cultural values and HR outcomes in other industries. HR outcomes could be used as moderators in exploring the association between cultural values and business outcomes in various industries to extend the frontier of knowledge.

6. Conclusion and managerial relevance

The main aim of this article was to investigate the interplay between cultural values and HR outcomes in the Nigerian banking industry. The cultural values were measured in relation to the three dimensions of HR outcomes, which are employee skills, attitudes and behavioural patterns in the Nigerian banking industry. The formulated and empirically verified hypothesis in the Nigerian banking sector shows that there were positive and statistically significant relationships between cultural values and the four latent variables measuring HR outcomes. The four latent variables were extracted from the exploratory and confirmatory factor analyses. These factors are employee skills, satisfaction with job fulfilment, customers, and supervisors directed behavioural patterns. Employees satisfaction with job fulfilment is the only extracted factor measuring employee attitudes in the banking industry. Whereas, customers and supervisors directed behaviours are factors related to employee behaviours in the Nigerian banking industry.

The highest path coefficient was shown from cultural values to satisfaction with job fulfilment. This path confirms the unique influence of employee attitudes on HR outcomes in the banking industry. Statistically, cultural values made unique contributions to HR outcomes through employees' satisfaction with job fulfilment, and skills enhancement opportunities. Cultural values in the Nigerian banking industry exert positive influence on customers and supervisors directed behaviours. Conversely, there was no significant relationship between cultural values and co-workers/organisational directed behaviours in the Nigerian banking sector. This article concludes that there is need for deliberate alignment of emerging corporate strategies and core values to improve co-workers/organisational directed behaviours in the Nigerian banking industry. This might be useful in enhancing the overall HR outcomes in the banking industry.

The managerial implication of this study dwells on the associations between cultural values and HR outcomes in the Nigerian banking industry. However, the expectations of shared cultural values are to shape members' attitudes and behaviours (Atiku, 2014; Jain, 2015). Judging from the empirical evidence presented in the analysis section, cultural values have no significant influence on co-workers/organisational directed behaviours in the Nigerian banking industry. Therefore, concerted efforts should be put in place by management in formulating, implementing and re-evaluating the influence of cultural values on co-workers/organisational directed behaviours in the Nigerian banking industry.

Empirically, the influence of cultural values on customers and supervisors directed behaviours were low. It becomes necessary to redesign cultural values in line with the emerging corporate strategies to improve the levels of customers and supervisors directed

behaviours in the banking industry. This article recommends the application of the fits and adaptive perspectives (Kotter & Heskett, 2008) of organisational culture in the banking industry. This approach can enhance the interplay between cultural values and employees work behaviours. For example, a new set of cultural values can be formulated and implemented to improve co-workers and supervisors directed behaviours. Therefore, an improve co-workers and supervisors directed behaviours could produce positive impact on operational efficiency of the banks in Nigeria.

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