



## Effect of Organizational Culture on Workers Performance of Selected Commercial Banks in South East, Nigeria

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**Abstract - This study seeks to examine Effect of Organizational culture on workers Performance of Selected commercial banks in South East, Nigeria. The specific objective guiding the study were to; Ascertain the impact of role clarity on workers performance of commercial banks in South East Nigeria and Examine the impact of communication Strategy on workers performance of commercial Banks in Enugu. The population for the study was four thousand, eight hundred and thirty (4830) staff. The sample size of 352 was determined using Freund and Williams's formula. 316 staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.83 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test-statistics tool. The findings indicated that role clarity positively affects workers performance of commercial Banks in in South East, Nigeria  $Z(95, n = 348) = 5.215, p > 0.05$  and Communication Strategy positively affects workers performance of Selected commercial Banks in South East, Nigeria  $Z(95, n = 348) = 4.096, p > 0.05$ . The study concluded that Role clarity has a positive significance on effects workers performance and Communication Strategy has a positive significance effect on workers performance of Selected commercial Banks in South East, Nigeria. The study recommended among others that management of the organization should ensure that there is clear role clarity in the organization among management and the employees; this will help reduce conflict in the achievement of the organizational goals and Banks management in South East, Nigeria should implement good communication strategies among the employees and the upper management of the organization this will help build a good organisational climate which will help boost the satisfaction of employees in workplace.**

**Keywords: Organizational Climate, Employees' Performance, Role clarity, Communication Strategy**

### 1.0 Introduction

As today's businesses continue to struggle to survive or acquire sustainable competitive advantage, it is important for organizations' to better understand the factors that influence employees and important employee-oriented work outcomes. The growing significance placed on understanding employees and their behavior within the organization has produced a great deal of interest in investigating employee perceptions of climate within the organization (Riggle, 2007: 1). Work environment or work culture perception of employees has significant consequences for both individuals and organization culture or atmosphere in workplace has impact on employee's motivation, behavior, attitudes and potentials, which, in turn is predicted to influence organizational productivity (Adenike, 2011). In other words, the climate or the organizational culture is considered very important in the life of organizations due to its clear effects and relations to the various regulatory activities. It affects employees' satisfaction and performance and, thus, the success of the organization and its ability to continue (Al-Saudi, 2012: Pelin Kanten and Funda Er Ülker, The Macrotheme Review 2(4), Summer, 2013). For these reasons, organizational culture has been a topic of considerable research over the last thirty years, both theoretically and empirically (Dawson et al., 2009: 89). However, since late 1960s, organizational culture has been a popular topic discussed in organizational behavior literature and is considered as a vital viewpoint in order to comprehend employee's work-related attitudes and behaviors.

Historically, research on organizational culture can be traced back to the 1930s. With the human relations movement pioneered by Hawthorne, researchers turned their attention from the "hard" physical environment to the "soft" psychological environment; thus the concept of organizational culture was born. The first researcher to initiate studies in this area was Kurt Lewin, the founder of group dynamics (1939). In his famous "leadership style" study Lewin applied three different leadership styles, autocracy, democracy and laissez-faire, to create a different group atmosphere, and was the first to propose the concept of organizational climate/culture. Later,

Forehand (1964) outlined three features of organizational climate/culture: Firstly it varies among different organizations; secondly, it is persistent and lastly, hence, it can affect the behaviour of organization members. Organizational culture is defined as the set of characteristics that describe an organization and that distinguish the organization from other organizations and influence the behavior of people in the organization (Farooqui, 2012).

Brown and Brooks (2016) describe climate/culture as the “feeling in the air” and the “atmosphere that employees perceive is created in their organisations due to practices, procedures and rewards.” Based on these clauses, obviously the individual view of employees in the organisation affects the climate. Despite the fact that people contrast in the method they perceive, analyze and interpret information, the climate introduced in the organisation is an aggregate view or recognition (Dormeyer, 2013) as climate is the individual’s perceptual or psychological description (Al-Shammari, 1992). Definitions of Litwin and Stringer, 1968 in Yee Poh and Ananthalakshmi (2016) which is the most broadly accepted characteristic of organizational climate/culture as an arrangement of the work environment quantifiable properties that is perceived by the general population who live and work in a specific situation and is expected to impact their behaviour and performance.

Organizational climate represents the condition of the organization’s culture. The most common management issue faced by organization in this present day is search for creative flexible work environment that promotes job satisfaction and innovation. Being drained by fiscal constraint, downsizing, and outsourcing requires organization to change dynamics in the workforce that is accommodating. Research at IBM showed the increasing importance of workplace climate on employee job satisfaction, creativity, motivation and retention. Recognizing the importance of workplace culture, that eventually decides the success and failure of the organization has prompted IBM to make adjustments and set best practices which in turn has helped the organization to stay on top and become one of the major corporations in the world (Nair, 2006). Limelight on enhancing employee performance needs to be at the top of every organization’s agenda. Nurturing a positive workforce climate is no longer seen as simply an attractive option; it is a business vital. Climate has a tangible effect on employees’ performance. A good working climate boosts employee morale, loyalty and productivity (Yukthamarani, Roselina, Raja and Bamini, 2013).

Organizational culture has a major influence on employees’ performance through its impact on individual motivation and job satisfaction. Climate does all this by creating expectations about what consequences will follow from different actions. Employees expect certain rewards and satisfaction on the basis of their perception of the organization’s climate. Individuals in the organization have certain expectations, and fulfillment of these depends upon their perception whether organizational climate suits according to their needs or not (Lehal, 2004). So, organizational culture is directly related with the performance of employees working in any organization. Organizational culture has a significant impact on the wellbeing of employees that has a direct influence on quality and quantity of work done in the organization (Mullins, 2010). There are various studies regarding the relationship between organizational culture and its consequences. The concepts like job satisfaction need for achievement, affiliation and power, overall organizational effectiveness and individual performance are found to be the dependent variables and consequences of organizational culture (Barth 1974). In addition, one of these consequences is organizational commitment, and a moderate level of attention is given in the literature to reveal this relationship.

Consequently, the relationship between organizational culture and organizational performance is also a widely discussed topic, but perceived organizational performance is a relatively new concept and has not drawn the attention on itself yet. Permarupan, Al- Mamun, Saufi and Zainol (2013) suggested that organizational culture perceived by employees influences the motivation of employees and motivation will result in higher productivity so, a positive climate is said to encourage employees’ productivity and decrease turnover. According to Mullins (2010) there is a significant relationship between organizational culture and commitment of employees as well as perceived organizational performance. However, a healthy organizational climate does not guarantee an improved organizational performance, even along with organizational commitment, there are other variables contributing to improved performance.

However, the growth of most Banking Industries in South East, Nigeria is heavily depending on their employees for effective and efficient performance. Thus, there is need for management to nurture and grow an inhabitable climate or environment for employees to strive. On this note, this study seeks to examine Effect of Organizational Climate on Employees’ Performance of Selected Deposit Money Banks in South East Nigeria.

### 1.1 Statement of Problem

The present study attempts to examine the effect of organizational culture on workers performance of selected commercial Banks in South East Nigeria, through the organizational culture factors, which are more comprehensive. No organization in today's competitive world can perform at its peak levels unless each employee is committed to organization's objectives and works as an effective team member.

One of the challenges among others facing modern organization involves maintaining employee commitment in the current working environment (Coetzee, 2005). However, it has been observed that bank employees have reported being unhappy with many factors of the work place environment which includes: inadequate staffing, heavy workload, increased use of overtime, lack of sufficient support from staff, and inadequacy of their wages (Strachota, Normand, O'Brien, 2003; Lich, Lily, and Hui-Chiao, 2006 in Igoni, 2017). These factors led to the challenges most of the 21<sup>st</sup> century banking industries faced.

The present day Nigerian banks are characterized with intense pressure because of CBN policy on capitalization and streamlining the bank into 19 out of numerous banks in operation. Most bank employees are given difficult task to source for customers with huge amount of money within a short period of time without any commensurate pay. Retrenchment of workers has also been the order of the day, as employers never take a second thought to retain staff with ageing number of years. For these reasons, organizational culture has been a topic of considerable research over the last thirty years, both theoretically and empirically (Dawson et al., 2009). The valid conclusions based on such an investigation would result in suggestions for bringing about a work environment or climate essential for scaling new heights in employee productivity so as to increase performance of the organization.

### 1.2 Objectives of the Study

The broad objectives of the study focus on Effect of Organizational Culture on Performance of commercial banks in Enugu; the specific objectives were to:

- I. Ascertain the impact of role clarity on workers performance of commercial Bank in South East, Nigeria.
- II. Examine the impact of communication Strategy on workers performance of commercial Banks in South East, Nigeria.

### 1.3 Research Questions

The following research questions were formulated for this study

- I. What is the impact of role clarity on workers performance of commercial Banks in in South East, Nigeria?
- II. What is the impact of communication Strategy on workers performance of commercial Banks in South East, Nigeria?

### 1.4 Research Hypotheses

The following hypotheses were formulated to guide this study;

- I. Role clarity positively affects workers performance of commercial Banks in South East, Nigeria.
- II. Communication Strategy positively affects workers performance of selected commercial Banks in South East, Nigeria.

## **2.0 Review of Related Literature**

### 2.1 Conceptual Framework

#### 2.1.1 The Concept of Organisational Culture

Kubendran, Sampath, Muthukumar (2013) defined organisational culture as a set of perceived attributes of the organisation which influences the way the organisation, its members and their environment interact. Nurharani, Nur, NurShaminah (2013), also viewed organisational culture as an approach in which organisational members observe and characterize their surrounding and environment in an attitudinal and value-based manner. This implies that the environment of any organisation, work processes and procedures are critical in defining how the climate of the organisation is perceived by its members. Schneider, Ehrhart, Macey (2013) viewed organisational culture as the shared perceptions of and the meaning attached to the policies, practices, and procedures employees experience and the behaviours they observe getting rewarded and that are supported and expected. Organizational culture is a very popular subject for research in the domain of industrial and

organisational psychology (Kundu, 2007). The progress and welfare of a society depend on organisations. It may be said that organisations play a dominant role in our lives. We are involved in organisations as employees, students, clients, patients and citizens. At work, the individual evaluation of the environment leads to multidimensional factors. The construct of such factors is known as organisational climate. These evaluations may refer to general dimensions or determinants of the organisational behavior such as rules and regulations, physical facilities available, structure, autonomy, reward structure, tolerance and conflict, the need for innovation, support, consideration, job stress, job satisfaction, leadership styles etc. According to Forehand and Gilmer in Raja, Madhavi, and Sankar, (2019) “organisational culture is a unique set of characteristics that defines an organisation and sets it apart from other organisations”; these characteristics remain intact for a long period of time thus, influencing the behaviour of people working in such an environment.

Basically, the work environment is perceived by employees as favourable when benefits, resources and workload are reasonable and fair, equitable and mutual respect between employers and employees which culminates in steady, beneficial work outcomes and attitude. It is clear that creating a healthy, inspiring organisational culture is imperative to maximizing the potentials of employees. A clear understanding of variables of climate assists management to channel efforts towards the attainment of organisational goals. The needs and concerns of people about work procedures and processes are provided through significant attention to variables that constitute organisational climate. In other words, managers must understand diverse work procedures that arouse staff needs and ways they can be inspired for better performance on the job.

#### 2.1.2 Management/Leadership’s Role Clarity

Role clarity was considered as one of the dimension of organisational climate in the study of Podsakoff et al (1996) and stated that there is a positive relationship between the clear vision and tasks in the future with the outcome of employee’s performance. Nair (2006) defined clarity as the feelings of the organisation members concerning the fact that employees should exactly know what the expectations from their work and them are. Without having clear role clarity, conflict in organisational goals and objectives and ambiguity of organisational structure and roles, would happen which may lead to poor communication from management and lack of interdepartmental cooperation (Jones & James, 1979). Hence there is need for clarity of role in the organization especially managerial and leadership roles.

An organisation might have excellent plans, organising and controlling procedures, but may not survive due to poor leadership. Ineffective leadership accounts for most of organisational failures, and this is a serious obstacle to organisational development and growth (Omolayo & Ajila, 2012:28). A manager can make a good team work well. A good manager can make an average team work well, but a true leader can change the philosophy, spirit and attitude of any group of people (Flanagan & Finger, 2000:131). To achieve efficient and effective quality improvement, universities in Europe have adopted management instruments, structures, strategies and values that are commonly found in the private sector. Some studies have shown that such managerialism is beneficial to the quality of the job performed by university employees. On the contrary, others have argued that managerialism resulted in lower performance because it is largely counterproductive (Smeenk, Teelken, Eisinga & Doorewaard, 2009:589).

#### 2.1.3 Communication strategies in Organisation

Communication in organisations can take place in the following forms:

**Oral and written communication:** where we use the spoken word, either face-to-face, in groups, over the phone, or by Skype. It is usually fast and personal and provides additional information by way of clarification. Written communication is somewhat more time consuming than the spoken word, and provides little opportunity for the sender to observe feedback and to provide clarification.

**Nonverbal communication** covers all other aspects of communication, such as body movements and facial expressions.

**Information and communication technology:** such as fax, e-mails, video conferencing, mobile phones offering text messages and PC integration.

**Communication networks** creating systems of information exchange (McKenna, 2012:179).

Effective communication can overcome many communication problems. Managers need good interpersonal skills if they want to communicate effectively (Werner, Bagraim, Cunningham, Potgieter & Viedge, and 2016:247). According to Sanchez (cited by Werner *et al.*, 2016:251), communication is the only organisational process that has the power to inform, educate and bring about the cooperation needed for cultural change.

#### 2.1.4 The relationship between Organizational Culture and workers performance

A few studies have been conducted to analyze the theoretical relationship between culture and performance. The outcomes show that where view of employees was positive as expanded interest in basic leadership, more prominent data sharing and management support, there was expanded corporate viability (Kangis & Williams, 2000). Based on the empirical studies carried out in the past, from the wide ranges of industries, the outcomes demonstrated that there is factual connection between organisational culture and performance.

In a review of studies investigating organisational culture and employees' performance, the study of Ozge (2016) found that organisational culture exhibit the clear role clarity dimensions' result in a higher satisfaction and performance of employees. Peek (2003) explained the characteristics of organisational culture, for instances having a high level of self-governance, giving opportunities for employees, sustaining connections among employees, concerning and demonstrating enthusiasm for employees, perceiving workers' achievements also, holding them in high respect result in more fulfilled employees.

Role clarity was considered as one of the dimension of organisational climate in the study of Podsakoff et al (1996) and stated that there is a positive relationship between the clear vision and tasks in the future with the outcome of employee's performance. Nair (2006) defined clarity as the feelings of the organisation members concerning the fact that employees should exactly know what the expectations from their work and them are. Without having clear role clarity, conflict in organisational goals and objectives and ambiguity of organisational structure and roles, would happen which may lead to poor communication from management and lack of interdepartmental cooperation (Jones & James, 1979).

Communication in an organisation is defined as accessibility of the supervisor for listening and guidance, effective communication, and clear expectations and feedback that was needed for better work performance. It also refers to the evoking of a shared or common meaning in another person. There are sometimes communications issues occur in the organisation, where the ability of manager in listening to the staff, share information and sort out misunderstandings play an important role. Rewards system and team work under organisational system dimensions are positively related to the performance of employees as mentioned in the study of Campbell, et.al, (1970).

Jianwei (2010) agreed that the organisational culture in career development of the employees is important for the employee to perform better in work as providing necessary and related trainings are required. Good communication among the employees and upper management form a good organisational climate to boost up the satisfaction of employees in work (Sanad, 2016). Amin Bahrami et al, (2015) emphasize the relationships between the employees and organisational such as the employee wellness, priority for minority people etc. has directly affected the perception of employee as well as their performance.

#### **2.1.5 Workers Performance**

Employees are the key constituent of every organisation. The success or failure of the organisation depends highly on the performance of its employees. Organisation can achieve their targets only through their employees. Therefore, it is very essential to provide the amenities for improving the performance of employees. The extent to which an employee works towards the tasks included in his/her job is known as performance (Byars and Rue, 2006). In most of the organisations, there is a gap between what an employee wants and what the management thinks an employee wants. To bridge this gap, the management must have a keen sensitivity to what their people really want (Uthayasuriyan, 1987). Performance is what people say and do. Companies employ people and then pay them for either their physical work done or for what they say.

Performance management directs the behaviours of employees towards achieving strategic goals (Werner, 2016:136). According to Gray (2007:41), organisational climate influences performance, and the kind of climate in which most people are likely to feel a sense of well-being, which is closely related to happiness, is also the kind of climate in which work is performed most successfully. According to Gavin and Mason (cited by Gray, 2007:41), work by itself cannot make a person happy, but a person cannot be genuinely happy if he or she is unhappy at work. Previous research done by Gray (2007:42) suggests that there is a clear link between organisational climate and success, assessed in different ways, of the work being done. Interactions with their immediate managers has the strongest, but not the only, influence on employees' perception of organisational climate (Gray, 2007:51). In any organisation, there are factors that can affect employee performance

## **2.2 Theoretical Framework**

### **2.2.1 The Theory of Reciprocity**

Aronson and Linder (1965) advanced the theory of Reciprocity and Attraction. This theory posits that positive action should be responded to with another positive action or behaviour. This implies that any helpful action should be rewarded. Apparently, people respond to a positive or favourable action with the same favourable action. On the other hand, negative or unfavourable action is met with commensurate unfriendly or hostile action. In social organisations, the theory of reciprocity is very critical in influencing positive actions likewise negative actions in a work environment. Thus, the theory holds that motivating workers to get improved positive work outcomes requires friendly and favourable behaviour towards employees by means of incentives and reward mechanism.

### **2.3 Empirical Review**

Igoni (2017) did a work on the relationship between organizational climate and organizational commitment of deposit money banks in Rivers State. The objective of the study was to investigate the influence of organizational climate and organizational commitment of deposit money banks in Rivers State. The study adopted the correlational research design. Based on the research questions, a research questionnaire was designed and one hundred & fourteen (114) copies were distributed to the sample population which was determined by taro yamen sample size determination formula. Ninety-six (96) copies of the distributed questionnaire were retrieved, these copies were analyzed and the hypotheses were tested using the Spearman Rank Correlation. The result revealed that; there was a significant relationship between the variables of organizational climate (autonomy & trust) and the measures of organizational commitment (affective & continuance). However, in testing the moderating variables, corporate culture was revealed to have a significant effect on the relationship between employee organizational climate and organizational commitment. The study concluded with recommendations amongst others that Management of deposit money banks should provide very conducive work environment that will recognize the work efforts of organizational members in order to make them contribute positively to the attainment of the corporate objectives of the organizations.

Yee Poh and Ananthalakshmi (2017) conducted a research work on the impact of organisational climate on employee performance in a Malaysian Consultancy firm. A questionnaire was developed based on previous literature and analysis was done to determine the normality, reliability and validity of the scale. The independent variables in organisational climate in this research include role clarity, communication, career and development, reward system, relationship, teamwork and support and direction, while the dependent factor is the employee performance. The research design adopted in this study was combination of explanatory and descriptive with the method of cross sectional survey by distributing survey questionnaires, consisting 48 questions with Likert Scale (Strongly Agree -1 and 7 for Strongly Disagree). The sample size of the study was 45 which were collected using Random Probability sampling method. SPSS 2.0 was used in analyzing the collected data by using descriptive means and regression. This study found that all the selected organisational climate dimensions in this research have a positive and significant impact on employee performance from the regression test in SPSS 2.0. The beta coefficients for all the dimensions of organisational climate in this study are positive and high indicating the strong impact on employee performance.

## **3.0 Research Methodology**

The study adopted descriptive survey design. The survey design is employed to draw a sample size from the five (5) money deposit banks branches operated in Enugu State. The purpose is to collect responses from employees of these firms to examine the effect of Effect of Organizational Culture on workers Performance of Selected commercial Banks in South East Nigeria. Primary data was collected from responses from the questionnaires and interview from the five (5) money deposit banks branches operated in Enugu State namely; Access Bank Plc., Zenith Bankplc., First Bank Plc., Polaris Bank Plc. and GTB Bank Plc. Secondary data was collected from textbooks, journals, newspapers, magazines, encyclopedias, other people's project reports and annual reports of banks. The population for the study was four thousand, eight hundred and thirty (4830) of the staff. The sample size of 352 was determined using Freund and Williams's formula. 316 staff returned the questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient ( $r$ ). It gave a reliability co-efficient of 0.83 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test-statistics tool.

#### 4.0 Data presentation and analyses.

**Table 4.1: Questionnaire Distribution**

Organization	No Distributed	No Returned	No not Returned
Access Bank	108	104	4
Zenith Bank	86	79	7
First Bank	78	70	8
GTB Bank	52	40	12
FCMB Bank	28	23	5
<b>Total</b>	<b>352</b>	<b>316</b>	<b>36</b>

#### Test of Hypotheses

4.1 Hypothesis One: Role clarity positively affects workers performance of commercial banks in South East Nigeria.

**Table 4.1.1: Z – test on Role clarity positively affects workers performance of commercial Banks in South East Nigeria.**

		Role clarity positively affects workers performance of commercial Banks in in South East Nigeria.
N		348
Normal Parameters	Mean	3.672
	Std Deviation	1.217
Most Extreme	Absolute	.280
Most Extreme	Positive	.180
Differences	Negative	-.280
Kolmogorov-Smirnon Z		5.215
Asymp. Sig.(2-tailed)		.000

- a. Test distribution is Normal
- b. Calculated from data

#### Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

#### Result

With Kolmogorov-Smirnon Z – value of 5.215 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Role clarity positively affects workers performance of commercial Banks in South East Nigeria.

#### Decision

Furthermore, comparing the calculated Z- value of 5.215 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Role clarity positively affects workers performance of commercial Banks in South East Nigeria.

4.1.2 Hypothesis Two: Communication Strategy positively affects workers performance of selected commercial banks in South East Nigeria.

Table 4.3: Z – test on Communication Strategy positively affects workers performance of Selected commercial banks in South East Nigeria.

		Communication Strategy positively affects workers performance of Selected banks in South East Nigeria.
N		348
Normal Parameters	Mean	4.096
	Std Deviation	1.137
Most Extreme	Absolute	.271
Most Extreme	Positive	.215
Differences	Negative	-.271
Kolmogorov-Smirnon Z		5.049
Asymp. Sig.(2-tailed)		.000
a. Test distribution is Normal		
b. Calculated from data		

#### Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

#### Result

With Kolmogorov-Smirnon Z – value of 4.096 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion that Communication Strategy positively affects workers performance of Selected banks in South East Nigeria.

#### Decision

Furthermore, comparing the calculated Z- value of 4.096 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Communication Strategy positively affects workers performance of Selected banks in South East Nigeria.

#### 4.2 Discussion of Results

In the test of hypothesis one, the result showed that the calculated Z- value of 5.215 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Role clarity positively affects workers performance of commercial Banks in in South East Nigeria. This was supported in the literature review by Ozge (2016): In a review of studies investigating organisational climate and employees’ performance, the study of found that organisational climates exhibit the clear role clarity dimensions’ result in a higher satisfaction and performance of employees.

In the test of hypothesis Two, the result showed that the calculated Z- value of 4.096 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Communication Strategy positively affects employees’ performance of Selected Deposit Money in South East Nigeria. This was supported by the study of Yee Poh and Ananthalakshmi (2017) on the impact of organizational culture on employee performance in a Malaysian Consultancy firm. The study found that all the selected organizational climate dimensions in this research have a positive and significant impact on employee performance from the regression test in SPSS 2.0. The beta coefficients for all the dimensions of organizational climate in this study are positive and high indicating the strong impact on employee performance.

### 4.3 Summary of Major Findings

Based on the findings of the study, the following were the major findings identified in the study

- I. Role clarity has a positive significance on effects workers performance of Banks in South East Nigeria.
- II. Communication Strategy has a positive significance effect on workers performance of Selected Banks in South East Nigeria.

### 5.0 Conclusion

In line with the finds of this study, the study therefore concluded that Role clarity has a positive significance on effects workers performance and Communication Strategy has a positive significance effect on employees' performance of Banks in in South East Nigeria.

### 6.0 Recommendations

- i. The management of the organization should ensure that there is clear role clarity in the organization among management and the employees; this will help reduce conflict in the achievement of the organizational goals. Again, the roles among the various departments in the organization would be clarified as such increase employees performance while creating enabling climate for them to strive.
- ii. Banks management in South East Nigeria should implement good communication strategies among the employees and the upper management of the organization this will help build a good organisational climate which will help boost the satisfaction of employees in workplace.

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