

Workplace Values and its Impact on Employees' Performance of Commercial Banks in Kafanchan, Kaduna State-Nigeria

Kawai Vincent

*Department of Business Administration and Management,
Federal School of Statistics, Manchok, Kaduna State, Nigeria*

Article DOI: 10.48028/ijprds/ijasepsm.v10.i2.04

Abstract

Workplace values or organizational cultures represent the collective values, principles, and philosophies of an organization and is a product of factors such as management styles, communication styles, collaboration, employee commitment and organizational values. This study assessed the impact of workplace values or organizational culture on employees' performance in commercial banks in Kafanchan, Kaduna State of Nigeria adopting a descriptive survey research design. The target population of the study comprised of 156 employees in the commercial banks in Kafanchan, while sample of 112 employees was selected using stratified random sampling technique. The study used quantitative data which were primarily collected from respondents using an adopted and modified structured questionnaire. The validity and reliability of the questionnaire were determined using the content validity index (CVI) and Cronbach's alpha reliability test respectively. The data collected were analyzed using frequency/percentage analysis, descriptive statistics, correlation analysis, and OLS - multiple regression analysis with the aid of Statistical Package for the Social Sciences (SPSS software) version 23.0). Findings from the study revealed that workplace value has significant positive impact on employees' performance in commercial banks in Kafanchan, Kaduna State at 5% level of significance. Findings also revealed that the workplace components – honesty, excellence and quality, and professionalism had individual significant positive impact on employees' performance in commercial banks in Kafanchan, Kaduna State at 5% level of significance. Based on these findings, the study concludes that workplace value has significant positive impact on employees' performance in commercial banks in Kafanchan, Kaduna State, and recommended among other submissions that management of commercial banks in Kafanchan should provide flexible workplace values or organizational cultures that will motivate and enhance employees' performance.

Keywords: *Workplace Values, Organizational Culture, Honesty, Excellence and Quality, Professionalism, Employee Performance*

Corresponding Author: **Kawai Vincent**

Background to the Study

Workplaces or organizations are continuously faced with complex and changing environment that has forced them to address issues on changing customer needs, consolidate market positions and expand into new segments and geographical regions. Moreover, globalization, digitization, shift in economic growth regions, changes in energy costs and adoption of newer technologies across industries has created this changing and complex environment (Otwori and Juma, 2017). The success of this effort is the development of values for the organization that guides employees' attitude, commitment and responsiveness seeking a positive value to develop a strong human resource (Buchanan, 2007).

The concept of workplace or organizational value started from the 1980s, when it caught the attention of business owners, managers and consultants, and facilitated the academic interest in value through theories of social sciences and anthropology. This awakened business interest in organizational values or culture instigated management theorists to develop theories and researches that sought to explain the role of culture in organizations. The organizational values or culture influences the performance of employees in an organization, which may vary from organization to organization, and therefore affects performance, leading to a need for it to be controlled and changed when necessary (Buchanan, 2007). According to Hofstede (2005), values or culture can be conceptualized as an aggregation of attitudes, norms, standards, style, and consumption, and the general world view of life, whereby its perception, expression and utility by people that identify with them distinguish them from other people. Organizational values or culture is very important in determining the success of the organization. It is the environment in the workplace formulated through the interaction of employees at work. Organizational culture can be learned in the social environment and can encourage innovative behaviours among members of the organization (Alkailani, Azzam, and Athamneh, 2012).

Statement of the Problem

In today's environment, organizational culture is used as a powerful tool to quantify the way a business functions (Gray, Densten, and Sarros, 2003). According to Chow and Shan (2009), organizational culture is an important theme in management and business research for the past few decades, because of its potential effect in a range of organizational and individual desired outcomes such as commitment, loyalty, turnover intent, relationships, behaviour and satisfaction. This deeply guides the behaviour and action of individuals; thus, influencing them. An organization with unique culture has diverse culture or values that co-exist due to different characteristics of different departments and teams as is the case of First Bank Kafanchan. Organizational values or culture may not necessarily translate into employees' performance without aligning culture, organization, management and employees (Carter, 2000). It therefore implies that a relationship exists between organizational culture and employees' performance.

Performance has been perceived differently by various studies. However, studies like (Stannack, 1996) and Barne (2011) associated performance with measurement of transactional efficiency and effectiveness towards organizational goals. The job of an

employee is built up by degree of achievement of a particular target or mission that defines boundaries of performance (Cascio, 2006). Stannack, (1996) identified different thought, attitudes and beliefs of performance as it helps in measurement of input and output efficiency measures that lead to transactional association. Performance management is a fundamental human resource management practice that supports the view that employees and managers benefit from the understanding of workplace value or organizational culture as a contextual factor. Although, many studies have examined the relationship between workplace value or organizational culture and performance, not much research has been done on workplace value or organizational culture as a contextual factor of employee performance. It is against this backdrop that this current study attempts to assess the impact of workplace value on employees' performance in commercial banks in Kafanchan, Kaduna State.

Literature Review and Theoretical Framework

Literature Review

Organizational values or corporate culture is the pattern of norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. Values refer to what is believed to be important about how people and organizations behave. Norms are the unwritten rules of behaviour (Armstrong, 2011). The definition emphasizes that organizational values are concerned with the subjective aspect of what goes on in organizations. It refers to abstractions such as culture and norms that pervade the whole or part of a business, which may not be defined, discussed or even noticed.

Organizational values refer to a system of shared assumptions, culture, and beliefs that show people what is appropriate and inappropriate behaviour. These values have a strong influence on employees' behaviour as well as organizational performance. In fact, the term organizational value was made popular in the 1980s when Peters and Waterman's best-selling book in search of excellence, made the argument that a company's success could be attributed to an organizational value that was decisive, customer-oriented, empowering, and people-oriented. Since then, organizational values have become the subject of numerous research studies, books, and articles. In contrast to a topic such as leadership, which has a history spanning several centuries, organizational value is still a relatively new concept, young but fast-growing area in management (Daft, 2003). The two essential factors that led to effective values management include; structural stability and integration of superior standard of organizational values (Schein, 1995). Organizational values are the acceptable standards which govern the behaviour of individuals within the organization, lack of which may lead employees' behaviour being influenced by their personal values resulting in unacceptable behaviour to the organization. Such personal values not in alignment with the organizational values lead to making wrong decisions for the organization that will impact the culture more than any amount of communication, and thus, negatively affecting performance. Findings from some research studies such as Anozie and Nizam (2016), Mohammed (2017), and Jepkorir et al. (2017) showed that many organizations that adhered to their core values had their performance improved when they shared these values with employees, and when they examined how the organization should communicate the values and incorporate them into the

organizational system. Since organizational culture is influenced by the system widely practiced in the organization, the value will eventually affect the way customers are perceived and treated, the way employees and shareholders are viewed and awarded, and the way the future is anticipated and managed (Fitzgerald & Desjardins, 2004). These values play a critical role in the success of an organization and are the standards that guide employees conduct in variety of settings (Boxx, Odom and Dunn, 1991). They may be thought of as a moral compass for the organization's business practice. According to Pruzan (2001), in smaller organizations, the behaviour of individuals is much more visible than in larger and disparate ones, since unacceptable behaviour can be challenged openly. Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilizes by manpower.

Kotter and Heskett (1992), defined employee performance as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance (Cascio, 2006). Employee performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Stannack, 1996). Different researchers have identified various thoughts, attitudes and beliefs of performance, as it helps in measurement of input and output efficiency, the measures that lead to effective transactional relationship (Stannack, 1996). In order to achieve the goals and objectives of an organization, strategies must be designed based upon organizational performance (Ricardo and Wade, 2001). Performance of an employee is calculated against the required performance standard by the organization. Hence, a good performance means indicates how well an employee performed in the task that was assigned to him/her (Kanungo, 1982). Performance is a main multidimensional build, aimed to get results and strong link to planned objectives of an organization (Mwita, 2000). Employee performance is considered as an integral part of the growth process of an organization, it fosters employee commitment towards the organization. Employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such situation, employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization. The culture and performance have been interrelated to each other based upon perfect association between business processes. The culture construct based upon operational complexity has its basis towards different business processes. It was a research carried out in more than 200 organizations, based on culture and long-term performance (Kotter and Heskett, 1992).

Workplace values or organizational culture is largely invisible to individuals just as the sea is invisible to the fish swimming in it. Even though it affects all employees' behaviours, thinking, and behavioural patterns, individuals tend to become more aware of their organization's

culture when they have the opportunity to compare it to other organizations (Amah, 2009). The organizing function involves creating and implementing organizational design decisions. The values or culture of the organization is closely linked to organizational design. For instance, a culture that empowers employees to make decisions could prove extreme resistant to a centralized organizational design, hampering the manager's ability to enact such a design. However, a culture that supports the organizational structure (and vice versa) can be very powerful (Daft, 2003). An organization's culture may be one of its strongest assets or its biggest liability. In fact, it has been argued that an organization that has a rare and hard-to-imitate culture enjoys a competitive advantage. In a survey conducted by a management consulting firm - Bain and Company in 2007, worldwide business leaders identified corporate culture to be as important as corporate strategy for business success. This comes as no surprise to leaders of successful businesses, who are quick to attribute their company's success to their strong culture (Garvin, 1998). Culture, or shared values within the organization, may be related to increased employee performance. It is important to have a culture that fits with the demands of the company's environment, so that it can improve the shared values of the company and also propel employee performance. For example, if a company is in the high-tech industry, having a culture that encourages innovativeness and adaptability that will improve its performance (Amah, 2009). However, if a company in the same industry has a culture characterized by stability, a high respect for tradition, and a strong preference for upholding rules and procedures, the company may suffer because of its culture. In other words, just as having the right culture may be a competitive advantage for an organization, having the wrong culture may lead to performance difficulties, such may be responsible for organizational failure, and may act as a barrier preventing the company from changing and taking risks (Caves and Porter, 1977). In addition to having implications for employee performance, organizational culture is an effective control mechanism dictating employee behaviour. Culture is a more powerful way of controlling and managing employee behaviour than organizational rules and regulations. For example, when a company is trying to improve the quality of its customer service, rules may not be helpful, particularly when the problems customers present are unique. Instead, creating a culture of customer service may achieve better results by encouraging employees to think like customers, knowing that the company's priorities in this case are clear. Glasister and Buckley (1998) described organizational culture as one of the factors responsible for organizational effectiveness and employee performance. A strong organizational culture is one in which everyone in the organization understands and believes in the goals, priorities and practices of the organization and which encourages the participation and improvement of all members of the organization. This has been identified to be one of its most important assets (Denison, 1990).

Empirical Review

Several scholars and researchers have conducted studies on workplace values (organizational culture) and employees' performance. Nazir and Zamir (2015), conducted a study to determine the impact of organizational culture on employee's performance in some organizations in Islamabad, Pakistan adopting a descriptive research design. The population of the study was the total number of employees in the selected organizations in Islamabad, while a sample of 60 employees were selected from these organizations using stratified

random sampling technique. A questionnaire was the main instrument used in collecting quantitative primary data in the study, while descriptive statistics, t-test, and correlation analysis were the statistical tools used in analyzing the data. The results of the data analysis revealed that there was strong positive relationship between organizational culture and employee's performance at 5% level of significance. Senait (2017) conducted a related study to assess employees' perception on the effect of the four components of organizational culture (Involvement, Consistency, Adaptability and Mission) on performance management practices in the Economic Commission for Africa (ECA) in Addis Ababa. The study adopted an explanatory survey research design, while the target population for the study was 346 employees. A total of 104 employees were selected as sample members for the study using simple random sampling and purposive sampling techniques. The sample was composed of 30 professional staff, 14 national officers and 60 staff from the general service category. The study used mostly primary data which were collected from respondents through the use of questionnaire. The gathered data were analyzed using descriptive statistics, correlation analysis, and regression analysis. The results of the data analysis revealed that organizational culture had an overall strong negative relationship with performance management practice in ECA at 5%. The results also revealed that involvement had a negative but statistically insignificant relationship with performance management practice at 5%. The results also revealed that consistency had a positive but statistically insignificant relationship at 5%, while adaptability and mission both had positive and statistically significant relationships with performance management practice in ECA at 5%. Agbeworde (2016) also conducted a similar study to examine the impact of organizational culture on work performance of employees of Ghana Airports Company Limited adopting a descriptive research design.

The population of the study was the entire staff of Ghana Airports Company Limited at Kotoka International Airport, Accra, while a total of 100 staff were selected as sample members using stratified random sampling technique. Quantitative primary data which were gathered using questionnaire were used in the study and the data were analyzed using descriptive statistics and correlation analysis. The results of the data analysis revealed that there was a statistically significant positive relationship between organizational culture and employee's performance in Ghana Airports Company Limited at 5% level of significance. Obijiaku (2019) also carried out a related study to investigate the impact of organizational culture on organizational performance in Nigerian Banks located in Lagos, Nigeria adopting a cross-sectional survey research design. The population of the study was the total number of employees in commercial banks in Lagos which was 105,017, while a sample of 400 employees was selected from the population using convenience sampling technique. A questionnaire was the main instrument used in collecting primary quantitative data in the study, while descriptive statistics, one sample t-test, and regression analysis were the statistical tools used in analyzing the data. The results of the data analysis revealed that leadership had a statistically significant positive effect on organizational culture formation at 5%, organizational culture had a statistically significant positive relationship with competitive advantage at 5%, and organizational culture had a statistically significant positive effect on organizational performance at 5% level of significance. Anozie and Nazim (2016) conducted a similar study to evaluate the relationship between organizational culture and performance of

employees in the Telecommunications sector of Singapore adopting a descriptive survey research design. The target population for the study comprised of the entire employees in SingTel mobile Telecommunications located in Klang call center, Malaysia, while a sample size of 150 employees was selected for the study using convenience sampling technique. The study used both quantitative and qualitative data which were collected through questionnaire and interview. The data collected were analyzed using descriptive statistics, correlation analysis and regression analysis; and the results of the data analysis revealed that organizational culture such as heroes, effective ritual, and value had significant positive impacts on employee's performance at 5%, while symbol had a positive but insignificant impact on employee's performance at 5% level of significance.

Ekpenyong and Ekpenyong (2016), conducted a related study aimed at evaluating the relationship between organizational culture, employee performance, and job satisfaction in Niger Delta University, Wilberforce Island - Bayelsa state, Nigeria by adopting a descriptive survey research design. The target population for the study was the total number of employees in the university, while a sample size of 120 employees was selected for the study using stratified random sampling technique. The study used mainly primary quantitative data which were collected through questionnaire, while the data were analyzed using simple frequency/percentage analysis and Chi-square test. The results of the data analysis revealed that there was a significant positive relationship between organizational culture, employee's performance, and employee's job satisfaction at 5% and that organizational culture determined the increase or decrease of employee's performance and employee's job satisfaction at 5%. The results also revealed that there was significant relationship between the type of organizational culture practiced and the level of employee's performance and employee's job satisfaction at 5% level of significance. Anoliefo (2018), conducted a similar study to examine the effect of organizational culture on employee performance at Hardis and Dromedas in Umunya, Anambra State adopting a survey research design. The target population for the study was 200 employees of Hardis and Dromedas, Umunya, Anambra state, while a sample size of 133 employees was selected for the study using simple random sampling technique.

The study used mainly primary quantitative data which were collected through questionnaire, while the data were analyzed using simple frequency/percentage analysis and correlation analysis. The results of the data analysis revealed that training and development had a significant positive relationship with employee's competence at 5%, reward had a significant positive relationship with productivity of the organization at 5%, and recruitment had a significant positive relationship with market share of the organization at 5% level of significance. Woinshet (2013) conducted a related study to examine the relationship between organizational culture and employee performance in Development Bank of Ethiopia adopting a survey research design. The population of the study was the total number of employees (622) of the bank who work at the head office, while a sample size of 100 employees was selected for the study using simple random sampling technique. The study used mainly primary quantitative data which were collected through questionnaire. The data gathered were analyzed using descriptive statistics, correlation analysis and multiple regression analysis and

the results of the data analysis showed that organization culture was positively related with employee performance, but the effect of the existing culture on employee's performance was insignificant. The results also revealed that leadership style and remuneration were the major factors significantly affecting employee's performance. Jepkorir, Lagat, and Ng'eno (2017) conducted a similar study to assess the effect of organizational culture on employee's performance in selected commercial banks in Kenya adopting a descriptive survey research design. The population of the study was 257 employees of selected commercial banks in Eldoret Town, Kenya, while a sample size of 162 employees was selected for the study using simple random sampling and purposive sampling techniques. The study used primary quantitative data which were collected through questionnaire and these data were analysed using descriptive statistics, frequency/percentage analysis, analysis of variance (ANOVA), and multiple regression analysis. The results of the data analysis showed that organization culture traits (involvement trait, consistency trait, adaptability trait, and mission trait) all had significant positive impact on employee's performance in the selected commercial banks in Eldoret Town, Kenya at 5% level of significance.

Theoretical Framework

Edgar Schein Theory of Organizational Culture

This study is anchored on the Organizational Culture Theory developed by Edgar Schein in 1980. Schein developed an organizational culture model to make culture more visible within an organization. He also indicated what steps need to be followed to bring about cultural change. Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. This theory aims to explain how organizations adopt culture over a period of time. According to Schein (1990), organizations do adopt culture on a single, form it over a period of time as employees go through various changes, adapting to the external environment and solving problems thereof. The gain is realized from their past experience as they start practicing it daily thus forming the workplace culture. The new employees will also strive hard to adjust to the new culture and enjoy a stress-free life. Schein (2004) further suggested a view of organization culture based on three levels of culture: The Artifacts; espoused beliefs and values, and basic underlying assumptions, and their relationship. The Artifacts are the most visible level of the culture that constructed the physical and social environment, and are the surface level of an organizational culture that are tangible, easily seen and felt manifestations. This includes among others products, physical environment, language, technology, clothing (Dress Code of employees), myths and stories, published values, rituals and ceremonies, employee behaviour, mission and vision of an organization all of which decide the workplace culture (Schein, 2004). Espoused beliefs and values are the next level of organizational culture that include strategies, goals, shared perceptions and assumptions, norms, beliefs and values instilled by the founders and leaders, play an important role in deciding Organizational culture. The espoused values cultural learning reflects someone's original values. Values and beliefs become part of the conceptual process by which group members justify actions and behaviour.

Methodology

Study Area and Research Design

This study was conducted with the aim of investigating the impact of workplace values on employees' performance in commercial banks in Kafanchan, Kaduna State. Kafanchan is a town located in the southern part of Kaduna State, Northwest geo-political region of Nigeria and has six operational commercial banks. The study was accomplished by adopting a descriptive survey research design.

Population Size, Sample Size and Sampling Technique

The target population for the study is the total number of employees in the six commercial banks operating in Kafanchan, Kaduna State. The total number of employees in these banks is One Hundred and Fifty-Six (156) of which an ideal sample size of 112 was selected using stratified random sampling technique and used in executing the study. The ideal sample size for the study was determined using Yamane's formula (Yamane, 1967). The Yamane's formula is given as:

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

Where

n = Minimum Ideal Sample Size

N = Total Population Size

α = Level of Significance (Margin of error)

The specified level of significance or margin of error in this study is 5% (That is, 0.05). This implies that a desired confidence level of 95% (which is norm for studies in the social sciences and management) was used to determine the minimum ideal sample size for this study. The parameters used in computing the minimum ideal sample size in this study are:

n = Minimum ideal sample size = ?

N = Total population size (Total number of employees in the banks) = 156

α = Level of significance or margin of error = 5% (i.e. 0.05)

Therefore, the minimum ideal sample size for this study is:

$$\begin{aligned} n &= \frac{156}{1+156(0.05)^2} \\ &= \frac{156}{1+156(0.0025)} \\ &= \frac{156}{1.39} \\ n &= 112.2 \approx 112. \end{aligned}$$

This implies that a minimum ideal sample size of 112 employees was used in executing the study in order to achieve at least 95% precision and confidence from the results of the study.

Inclusion and Exclusion Criteria

Only employees who had spent at least one year working with the commercial bank in Kafanchan were included in the study. Employees who had spent less than one year and those who have spent at least one year working in the bank but did not give their consents to participate in the study were excluded from the study.

Data Collection Instrument

A questionnaire was the main instrument used in collecting primary quantitative data from respondents in the study. The questionnaire was a pre-tested, self-administered structured questionnaire adopted from prior studies and modified by the researcher. The questionnaire used in this study is divided into three (3) main sections, A, B, and C and contained close-ended questions with multiple choice answer options. Section A contained question that sought to collect data on respondents' demographic characteristics, while sections B and C contained questions/statements that sought know respondents' views on workplace values and employees' performance in the commercial banks in Kafanchan, Kaduna State. The questions/statements in these sections are structured using a 5-point Likert scale answer options: 5 - Strongly Agree, 4 - Agree, 3 - Neutral, 2 - Disagree, 1 - Strongly Disagree. Respondents are required to select only one answer option from the multiple options available for each question/statement to indicate their level of agreement with any question/statement on workplace values and employees' performance in the commercial bank.

Validity and Reliability of Data Collection Instrument

The researcher adopted the content validity index (CVI) method (Polit & Beck, 2006) to ascertain the validity of the data collection instrument in this study. The data collection instruments were given to a total of four persons (2 Academic Lecturers and 2 Research Experts) to evaluate and rate the questions or questionnaire items in the questionnaire. The results of the evaluation and rating were then used to calculate a content validity index (CVI) which is a coefficient used in determining the validity of a research data collection instrument. The formula for calculating CVI is given as:

$$CVI = \frac{\sum \text{Number of items in the questionnaire rated as relevant}}{\sum \text{Total number of items in the questionnaire}}$$

The result of the CVI in this study is given in Table 1:

Table 1: Content Validity Index

Evaluators/Raters	Items Rated as Relevant	Items Rated as Irrelevant	Total Number of Items in the Questionnaire
Evaluator 1	21	5	26
Evaluator 2	22	4	26
Evaluator 3	18	8	26
Evaluator 4	24	2	26
Total	85	19	104

Source: Researcher's CVI Validity Test, Output, 2021.

From Table 1, CVI can be calculated as;

$$\text{CVI} = \frac{85}{104}$$
$$\text{CVI} = 0.817$$

This implies that the CVI for the questionnaire used in this study is 0.817. Amin (2005), suggested that for a research data collection instrument to be valid, it should have a validity index of at least 0.7. Based on the result of the CVI (0.817), we can safely conclude that the questionnaire used in this study is highly valid for the collection of reliable data collection in this study. In order to establish reliability for the questionnaire, the internal consistency method was employed. This was done with the Cronbach's alpha reliability test.

Methods of Data Analysis

The study employed both descriptive and inferential statistical tools in analysing the data gathered with questionnaire. The tools used in analysing the data were Cronbach's alpha reliability test, descriptive statistics (mean and standard deviation), frequency/percentage distribution analysis, correlation analysis and multiple regression analysis. The data analyses were done with the aid of the Statistical Package for the Social Sciences (SPSS) (version 23.0).

Data Analysis and Results

A total of 112 copies of the research questionnaire was administered to respondents in this study out of which only 103 valid copies were retrieved back. This implies that this study achieved a response rate of 92%, which is deemed to be a very good rate for the researcher to go ahead with implementing the study. This also implies that the basis for data analysis in this study is 103 and not 112.

Cronbach's Alpha Reliability Test

Table 2: Cronbach's Alpha Reliability Statistics

Cronbach's Alpha	No. of Items
0.836	26

Source: Researcher's SPSS Cronbach's Alpha Reliability Test Output, 2021

Table 1 shows the result of the Cronbach's alpha reliability test conducted in this study. The test returned a Cronbach's alpha coefficient of 0.836 on 26 questionnaire items or variables. This is an indication that the overall reliability and consistency of the questionnaire is of very good reliability.

Frequency/Percentage Distribution Analysis

Table 3: Socio-Demographic Characteristics of Respondents

		Frequency	Percent
Gender	Male	62	60.2
	Female	41	39.8
	Total	103	100.0
Age Category	Less than 20 years	10	9.7
	20-29 years	28	27.2
	30-39 years	39	37.9
	40-49 years	18	17.5
	50-60 years	8	7.8
	Above 60 years	0	0.0
	Total	103	100.0
Marital Status	Single	33	32.0
	Married	56	54.4
	Separated	10	9.7
	Divorced	0	0.0
	Widowed	4	3.9
	Total	103	100.0
Educational Qualification	Postgraduate Degree	28	27.2
	First Degree/HND	55	53.4
	NCE/ND	20	19.4
	O' Level	0	0.0
	Total	103	100.0
Staff Category	Junior Staff	20	19.4
	Intermediate Staff	56	54.4
	Senior Staff	27	26.2
	Total	103	100.0
Length of Service	Less than 2 years	11	10.7
	2-4 years	25	24.3
	5-7 years	41	39.8
	8-10 years	20	19.4
	11-13 years	6	5.8
	14 years and above	0	0.0
	Total	103	100.0

Source: Researcher's Field Survey, 2021.

Table 1 shows the distribution of socio-demographic characteristics of respondents in this study. The first panel of the Table indicates that majority of the respondents 62 (60.2%) were males. The second panel indicates that majority of the respondents 39 (37.9%) were in the age category '30-39 years'. The third panel of the Table indicates that majority of the respondents 56 (54.4%) were married. The fourth panel of the Table indicates that majority of the respondents 55 (53.4%) were holders of First Degree/HND. The fifth panel of the Table indicates that majority of the respondents 56 (54.4%) were intermediate staff; while the sixth panel of the Table indicates that majority of the respondents 41 (39.8%) had spent '5-7 years' working in the commercial banking sector.

Pearson Correlation Analysis

Table 4: Pearson Correlations

		Honesty	quality	Prof	Perf
Honesty	Pearson Correlation	1	.703**	.618**	.890**
	Sig. (2-tailed)		.000	.000	.000
	N	103	103	103	103
Quality	Pearson Correlation	.703**	1	.697**	.846**
	Sig. (2-tailed)	.000		.000	.000
	N	103	103	103	103
Prof	Pearson Correlation	.618**	.697**	1	.754**
	Sig. (2-tailed)	.000	.000		.000
	N	103	103	103	103
Perf	Pearson Correlation	.890**	.846**	.754**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	103	103	103	103

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's SPSS Pearson Correlation Analysis Output, 2021.

Table 4 is the correlation matrix showing the results of the Pearson correlation analysis carried out between the independent and dependent variables in this study. The Table shows the correlation coefficients of different pairs of the independent and dependent variables and their P-values. The results indicate that honesty, quality, and professionalism have very strong positive significant relationship with employees' performance at 5% level of significance (r 's > 0.75, P 's < 0.001).

Multiple Regression Analysis

Table 5: Descriptive Statistics

	N	Mean	Std. Deviation
Honesty	103	3.6641	.80304
Quality	103	3.6505	.65183
professionalism	103	3.6971	.68018
emp_performance	103	3.7903	.59566
Valid N (listwise)	103		

Source: Researcher's SPSS OLS Multiple Regression Analysis Output, 2021.

Table 5 is the descriptive statistics Table that shows the mean responses and standard deviations of the independent and dependent variables in the multiple regression model in this study. The Table indicates that the sample size used in the analysis was 103. The Table also indicates that the variable 'honesty' has a mean response of 3.67 with a standard deviation of 0.803. The variable 'quality' has a mean response of 3.65 with a standard deviation of 0.652. The variable 'professionalism' has a mean response of 3.70 with a standard deviation of 0.680, while the variable 'emp_performance' has a mean response of 3.79 with a standard deviation of 0.596.

Table 6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.951a	.905	.902	.18682	2.038

a. Predictors: (Constant), professionalism, honesty, quality

b. Dependent Variable: emp_performance

Table 6 is the multiple regression model summary Table. The Table shows the coefficient of multiple correlation (R), coefficient of multiple determination (R^2), Adjusted R^2 , standard error, and Durbin-Watson statistic. These statistics are used value to measure the goodness of fit of the regression model. $R = 0.951$ is an indication that there is 95.1% joint positive relationship between honesty, quality, professionalism, and employee performance in commercial banks operating in Kafanchan based on the sample data in this study. $R^2 = 0.905$ and Adjusted $R^2 = 0.902$ are indications that with the multiple regression model, 90.2% - 90.5% of the observed variation in employee performance were explained or accounted for by professionalism, honesty, and quality. Standard Error = 0.187, which is relatively small compared to the mean value of employee performance ($\text{Mean}_{(\text{emp_performance})} = 3.79$). This is an indication that the model provides a very good fit for the data. Durbin-Watson = 2.038, which is approximately 2.0 is an indication that there is no autocorrelation in the multiple regression model that estimates the relationship between the independent variables (honesty, quality and professionalism) and the dependent variable (emp_performance). Based on the above, we can conclude that the multiple regression model in this study is reliable and provides a very good fit for the data in this study.

Table 7: Regression ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.735	3	10.912	312.656	.000 ^b
Residual	3.455	99	.035		
Total	36.190	102			

Source: Researcher's SPSS OLS Multiple Regression Analysis Output, 2021.

Table 7 is the regression ANOVA Table used to determine the overall statistical significance of the multiple regression model using the F distribution. The results on the Table suggest that the multiple regression model is highly reliable and has an overall statistical significance in explaining the relationship between the independent variables (honesty, quality, and professionalism) and the dependent variable (employee performance) in this study at 55 level of significance ($F_{0.05(3,99)} = 312.656$, $P < 0.001$).

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	.599	.113	5.321	.000
Honesty	.398	.033	11.901	.000
Quality	.308	.045	6.822	.000
Professionalism	.164	.039	4.181	.000

Source: Researcher's SPSS OLS Multiple Regression Analysis Output, 2020.

Table 8 is the regression coefficients Table. The Table shows the estimated coefficients and P-values of the intercept (constant) and the independent variables in the multiple regression model in this study. The Table shows that all the independent variables in the model (honesty, quality, and professionalism) have positive and statistically significant impact on employees' performance at 5% level of significance (honesty = 0.398, standard error = 0.033, $P < 0.001$; quality = 0.308, standard error = 0.045, $P < 0.001$; professionalism = 0.164, standard error = 0.039, $P < 0.001$).

Based on the results above, the multiple regression model in this study can be written as:

$$Y = 0.599 + 0.398X_1 + 0.308X_2 + 0.164X_3 + \varepsilon$$

Where;

Y = Employee's Performance

X_1 = Honesty

X_2 = Excellence & Quality

X_3 = Professionalism

ε = Error term

Discussion of Findings

It was found from the study that the workplace value component - 'honesty' has a positive and statistically significant impact on employees' performance in commercial banks in Kafanchan at 5% level of significance (honesty = 0.398, $P < 0.001$). This finding agrees with the findings of Nazir and Zamir (2015) and Agbaworde (2016), but disagrees with the findings of Senait (2017). The workplace value component - 'quality' also has a positive and statistically significant impact on employees' performance in commercial banks in Kafanchan at 5% level of significance (quality = 0.308, $P < 0.001$). This finding is in accord with the findings of Obijiaku (2019), Anozie and Nazim (2016), and Jepkorir et al (2017), but divergent with the findings of Senait (2017). The workplace value component - 'professionalism' also has a positive and statistically significant on employee's performance in commercial banks in Kafanchan at 5% level of significance (professionalism = 0.164, $P < 0.001$). This finding is also in harmony with the findings of Ekpenyong and Ekpenyong (2016), Anoliefo (2018), and Woinshet (2013), but in disagreement with the findings of Senait (2017).

Limitations of the Study

The study was conducted on commercial banks operating in Kafanchan, Kaduna State only, which limits generalizing its findings to other parts of Kaduna State. Further studies to determine the impact of workplace values on commercial banks operating in other parts of the state may help resolve this limitation.

Conclusion

This study was carried out with the main objective of assessing the impact of workplace value or organization culture on employees' performance in commercial banks in Kafanchan, Kaduna State adopting a descriptive survey research design. Based on the results of the data analysis and findings, the study concludes that workplace value has significant positive impact on employees' performance in commercial banks in Kafanchan, Kaduna State.

Recommendations

Based on the findings of this study, it recommended that management of the commercial bank investigated in this study should provide flexible workplace values or organizational cultures that will motivate employees and hence, improve their job performance. Management of the commercial banks should also provide human capacity development opportunities for employees through trainings, seminars, conferences, and workshops as these will help acquaint them with the organizational cultures of their banks; hence, enhancing their performance and productivity. The study is also recommending that a study be conducted to determine the effect of workplace values or organizational culture on employee's job satisfaction in commercial banks in Kafanchan, Kaduna State.

References

- Agbaworde, L. S. (2016). *Impact of organizational culture on employee performance*, [Unpublished master's thesis]. College of Distance Education, University of Cape Coast, Ghana.
- Alkailani, M., Azzam, A. I., & Athamneh, A. B. (2012). Replicating Hofstede in Jordan: Ungeneralized, reevaluating the Jordanian culture, *International Business Research*, 5(4), 71-80.
- Amah, E. (2009). *Corporate culture and organizational effectiveness, A study of the Nigerian banking industry* [Unpublished PhD Thesis]. University of Port Harcourt, Nigeria.
- Amin M. E. (2005). *Social science research: Conception, methodology and analysis*, Kampala: Makerere University Press.
- Anoliefo, E. K. (2018). *Effect of organizational culture on employee's performance (A study of Hardis and Dromedas, Umunya - Anambra State)* [Unpublished bachelor's project]. Godfrey Okoye University, Ugwuome-Nike, Enugu State.

- Anozie, O. P. & Nizam, I. (2016). Effects of organizational culture on employees performance: Case of Singapore telecommunication, *International Journal of Accounting and Business Management*, 4(1), 19-26.
- Armstrong, M. (2011). *Armstrong's handbook of human resource management practice*, London: Kogan Page.
- Boxx, R., Odom, R., & Dunn, M. (1991). Organizational values and value congruency and their impact on satisfaction, commitment, and cohesion: An empirical examination within the public sector, *Public Personnel Management*, 20(1), 195-205.
- Buchanan, D. (2007). Discourse and audience: Organizational change as multi-story process, *Journal of Management Studies*, 44(5), 669-686.
- Carter, R. (2000). *Addressing cultural issues in organizations: Beyond the corporate context*, California: SAGE.
- Cascio, W. F. (2006). *Managing human resources: Productivity, quality of life, profits*, U.S.A. McGraw-Hill Irwin.
- Caves, R. E. & Porter, M. E. (1977). From entry barriers to mobility barriers: Conjectural decisions and contrived deterrence to new competition, *Quarterly Journal of Economics*, 91(2), 241-262.
- Chow, I. H. & Shan, S. L. (2009). The effect of aligning organizational culture and business strategy with HR systems on firm performance in Chinese enterprises, *International Journal of Human Resource Management*, 20(11), 2292-2310.
- Daft, R. L. (2003). *Organization theory and design* (7th ed.), Ohio: South-Western College Publishing.
- Denison, D. R. (1990). *Corporate culture and organizational effectiveness*, New York: John Wiley & Sons
- Ekpenyong, N. S. & Ekpenyong, A. S. (2016). Organizational culture and its impact on employee performance and job satisfaction: A case study of Niger Delta University, Amassoma, *Higher Education of Social Science*, 11(5), 36-45.
- Fitzgerald, G. & Desjardins, N. M. (2004). Organizational values and their relation to organizational performance outcomes, *Atlantic Journal of Communication*, 12(3), 121-145.
- Garvin, G. K. (1998). *Managing quality*, New York: Free Press.

- Glaister, K. W. & Buckley, P. J. (1998). Measures of performance in UK International alliance, *Organization Studies*, 19(1), 89-118.
- Gray, J. H., Densten, I. L., & Sarros, J. C. (2003). *A matter of size: Does organizational culture predict satisfaction in small organizations?* Melbourne, Australia: Working paper 65/03, September, Faculty of Business and Economics, Monash University.
- Hofstede, G. (2005). *Cultures and organizations: Software of the mind (2nd ed.)*, New York: McGraw-Hill.
- Jepkorir, E., Lagat, C., & Ng'eno, V. (2017). Effect of organizational culture on job performance in commercial banks in Kenya, *International Journal of Economics, Commerce and Management*, 5(8), 634-652.
- Kanungo, R. N. (1982). Measurement of job and work involvement, *Journal of Applied Psychology*, 77, 341-349.
- Kotter, P. & Heskett, L. (1992). *Corporate culture and performance*, New York: Macmillan.
- McKeown, A. (2004). Global migration 1864-1940, *Journal of World History*, 15(2), 155-189.
- Mwita, J. I. (2000). Performance management model: A system-based approach to system quality, *International Journal of Public Sector Management*, 13(1), 19-37.
- Nazir, N. & Zamir, S. (2015). Impact of organizational culture on employee's performance, *Industrial Engineering Letters*, 5(9), 31-37.
- Obijiaku, O. (2019). *The impact of organizational culture on organizational performance in Nigerian banks*, [Unpublished Master's Thesis]. National College of Ireland.
- Otwori1, N. L. & Juma, D. (2017). Effect of organizational values on employee performance: A case of urban roads authority, *International Journal of Science and Research*, 6(6), 99-104.
- Pruzan, P. (2001). Corporate Reputation: Image and Identity, *Corporate Reputation Review*, 4(1), 50-64.
- Ricardo, R., & Wade, D. (2001). *Corporate performance management: How to build a better organization through measurement driven strategies alignment*, Butterworth: Heinemann.
- Schein, E. H. (1990). Organizational culture, *American Psychologist*, 43(2), 109-119.
- Schein, E. H. (1995). *Organizational culture*, Frankfurt/New York: Campus Verlag.

- Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.), San Francisco: Jossey-Bass.
- Seinat, L. (2017). *The impact of organizational culture on performance management practices: The case of Economic Commission for Africa*, [Unpublished Master's Thesis]. School of Commerce, Addis Ababa University, Ethiopia.
- Stannack, G. I. (1996). *Organizational performance and effectiveness*, London: Oliver Press.
- Woinshet, T. (2013). *The effects of organizational culture on employee job performance*, [Unpublished Master's Thesis]. St. Mary's University College, Addis Ababa, Ethiopia.
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.), New York. Harper and Row.