
Organizational Courage and Employee Performance of Deposit Money Banks in Nigeria

Georgewill, T. Anita¹, Dr. (Mrs) A. D. Alagah² and Dr. Richard Needorn³

¹university of Port Harcourt, Department of Management, Rivers State, Nigeria

²Department of Management, University of Port Harcourt,
Rivers State, Nigeria

³Department of Management, University of Port Harcourt, Rivers State, Nigeria

Abstract: *This study seeks to ascertain the relationship between organizational courage and employee performance of deposit money banks in Rivers State. 103 copies of the questionnaire were distributed to managers of 10 deposit money banks in Rivers State. However only 92 copies were retrieved and analyzed using Spearman's Rank Order Relationship Coefficient (Rho) with the aid of SPSS and conclusion drawn. It was recommended that: Management of deposit money banks should introduce and maintain high job codification as this would encourage internalization of the goals of the organization. There should be strictness in observing basic work rules in deposit money banks as this would further inspire goal internalization by the managers and bring about employee performance. If job codification is introduced and maintained; it would become an integral part of the lives of the managers making them highly satisfied with their job. It is at this point that they can commit to higher employee performance. Penalties should be introduced to help managers observe certain basic rules of the organization, because this would over time make them emotionally attached to their jobs. Highly courageous managers as well as employees should be constantly encouraged by granting certain benefits that are not accrue to other non-courageous members of the organization because this would encourage pledge to organizational performance.*

Key words: *Employee Performance, Goal Internalization, Job Codification, Job Satisfaction, Organizational Courage, Rule Observation*

1.0 INTRODUCTION

The central aspect of management entails initiating, monitoring and enhancing performance. Performance in this sense is understood to mean high accomplishments of the organization relative to its predetermined goals. Employee performance (EP) can be ascertain using different proxies which are pinpointed on financial and non-financial (Chen, Cheng & Hwang, 2005; Tarawneh, 2006), in that such measurement can help these organizations evaluate resource allocation using sequential events in order to decide how best resources can be administered and distributed appropriately (Chen et al., 2005). Conventionally, many EP measures have been centered on financial aspects such as accounting based techniques, which consist of Return on Asset (ROA) and Return on Equity (ROE) (Hsu & Wang, 2010; Kamal, Mat, Rahim, Husin & Ismail, 2015), neglecting other essential non-financial measures including job satisfaction and goal internalization.

Similarly, EP helps inform strategic planning as well as the continuing advancement and putting into practice "people centered" courses of action, which can be attained through the services it provides, and the interventions chosen can shape and enlighten changes in the course of action (Kwan, 2003). Specifically, Hsu & Wang (2010) noted that EP is enhanced when it

apply accomplishment information is geared to enhance manpower planning, recruitment, HR development and corporate planning, which all contribute to enhancing the design, delivery and sway of core services (Kwan, 2003). Because PM gives the impression of being impactful on the firm when a people-centric approach is exploited (Hsu & Wang, 2010).

In the light of this, performance of the workforce especially in deposit money banks is pertinent particularly to an emerging economy like Nigeria because it may well lead to the high achievement of these financial institutions. If the intension is to contribute positively to the advancement of the Nigeria economy, the banking sector must formulate suitable financial policies to curb crime, and other unforeseen circumstances so it can survive and thrive (Agung & Ford, 1998; Arestis & Demetriades, 1997). In line with this, the Nigerian banking sector has embarked on series of financial reforms, where most topical and fruitful of them all is the consolidation of the banking sector in 2004; designed to make individual banks secured, strong and reliable financial institutions; which is aimed at to first, guarantee the protecting and safekeeping depositors' funds, and secondly, place these institutions in a locus to better play their roles as well as functions of financial intermediation in the country (Arestis & Demetriades, 1997).

Despite this, the issue of looting, cybercrimes and organizational theft continues to happen and still lingers with the connivance of banks indicating a predisposition to hide loot and decline to report shady transactions in defiance of the law (Jibueze, 2017), in that the culprit who aid and facilitate such crimes (bankers) are rarely brought to book, perhaps at hand no mechanism is in place (inside the baking walls) to detect, report, and indict suspicious transactions (Cavanagh & Moberg, 1999; Lacayo & Ripley, 2002). In reality however, banks are critical stakeholders in preventing money laundering/looting and financial crimes, and prevent the expedition of movement of stolen funds (Jibueze, 2017), this can only be realized the minute such organizations summon the courage through a culture of job codification and rule observation to report all suspicious transactions irrespective of who is involved or surmount challenging natural situations or "force majeure" such as fire disaster, heavy thunder storm.

Courage is a universally admired virtue; this is predominantly so because courageous individuals in all cultures have survived across time to become the champions of subsequent generations (Cavanagh & Moberg, 1999). It is centered on this submission that Rachman (1990) takes into reason, three essentials of fear namely having: the subjective feeling of apprehension, the physiological reaction to fear (e.g. increased heart rate), and the behaviour response to fear (e.g. an effort to escape the fearful circumstance).

In the same vein, Worline, Wrzesniewski & Rafaeli (2002); Kilmann, O'Hara & Strauss (2009) revealed that organizational courage (OC) or a courageous act in an organization characterizes certain indispensable properties which include the unrestricted decision whether to act or being coerced, even with a considerable risk of being impaired; valuation that the risk is realistic and the anticipated act is well-thought-out to be reasonable and acceptable; pursuit of commendable aims; and continuing with watchful action in the face of fear. Little wander, Lacayo & Ripley (2002) revealed that it takes courage to echo corruption or bribery, fraud, exploitation, sleaze, financial malpractice, foul play, and other sharp practices in organizations even with no guarantee of confidentiality policy of any sort; noting that deeds of courage possibly will have a intense bearing on employees and the durable achievement of the workforce if it is established on job codification and rule observation.

It will be suitable at this point to demonstrate how numerous scholars have conducted researches (e.g. Kamal *et al.*, 2015; Kilmann *et al.*, 2009; Rachman, 1997; Tarawneh, 2006) on OC and EP respectively; but there appears to be scanty research conducted ascertain the relationship between OC and EP of deposit money banks in Nigeria, especially in Rivers State. Established by this gap in literature that has been observed, our point of departure from previous research is to empirically fill this gap in literature by means of appropriating acceptable research techniques. Hence, this study intend to find out the relationship between OC and EP of deposit money banks in Rivers State, and corporate culture was adopted to moderate the relationship between OC and EP in deposit money banks in Rivers State.

It is true that, when the performance of an employee is noticeably unacceptable, individuals across several levels in the organization tend to perceive it especially if there are inclinations of an improvement in that regard. This is particularly worrisome when such a worker was a high performer in the time past. Generally, certain salient discouraging pointers are common causes of low workforce' accomplishments, such as poorly designed job, unfriendly work environment, and nonexistence job security leading to confusion and increasing difficulty in handling assignment(s), elaborate, increasingly improbable, and sometimes bizarre excuses for absences or tardiness e.g. using domestic problems to interface with work, attendance, and conduct on the job or claims of getting help for various personal problems without improving job performance, attendance, or attitude.

In the same vein, politicizing career development opportunities and inaccurate implementation of appraisal of achievement for personnel by management has pushed workforce far from being high performers to the point where most are tempted to call the attention of courageous employees to report lootings that continues to happen in disobedience of the law (Jibueze, 2017).

This research work seeks to address the issues impeding EP by injecting elements of OC and bring these organizations up to speed with the trends in the industry and better prepare it against its rivals.

Conceptual Framework

The diagram below demonstrates the relationship between OC and EP.

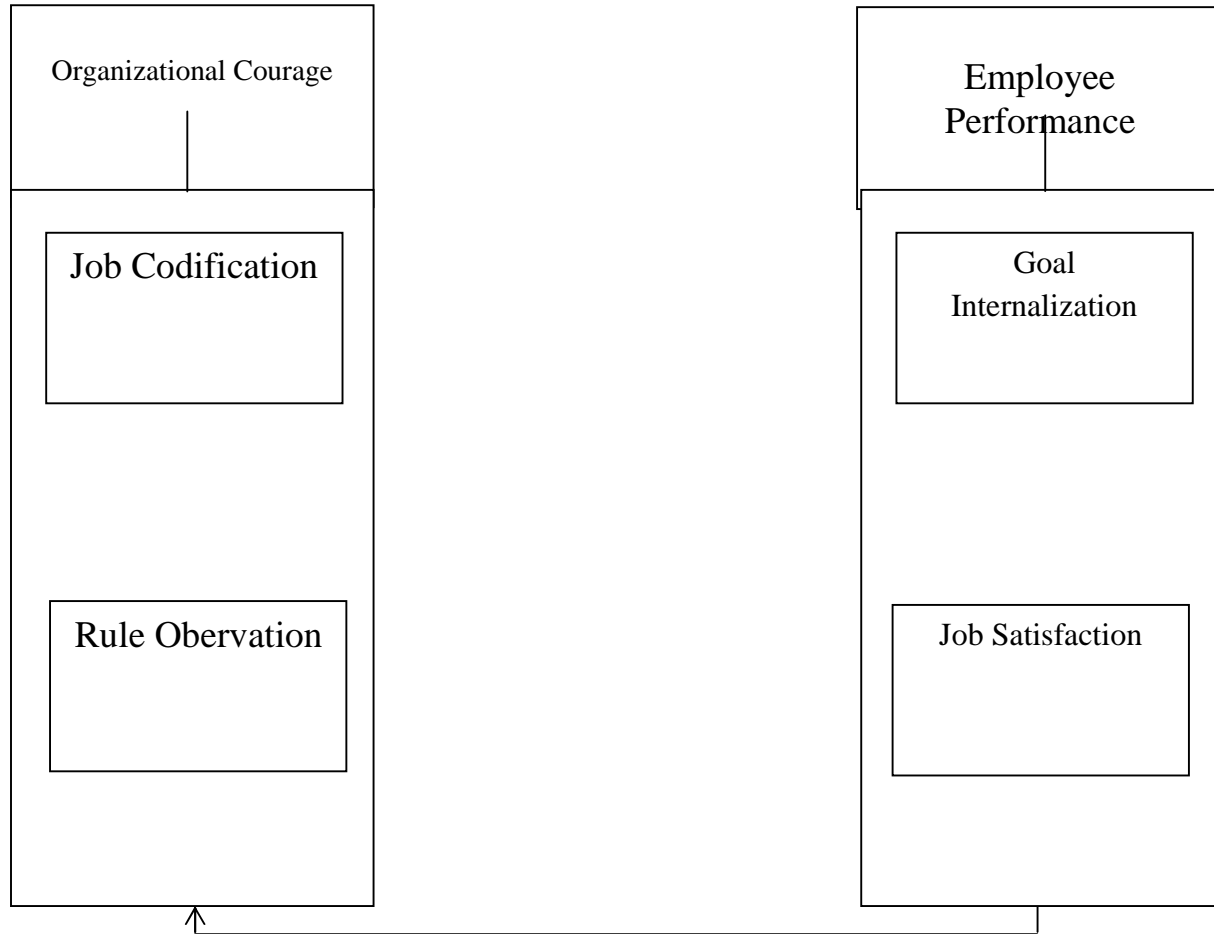


Fig 1.1: Adopted from Rachman (1997) and Kwan (2003)

Fig 1.1 explains the relationship OC (OC) and EP (EP). The predictor variable being OC has job codification and rule observation as dimensions founded on the work of ranchman (1997); while the criterion variable being EP owes its measures being goal internalization and job satisfaction to the work of Kwan (2003).

1.1 Aim of the Study

Our aim is to examine the relationship between OC and EP in deposit money banks in Rivers State.

1.2 Research Hypotheses

The succeeding null hypotheses were formulated:

Ho₁: There is no significant relationship between job codification and goal internalization of deposit money banks in Rivers State.

Ho₂: Job codification has no significant relationship with job satisfaction of deposit money banks in Rivers State.

Ho₃: There is no significant relationship between rule observation and goal internalization of deposit money banks in Rivers State.

Ho₄: Rule observation has no significant relationship with job satisfaction of deposit money banks in Rivers State.

2.0 LITERATURE REVIEW

First, Kilmann *et al.*, (2009) piloted a study on how to develop and validate quantitative measures of OC using a confirmatory factor analysis. On their hypothesis observed acts that they term to be to be courageous acts. The independent model that checks whether all variables are unrelated could easily be rejected. Kilmann *et al.*, (2009) concluded by summarizing the development and authentication of the instrument for considering OC, while addressing the limitations the methodology employed, and recommend guidelines for future research, as well as highlighting the practical implications/consequences of the development of instrument for firm. Secondly, Perme (1993) understudied how firm can build OC while simply living its values and vision, sustaining its spirit as it faces fears and making the right choices and setting priorities. Perme (1993) concluded by saying that OC is an elusive, yet astounding influence because it is a quality that is critical to giving employees' lives and organizations meaning, and to move both (workforce and organizations) through the disturbance of the business environment of today in that OC is attainable, but it's an inside out job.

Concept of Organizational Courage (OC)

Courage is the composition of voluntary actions, conducts or acts, perhaps fearfully carried out in dangerous circumstance(s), where the relevant risks are conspicuous in an effort to obtain or pressure some perceived good for oneself or others with the aim that the desired perceived good may be realized (Shelp, 1984).

Similar to this, Worline *et al.*, (2002) revealed that OC symbolizes certain essential emotional properties which include the (voluntary) at liberty to decide whether to act or being coerced even with evidence of ample risk of being hurt; valuation that the risk is equitable and the anticipated act is deliberated upon and seen as justifiable in search of commendable aims; and continuing with mindful action despite fear.

For our study, OC depicts brave voluntary actions taken despite high risk, even in the face of fear for acts considered justifiable in quest of laudable achievements.

Established by the above submissions, the thinking that firms exhibit some level of emotion is recently being acknowledged and stretched to consider the role that emotions play that lead to EP (Lopez, O'Byrne, & Petersen, 2003). Nonetheless, when employees of a firm observe their counterparts in other firms takes actions that results in damaging or harmful consequences, these workers tend to restrain their beliefs about what is possible to do maybe

after being discouraged (Lord, Klimoski & Kanfer, 2002). Such serious incidents observed by employees become commonly and extensively shared through inter-personal or social networking (Lopez *et al.*, 2003). So, acts of OC are contagious because the encouraging and destructive consequences of courageous acts in the firm are felt far beyond the initial incident (Worline *et al.*, 2002).

Job Codification

Within the milieu of this study, job codification connotes general ethical codes which depict mutual obligations and admonition between workers, management and the larger society, often mistaken as part of law or general statements of civic expectation. As a result, Cohendet & Steinmueller (2000) noted that codification of courageous acts on the job is perceived as the predominant mechanism by which organizations can achieve higher EP. For this reason, Cowan & Foray (1997) place particular emphasis on job codification as a fashion of positively inducing OC. While there has been much interesting discussion in the literature about the transferability of courage through courses such as socializing job codification in the firm (Cohendet & Steinmueller, 2000). In practice, countless recommended approaches and way out from problems bordering on job codification are predicated on the need to codify courage into the job. The need to explore and understand a better the course of job codification as a vehicle for affecting OC. Owing to this postulations, Cohendet & Steinmueller (2000) concerned their selves with the social construction of signs and their meanings and how signs are combined into codes pointing to the social scopes to job codification. Indeed, when the larger society consider the behavioural nature of codes; e.g. a moral code or code of conduct – and the way this codes are employed as guides, we can rapidly perceive employee's ability to interpret and act upon these codes in building functional work relationships.

Rule Observation

Rule observation entails keeping to the doctrines of the firm's cultural, structural, and/or organization-wide behavioural philosophies in in carrying out task/responsibilities, while utilizing all resources and customers relationships. Nickerson & Silverman (2003) within the context of rule observation noted that rule observation is a state of the method of conducting ones' task considered acceptable in the eyes of internal and external stakeholders; noting that one way firms achieve rule observation is by similarly demonstrating traits and behaviours of best practices of other organizations around them (Caves, 1996). Any case of lack of rule observation is considered partly responsible for the wide-spread frustration of various strategies of the firm (Davis & Greve, 1997). Studies that have directly examined the link between rule observation and EP (e.g. Nickerson & Silverman, 2003) tend to find that lack of rule observation or lack of conformity with stated rules does not enhance firm strategies.

As implied by the cultural, structural and organization-wide behavioural philosophies, when workers as well as organization seek acceptability through rule observation, it brings about economic efficiencies. This proposes that rule observation is foundation for which some amount of great insight towards efficiency is driven by normative rationality, social acceptance than economic rationality which depicts profitability for the firm (West-phal, Gulati & Shortell, 1997).

Concept of Employee Performance (EP)

The point to which a workers fulfills the organizations' mission leading to financial and operational stability or health is called EP. EP has been seemingly different by various researchers, but most of the scholars relate EP with measurement of transactional competence and success towards organizational goals (Day & Bedeian, 1991). The job of a worker is built up by the degree of achievement of a particular target or mission that defines boundaries of EP (Abowd, 1990; Cabrita & Bontis, 2008). Certain researchers have identified different thoughts, attitudes and beliefs of EP as it helps in the depth of input and output which are efficiency measures that lead to transactional association (Abowd, 1990; Rose, 1995).

The capability of a firm to establish perfect relationship with resources presents impelling and well-organized management of resources. Sonnentag & Frese (2004) noted that in order to achieve goals and objectives, firms' strategies have been designed based upon EP (Neely, Gregory & Platts, 1995). The equity based upon high returns helps in actual management of firm resources so that EP improves (Sim & Killough, 1998).

Goal Internalization

Goal internalization connotes the act of incorporating, personalizing, or makes subjective the attainment of predetermined objectives of the organization. It is true that, the most common way to incorporate or personalize stated goals is to be guided by the tenets of goal internalization which entails integrating the objective of the organization into the everyday activities of the workers. This is why Smith, Ntoumanis & Duda (2007) noted that goal internalization is comprehensive and the fundamental reason for goal pursuit and can be categorized as being courageous; thus based on personal interest, enjoyment, or perceived importance of the said goal to the individual and at the organization at large.

The reason for goal pursuit can be controlled and driven by core or outward pressures and contingencies related to social networking or others expectations relating to goal purposes (Baumann & Kuhl, 2005; Sheldon & Houser-Marko, 2001). The goal internalization tend predict courageous individuals who try to sustain effort in goal striving, especially in difficult or failing situations (Baumann & Kuhl, 2005). Recent research has supported that courageous individual(s), aim goal attainment with greater persistence and future interest for task engagement (Kuhl & Kazén, 1994). A higher rung of goal internalization is exploring goal content intrinsically and inherently more congruent with the individual's basic needs than extrinsic goals (Kuhl, 1994). Extrinsic goals have been found to be less internalized than intrinsic goals (Baumann & Kuhl, 2005).

Goal Internalization

Goal internalization connotes the act of incorporating, personalizing, or makes subjective the attainment of predetermined objectives of the organization. It is true that, the most common way to incorporate or personalize stated goals is to be guided by the tenets of goal internalization which entails integrating the objective of the organization into the everyday activities of the workers. This is why Smith, Ntoumanis & Duda (2007) noted that goal internalization is comprehensive and the fundamental reason for goal pursuit and can be categorized as being courageous; thus based on personal interest, enjoyment, or perceived importance of the said goal to the individual and at the organization at large.

The reason for goal pursuit can be controlled and driven by core or outward pressures and contingencies related to social networking or others expectations relating to goal purposes

(Baumann & Kuhl, 2005; Sheldon & Houser-Marko, 2001). The goal internalization tend predict courageous individuals who try to sustain effort in goal striving, especially in difficult or failing situations (Baumann & Kuhl, 2005). Recent research has supported that courageous individual(s), aim goal attainment with greater persistence and future interest for task engagement (Kuhl & Kazén, 1994). A higher rung of goal internalization is exploring goal content intrinsically and inherently more congruent with the individual's basic needs than extrinsic goals (Kuhl, 1994). Extrinsic goals have been found to be less internalized than intrinsic goals (Baumann & Kuhl, 2005).

Organizational Courage (OC) and Employee Performance (EP)

Worline *et al.*, (2002) are of the view that the level of EP with respect to the input of the employees relies not only on their skills but also on the level of courage each person displays. OC, Worline *et al.*, (2002) supposed is an inner drive or an external inducement to behave in some particular way, typically that will lead to positive rewards. Over-achieving, brilliant employees are the powerful force, so it is essential to motivate and hold on to the finest employees. Gouillart & Kelly (1995) state that for any firm to determine the best and quality employees to deliver high EP it must be concerned with strategic integration, pledge, flexibility and quality, if OC is to be attained. That is why other motivating factors such as work environment, work itself and other non-financial expectations of the workers are also crucial when making an allowance for workers' input to achieve EP. In this sense, the ideal thing to do is look at stimulations/drive or energy behind individual(s) action, because individuals are guided by their interest in making a good impression on others, while work and being successful at it.

OC induces courageous behaviour that is usually influenced by obtaining external rewards, praise or positive feedback, cash as extrinsic or external rewards when the organization is said to have performed. OC is the courage to do something simply for pleasure of performing that particular activity not for recognition of any sort.

3.0 METHODOLOGY

3.1 Research Design

We adopted the quasi-experimental design and the cross sectional design respectively. The former is appropriate since the respondents are independent of the researcher. While, the later was used for the reason that the research has will take place in diverse locations and also because the study is descriptive in nature, as well as involving the analysis of inter-relationships among the variables.

3.2 Population of the Study

Population represents the totality of the elements consisting of individuals having characteristics which is of relevance to the researcher from which the sample size was drawn (Anyanwu, 2000; Asika, 2012). The target population comprised of the entire employees of all the deposit money banks in Rivers State which encompasses one hundred and forty-one (141) employees of all the systematically important banks (SIBs).

The SIBs are those banks that were reported by Central Bank of Nigeria (CBN) to be in possession of more liquid assets having extra five (5) per cent ratio above the minimum ratio requirements of thirty-five (35) per cent ratio in the banking sector. Interestingly, the same sets

of banks were also recorded as the top ten banks in Nigeria, 2017 by a CBN Bulletin based on professionalism, accessibility, quality service leading to high patronage. Nevertheless, the accessible population among the banks is the SIBs which are all the employees of the ten banks. The questionnaire was proportionally circulated according to the number of employees of the various SIBs being deposit money banks in no particular order.

Population distribution of research instruments for the deposit money banks

S/No:	Name of Deposit Money Banks	No. of Branches Surveyed	Population Size
1.	Guarantee Trust Bank, Plc.	5	15
2.	Diamond Bank Plc.	3	13
3.	Fidelity Bank, Plc.	4	15
4.	Zenith Bank, Plc.	4	14
5.	Sky Bank, Plc.	3	13
6.	United Bank for Africa, Plc.	5	15
7.	Access Bank, Plc.	5	14
8.	First of Nig. Bank, Plc.	5	15
9.	Ecobank, Plc.	4	14
10.	Union Bank of Nigeria, Plc.	4	13
	Total	42	141

Source: Human Resource Deck of the various Banks.

3.3 Sample and Sampling Technique

A sample characterizes a predetermined or fixed part of a statistical population whose characteristics are examined to obtain information (in most cases raw data) about the whole/entire population (Asika, 2012; Sekaran, 2003). The sample size (S) was determined using the Krejcie & Morgan (1970) sample size determination table. Hence, the sample size (S) is one hundred and three (103) out of the population size (N) of one hundred and forty-one (141). Nonetheless, the Bowley’s (1926) proportional distribution method was used allocate respondents for the sample size for each of the bank. The formula is;

$$\frac{nh = nNh}{N}$$

Where;

nh = number of respondents in each sub-group n =
sample size of the study

Nh = number of unit apportioned to each sub groups

N = population size of the study

3.4 Nature and Sources of Data

The source of data that was used is primary. The primary sources of data that were collected may include information from personal interviews and administration of the questionnaire. While, the secondary information was ill be from textbooks, journals articles, periodicals, CBN bulletins, and research dissertation. The data was collected using the applicable information from the designated employees.

3.5 Methods of Data Collection/Instrumentation

In designing the questionnaire; it was divided into four parts. The first part is the section A which comprises of questions (statement items) seeking for answers on the demographic details or characteristics of the respondent about their age, gender, marital status, etc. The second part is the section B which has questions (statement items) on OC (OC) with the specific aim of seeking information on its elements being job codification and rule observation. The third part is section C which has questions (statement items) on EP (EP) with specific interest in goal internalization and job satisfaction. Finally, the forth part which is section D with questions (statement items) on corporate culture (Appendix). Although, the questionnaire (statement items) was structured on a four (4) points Likert scale with weights assigned as follows: SA = Strongly Agree, A = Agree, D = Disagree, SD = strongly disagree.

The dimensions of the predictor variable - OC namely; job codification and rule observation were measured using ten items (five of each) of the five point measuring instrument adopted from Lopez *et al.*, (2003) and altered to suit the context of the Nigerian business environment. While the proxies of the criterion variable EP namely; goal internalization and job satisfaction were measured using ten items (five of each) of a five point measuring instrument adopted from the work of Sim & Killough (1998) and altered to suit the context of the Nigerian business environment.

3.6 Methods of Data Analysis

In an attempt to test the hypotheses, data were collected and analyzed using the Spearman's Rank Order Relationship Coefficient (Rho), a non-parametric statistical test. The Spearman's Rank Order Relationship Coefficient (Rho) statistical technique was used since the study involves the testing of inter-relationships between two variables (Sekaran, 2003; Zikmund, 2003), with the SPSS (statistical package for social sciences) to conduct the analysis.

4.0 RESULT AND DISCUSSIONS

Test of Hypotheses

H0₁: There is no significant relationship between job codification and goal internalization of deposit money banks in Rivers State.

Correlations

			Job_codificati on	Goal_internali zation
Spearman's rho	Job_codification	Correlation Coefficient	1.000	.413**
		Sig. (2-tailed)	.	.000
		N	92	92
	Goal_internalization	Correlation Coefficient	.413**	1.000
		Sig. (2-tailed)	.000	.
		N	92	92

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

Our first hypothesis shows a significant relationship existing between job codification and goal internalization with a correlation coefficient of 0.413 and a p-value of 0.000 which is less than 0.05 alpha level. We would therefore reject the stated null hypothesis

H0₂: There is no significant relationship between job codification and job satisfaction of deposit money banks in Rivers State.

Correlations

			Job_codificati on	job_satisfacti on
Spearman's rho	Job_codification	Correlation Coefficient	1.000	.959**
		Sig. (2-tailed)	.	.000
		N	92	92
	job_satisfaction	Correlation Coefficient	.959**	1.000
		Sig. (2-tailed)	.000	.
		N	92	92

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

Our second hypothesis shows a strong relationship existing between job codification and job satisfaction with a correlation coefficient of 0.958 and a p-value of 0.000 which is also less than alpha of 0.05. we would also reject the null hypothesis

H0₃: There is no significant relationship between rule observation and goal internalization of deposit money banks in Rivers State.

Correlations

			Rule_observation	Goal_internalization
Spearman's rho	Rule_observation	Correlation Coefficient	1.000	.439**
		Sig. (2-tailed)	.	.000
		N	92	92
	Goal_internalization	Correlation Coefficient	.439**	1.000
		Sig. (2-tailed)	.000	.
		N	92	92

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

Hypothesis 3 shows another strong relationship existing between rule observation and goal internalization with a correlation coefficient of 0.439 and a p-value of 0.000 which is also less than alpha of 0,05. We also reject the null hypothesis

H0₄: There is no significant relationship between rule observation and job satisfaction of deposit money banks in Rivers State.

Correlations

			Rule_observation	job_satisfaction
Spearman's rho	Rule_observation	Correlation Coefficient	1.000	.747**
		Sig. (2-tailed)	.	.000
		N	92	92
	job_satisfaction	Correlation Coefficient	.747**	1.000
		Sig. (2-tailed)	.000	.
		N	92	92

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

Our fourth hypothesis further shows a very strong relationship existing between rule observation and job satisfaction with a correlation coefficient of 0.747 and a p-value of 0.000 which is also less than alpha of 0.05. We also reject the null hypothesis. Below is a correlation matrix showing hypothesis 1-4

Correlation matrix for H01-4

Correlations

			Job_codification	Rule_observation	Goal_internalization	job_satisfaction
Spearman's rho	Job_codification	Correlation Coefficient	1.000	.788**	.413**	.959**
		Sig. (2-tailed)	.	.000	.000	.000
		N	92	92	92	92
	Rule_observation	Correlation Coefficient	.788**	1.000	.439**	.747**
		Sig. (2-tailed)	.000	.	.000	.000
		N	92	92	92	92
	Goal_internalization	Correlation Coefficient	.413**	.439**	1.000	.266*
		Sig. (2-tailed)	.000	.000	.	.010
		N	92	92	92	92
	job_satisfaction	Correlation Coefficient	.959**	.747**	.266*	1.000
		Sig. (2-tailed)	.000	.000	.010	.
		N	92	92	92	92

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

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

Discussions on Findings

This study has revealed that OC can significantly relate with EP, supported by the findings of Ehteshamul & Muhammad (2011) which states that certain strategic that creates vision and mission of the firm and communicate that same though values and philosophies to help employees act consistently, and build commitment towards the vision based on their culture.

It further shows that when corporate culture in introduced, there is an alteration in the correlation coefficients and their respective p-values. Showing that corporate culture must be considered critically if the organization has in mind to achieve the much needed goal internalization which is line with Ntoumanis & Duda (2007) stressing that goal internalization is comprehensive and the fundamental reason for goal pursuit and can be categorized as being courageous; thus based on personal interest, enjoyment, or perceived importance of the said goal to the individual and organization at large; and job satisfaction which is in line with Spector (1997) who reported that job satisfaction is a set of mental, emotional, spiritual, physiological and ecological circumstances that encourage employees to admit that they are contented or happy with their jobs and brings about EP.

5.0 CONCLUSION

In conclusion, this study has revealed that strong OC can considerably influence high performance of employees, especially when cooperate culture is introduced as a moderator. In the same vain, the study further demonstrates that sound corporate culture positively altered the correlation coefficients and their respective p-values, meaning that corporate culture must be considered critically if the organization wants to achieve goal internalization and job satisfaction.

6.0 RECOMMENDATIONS

From the research analysis and conclusions above, the following recommendations were made to aid deposit money banks:

- i. Management of deposit money banks should introduce and maintain high job codification as this would encourage internalization of the goals of the organization.
- ii. There should be strictness in observing basic work rules in deposit money banks as this would further inspire goal internalization by employees which will in turn and bring about overall firm performance.
- iii. If job codification is introduced and maintained; it would become an integral part of the lives of the employees making them highly satisfied with their job. It is at this point that they can commit to higher firm performance.
- iv. Penalties should be introduced to help employees observe certain basic rules of the organization, because this would over time make them emotionally attached to their jobs.
- v. Highly courageous employees should be constantly encouraged by granting certain benefits that are not accrue to other non-courageous members of the organization because this would encourage pledge to organizational performance.

REFERENCES

- Abowd, J. M. (1990). Does performance - based managerial compensation affect corporate performance, *Industrial and Labor Relations Review* 43(3), 52-73.
- Alzoubi, N. Y. (2014). The extent of using financial and non-financial measures in evaluating branches performance of commercial banks in Jordan: A field study According to internal Auditors viewpoint. *Research Journal of Finance and Accounting*, 5(6)
- Agung, F. & Ford, J. (1998). Financial development, liberalization and economic development in Indonesia, 1966-1996: Cointegration and causality. *University of Birmingham, Department of Economics, Discussion Paper, No. 98-12.*
- Arestis, P. & Demetriades, P. (1997). Financial development and economic growth: Assessing the evidence. *The Economic Journal*, 107, 783-799.\
- Anyanwu, A. (2000). *Research methodology in business and social sciences*, Owerri, Nigeria: Canun Publishers, Nig. Ltd.
- Asita, N. (2012) . *Research methodology in the behavioural sciences*. Learn Africa Plc. Ikeja, Nigeria 978-139-775-6.
- Baumann, N., & Kuhl, J. (2005). How to resist temptation: The effects of external control versus autonomy support on self-regulatory dynamics. *Journal of Personality*, 73(2), 443-470
- Bikker, J. (2001). Efficiency in the European Banking Industry: An exploratory analysis to Bank Countries. *Cahiers Economiques de Bruxelles*, 172, 3-28
- Boerner, S., Eisenbeiss, S., & Griesser, D. (2007). Follower behavior and organizational performance: The impact of transformational leaders. *Journal of Leadership and Organizational Behaviour*, 13 (3), 12-28.
- Bowley, A.L. (1926). Measurement of precision attained in sampling. *Bulletin of Institute of International Statistics, Gallicia.*
- Cabrita, M. D. R. & Bontis, N. (2008). Intellectual capital and business performance in the Portuguese Banking Industry. *International Journal of Technology Management*, 43(1) 212-237.
- Caves, R.E. (1996). *Multinational enterprise and economic analysis*, Cambridge: Cambridge University Press.
- Cavanagh, G. F. & Moberg, D. J. (1999). The virtue of courage within the organization. *Research in Ethical Issues in Organizations*, 1, 1-25.
- Chen, M. C., Cheng, S. J. & Hwang, Y. (2005). An empirical investigation of the relationship between intellectual capital firms: Market value and financial performance . *Journal of Intellectual Capital*, 6(2), 159-176.
- Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour economics*, 4(4), 341-372
- Cohendet, P., & Steinmueller, W. E. (2000). The codification of knowledge: A conceptual and empirical exploration. *Industrial and Corporate Change*, 9(2), 195-209.
- Cowan, R., & Foray, D. (1997). The economics of codification and the diffusion of knowledge. *Industrial and Corporate Change*, 6(3), 595-622.
- Davis, G.F., & Greve, H.R. (1997). Corporate elite networks and governance changes in the 1980s, *American Journal of Sociology*, 103, 1-37

- Ehteshamul, M., & Muhammad, S. A. (2011), Impact of organizational culture on performance management practices. Pakistan Department of Management Sciences, COMSASTS Institute of information Technology, Islamabad, Pakistan.
- Gazioglu, S., & Tanselb, A. (2006). Job satisfaction in Britain: Individual and job related factors. *Applied Economics*, 38(10), 1163-1171.
- Gwahula, R. & Wang, M. (2013). Integrating financial and non-financial measures to measure the performance of commercial banks: Evidence from Tanzania. *Research Journal of Finance and Accounting* 4(3)
- Gouillart, F. J., & Kelly, J. N. (1995). Transforming the organization. *New York: McGraw-Hill*
- Hsu, L.C. & Wang, C.H. (2010). Clarifying the effect of intellectual capital on performance: The mediating role of dynamic capability. *British Journal of Management*.
- Jibueze, J. (2017). Banks, looting and anti-graft war. *The Nation Newspaper, Nigeria*
- Jossy M. (2007). The relationship of organizational culture with productivity and quality: A study of Indian Software organizations. *Cardiff Business School, Cardiff University, Cardiff, UK*.
- Kamal, M. H. M., Mat, R. C., Rahim, N. A., Husin, N. & Ismail, I. (2015). Intellectual capital and EP of commercial banks in Malaysia. *Asian Economic and Financial Review* 2(4):577-590
- Kilmann, R. H., O'Hara, L. A. & Strauss, J. P. (2009). Developing and validating a quantitative measure of OC. *J Bus Psychol. DOI 10.1007/s10869-009-9125-1*
- Krejcie, R. V. & Morgan, D. W. (1970). Deterining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Khandwalla, P. N. (1996). Some top management styles, their context and performance. *Organization & Administrative Sciences*, 7, 21–51
- Kuhl, J. (1994). Action versus state orientation: Psychometric properties of the action control scale (ACS-90). *Volition and Personality: Action Versus State Orientation*, 47,56.
- Kwan, S. H. (2003). Operating performance of banks among Asian economies: An international and time series comparison. *Journal of Banking & Finance*, 27, 471–489.
- Lacayo, R., & Ripley, A. (2002). Persons of the year: Sherron Watkins of Enron, Coleen Rowley of the FBI, Cynthia Cooper of WorldCom. *Time*, 160, 32
- Lopez, S. J., O'Byrne, K. K., & Petersen, S. (2003). *Profiling courage*. In S. J. Lopez & C. R. Snyder (Eds.), Positive psychological assessment, DC: *American Psycho-logical Association*.
- Lord, R. G., Klimoski, R. J., & Kanfer, R. (2002). Emotions in the workplace: Understanding the structure and role of emotions in organizational behavior. *San Francisco: Jossey-Bass*.
- Mclean, L. (2005). Organizational culture's influence on creativity and innovation: a review of the literature and implications for human resource development. *Advances in Developing Human Resources*, 7(2), 226-246.
- Martin, E. C. (2000). The influence of organizational culture on creativity and innovation in a university library. *Dissertation, University on South Africa, Pretoria*.
- Neely, A., M. Gregory & K. Platts (1995). Performance measurement system design: A literature review and research agenda. *International Journal of Operations & Production Management* 15(4): 80-116.

- Nickerson, J.A., & Silverman, B.S. (2003). Why firms want to organize efficiently and what keeps them from doing so: Inappropriate governance, performance, and adaptation in a deregulated industry, *Administrative Science Quarterly*, 48(3), 433–465.
- Perme, C. M. (1993) . *Building OC in your company*. Briar Circle, Bloomington, USA
- Quintas, P., Lefrere, P., & Jones, G. (1997) . Knowledge management: A strategic agenda. *Long Range Planning*, 30(3), 385-391
- Rachman, D. (1997). *Fear and courage*. Cambridge, MA: Harvard University Press.
- Rose, K. H. (1995). A performance measurement model. *Quality Progress*, February, 63-6.
- Scheffler, S. (1988). *Consequentialism and its critics*. Oxford: Oxford University Press
- Sekaran, U. (2003). *Research methods for business* (4th ed.). Hoboken, NJ: John Wiley & Sons.
- Sheldon, K. M., & Houser-Marko, L. (2001). Self-concordance, goal attainment, and the pursuit of happiness: can there be an upward spiral? *Journal of Personality and Social Psychology*, 80(1), 152
- Shelp, E. E. (1984). Courage: A neglected virtue in the patient- physician relationship. *Social Science and Medicine*, 18, 351–360.
- Smith, A., Ntoumanis, N., & Duda, J. (2007). Goal striving, goal attainment, and well-being: Adapting and testing the self-concordance model in sport. *Journal of Sport and Exercise Psychology*, 29(6), 763–782.
- Spector, P. (1997). Job satisfaction: Application, assessment, causes and consequences, *Thousand Oaks, CA, Inc (3). Sage Publications*.
- Sonnentag, S., & Frese, M. (2004). Performance concept and performance theory. In S. Sonnentag (Ed.), *Psychological management of individual performance: A handbook in psychology management*. Chichester: Wiley.
- Sim, K. L. and L. N. Killough (1998). The performance effects of complementarities between manufacturing practices and management accounting systems. *Journal of Management Accounting Research* 10: 325-346.
- Styhre, A. (2003). Knowledge management beyond codification: Knowing as practice/concept. *Journal of Knowledge Management*, 7(5), 32-40.
- Suikkanen, J. (2009). Consequentialism, constraints and the good-relative-to: A reply to Mark Schroeder. *Journal of Ethics & Social Philosophy*.
- Tarawneh, M. (2006). A comparison of financial performance in the banking sector: Some evidence from Omani Commercial Bank. *International Research Journal of Finance and Economics*, 3, Euro Journals Publishing.
- West-phal, J.D., Gulati, R., & Shortell, S.M. (1997). Customization or conformity: An institutional and network perspective on the content and consequences of TQM adoption, *Administrative Science Quarterly*, 42, 366–394
- Worline, M. C., Wrzesniewski, A., & Rafaeli, A. (2002). Courage and work: Breaking routines to improve performance. In R. G. Lord, R. J. Klimoski, & R. Kanfer (Eds.), *Emotions in the workplace: Understanding the structure and role of emotions in organizational behaviour*. San Francisco: Jossey-Bass
- Zikmund, W. G. (2003). *Business research methods* (7th ed.). Ohio: Thomson South-Western.