

**ECONOMICS AND BUSINESS ADMINISTRATION FACULTY
VILNIUS UNIVERSITY**

Global Business and Economics program

**Adeleye Olusanya Idowu
MASTER THESIS**

ORGANIZACINĖS KULTŪROS IR DARBUOTOJŲ ĮSITRAUKIMO SĄRYŠIS NIGERIJOS BANKŲ SEKTORIUJE	THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND EMPLOYEES' ENGAGEMENT IN NIGERIAN BANKING SECTOR
--	---

Master degree student _____
(signature)

Supervisor _____
(signature)

Prof. Dr. Danuta Diskienė

Date of submission of Master Thesis:

Vilnius, 2020

TABLE OF CONTENTS

LIST OF FIGURES	3
LIST OF TABLES	3
INTRODUCTION	5
1 REVIEW OF LITERATURE ON ORGANISATIONAL CULTURE AND EMPLOYEE ENGAGEMENT	8
1.1 Theoretical Background of Organisational Culture	8
1.1.1 Types of organisational Culture	10
1.1.2 Various Dimensions of Organisational Culture	16
1.2 Employee Engagement Conceptualization	17
1.2.1 Various Dimensions of Employee Engagement	22
1.3 The Relationship Between Organisational Culture and Employee Engagement	23
CONCLUSION	25
2. RESEARCH METHODOLOGY OF THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND EMPLOYEE ENGAGEMENT	26
2.1 Research Questions and Research Model	26
2.2 Measurement of Instrument	27
2.2.1 Sample Size Determination	28
2.2.3 Data collection and capturing	30
2.2.4 Method of Data Analysis	31
3. EMPIRICAL STUDY ANALYSIS	33
3.1 Analysis Of Personal Data of respondents	33
3.2 Internal reliability of measuring instruments	36
3.3 Organisational Culture Profile	38
3.4 Employee Engagement Profile	39
3.5 The relationship between demography variables and organisational culture	40
3.5.1. Demography and existing organisational culture	40
3.5.2. Demography and preferred organisational culture	41
3.6 Intercorrelation between dimensions	42
3.7 Multiple regression	44
3.7.1 Regression analysis for dependent variable: employee engagement (Existing organisational culture dimensions)	44
3.7.2 Regression analysis for dependent variable: employee engagement (Preferred organisational culture dimensions)	45
3.7.3. Regression analysis for dependent variable: employee engagement (organisational culture)	47
3.8 Discussion the Research Findings	49
CONCLUSION	51
REFERENCES	54

SUMMARY	63
APPENDIX A – QUESTIONNAIRE	65

LIST OF FIGURES

<i>Figure 1. Framework of organisational culture dimensions</i>	12
<i>Figure 2. Deal and Kennedy Organizational Culture</i>	15
<i>Figure 3. Research model</i>	26
<i>Figure 4. Job Level of respondents</i>	35
<i>Figure 5. Department of respondents</i>	35
<i>Figure 6. Employment status of respondents</i>	36

LIST OF TABLES

Table 1 <i>Showing banks in Nigeria with international authorisation by CBN</i>	29
Table 2 <i>Respondents Response Rate</i>	33
Table 3 <i>Demographic respondents</i>	34
Table 4 <i>Cronbach Alpha for Organisational Culture Questionnaire</i>	36
Table 5 <i>Cronbach Alpha for Employee Engagement Questionnaire.</i>	37
Table 6 <i>Tests of Normality</i>	37
Table 7 <i>Respondents mean score for existing and preferred organisational culture</i>	38
Table 8 <i>Respondents mean score for existing and preferred organisational culture</i>	39
Table 9 <i>Existing organisational culture dimensions (Kruskal-Wallis Test)</i>	41
Table 10 <i>Preferred organisational culture dimensions (Kruskal-Wallis Test)</i>	42
Table 11 <i>Spearman's correlation matrix</i>	43
Table 12 <i>Model summary</i>	44
Table 13 <i>ANOVA</i>	44
Table 14 <i>Coefficients</i>	45
Table 15 <i>Model summary</i>	46

Table 16 <i>ANOVA</i>	46
Table 17 <i>Coefficients</i>	46
Table 18 <i>Model summary.</i>	48
Table 19 <i>ANOVA</i>	48
Table 20 <i>Coefficients</i>	48
Table 21 <i>Excluded Variables</i>	49
Table 22 <i>The hypothesis of the empirical study</i>	51

INTRODUCTION

Organizational culture creates a competitive advantage in an organization and it affects the behaviour and performance of employees both positively and negatively. It affects the satisfaction, performance of employees and engagement. The goals and purpose of organizational culture affect the employees' engagement. Having high employee engagement level in an organization is important for productivity (Aryee et al., 2012). It is seen that successful companies maintain both cooperate culture and employee engagement this helps them in maintaining a better working environment (Clement & Eketu, 2019). The efficiency of a company completely rely on the employees and that is why employees are considered a major asset of a company (Batista-Taran et al., 2013). Companies are developing a culture that attracts the best and most qualified employees. Neglecting employee engagement can be detrimental to an organization.

An organization brings people from diverse backgrounds together to work towards a shared goal. People have different beliefs and values. There is a necessity to clarify a common culture to achieve a communal goal. The beliefs, norms, principles, and values shape the attitude and behaviours of employees are known as making an organizational culture (Gregory et al., 2009). In a company, one can observe organizational culture on different levels. A positive culture promotes employee development and growth while a supportive culture provides flexible work-home arrangements that help keep quality employees (Škerlavaj et al., 2010). Over the years, the term employee engagement has become common, but there is still no actual meaning of the concept (Celestine, 2015). Companies want an employee who is optimistic, inspired, concerned and dedicated to putting more effort. Engaged employees give their best, are committed and accountable.

Many studies have been done in developed countries like Greece, the Netherlands, and India on the relationship between these two variables (Christian et al., 2011). While looking at the working atmosphere of the private sector especially, Nigerian Bank there is not much research made in maintaining a relationship between organizational culture and employees engagement. This creates a gap in knowledge regarding employee engagement within the industry. Also, the Nigerian banking sector faces global challenges like reform policies and technological innovations (Bolívar-Ramos et al., 2012). The study will examine how enhancing operational efficiency in human resources will help the sector achieve its desired outcomes.

Nigeria has the largest population and economy in Africa. Banking sector plays an important role in country development and growth. The banking sector also played an important role in the business development growth of the country. Previous research on the banking sector has shown an underperformance over the past years because of various factors like the decline in oil production, Niger Delta crisis and the country's continuous reliance on crude oil exports exposing it to external shocks (Celestine, 2015). In Nigeria, the commercial banks own different banking school which are playing an important role in shaping and guiding the employees and encouraging them towards work. As the time is passing by major developments are made in the banking sector of Nigeria but no proper research has been made that how to encourage the employee and build better engagements that will help in more development of the country.

According to (Brenyah & Darko, 2017), culture has a significant impact on employee engagement with the focus of power culture in the public sector. Although it was significant there was a negative impact, meaning that for every additional unit of culture, employee engagement will decrease. According to (Ndlovu et al., 2016), support culture was most dominant in the study at a selected higher institution of learning. The study tried to establish the dominant and preferred culture in higher institution of learning evaluating 30 respondents. The final result indicated that the institution moved from the current culture to preferred culture to improve productivity and performance.

The research Object for this study is the nature of organisational culture at the banks in Nigeria, and employee engagement. Therefore, commercial banks in Nigeria under the apex regulatory body Central Bank of Nigeria (CBN) with international operations will be included in this research.

The research aims to determine the relationship between organisational culture and employee engagement in the Nigerian banking system.

- a. To examine the dominant preferred and existing organisational culture by banks in Nigeria.
- b. To examine the dominant existing employee engagement by banks in Nigeria
- c. To explore whether there is a relationship between organisational culture and employee engagement by banks Nigeria.

Research methods. This research paper is consisting of literature which will examine the background to employee engagement and organisational culture. A survey will be used to gather the primary data required for this research. A closed-ended Likert scale questionnaire on the

selected model of research variables will be used during the study. Descriptive analysis, Kruskal Wallis, means, standard deviations, spearman correlation, and regression will be used to analyse data from respondents to determine the relationship between organisational culture and employee engagement in the banking system.

1 REVIEW OF LITERATURE ON ORGANISATIONAL CULTURE AND EMPLOYEE ENGAGEMENT

1.1 Theoretical Background of Organisational Culture

Organizational culture is defined as the cultural norms of an organization that has a strong effect on the employees. These norms are not visible but they need to be considered as the first choice if one wants to improve the profitability and performance (Shahzad et al., 2012). Organizational culture is usually considered as intangible and it is difficult to understand this concept (Alvi et al., 2017). However, the concept is worthy focus especially when it comes to the success of an organization. Unfortunately, most of the times, the issues related to organizational culture are overlooked and more attention is given to the activities that have no significant impact on the success of an organization as well as organizational performance (Davidson, 2003).

Organizational culture is defined as a mixture of different values comprises of trust and norms (Sumardi et al., 2016). According to Cooke and Rousseau, organizational culture is associated with shared beliefs as well as values (Cooke & Rousseau, 1988). It is related to the training, teamwork, rewards and organizational commitment. Wallach explained organizational culture as a combination of three main categories known as bureaucratic, innovative as well as supportive (Wallach, 1983). Organizational culture was defined and measured by Van den Berg and Wilderom scale (van den Berg & Wilderom, 2004). According to this scale, organizational culture can be measured in the following different ways:

- **Autonomy:** As the name suggests, autonomy relates to the extent of liberty as well as empowerment given to employees in an organization. Autonomy plays an important role in making the workforce and employees feel important, valued, and involved.
- **Human Resource Orientation:** it consists of different human resource policies that are found within an organization. These policies not only reflect the philosophy of an organization, but it is also linked with treating human resources. In simple words, human resource orientation defines respect as well as the trust that exists for the employees.
- **Inter-departmental cooperation:** It can be defined as the extent to which various departments working in an organization helps and supports each other to ensure a smooth running of processes and business. It also gives the employees a sense of belongingness and a sense of security within the organization.

- **External Orientation:** It focuses upon the extent and speed with which an organization reflects to the challenges that exist in the external environment. Employees consider it as an important dimension that reflects the proactiveness, agility as well as foresight of an organization.

Improvement Orientation: It refers to the extent to which an organization works hard and strives to advance, innovate, and improve, providing the employee's empowerment and flexibility. In such organizations, employees become better, and they flourish as they are allowed to make mistakes, learn from them, and stay in a forever going learning process.

Schein defined organizational culture as the one that helps to integrate the members in such a way that they know how to relate and help one another (Schein, 1990). Organizational culture provides a sense of responsibility and identity to the members, and it is also responsible for generating commitment and motivation. Moreover, the researchers also proclaimed that organizational culture helps an organization to compete with the external environment and adjust to it. Kelin states that organizational culture is one of the strong indications of employee engagement (Judge & Watanabe, 1994).

A positive organizational culture aids the process of employee engagement because when a workplace is positive, it supports the employees, and as a result, the employees also stay positive (Parent & Lovelace, 2015).

There are many aspects of company culture involved when it comes to building employee engagement. According to Sirisetti, improved and beneficial employee engagement takes place when there are positive and healthy working relationships among the employees and where employees are allowed to give their input in the process of decision making (Sirisetti, 2012). In a study that was conducted on job demands and the relationship of these demands with employee engagement, the researcher Saks revealed that there is a meaningful difference between organizational engagement and job engagement (Saks, 2006).

A well-established and positive organizational culture can help create a significant competitive advantage for any organization (Mohelska & Sokolova, 2015). Organizational culture is a reflection of an individual's interpretations about certain situations and events in an organization (Ashkanasy et al., 2011).

(Schein, 1994) defined organizational culture by aiming on its two most vital elements. The first element is associated with the basic understanding of dealing with the problems and the second element is to share those experiences and learned responses with the new employees.

Organizational culture includes articulated and shared beliefs, values, and behaviors. Thus, when organizational culture is positive, it helps the employees to efficiently and effectively do their required jobs.

1.1.1 Types of organisational Culture

There are various indicators and dimensions that are used to explain the organizational culture. There are various types of organizational culture that are given below:

Handy's organizational culture

According to (Handy, 2007), there are four different organizational cultures (Cacciattolo, 2014). These cultures are:

- Power culture
- Role culture
- Task culture
- Person Culture

According to Handy, the “Power Culture” can be defined as a “web”. This web symbolizes “control” and it spreads out in every direction from the center of the organization to each and every end (Handy, 2007; Cacciattolo, 2014). Power culture is usually common in small organizations like finance and trading companies. Whenever a company or organization follows the power culture, the bureaucracies and rules are kept to the minimum. Moreover, such organizations are usually political as the decisions are made on the basis of persuasion (Handy, 2007).

The Role Culture is associated to the organizations that are highly structured and in which the employees of an organization have certain delegated authorities and where there is predictability as well as security (Handy, 2007). Handy associates such organizations with a Greek Temple as this culture works on the basis of rationality and logic (Handy, 2007). The organizations which follows the role culture put all their strengths in their base and pillars. The pillars usually include the finance and purchasing department and the interaction that takes places between these departments is controlled regularly through certain rules and procedures (Handy, 1997).

According to Handy, organizations, where role culture is followed, is usually very slow in identifying the need for change and even if the change is identified, it takes a very long time to implement the change (Handy, 2007).

On the other hand, the task culture is job oriented and it is usually present in organizations where the employees work as a team and the power rests in the hands of the expertise and it is used

only when required (Handy, 2007). Handy associates such organizations to a “net” in which most of the power rests in the interstices of this net (Handy, 2007).

The “Person Culture” is present in the organizations in which the individuals considered themselves as superior to the organization (Handy, 2007).

Thus, the delegation doesn’t get much space. Due to these issues, most organizations that follow this culture fail to compete effectively with their competitors. As power lays the center of the organization, other members, as well as stakeholders, do not involve themselves in framing policies. As a result, there can be a negative impact on the implementation of these policies.

Harison’s 1972 cultural dimensional orientation was adapted by Harrison & stokes 1992 to create (Harrison & stokes 1992; Harrison, 1987);

- Power
- Role
- Achievement
- Support orientation

Role: loyalty given to a certain company, respect and attitude of work that is carried out at a given time (handy, 1997). It is built on job responsibilities, protocols and rules, as to the ultimate power of a leader and work is accomplished without the immediate supervision from management (Harrison & stokes, 1992).

Power: Tasks are carried out based on remuneration, loyalty or fear of being sanctioned in connection with a powerful person and it’s within small companies (Handy, 1997; Martin & Fellenz, 2017). The resources in this company are controlled by an individual and not evenly distributed and decisions are made by this person with the sole power (Harrison & stokes, 1992; Martin & Fellenz, 2017).

Achievement: tasks are carried out in pursuit of gratification at job quality and achievement where staff are grouped with similar purpose or vision (handy,1997; Harrison & stokes, 1992). Structure and process are important in this type of company, and serve the mission of any company (Harrison & stokes, 1992; MacIntosh & Doherty, 2010).

Support: tasks are carried out with the goal of enjoying activities for the job being performed and respecting the desires and principles of the who are involved which is on the bases of trust between the company and staff (Harrison & stokes, 1992; handy, 1997). An employee commits and contributes to a company that creates a conducive working environment (MacIntosh & Doherty, 2010).

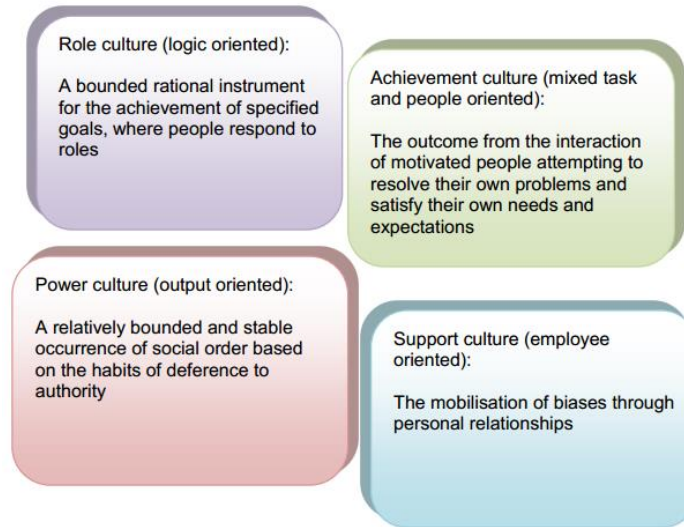


Figure 1. Frame-work of organisational culture dimensions

Source: Harrison 1987, p.377.

Cooke and Lafferty's organizational culture

The popular organizational culture inventory was developed by Cooke and Lafferty. This theory differentiates three main classes of organizational culture. Cooke and Lafferty proposed twelve types of organizational culture that were derived from these main classes (Cooke & Rousseau, 1988).

Constructive or positive cultural norms were further separated into four major types of cultures. The first type of organizational culture proposed by Cook and Lafferty is humanistic-encouraging culture, which revolves around employees. This culture is associated with encouraging the employees, improving employee relations as well as joint consultation to make decisions within an organization (Klein et al., 2013). In a humanistic-encouraging culture, the employees need to be helpful towards each other and towards the organization. Moreover, they need to be positive and should have an attitude of cooperation with other employees of the organization. The second culture proposed by Cooke and Lafferty is affiliative culture. This culture demonstrates establishments that are of extreme importance as they are responsible for the products as well as interactive associations among the employees or the member of the organization (Balthazard et al., 2006). In affiliative culture, employees are responsible for their actions and behaviors towards other team members. Moreover, they also need to be responsive to their coworkers and team member. In simple words, in an affiliative culture, employees should

have a sense of belonging, and they are responsible for esteeming the objectives and aspirations of their team members. The third culture proposed by Cooke and Lafferty is achievement culture. In this type of culture, more importance is given to the outstanding contributions of members towards the organizational aims and objectives. A self-actualizing culture is another common culture in the organizations that value a creative mindset among employees, outstanding performance in terms of service delivery, and improved quality and quantity of the product or service and encourage individual development at all levels of the organization (Balthazard et al., 2006).

The passive cultural models were also defined into four cultures. The first was the "approval culture." This culture is quite evident in organizations that believe that conflict is unavoidable when it comes to any form of human interaction and offer suitable control mechanisms to avoid industrial conflict (Balthazard et al., 2006). A dependent culture can be seen in organizations in which there is a central authority. The "avoidance culture" is common in many organizations that are slow in terms of rewarding a good move or an outstanding performance but rapid in punishing the employees due to any unexpected behavior (Balthazard et al., 2006). That is why most of the members in an avoidance culture are afraid to take any responsibility and also develop the habit of blaming others in case of any mistake.

The defensive, violent, or aggressive cultural norms were placed in the category of "oppositional culture." This culture usually exists in such organizations where productive criticism is rewarded (Balthazard et al., 2006). The most common and popular "power culture" exists in autocratic organizations. In these organizations, the major decisions are taken by the management without the consultation of the worker representatives (handy, 2007). In this culture, all the members are required to follow the instructions of the central authority. A "competitive culture" exists in organizations where there is a performance-related pay system, and members are rewarded on the basis of their contribution towards the aims and objectives of the organization (Bogdanowicz, 2014). In this type of culture, the members usually compete with each other and work in a contest because they are rewarded on the basis of outsmarting each other. A perfectionistic or competence culture can be seen in organizations in which the common ways of judging the members are through perfectionism, determination, and perseverance (Balthazard, Cooke & Potter, 2006). In such a culture, employees must avoid the chance of mistakes, and they are well aware of each and every activity. In such a culture, employees also work for extended hours to meet the goals and standards of their organization (Cooke & Rousseau, 1988).

Thus, organizational culture is the most robust and strong factor through which you can measure organizational culture.

Denison's organizational culture

Denison's organizational culture is based on four cultural values Denison et al., (2004). It measures the culture in four distinguishing dimensions, consistency, involvement, mission, and adaptability (Kotrba et al., 2012; Denison et al., 2004). Developing on Schien Denison, (1996) created his model and survey on organisational culture which focused on an organisations culture, practices, effectiveness and performance with a company. The model shows the link between assumptions, norms and practices within an organisation. According to Wiley et al., (2020), Denison organizational culture survey did not improve information security awareness rather security culture played a critical mediating role. Denilson culture model and survey was sub-classified into 4 dimensions (Wiley et al., 2020);

Involvement: It consists of human capacity, team orientation and self-ownership. Denisons culture is characterised by a huge involvement of team relations which creates an atmosphere for capacity building, self-ownership and responsibility.

Consistency: It creates a point for core value, coordination and integration. Consistency organisational culture drives the principles and belief of employees which create an internal structured system of governing based on organisational support.

Adaptability: This is the transformation of business environmental demands to action through customer focus, learning and change strategies. Company revolve around its beliefs and norms to support organisations capacity which translated by its behavior to the environment that promotes growth and survival.

Mission: this comprises of longterm objectives of a company which is usually defined by a company's goal. This creates meaningful direction and path for a company at which its members will move along to achieve its objectives.

Deshpande and Farley's definition of organizational culture

Deshpande and Farley proposed four dimensions when it comes to organizational culture. The four types of organizational culture are competitive culture, bureaucratic culture, consensual culture, and entrepreneurial culture. In a competitive culture, more importance is given to the standards that are linked to difficult goals, viable edge, profit, and marketing superiority (Deshpandé & Farley, 2004). The entrepreneurial culture, on the other hand, is based on creativity,

invention, and dynamic capability (Deshpandé & Farley, 2004). The bureaucratic culture lays focus on standards like ranked management, guidelines, and operating measures (Deshpandé & Farley, 2004; (Yusof, 2011). The consensual culture is based upon the standards of tradition, extensive socialization, commitment, teamwork, social influence as well as self-management (Yusof, 2011).

The organizational culture (Deshpandé & Farley, 2004) proposed is highly useful in the management practices of the 21st century especially in the global economy that is dependent upon the technological innovations, customer satisfaction as well as sustainable competitive advantage.

Deal and Kennedy's organizational culture

The perspective of Deal and Kennedy is quite different from others. They identified two major factors in the organizational culture that are important. The first factor is based upon the level of risk to which an organization is exposed to. The second factor is the promptness and punctuality with which the workers of an organization react by implementing the mitigating strategies successfully within an organization (Deal & Kennedy, 2008).

The following figure represents the Deal and Kennedy's organizational culture.

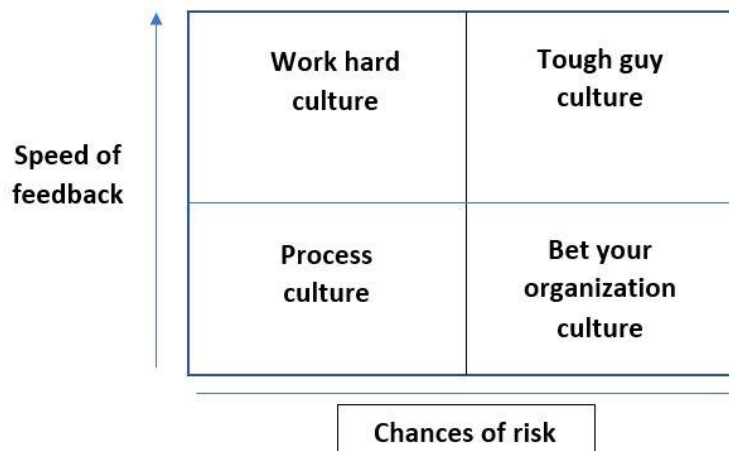


Figure 2. Deal and Kennedy Organizational Culture

Source: Deal & Kennedy, 2008.

The above figure is the best illustration of the Deal and Kennedy's organizational culture. Deal and Kennedy proposed their organizational culture model with the help of a 2x2 matrix. In this matrix, they placed the factors as the two axes and then inserted the four different types of organizational culture in it, namely the "tough-guy culture," "the "work hard culture," the "bet your organization culture" and the "process culture." The *tough guy culture* is defined as a risk-taking

culture, and it depends upon a quick reaction to evaluate and measure and the success or the risk. The *hard* work culture relates to a high degree of response, and it involves little or no risk. The *bet your organization* culture is associated with extremely high levels of risk. It involves slow feedback, as well. The *process culture* involves less risk-taking as well as significant amounts of delays not only in actions but also in the process of decision-making (Senior & Swailes, 2010; Ghinea & Bratianu, 2012). When it comes to processing culture, there is a challenge in retorting immediately to environmental changes. The reason behind this challenge is that there is more emphasis on the techniques, methodologies, and procedures rather than the pending issues and situational requirements. But (Deal & Kennedy, 2008; Ghinea & Bratianu, 2012; Maximini, 2014) claims that despite technical needs and variations in the business environment of the 21st century, organizations still need to adopt strong and smart values to acquire a better performance. Keeping the same in view, this study analyzes the relationship between organizational culture and employee engagement in the baking sectors in the 21st century.

1.1.2 Various Dimensions of Organisational Culture

Many researchers, such as Jöns et al., (2007), have proposed various dimensions of organizational culture. These dimensions are based upon different case studies as well as researches. Some of these dimensions are given below:

1. Collaboration and group work (to demonstrate team-related analogous interface characteristics).
2. Governance and organization.
3. Different organizational situations that also includes the stages and procedures inside an organization.
4. Characteristics of customer satisfaction and performance.

Many researchers, including Dauber et al., (2012), tallied three major approaches regarding organizational culture. These approaches include the typological approach, the trait approach, and the interrelated structure approach. These approaches are used to examine the dimensions of culture.

Onwumechili (1996) in his study explored the organisational culture in Nigeria using a formal organisation. The study explored the impact of cultural dimension using organisational communication survey on the flow of information and motivation. The found out that gender predicts organisational culture. It also discovered that teamwork in an African company does not

equate to involvement in company day to day activities. (Olaigbe et al., 2018) stated that organisational cultural dimensions were joint predictors of performance. Organisational cultural aided in the growth and evolution of insurance sector and increased level of performance in Nigeria. The study used Harrison and Stokes 1992 organisational cultural dimension. (Ojo 2014) believed that staff will commit to any company vision when they integrate themselves into its culture which will invariably increase performance. That organisational culture plays a large role in Nigerian banking and organisational performance. (Bello et al., 2019) stated that Nigerian values in an important cultural factor and should be taken into account by practising manager in developing policies. Edeh et al., (2019) in her study on Nigerian fast food, restaurant believed that using the wrong type of culture can endanger staff performance and culture should be clearly defined to improve staff performance.

1.2 Employee Engagement Conceptualization

There is no single accepted definition when it comes to employee engagement. There are plenty of definitions from researchers around the world that are provided below.

According to Perrin's Global Workforce Study released in Hanif et al., (2015), employee engagement was defined as the willingness and abilities of employees to help each other and helping the company to succeed.

If we evaluate the concept of employee engagement from the point of view of social exchange theory, then Saks explains that when employees feel important and consider themselves a part of an organization, they get an opportunity to engage in their job roles with a positive attitude like affective commitment (Saks, 2008). According to Allen & Meyer, (1996), employee engagement reduces employees' absenteeism and turnover.

Employee engagement is emerging as one of the serious issues in modern organizations because it has a direct impact on organizational performance. Many kinds of research have proved that employee engagement has a positive effect on the job and performance of employees. One of the reasons for this behavior may be because when employees are engaged, they are likely to retain and stay loyal with their organization, which in turn results in more productivity and better performance (Catteuw et al., 2007; Hanaysha, 2016).

According to Robinson et al., (2004) employee engagement is a well-known and popular term. It has been defined in many different ways. According to Saks, (2008), most of the definitions

regarding employee engagement revolves around the emotional and intellectual commitment of the employees. Kahn was the first who defined employee engagement as the psychological engagement of employees (Kahn 1990; Judge & Watanabe, 1994). Harter et al., (2002) explained the term as the involvement of individual as well as their satisfaction and enthusiasm towards work. Furthermore, Robinson, et al., (2004) defined it as a positive attitude of the employees in an organization towards the organizations as well as its values. Robinson, et al., (2004) further explained that employee engagement involves working with colleagues to improve performance in order to benefit the organization. He also defined employee engagement as the level of commitment as well as the involvement of employees towards their organizations.

Saks, (2006) also proposed that employee engagement is closely related to the flow and involvement of the job.

Engaged employees put more effort into their work. Thus, employee engagement covers multiple dimensions, such as cognitive, emotional, and physical dimensions. It is evident to note here that engaged employees enjoy high quality and trusting relationship with their employers (Saks, 2006). As a result, these engaged employees enjoy completing their tasks in the best possible and effective manner, and they are even willing to go the extra mile for their organization. There are plenty of studies that prove that the engagement of employees affects the quality of work and performance.

According to (Shuck & Reio, 2013; Shuck & Wollard, 2010), employee engagement can be defined as an employment context that shows a positive relationship of employees towards their organization (Shuck & Wollard, 2010). The term employee engagement is also defined as the flexibility as well as the willingness of the workforce to utilize their skills towards the success of their organization (Shuck & Reio, 2013; Shuck & Wollard, 2010). According to Shuck & Wollard, (2010) employee engagement pronounces a scenario in which the thoughts and actions of the employees are in line with their employers. True employee engagement is only when the employees are ready to achieve organizational success. When employees are engaged, they are happy to promote their organization and to work for it. Moreover, employee engagement improves the performance, attendance, productivity, profitability, and also increases the retention of employees in an organization (Caplan, 2013).

Employee engagement had been a popular concept since the 1990s. It is more crucial in today's complex and complicated economy. It is a positive as well as fulfilling and rewarding state of mind that follows dedication, vigor and absorption (Schaufeli et al., 2006). Harter et al., (2002)

claims that it is desirable for all organizations because an organization where employees are engaged is more likely to have higher levels of customer satisfaction, is more productive and also gain higher profits as compared to other companies. Kahn in Judge & Watanabe, (1994) explains it as the harnessing of organizational members to their work roles. Judge & Watanabe, (1994) also claims that engaged employees are able to express their abilities emotionally, cognitively and physically. May et al., (2004) also defined employee engagement as drives the personal energies of the employees into role behaviors. (Sonnetag, 2003; Catteeuw et al., 2007) called the engaged employees as more proactive and productive.

Employee engagement is one of the most important issues for many organizations as it has a strong link with organizational performance and productivity. There are also many types of research that prove that engaged employees are much productive as compared to others (Saks, 2006). Moreover, engaged employees stay loyal to their current employer (Saks, 2008).

Being satisfied and engaged in the workplace has also been associated with satisfaction, and it goes way behind the experience of physical and work boundaries (Judge & Watanabe, 1994). The first researcher who was able to bring forward the theory of employee engagement successfully was Kahn (Judge & Watanabe, 1994). Judge & Watanabe, (1994) exerted stress on safety, availability as well as meaningfulness. His theory about employee engagement was improvised years later (Maslach et al., 2001). Both of these researchers put efforts into figuring out all possible experiences that are necessary for employee engagement. According to Lockwood, (2007), the organizational culture could serve as the best answer for shaping employee engagement. Moreover, Lockwood claimed that the organizational culture must be communicated to all the members of the organization to get fruitful results.

Engaged employees are beneficial to everyone. When employees are engaged, they act as builders. They use their talents, develop productive and positive relationships, and also multiply their efficiency and efficacy. Engaged employees perform significant levels of consistency. They are responsible for driving innovation and help to move their organization forward (Sarangi & Srivastava, 2012). It is interesting to know that organizational outcomes can be acquired when there are 100% of engaged employees in an organization. According to a recent estimate, every year, the US economy faces more than \$350 million due to low employee engagement (Moreland, 2013).

There are various examples where the benefits of employee engagement can be seen. According to a study by 50,000 active businesses, it had been proved that the organizations with

more engaged employees have more odds of success as compared to the bottom half, where there is a smaller number of engaged employees. Moreover, studies have also proved that when employees are engaged, there is 37% less absenteeism, 65% lower turnover (in low-turnover organizations), 25% lower turnover (in high-turnover organizations), 28% less shrinkage, 41% less patient safety accidents, 10% more customer metrics, 21% more productivity and 22% more profitability (Sorenson, 2013).

Although there are many ways through which we can define employee engagement, for this study, employee engagement is divided into main areas. These areas are job engagement and organization engagement. Job engagement refers to the job-related roles and tasks, and organization engagement is about involvement, efficacy, and energy that surrounds one company (Maslach et al., 2001; Maslach & Leiter, 2014)

The concept of employee engagement has been classified and defined by many researchers from different backgrounds in many diverse ways. Among them, Kahn is the most authentic researcher who provided definitions of employee engagement. (Kahn, 1990) focuses on the dimensions of cognitive, emotional, and behavioral engagement. He sees employee engagement as a bond between the members of the organization. He continues to claim that when employees in an organization are disengaged, they are a higher percentage of withdrawal tendencies, and they also try to shield themselves mentally, physically, and emotionally. On the other hand, when employees in an organization are engaged, they are not only physically present at their work, but they are psychologically present. Kahn (1990) formulated a model for employee engagement. His model stands on three major aspects, namely emotional, cognitive, and physical. Kahn (1990) the cognitive engagement consists of a set of beliefs about the smooth running of an organization. He also gives an example in which he states that it is the priority and responsibility of every worker to have the requisite knowledge, skills, or equipment to perform the given job in the best possible way and to function well. Moreover, the working environment should be protected as well as safe from any hazard. These positive emotions are enthusiasm, cheerfulness, depresses, optimism, gloomy, tense, uneasy, and contentment. Employee engagement is a motivational force and builds that is used to describe and evaluate the capacity of the employees in an organization to consider themselves as a part of the work process. This work process is not only physical but also emotional and cognitive (Macey & Schneider, 2008). These characteristics of engaged employees lead to an efficient and successful work application. According to Macey & Schneider, (2008), employee engagement implies commitment, passion, involvement, enthusiasm, energy, and focused alert.

It is important to analyze and understand various definitions of employee engagement. The following few paragraphs contain the definitions beginning with Gallup researchers and then moving on to other definitions. According to Harter et al., (2002), employee engagement is defined as the involvement and satisfaction of an individual as well as the enthusiasm of the individual for work. Kar & Mishra, (2016) elaborated on the defining aspects of employee engagement in comparison with other definition layouts;

- Infer the definition of employee engagement as the degree or extent to which an individual employee remains connected with the organization as well as how much each employee behaves and connects with the customer within an organization.
- Who are the researchers of Gallup Organization researchers, defines employee engagement as committed employees.
- Relates employee engagement with the concept of customer engagement as well as pride, integrity, and passion.
- Employee engagement is that elusive force that helps and motivates the employees”.
- Employee engagement as a positive attitude that is held by the employees and members towards the values of an organization. When employees are engaged, they are aware of their business context, and they give their best to their organization. It is vital for organizations to foster employee engagement that is a two-way relationship between the employee and the employer. Many believe that employee engagement overlays commitment, but it is true that it is a two-way relationship.
- Employee engagement can be broken down into three different definitions from three different people. These three definitions are (Bailey et al., 2015; Bedarkar & Pandita, 2014):
 - Employee engagement is just like two sides of a coin. These two sides are the knowledge that is required to perform one’s job successfully and the motivation and commitment to apply and utilize that knowledge
 - and increasing the dedication of the workforce in order to get business outcomes.
 - Employee engagement refers to a social process through which people become personally concerned in developing strategies and bring a change in their daily work.

According to Amah, (2018) employee engagement is driven by leadership but not styles enable employee engagement. Ogboso & Edwinah, (2016) in their study referred to exemplary

leadership as a the major tool to for effective employee engagement for commercial banks in Nigeria.

1.2.1 Various Dimensions of Employee Engagement

Some studies by Towere, Gallup, white and others in their review on current research and implications on employee engagement identified key dimensions (Mehta & Mehta, 2013);

- Trust and integrity
- Nature of the job in terms of motivation
- The distinction between organisational performance and employee performance
- Career path to growth and development opportunities
- Company pride
- Relationship with colleagues/team members

To measure the dimensions of employee engagement, the following three aspects are important. These aspects rely on the scale that was developed by (Salanova et al., 2005; Petchsawang & McLean, 2017; Carmona-Halty et al., 2019). These dimensions are:

- The first dimension is the *Vigor*. It can be defined as the degree of positive energy as well as the eagerness of employees towards their work.
- The second dimension is *Dedication*, which refers to the employees being preserving. Dedication comes from a meaningful work atmosphere.
- The third dimension is *Absorption*. As the title suggests, absorption is all about employees being fully immersed and involved in their jobs and work. When the dimension if absorption is met, the employees are fully infused as well as absorbed in their work.

Vigor, dedication and absorption enveloped in positive work-related mindset is engagement (Carmona-Halty et al., 2019). The concept of engagement is the main empirical developed engagement construct found in the literature. Burnout is said to be a complete opposite of employee engagement. The Utrecht work engagement scale (EES) was developed to measure employee engagement factors. Some studies have implied that employee engagement extends over to job satisfaction, commitment and job involvement (Yalabik et al., 2013; Schaufeli & Bakker, 2010). Utrecht work engagement was designed to recognise the absence and presence of employee engagement (Bakker & Schaufeli, 2008; Reissner & Pagan, 2013).

1.3 The Relationship Between Organisational Culture and Employee Engagement

Many researchers have confirmed that there is a direct link between employee engagement and organizational culture. This relationship between employee engagement and organizational culture can be defined by keeping in view the social exchange theory. According to the social exchange theory, the behaviors of an individual are the direct result of an exchange process. Thus, when the employees feel that they have a good relationship with other employees and they are supported by all, they give their best, stay loyal to the organization and work with their best strength and vigor (Petchsawang & McLean, 2017).

If we take the examples of various banking sectors as India and Pakistan, we can find the best examples of the relationship between organizational culture and employee engagement. According to Sheridan, the countries like Pakistan have got the most committed, loyal, and engaged employees (Sheridan, 2017). These employees are loyal and motivated, not because they receive attractive incentives, but they are loyal and engaged because of the organizational culture in which they work. The organizational culture in these countries is designed in such a way that they are compatible with the employees' value. Another researcher Schein claimed the fact that when organizational culture is not appreciated and accepted by the employees, the employees turnover rate increases and they tend to leave the place rather than staying there (Schein, 1994). According to the Person-Environment Fit Model developed by Allen, it is quite evident that when organizations put an effort to provide a culture that is compatible with the values of their employees, they are able to engage as well as retain their employees (Allen & Meyer, 1996).

Organizational culture is the propelling factor in employee engagement (Brenyah & Darko, 2017). Employee engagement can only take place in an environment that is supportive and friendly. Now, here it should be kept in mind that employee engagement also covers the facilities, benefits, appropriate compensation as well as incentives. These factors must be a part of organizational culture. Employee engagement is also fostered when the organizations stay aligned with their mission and vision statements, policies, and positive peer handling. The policies of work-life balance need to be taken care of as well to create happy and satisfied employees. Organizations can make use of the social exchange theory to establish a positive connection between employee engagement and organizational culture. It is also evident by the researches that whenever employees feel that they are treated well by their employers, they feel obliged to return the favors by providing quality work (Saks2006). The employees who experience a good

organizational culture feel confident and psychologically safe. Thus, according to researchers, employee engagement can be correlated with psychological safety (Kahn, 1990; Kahn, 1992; Judge & Watanabe, 1994).

Pawar (2009) explained various antecedents regarding employee engagement. He laid emphasis on organizational culture as the most important building block of employee engagement (Pawar, 2009). These antecedents proposed by (Pawar, 2009) act as predictors of employee engagement.

Researchers have proved that there are some fundamental relationships between employee engagement and various types of cultures. According to (Sinha et al., 2019), there are various organizational behaviors that are linked to organizational culture. These organizational behaviors are efficiency, engagement of employees, the involvement of employees, employee job satisfaction, employee turnover, customer service, and market performance (Sinha et al., 2019). May et al., (2004) came up with three main psychological conditions that are linked with employee engagement. These conditions are the same as those presented by Kahn: cognitive, emotional, and physical (Kahn, 1992; Judge & Watanabe, 1994). These psychological conditions are highly affected by organizational culture. Pawar (2009) also mentioned that organizational culture plays a major role in inducing employee engagement (Pawar, 2009). Similarly, Alarcon & Edwards, (2011) proposed that there is a direct and positive relationship between work engagement and work outcomes. It is necessary for the organization to nurture positive work culture aids the employees for continuous engagement on the tasks they are working. It is also one of the foundations of employee retention.

Engaged employees represent three kinds of general behaviors that are associated with improving organizational performance known as say, stay and strive (Bedarkar, Pandita 2014);

- The Say behavior of employees acts as advocate and supporters of their organizations. They also refer to customers and potential employees.
- The Stay behavior of employees is associated with the intense desire to stay as a member of the organization even when they can find opportunities somewhere else.
- The Strive behavior of the employees is associated with exerting extra effort, time as well as initiative.

CONCLUSION

The conclusion of this research paper is to light up the importance of employee engagement in an organization and the organizational culture involved because it plays an important role in the performance of an organization. The employee satisfaction with the organization that his job is secured and the part employee take in the company defines the organizational behavior of the company. Thus, it is quite evident that the banking sector of any country must frame upright strategies and procedures to improve and revolutionize the level of employee engagement by advancing the organizational culture. By doing so, there are high chances that there will be a better level of organizational performance. Other than the baking sector, these kinds of researches should also be carried out in other sectors, such as the education sector, the telecom sector, and the public sector.

2. RESEARCH METHODOLOGY OF THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND EMPLOYEE ENGAGEMENT

2.1 Research Questions and Research Model

After the research conducted in the literature review section, to progress in this research, these research questions were developed:

RQ1: What is the dominant preferred and existing organisational culture in the Nigerian banks?

RQ2: What is the dominant existing employee engagement dimension in the Nigerian banks?

RQ3: Is there a relationship between organisational culture and employee engagement in Nigerian banks?

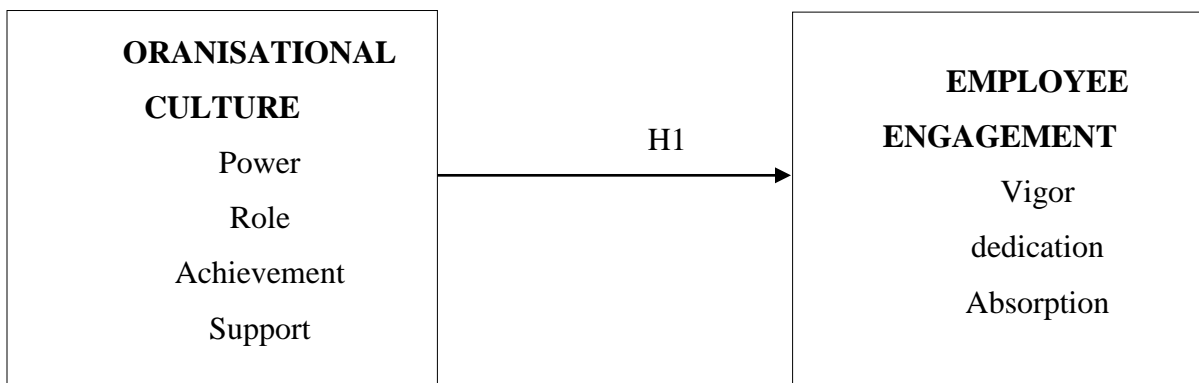


Figure 3. Research model

Source: author

The research Object for this study is the nature of organisational culture at the banks in Nigeria, and employee engagement. Therefore, commercial banks in Nigeria under the apex regulatory body Central Bank of Nigeria (CBN) with international operations will be included in this research.

The research aims to determine the relationship between organisational culture and employee engagement in the Nigerian banking system.

- a. To examine the dominant preferred and existing organisational culture by banks in Nigeria.
- b. To examine the dominant existing employee engagement by banks in Nigeria

- c. To explore whether there is a relationship between organisational culture and employee engagement by banks Nigeria.

Research methods. It will comprise of the literature review which will examine the background to employee engagement and organisational culture. A survey will be used to gather the primary data required for this research. A closed-ended Likert scale questionnaire on the selected model of research variables will be used during the study. Descriptive statistics, correlation and regression will be used to analyse data from respondents to determine the relationship between organisational culture and employee engagement in the banking system. To understand accomplish the goals of research objectives, the selection of research method was based on the best outcome based on analysis with regards to rank, relationship and influence variables affect a specific outcome.

2.2 Measurement of Instrument

The measuring instrument used in this research will be divided into 3 parts and the data will be collected through the administering of questionnaires. The questionnaire comprises of 3 parts, namely A, B and C, and will be accompanied by a cover letter. The cover letter introduced the research and enlighten the respondents about the aim of the research. Confidentiality will be honoured as all completed questionnaires will be dropped off at the Central Bank of Nigeria (CBN) during the banks' monthly meetings.

Part A of the survey will include a biography. Respondents will be asked to select by making an opposite cross to their selection. Part B will comprise of 15 statements with 4 corresponding sub-statements that reflects the existing and preferred organisational cultures in the selected banks. There will an instruction on how to complete this section. C section will comprise of 17 items. This section has 3 sub-categories which are; vigor, dedication and absorption (Schaufeli et al., 2006).

Rational and purpose of and motivation for using the OCS

Part B of the questionnaire is going to be supported by an existing research measuring system. The explanations why this instrument is chosen is because it's the advantage of being supported by an easy model which is understandable to employees at any organisational level (Carmona-Halty et al., 2019). The Harrison & Stokes, (1992) research instrument is going to be developed from the cultural framework by Harrison (1972). The Harrison & Stokes, (1992)

research instrument was tested by (Harmse, 2001; Louw & Boshoff, 2006) and received acceptable results regarding the reliability and validity, which was one more reason of choice during this research. Part B of the measuring system, there are 15 statements each containing four sub-categories. These sub-categories reflect the 4 organisational culture types developed by (Harrison & Stokes, 1992), namely power orientation, role orientation, achievement orientation and support orientation. Respondents will be asked to rank the statements according to the extent to which they strongly agreed (5=most preferred) or strongly disagreed (1=least preferred) with every statement. Each of those statements had to be ranked twice, once consistent with how they thought things were at that point (the existing culture) then the way the respondents would have liked the culture to be (the preferred culture).

There have been some varying studies as regards EES dimensions, many countries have researched, showed and illustrated factorial reliability, validity stable constructs of EES (Carmona-Halty et al., 2019; Salanova et al., 2003; Coetzee & Villiers, 2010) which explains its use in this research. Utrecht work scale (EES) and Organisational culture statement (OCS) will be the measuring instrument for the collection of data and the questionnaires are viewed as applicable and appropriate for this study.

Administration

The OCS will be a self-administered questionnaire with instructions to help while respondents are filling out. The rating scale for every item is structured in a statement format. The statements are rated by each respondent on their experience and duties with the bank. A questionnaire is considered valid only if it is fully completed by the respondents.

2.2.1 Sample Size Determination

A population refers to all people or items with the characteristic one wish to understand which may be tangible or intangible. Trochim (2006) puts in a simpler way form by defining the population as the group in which a researcher wants to pick a sample from in order to make generalizations. For the purpose of this research, the study population refers to the number of employees in the selected banks.

Sampling, as defined by Osuala (2005) is taking any portion of a population or universe as a representative of that population or universe. Therefore, the sample size is a subset of the entire

population selected by for the purpose of generalizing. Sampling is usually done when the study population is too large for the researcher to come in contact with each and every element in the population. Different scholars have given different perspective in determining sample size. Yamane (1967) provides a simplified formula to calculate sample sizes. This formula is used to calculate the sample sizes in this research shown below. A 95% confidence level and $P= 0.5$ are assumed for the Equation.

To this extent, the sample size is determined by $[n = \frac{N}{1+N_e^2}]$

Where: n = the sample size

N = population

e = the limit of tolerance

$$\begin{aligned} \text{Therefore, } n &= \frac{65000}{1+65000(0.05)^2} \\ &= \frac{65000}{1+162.5} \\ &= \frac{800}{163.5} \\ &= 397.5 \text{ respondents} \end{aligned}$$

Table 1

Showing banks in Nigeria with international authorisation by CBN

Banks	Size	sample
Access Bank Plc	1001 to 5000	5000
Fidelity Bank Plc	5001 to 10000	10000
First City Monument Bank Limited	1001 to 5000	5000
First Bank of Nigeria Limited	5001 to 10000	10000
Guaranty Trust Bank Plc	5001 to 10000	10000
Union Bank of Nigeria Plc	5001 to 10000	10000
United Bank for Africa Plc	5001 to 10000	10000
Zenith Bank Plc	1001 to 5000	5000
		<u>65000</u>

Source: Glassdoor 2020

2.2.3 Data collection and capturing

The data collection process entails the researcher following procedures to gather the data. The questionnaire will be administered and data collected from the sample (N = 500) of respondents at the selected banks. The banks choice is based on CBN international authorisation. These banks are 8 in number and branches in several oversea countries. The researcher will send the questionnaire to the selected banks through the CBN. The following procedure will then follow:

- a) A cover letter will be attached to the questionnaire which will explain the aim of the study, the respondent confidentiality and with instructions for filling out the questionnaire.
- b) A biography or profile information will be included in the questionnaire.
- c) The OCS and EES will be distributed to all respondents in the sample.
- d) The respondents will submit their completed questionnaires at the monthly banking review meeting through the HR department.

Once the data has been collected, it will be inputted into a spreadsheet document, using Microsoft Excel. Once all the data had been captured, it will be imported to a statistical data analysis program, namely the Statistical Package for the Social Sciences (SPSS 24.0).

Statistical analysis

The statistical analysis relates to how data is analysed. As stated above, the quantitative data will be analysed using SPSS 25.0. Firstly, the information from all three sections of the questionnaire will be analysed statistically using descriptive analysis (Creswell & Creswell, 2018). Descriptive statistics are used to summarise a set of scores that are obtained from respondents and to illustrate basic patterns in the data (Neuman, 2014); Punch, 2013). The benefits of performing descriptive analysis include the following (Punch, 2013):

- a) It enables the researcher to understand the distribution of each variable across the survey respondents.
- b) It keeps the researcher close to the data.

In the current research, descriptive statistics will be used to summarise part A of the questionnaire pertaining to the biographical details in order to develop a profile of the bank's existing and preferred organisational culture (part B), as well of the bank's employee engagement

(part C). In the analysis of this research data, simple frequency figures will be used to summarise and understand the data (Punch, 2013). Punch (2013) explained frequency as, "The individual scores within the distribution are tabulated consistent with what percentage respondents achieve each score, or gave each response, or fell into each category."

All 3 parts of the questionnaire that will be used in the present study will be analysed statistically using frequency distributions because the results could be shown as figures, graphs or tables. This will make the results easy to illustrate and help the researcher to get a basic idea of the features of the data (Punch, 2013; Neuman, 2014). Graphs will be developed to graphical represent from the frequency distribution. The respondents' perceptions of the existing and preferred organisational culture dimensions will be categorised;

- a) least dominant
- b) dominant
- c) most dominant

2.2.4 Method of Data Analysis

The data collected from respondents were analysed using descriptive analysis, Kruskal Wallis, means, standard deviations, Spearman correlation, and regression. Kruskal Wallis test and spearman correlation were used because the data were not normally distributed. This technique determines if a statistically significant relationship or impact between two or more groups (Bryman & Bell, 2011). The categories of the independent variable, organisational culture, which are least dominant, dominant and most dominant are used as the basis for the subdivision into groups. The major independent variables used in this study for the purposes of the correlation regression were the following dimensions of organisational culture:

- a) achievement culture;
- b) power culture;
- c) role culture; and
- d) support culture.

The dependent variables for each correlation and regression were the following dimensions of employee engagement:

- a) Vigor;
- b) Dedication; and
- c) Absorption.

Formulation of the Hypothesis

According to Cohen et al., (2017) a hypothesis is a clear statement in which a variable or variables are predicted. It is a clear description of the researchers' expectation or outcome in particular research or study. The central hypothesis was to determine the theoretical relationship between employee engagement and organisational culture, as conceptualised earlier in the literature review chapters. The following research hypotheses were formulated in order to achieve the empirical objectives of the study:

H₀: There is no significant relationship between organisational culture and employee engagement.

H₁: There is a significant relationship between organisational culture and employee engagement.

The research hypotheses will be tested by analysing the relationship between the organisational culture dimensions and employee engagement dimensions.

3. Empirical Study Analysis

This chapter shows how the data collected through the research instrument the questionnaire was analysed, interpreted and used to test the hypotheses in this research. In this chapter, the data is analysed with both descriptive and inferential statistical tools. To this effect correlation and linear regression analysis were used to test the hypotheses and analyse the impact as well as the relationship between the variables. It should be noted that the Statistical Package for Social Science (SPSS) was used for analysing frequencies and testing research hypothesis.

The data obtained from this study were presented using tables with specifications made on the amount of questionnaire distributed. The results were obtained based on the opinions of the respondents.

Table 2

Respondents Response Rate

Questionnaire	Respondents	Percentage of Respondents
Returned	474	94.8%
Not Returned	26	5.2%
Total Distributed	500	100 %

Source: Author

Table 2 shows that 474 (94.8%) of the questionnaires were returned, 26 (5.2%) were not returned.

3.1 Analysis Of Personal Data of respondents

The demography of respondents is presented below to show a visual interpretation of the sample. Table 3 shows the age distribution of the respondents. 92 (19.4%) respondents are in the category of below 20 years of age, 242 (51.1%) respondents fall within the range of 21-39 years of age, 80 (16.9%) respondents fall within the age range of 30-39, 30 (6.3%) respondents fall within the age range of 40-49, and 30 (6.3%) respondents fall within the age range of above 50 years of age. It indicates the distribution of gender of the respondents. 206 (43.5%) respondents are male while the remaining 268 (56.5%) respondents are female. This implies that there are more female respondents than the male respondents for this study. It also indicates respondents educational level, as they were asked to select their highest level of education. The responses are depicted from Figure 6 below. 98 (20.7%) of the respondent hold a diploma certificate, 242 (51.1%)

hold a bachelor's degree and 134 (28.3%) of the respondents hold a postgraduate degree. Table 3 represents respondents the number of the year they have been working at the bank. Figure 7 below showing a distribution of the number of years' respondents has been working at the bank. 84 (17.7%) of respondents have worked less than a year with the bank, 226 (47.7%) have worked between 2-9 years, 95 (20%) have spent 10-17 years with the bank, 38 (8%) have spent 18-25 years with the bank and 31 (6.5%) of the respondents have worked over 26 years with the bank.

Table 3

Demographic respondents

		Frequency	Per cent
Age	Below 20 years	92	19.4
	21-29 years	242	51.1
	30-39 years	80	16.9
	40-50 years	30	6.3
	Above 50 years	30	6.3
Gender	Male	206	43.5
	Female	268	56.5
Education Level	Diploma	98	20.7
	Bachelors	242	51.1
	Postgraduate	134	28.3
Service years	Less than a year	84	17.7
	2-9 years	226	47.7
	10-17 years	95	20.0
	18-25 years	38	8.0
	26 years and above	31	6.5
	Total	474	100.0

Source: Author

Job Level: Respondents were asked to indicate their position within the bank. Figure 4 shows the job level of the respondents. 32 (6.8%) of the respondents are senior management, 98 (20.7%) are at management level, 44 (9.3%) are at the technical level, 106 (22.4%) are at Admin levels and 194 (40.9%) of the respondents are at general levels.

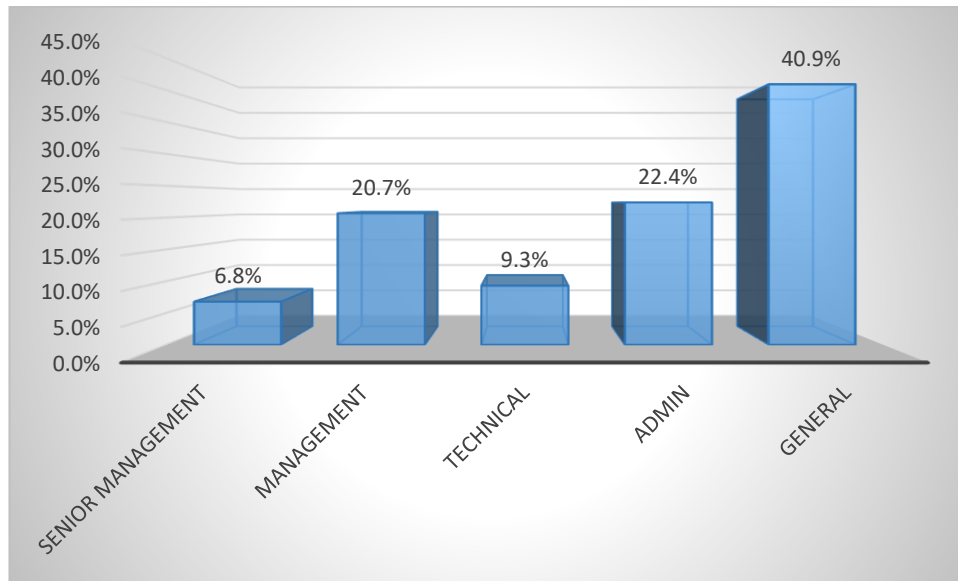


Figure 4. Job Level of respondents

Source: Author

Department: the respondents were asked to identify which department they worked within the bank. Figure 5 below shows the response and distribution of departments. 199 (42%) of respondents work in the sale/marketing department, 48 (10%) work in the human resources department, 95 (20%) work in the accounts/finance department, 28 (5.9%) work in the IT department and 104 (21.9%) of the respondents work in the customer relations department.

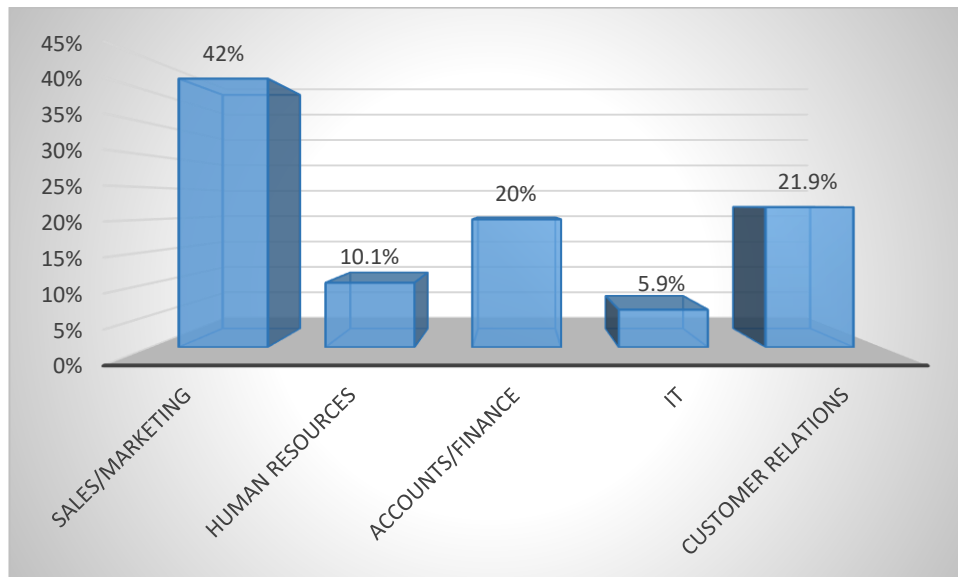


Figure 5. Department of respondents

Source: Author

Employment status: the respondents were asked to identify their employment status at the bank. Figure 6 below shows the employment status distribution. 294 (62%) of the respondents are permanent staff at the bank and 180 (38%) of respondents are contract staffs at the bank.

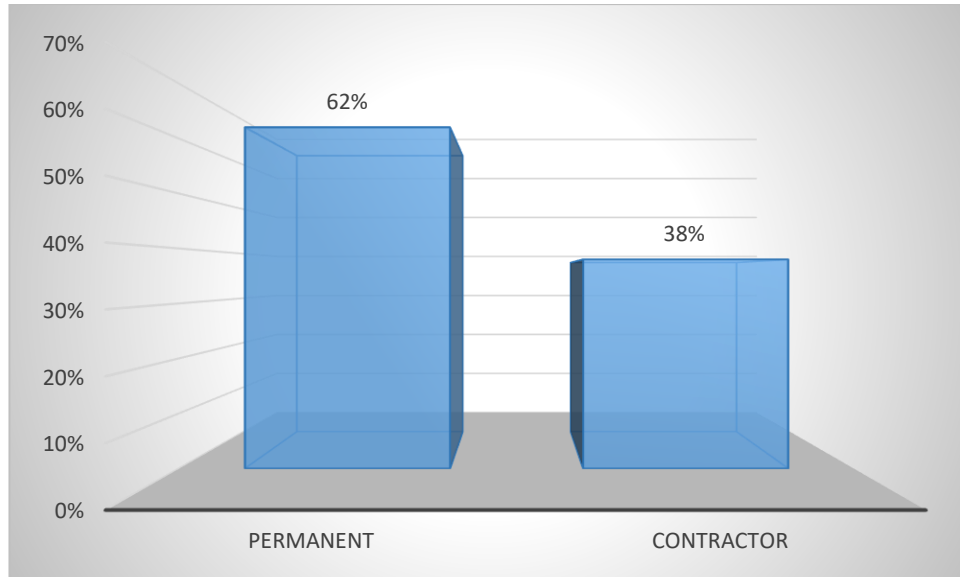


Figure 6. Employment status of respondents

Source: Author

3.2 Internal reliability of measuring instruments

Reliability of research instrument deals with the extent to which a research instrument produces or is likely to produce consistent results over time. Table 4 below shows Cronbach alpha for the four dimensions of organisational culture which is based on Harrison and Stokes (1992) measurement instruments.

Table 4

Cronbach Alpha for Organisational Culture Questionnaire.

	Cronbach's Alpha	N of Items	Cronbach Alpha rating
Existing Power	0.92	15	Excellent
Exiting Role	0.77	15	Acceptable
Existing Achievement	0.82	15	Good
Existing Support	0.87	15	Good
Preferred Power	0.84	15	Good
Preferred Role	0.84	15	Good

Preferred Achievement	0.79	15	Acceptable
Preferred Support	0.84	15	Good

Source: Author

According to Creswell & Creswell, (2018) Cronbach alpha values of $\alpha \geq 0.7$ is acceptable a rule of thumb for interpreting alpha. Values below 0.7 are said to be questionable or poor. Table 4 above show the reliability scale of the four dimensions of organisational culture. The scores a reliable and internally consistent.

Table 5

Cronbach Alpha for Employee Engagement Questionnaire.

	Cronbach's Alpha	N of Items	Cronbach Alpha Rating
Vigor	0.81	5	Good
Dedication	0.83	6	Good
Absorption	0.81	6	Good

Source: Author

Cronbach alpha was also done to section c part of the questionnaire to evaluate the reliability. The questionnaire was adopted from Schaufeli et al., (2006) Utrecht Work Engagement. The summary of the Cronbach alpha for three dimensions of employee engagement is shown above. Table 5 above showed that the reliability of the three-dimension is good and said to be acceptable.

Table 6

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
VI	.144	474	.000	.914	474	.000
DE	.131	474	.000	.908	474	.000
AB	.129	474	.000	.910	474	.000
Existing Power	.188	474	.000	.732	474	.000
Existing Role	.090	474	.000	.954	474	.000
Existing Achievement	.072	474	.000	.964	474	.000
Existing Support	.188	474	.000	.822	474	.000
Preferred Power	.130	474	.000	.906	474	.000
Preferred Role	.169	474	.000	.850	474	.000
Preferred Achievement	.176	474	.000	.851	474	.000
Preferred Support	.144	474	.000	.904	474	.000

Source: Author

The normality can be check by the use of two tests. Kolmogorov-Smirnov (sample size > 50) and Shapiro-Wilk (sample < 50) (Creswell & Creswell, 2018). Our sample size is greater than 50 we will use Kolmogorov-Smirnov with p-value 0.000. it shows that the variables are not normally distributed ($p = 0.000 < 0.05$).

3.3 Organisational Culture Profile

This section of the research will determine the dominant exiting organisational culture and preferred organisational culture dimensions in the Nigeria banking sector. The organisational culture was described by mean scores using descriptive statistics for all organisational culture scales (achievement, power, role, support and role).

The preferred organisational culture with a mean score of 3.71 shows that employees would prefer achievement organisational culture. The highest mean score at 3.64 shows that the dominant existing culture was the support organisational culture. This mean score shows that employees in selected banks in Nigerian have pointed out that support culture as the dominant existing culture.

Table 7

Respondents mean score for existing and preferred organisational culture

Organisational culture scales	Mean	SD
Existing Power	3.51	0.55
Exiting Role	1.52	0.34
Existing Achievement	1.66	0.45
Existing Support	3.64	0.41
Preferred Power	1.45	0.40
Preferred Role	3.62	0.39
Preferred Achievement	3.71	0.32
Preferred Support	1.52	0.48

Source: Author

Table 7 shows a visual interpretation of the mean scores of exiting organisational culture at Nigerian banks. The dominant scale was represented by the scale with the highest mean score.

- Power culture: This culture dimension was ranked as the second-highest existing culture (3.51) and standard deviation (0.55).
- Role culture: This dimension was identified as the least dominant in the existing culture (1.52) and standard deviation (0.34).

- Achievement culture: this dimension was ranked third highest culture scale (1.66) and standard deviation (0.45).
- Support culture: the perception of most employees was that existing support culture was the **most dominant culture in the banks (3.64)** and standard deviation (0.41).

Table 7 shows a visual interpretation of the mean scores of preferred organisational culture at Nigerian banks. The dominant scale was represented by the scale with the highest mean score.

- Power culture: This dimension was identified as the least dominant in the preferred culture (1.46) and standard deviation (0.40).
- Role culture: This culture dimension was ranked as the second highest preferred culture (3.62) and standard deviation (0.39).
- Achievement culture: the perception of most employees was that preferred support culture was the **most dominant culture and most preferred by bankers (3.71)** and standard deviation (0.32).
- Support culture: this dimension was ranked third highest culture scale (1.52) and standard deviation (0.48).

3.4 Employee Engagement Profile

Table 8

Respondents mean score for existing and preferred organisational culture

Employee Engagement Scales	Mean	SD
Vigor	4.17	1.33
Dedication	3.92	1.33
Absorption	3.95	1.30

Source: Author

Table 8 shows the mean score of employee engagement scales in Nigerian banks. The scores represent respondents and show the **dominant** employee engagement scale with the highest score. The highest scale was **vigor employee engagement (4.17)**. Table 8 shows that it is clear that the dominant employee engagement dimension scale in Nigerian banks was **vigor employee engagement (4.17)** and standard deviation (1.33). This states that the employees direct positive energy as well as the eagerness towards their work. Table 8 shows that absorption dimension mean score was (3.95) and standard deviation (1.33), this means that employees are fully immersed and

involved in their jobs and work-related activities. The Dedication dimension mean score was (3.92) and standard deviation (1.30), which means that the employees are committed to their task at their jobs because the price attached with leaving is very high.

3.5 The relationship between demography variables and organisational culture.

3.5.1. Demography and existing organisational culture

Table 9 below shows the results of the Kruskal Wallis test and Sig for all demography variables. To evaluate the difference across five levels of age whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed an insignificant difference (Asym. Sign = 0.16) in an effect on existing organisational culture dimensions for 5 levels of age. To evaluate the difference across two levels of gender whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed an insignificant difference (Asym. Sign = 0.19) in an effect on existing organisational culture dimensions for 2 levels of age. To evaluate the difference across three levels of education whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on existing organisational culture dimensions for 3 levels of age. To evaluate the difference across five levels of service years whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on existing organisational culture dimensions for 5 levels of age. To evaluate the difference across five levels of jobs whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on existing organisational culture dimensions for 5 levels of age. To evaluate the difference across five levels of departments whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on existing organisational culture dimensions for 5 levels of age. To evaluate the difference across two levels of employment status whether there is an effect on the perception of respondents with existing organisational culture dimensions was tested using the Kruskal Wallis test. The test

revealed an insignificant difference (Asym. Sign = 0.14) in an effect on existing organisational culture dimensions for 2 levels of age.

Table 9

Existing organisational culture dimensions (Kruskal-Wallis Test)

Demography	Kruskal-Wallis Test	df	Sig
Age	6.60	4	0.16
Gender	1.69	1	0.19
Education Level	83.76	2	0.00**
Service years	20.44	4	0.00**
Job Level	81.07	4	0.00**
Department	24.42	4	0.00**
Employment status	2.14	1	0.14

** = $p < 0.05$

Source: Author

3.5.2. Demography and preferred organisational culture

Table 10 below shows the results of the Kruskal Wallis test and Sig for all demography variables. To evaluate the difference across five levels of age whether there is an effect on the perception of respondents with preferred organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.003) in an effect on preferred organisational culture dimensions for 5 levels of age. To evaluate the difference across two levels of gender whether there is an effect on the perception of respondents with preferred organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed an insignificant difference (Asym. Sign = 0.14) in an effect on preferred organisational culture dimensions for 2 levels of age. To evaluate the difference across three levels of education whether there is an effect on the perception of respondents with preferred organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on preferred organisational culture dimensions for 3 levels of age. To evaluate the difference across five levels of service years whether there is an effect on the perception of respondents with preferred existing organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on preferred organisational culture dimensions for 5 levels of age. To evaluate the difference across five levels of jobs whether there is an effect on the perception of respondents with preferred organisational

culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on preferred organisational culture dimensions for 5 levels of age. To evaluate the difference across five levels of departments whether there is an effect on the perception of respondents with preferred organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed a significant difference (Asym. Sign = 0.00) in an effect on preferred organisational culture dimensions for 5 levels of age. To evaluate the difference across two levels of employment status whether there is an effect on the perception of respondents with preferred organisational culture dimensions was tested using the Kruskal Wallis test. The test revealed an insignificant difference (Asym. Sign = 0.59) in an effect on preferred organisational culture dimensions for 2 levels of age.

Table 10

Preferred organisational culture dimensions (Kruskal-Wallis Test)

Demography	Kruskal-Wallis Test	df	Sig
Age	15.79	4	0.003**
Gender	2.21	1	0.14
Education Level	22.98	2	0.00**
Service years	66.27	4	0.00**
Job Level	48.08	4	0.00**
Department	52.68	4	0.00**
Employment status	0.291	1	0.59

** = $p < 0.05$

Source: Author

3.6 Intercorrelation between dimensions

Intercorrelation between organisational culture dimensions and employee engagement dimensions was calculated using spearman's correlation coefficient to measure the relationship between the variables. Intercorrelation matrix for this study is represented in table 10 below. It was found that all dimension of preferred organisational culture has a significant relationship to all dimensions of employee engagement with $p \leq 0.05$. Existing power culture no significant relation with employee engagement dimensions. In Piaw (2006), correlation between values of 0.91 until 1.00 or -0.91 until -1.00 Very strong, 0.71 until 0.90 or -0.71 until -0.90 Strong, 0.51 until 0.70 or

-0.51 until -0.70 Medium, 0.31 until .50 or -0.31 until -0.50 Weak, 0.09 until 0.30 or -0.09 until -0.30 Very weak and 0.08 No correlation

Table 11

Spearman's correlation matrix

	1	2	3	4	5	6	7	8	9	10	11
Existing Power	1										
Existing Role	-.102*	1									
Existing Achievement	-.122**	.276**	1								
Existing Support	.680**	-.224**	-.463**	1							
Preferred Power	-.152**	.391**	.723**	-.551**	1						
Preferred Role	.568**	-.183**	-.592**	.851**	-.628**	1					
Preferred Achievement	.331**	-.353**	-.590**	.730**	-.853**	.695**	1				
Preferred Support	-.124**	.175**	.797**	-.519**	.845**	-.652**	-.760**	1			
Vigor	.015	.262**	.092*	-.029	.130**	-.065	-.077	.117*	1		
Dedication	.000	.233**	.323**	-.225**	.322**	-.252**	-.255**	.296**	.817**	1	
Absorption	.004	.236**	.304**	-.207**	.306**	-.235**	-.239**	.281**	.835**	.995**	1

*. Correlation is significant at the 0.05 level (2-tailed). ** 0.01 level (1-tailed).

Source: Author

Existing role culture correlated significantly and positively with Vigor ($r = 0.262$; very weak effect; $p \leq 0.00$), dedication ($r = 0.233$; very weak effect; $p \leq 0.00$), and absorption ($r = 0.236$; very weak effect; $P \leq 0.00$). Existing achievement culture correlated significantly and positively with Vigor ($r = 0.092$; very weak effect; $p \leq 0.046$), dedication ($r = 0.323$; weak effect; $p \leq 0.00$), and absorption ($r = 0.304$; weak effect; $P \leq 0.00$). Existing support culture correlated significantly and positively with dedication ($r = 0.225$; very weak effect; $p \leq 0.00$), and absorption ($r = 0.207$; very weak effect; $P \leq 0.00$) but there is no correlation with Vigor ($r = -0.026$; $p \leq 0.528$). Preferred power culture correlated significantly and positively with Vigor ($r = 0.130$; very weak effect; $p \leq 0.005$), dedication ($r = 0.322$; weak effect; $p \leq 0.00$), and absorption ($r = 0.306$; weak effect; $P \leq 0.00$). Preferred role culture correlated significantly and negatively with dedication ($r = -0.252$; very weak effect; $p \leq 0.00$), and absorption ($r = -0.235$; very weak effect; $P \leq 0.00$) but there is no correlation with Vigor ($r = -0.065$; $p \leq 0.159$). Preferred achievement culture correlated significantly and negatively with dedication ($r = -0.255$; very weak effect; $p \leq 0.00$), and absorption ($r = -0.239$; very weak effect; $P \leq 0.00$) but there is no correlation with Vigor ($r = -0.077$; $p \leq$

0.093). Preferred support culture correlated significantly and positively with Vigor ($r = 0.117$; very weak effect; $p \leq 0.011$), dedication ($r = 0.296$; very weak effect; $p \leq 0.00$), and absorption ($r = 0.281$; very weak effect; $P \leq 0.00$).

Based on the above, there were several very relations amongst the variables and also statistically insignificant relationships between vigor and existing organisational culture dimensions and Preferred organisational culture dimensions (Role and achievement).

3.7 Multiple regression

3.7.1 Regression analysis for dependent variable: employee engagement (Existing organisational culture dimensions)

Table 12

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 ^a	.145	.138	1.185

a. Predictors: (Constant), Existing Support, Existing Role, Existing Achievement, Existing Power

Source: author

The table above is the model summary. It shows how much of the variance in employee engagement of banks in Nigeria that is explained by existing organisational culture. In this case, the adjusted R square value is 0.138. which means organisational culture explains 13.8% variance in employee engagement in Nigerian banks.

Table 13

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.066	4	28.016	19.952	.000 ^b
	Residual	658.554	469	1.404		
	Total	770.619	473			

a. Dependent Variable: Employee Engagement
b. Predictors: (Constant), Existing Support, Existing Role, Existing Achievement, Existing Power
c. Predictors: (Constant), Existing Achievement, Existing Role

Source: Author

This table shows the assessment of the statistical significance of the result. The ANOVA table tests the null hypothesis to determine it is significant. The ANOVA table shows the Fcal 19.952 at 0.000 significance level. At $\alpha = 0.05$, this regression is statistically significant because $p\text{-value} < 0.05$.

Table 14

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.990	.686		2.900	.004
	Existing Power	.338	.134	.146	2.517	.012
	Existing Role	.680	.171	.181	3.968	.000
	Existing Achievement	.691	.134	.242	5.143	.000
	Existing Support	-.370	.191	-.119	-1.938	.053

a. Dependent Variable: Employee Engagement

Source: Author

The coefficient table above shows the simple model that expresses the relationship between organisational culture and employee engagement in Nigerian banks. The model is shown mathematically as follows;

$Y = a + bx_1 + bx_2 + \dots + bx_p + \epsilon$, where Y is the employee engagement in banks and x is organisational culture dimensions, 'a' is a constant factor and 'b' the value of coefficient. For the table therefore; Employee engagement = 1.671 + 0.338 + 0.680 + 0.691 + (-0.370), therefore means that for every 1 unit of change in existing power culture, there is going to be a 0.338 increase in employee engagement. For every 1 unit of change in the existing role culture, there is going to be a 0.680 increase in employee engagement. For every 1 unit of change in existing achievement culture, there is going to be a 0.691 increase in employee engagement. For every 1 unit of change in existing support culture, there is going to be a 0.370 decrease in employee engagement. At $\alpha = 0.05$, t-values are statistically significant because their corresponding p-values < 0.05 (0.012, 0.000 and 0.000) respectively. except Preferred support culture which returned a statistically insignificant p-value > 0.05 (0.053). therefore, X₁, X₂ and X₃ are individually useful in the prediction of Y.

3.7.2 Regression analysis for dependent variable: employee engagement (Preferred organisational culture dimensions)

Table 15

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308 ^a	.095	.087	1.219

a. Predictors: (Constant), Preferred Support, Preferred Role, Preferred Achievement, Preferred Power

Source: Author

The table above is the model summary. It shows how much of the variance in employee engagement of banks in Nigeria that is explained by the preferred organisational culture. In this case, the adjusted R square value is 0.087. which means organisational culture explains 8.7% variance in employee engagement in Nigerian banks.

Table 16

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.311	4	18.328	12.327	.000 ^b
	Residual	697.309	469	1.487		
	Total	770.619	473			

a. Dependent Variable: Employee Engagement
b. Predictors: (Constant), Preferred Support, Preferred Role, Preferred Achievement, Preferred Power

Source: Author

This table shows the assessment of the statistical significance of the result. The ANOVA table tests the null hypothesis to determine it is significant. The ANOVA table shows the Fcal 12.327 at 0.000 significance level. At $\alpha = 0.05$, this regression is statistically significant because p-value < 0.05.

Table 17.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.496	1.479		.335	.738
	Preferred Power	1.024	.325	.323	3.146	.002
	Preferred Role	-.410	.180	-.127	-2.281	.023
	Preferred Achievement	.862	.345	.212	2.497	.013
	Preferred Support	.213	.210	.080	1.012	.312

a. Dependent Variable: Employee Engagement

Source: Author

The coefficient table above shows the simple model that expresses the relationship between organisational culture and employee engagement in Nigerian banks. The model is shown mathematically as follows;

$Y = a + bx_1 + bx_2 + \dots + bx_p + \epsilon$, where Y is the employee engagement in banks and x is organisational culture dimensions, 'a' is a constant factor and 'b' the value of coefficient. For the table, therefore;

Employee engagement = $0.496 + 1.024 + (-0.410) + 0.862 + 0.213$, therefore means that for every 1 unit of change in preferred power culture, there is going to be a 1.024 increase in employee engagement. For every 1 unit of change in preferred role culture, there is going to be a 0.410 decrease in employee engagement. For every 1 unit of change in preferred achievement culture, there is going to be a 0.862 increase in employee engagement. For every 1 unit of change in preferred support culture, there is going to be a 0.213 increase in employee engagement. At $\alpha = 0.05$, t-values are statistically significant because their corresponding p-values < 0.05 (0.002, 0.023 and 0.013) respectively. except Preferred support culture which returned a statistically insignificant p-value > 0.05 (0.312). therefore, X_1 , X_2 and X_3 are individually useful in the prediction of Y.

The regression analysis indicated that only three of the organisation culture dimensions make a statistical contribution in predicting employee engagement. The finding in this study there provides partial support. Altogether, organisational dimensions of existing achievement, existing role and preferred power seem to affect employee engagement variables of vigor, dedication and absorption. It appears that job quality and achievement where staff are grouped with similar purpose or vision has a direct effect on employees' levels of employee engagement. It identifies that loyalty given within an organisation, respect and attitude towards work builds job responsibilities, and rules. Where a task is accomplished with immediate supervision from management. Furthermore, tasks are carried out based on remuneration, or fear of being sanction in connection with a powerful person with the organisation which ultimately affects the employees' level of employee engagement.

3.7.3. Regression analysis for dependent variable: employee engagement (organisational culture)

Table 18.

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.194 ^a	.038	.036	1.253

a. Predictors: (Constant), Existing Culture

Source: Author

The table above is the model summary. It shows how much of the variance in employee engagement of banks in Nigeria that is explained by the preferred organisational culture. In this case, the adjusted R square value is 0.036. which means organisational culture explains 3.6% variance in employee engagement in Nigerian banks.

Table 19

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.089	1	29.089	18.516	.000 ^b
	Residual	741.531	472	1.571		
	Total	770.619	473			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Existing Culture

Source: Author

This table shows the assessment of the statistical significance of the result. The ANOVA table tests the null hypothesis to determine it is significant. The ANOVA table shows the Fcal 18.516 at 0.000 significance level. At $\alpha = 0.05$, this regression is statistically significant because p-value < 0.05.

Table 20.

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.294	.635		2.037	.042
	Existing Culture	1.054	.245	.194	4.303	.000

a. Dependent Variable: Employee Engagement

Source: Author

The coefficient table above shows the simple model that expresses the relationship between organisational culture and employee engagement in Nigerian banks. The model is shown mathematically as follows;

$Y = a + bx_1 + bx_2 + \dots + bx_p + \epsilon$, where Y is the employee engagement in banks and x is organisational culture dimensions, 'a' is a constant factor and 'b' the value of coefficient. For the table, therefore; Employee engagement = $1.671 + 1.054x$, therefore means that for every 1 unit of change in existing organisational culture, there is going to be a 1.054 increase in employee engagement. At $\alpha = 0.05$, t-values is statistically significant because the corresponding p-values < 0.05 (0.000). Therefore, X_1 , is individually useful in the prediction of Y.

Table 21.

Excluded Variables

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	
1	Preferred Culture	.086 ^b	1.496	.135	.069	.618
a. Dependent Variable: Employee Engagement						
b. Predictors in the Model: (Constant), Existing Culture						

Source: Author

$$\text{Employee engagement} = 1.671 + 1.054x_1 + 0.086x_2$$

At $\alpha = 0.05$, t-values is statistically significant because the corresponding p-values > 0.05 (0.135). Therefore, X_2 , is not individually useful in the prediction of Y.

3.8 Discussion the Research Findings

Employee engagement has a direct relationship with organisational culture. A high degree of culture in an organisation projects a clear outlined expectation and behaviour of employees. Employees understand the culture and the things that are required by the organisation. Therefore, directly the employees feel engaged. Employee engagement and organisational culture are closely related. Start by enhancing the organisational culture to increase employee engagement. A well-established or strong organisation culture contributes to a strong level of employee engagement. The culture of any organisation is the anatomy and foundation of its existence.

Dominant existing and preferred organisational culture dimensions in selected Nigerian banks

The research showed that the most dominant organisational culture was the support culture: Work is done out of the enjoyment of the operation individualism and impact and reverence for the beliefs and goals of all the other stakeholders (handy 1985). Harrison & Stokes; (1992) employee and company relationship is based on trust between the two parties in organisational

support culture. The banks in Nigeria has a happy and caring environment, where the expectation is that a sense of connection that would build a level of commitment and loyalty. The employees in the bank, therefore, have a great contribution to the growth of the company. The effect of this dimension of organisational culture in the bank is that employees will make sacrifices for each other and invariably produces loyalty amongst teams, high productivity and high values. Preferred organisational culture in the research was attributed to achievement organisational culture. In this dimension, a job is done out of employee satisfaction and commitment to a given task (Handy 1985). There was a direct positive relationship between culture employee commitment (Aranki et al., 2019). The research showed that employees are more productive when their jobs are attached to personal commitment. This culture synchronises employees to company mission and vision, where the employees' strength is directed to achieve the organisation's goals. In this study, the achievement organisational culture is the most important culture that impacts employees.

Relationship between demographic variables and organisational culture

In this research table, 9 and 10 show the relationship between demography and organisational cultures. Age, educational level, service years, job level and the department has a significant relationship with organisational culture. This means that age (21-29 years), education (bachelor degree), service years (2-9 years), job level (general) and department (sales/marketing) will significantly decide the shift between existing and preferred culture.

Dominant existing employee engagement dimensions in Nigerian Banks

The research showed that vigor employee engagement was the most dominant dimension in Nigerian banks. According to Carmona-Halty et al., (2019) the degree of positive energy as well as the eagerness of employees towards their work. This effectively shows the positive energy and mentality employees inject into work with shared determination even in the midst of difficulties.

Determine the relationship between organisational culture and employee engagement

In this research, a correlation was performed on the data received from 474 respondents in the banks in Nigeria. Spearman correlation was conducted existing and preferred organisational culture dimension and employee engagement dimensions. The correlation indicated that there is a relationship amongst dimensions with some exemptions. Existing power culture has no correlation with vigor, dedication and absorption. This indicates that job done out the expectation of remuneration and fear of sanctions does not have any relationship with employees' productivity

attached to personal commitment, inspiration or pride towards work and the immersed nature and connection to work. Preferred role culture and achievement has no correlation with vigor. This indicated that in the banks, job done out respect to a contract, job responsibilities, rules and regulations to the company with a combination of sanctions and loyalty and employee satisfaction and commitment to a given task does not have any relationship with the positive energy as well as the eagerness of employees towards their work. Also, a multiple regression was performed on the data received from respondents. This analysis conducted was to understand the impact organisational culture dimensions has on employee engagement. The research indicated that support culture does not an impact on employee engagement ($p=0.53$; $p=0.312$).

Summary of research hypothesis: Table shows the decision to research hypothesis to determine the objective of this research.

Table 22.

The hypothesis of the empirical study

Hypothesis	Decision
H _{1a} : There is a significant relationship between existing organisational culture and employee engagement	Supported
H _{1b} : There is a significant relationship between preferred organisational culture and employee engagement	Unsupported

Source: Author

The table above indicated that there is a significant relationship between the existing culture within banks employee engagement. This could be related to rules and regulation enforced by the regulatory body which is controlled by the executive arm of government.

CONCLUSION

Since the intercept of the financial regulatory arm in government, the transformation process of banks has resulted in mergers and acquisitions in the industry. The mergers and acquisitions have brought together different individuals and thereby a mixture of cultures within the organisations. When the culture of an organisation influences the direction of employee engagement then there is a great fit which affects employees output and productivity.

The primary objective of this study is to determine the relationship between organisational culture and employee engagement in Nigeria banks. Existing organisational culture significantly influenced employee engagement among banks in Nigeria ($p = 0.00$). Preferred organisational culture did not significantly influence employee engagement ($p = 0.135$). This finding was supported by previous studies conducted (Brenyah & Darko, 2017) but unsupported by the previous study by (Schein, 1994) where it showed that culture influences employee engagement. According to Ndlovu et al., (2016) that employee engagement is accessed in different ways and every organisation should determine its approach to a culture based on its employee and the environment. The study by Ndlovu et al., (2016) was based inconclusive because of poor reliability consistency. The study showed that the most dominant and preferred culture at the bank is the achievement culture with mean and standard deviation (3.71, 0.32) respectively. The finding conducted by (Brenyah & Darko, 2017) which focused on the public sector in Ghana showed that power culture was dominant. The reason for this difference is the shift in sectors, as privately-owned companies like banks revolve around rules and regulations to the company with a combination of sanctions and loyalty and employee satisfaction and commitment to a given task (Harrison & Stokes, 1992). The main emphasis is the existing organisational culture which has shown in this study to have a significant influence on employee engagement. The banks should expand on the existing culture and integrate the portion of the most dominant and preferred culture to increase employee engagement thereby invariably better performance and improved productivity of the employees.

Limitations: the questionnaire distributed to only selected Nigerian banks with international operations. Sequel to this, the result might not represent the entire banking system in Nigeria.

The result was obtained during a specific period. A period of 2-5 years would have measured the consistency and explore the relationship between organisational culture and employee engagement.

Future research; To improve statistical reliability, the researcher suggests further research should to take into consideration broaden the study across various sectors and companies.

Organisational culture and employee engagement have shown in Nigerian banks that the existing has a significant impact on growth and development. The culture has created a clear direction for banks in meeting their goals. This means a culture change will negatively impact employee engagement in the banks in Nigeria.

Recommendations: The banks should continue to build trust between them and employees by creating a warm environment to the task to be accomplished. The banks should also continue to develop a loyalty-based system to increase employee morale which increases performance and affects productivity. The banks should also build on company vision and mission statement to build positive to accomplish organisational goals. The employees integrated easily as they are understood and in sync with the mission and values of the organisation. The company should help sustain the positive high energy and reduce burnout of employees.

REFERENCES

1. Alarcon, G., & Edwards, J. (2011). The relationship of engagement, job satisfaction and turnover intentions. *Stress and Health, 27*(3), e294-e298. doi: 10.1002/smi.1365
2. Allen, N., & Meyer, J. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of Vocational Behavior, 49*(3), 252-276. doi: 10.1006/jvbe.1996.0043
3. Alvi, A., Javed, A., Ashfaq, A., & Kalsoom, S. (2017). Impact of organizational culture and employees satisfaction on organizational performance in banking sector of lahore. *The Science International Lahore, 29*(4), 975-979.
4. Amah, O. (2018). Employee engagement in Nigeria: The role of leaders and boundary variables. *SA Journal Of Industrial Psychology, 44*. doi: 10.4102/sajip.v44i0.1514
5. Aryee, S., Walumbwa, F., Seidu, E., & Otake, L. (2012). Impact of high-performance work systems on individual- and branch-level performance: Test of a multilevel model of intermediate linkages. *Journal of Applied Psychology, 97*(2), 287-300. doi: 10.1037/a0025739
6. Ashkanasy, N., Wilderom, C., & Peterson, M. (2011). *The handbook of organizational culture and climate*. Thousand Oaks: SAGE Publications.
7. Bailey, C., Madden, A., Alfes, K., Fletcher, L., Robinson, D., & Holmes, J. et al. (2015). Evaluating the evidence on employee engagement and its potential benefits to NHS staff: a narrative synthesis of the literature. *Health Services and Delivery Research, 3*(26), 1-424. doi: 10.3310/hsdr03260
8. Bakker, A., & Schaufeli, W. (2008). Positive organizational behavior: engaged employees in flourishing organizations. *Journal of Organizational Behavior, 29*(2), 147-154. doi: 10.1002/job.515
9. Balthazard, P., Cooke, R., & Potter, R. (2006). Dysfunctional culture, dysfunctional organization. *Journal of Managerial Psychology, 21*(8), 709-732. doi: 10.1108/02683940610713253
10. Batista-Taran, L., Shuck, M., Gutierrez, C., & Baralt, S. (2013). The role of leadership style in employee engagement. In *Proceedings of the Eighth Annual College of Education & GSN Research Conference* (pp. 15-20). Miami: Florida International

University. Retrieved from

<https://digitalcommons.fiu.edu/cgi/viewcontent.cgi?article=1143&context=sferc>

11. Bedarkar, M., & Pandita, D. (2014). A Study on the Drivers of Employee Engagement Impacting Employee Performance. *Procedia - Social and Behavioral Sciences*, 133, 106-115. doi: 10.1016/j.sbspro.2014.04.174
12. Bello, B., Ologbenla, P., Opele, A., & Lawal, T. (2019). Organisational Culture and Human Capital Development in First Bank Nigeria Plc. *African Research Review: An International Multidisciplinary Journal, Ethiopia*, 13(4), 51-66. doi: 10.4314/afrrrev.v13i4.5
13. Bolívar-Ramos, M., García-Morales, V., & García-Sánchez, E. (2012). Technological distinctive competencies and organizational learning: Effects on organizational innovation to improve firm performance. *Journal of Engineering and Technology Management*, 29(3), 331-357. doi: 10.1016/j.jengtecman.2012.03.006
14. Brenyah, R., & Darko, T. (2017). Organisational Culture and Employee Engagement within the Ghanaian Public Sector. *Review of Public Administration and Management*, 05(03). <https://doi.org/10.4172/2315-7844.1000233>
15. Bryman, A., & Bell, E. (2011). *Business research methods* (3rd ed.). Cambridge: Oxford University Press.
16. Cacciattolo, K. (2014). Understanding Organisational Cultures. *European Scientific Journal*, 2(1), 1-7.
17. Caplan, J. (2013). *Strategic talent development: develop and engage all your people for business success*. Kogan Page Publishers.
18. Carmona-Halty, M., Schaufeli, W., & Salanova, M. (2019). The Utrecht Work Engagement Scale for Students (UWES–9S): Factorial Validity, Reliability, and Measurement Invariance in a Chilean Sample of Undergraduate University Students. *Frontiers in Psychology*, 10. doi: 10.3389/fpsyg.2019.01017
19. Cateeuw, F., Flynn, E., & Vonderhorst, J. (2007). Employee Engagement: Boosting Productivity in Turbulent Times. *Organization Development Journal*, 25(2), 151-157.
20. Celestine, E. (2015). *Celestine, E. I. (2015). Antecedents of employee Engagement: an examination of the banking sector of Nigeria* (PhD). School of business, university of Salford, UK.

21. Christian, M., Garza, A., & Slaughter, J. (2011). Work Engagement: A Quantitative Review and Test of Its Relations with Task and Contextual Performance. *Personnel Psychology*, 64(1), 89-136. doi: 10.1111/j.1744-6570.2010.01203.x
22. Clement, O., & Eketu, C. (2019). Organizational Climate and Employee Engagement in Banks in Rivers State, Nigeria. *International Journal of Advanced Academic Research / Sciences, Technology and Technology*, 5(3).
23. Coetzee, M., & Villiers, M. (2010). Sources of job stress, work engagement and career orientations of employees in a South African financial institution. *Southern African Business Review*, 14(1).
24. Cohen, L., Manion, L., & Morrison, K. (2017). *Research methods in education* (8th ed.). London: Routledge.
25. Cooke, R., & Rousseau, D. (1988). Behavioral Norms and Expectations. *Group & Organization Studies*, 13(3), 245-273. doi: 10.1177/105960118801300302
26. Creswell, J., & Creswell, J. (2018). *Research design* (5th ed.). SAGE Publications.
27. Dauber, D., Fink, G., & Yolles, M. (2012). A Configuration Model of Organizational Culture. *SAGE Open*, 2(1), 215824401244148. doi: 10.1177/2158244012441482
28. Davidson, G. (2003). *The Relationship between Organisational Culture and Financial Performance in a South African Investment Bank* (Masters). University of South Africa.
29. Deal, T., & Kennedy, A. (2008). *The New Corporate Cultures*. Reading, MA: Basic Books.
30. Denison, D., Lief, C., & Ward, J. (2004). Culture in Family-Owned Enterprises: Recognizing and Leveraging Unique Strengths. *Family Business Review*, 17(1), 61-70. doi: 10.1111/j.1741-6248.2004.00004.x
31. Deshpandé, R., & Farley, J. (2004). Organizational culture, market orientation, innovativeness, and firm performance: an international research odyssey. *International Journal of Research in Marketing*, 21(1), 3-22. doi: 10.1016/j.ijresmar.2003.04.002
32. Edeh, F., Ugwu, J., Ikpor, I., Nwali, A., & Udeze, C. (2019). Organisational Culture Dimensions and Employee Performance in Nigerian Fast Food Restaurants. *GIS Business*, 14(6). Retrieved from <https://ssrn.com/abstract=3513574>
33. Ghinea, M., & Bratianu, C. (2012). Organizational culture modeling. *Management & Marketing Challenges for the Knowledge Society*, 7(2), 257-276.

34. Gregory, B., Harris, S., Armenakis, A., & Shook, C. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673-679. doi: 10.1016/j.jbusres.2008.05.021
35. Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229, 289-297. doi: 10.1016/j.sbspro.2016.07.139
36. Handy, C. (2007). *Understanding organization* (4th ed.). London: Penguin UK.
37. Handy, C. (1997). *Understanding organisations*. London: Penguin Lpbb.
38. Hanif, F., Raza Naqvi, S., & Hussain, K. (2015). The Role of Employee Engagement in Work-related Outcomes. *Advances in Economics and Business*, 3(6), 204-214.
39. Harmse, L. (2001). *The influence of organisational culture on job satisfaction and organisational commitment* (Bachelor). University of Port Elizabeth.
40. Harrison, R. (1972). *Understanding your organisation's character*. Boston: Harvard Business Review.
41. Harrison, R. (1987). *Organization, culture and quality of service*. London: Association for Management Education and Development.
42. Harrison, R., & Stokes, H. (1992). *Diagnosing organizational culture*. San Francisco, Calif.: Pfeiffer.
43. Harter, J., Schmidt, F., & Hayes, T. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279. doi: 10.1037/0021-9010.87.2.268
44. Jöns, I., Froese, F., & Pak, Y. (2007). Cultural changes during the integration process of acquisitions: A comparative study between German and German–Korean acquisitions. *International Journal of Intercultural Relations*, 31(5), 591-604. doi: 10.1016/j.ijintrel.2007.03.003
45. Judge, T., & Watanabe, S. (1994). Individual differences in the nature of the relationship between job and life satisfaction. *Journal of Occupational and Organizational Psychology*, 67(2), 101-107. doi: 10.1111/j.2044-8325.1994.tb00554.x
46. Kahn, W. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy Of Management Journal*, 33(4), 692-724. doi: 10.5465/256287
47. Kahn, W. (1992). To Be Fully There: Psychological Presence at Work. *Human Relations*, 45(4), 321-349. doi: 10.1177/001872679204500402

48. Kar, B., & Mishra, B. (2016). A Literature Review on Employee Engagement and other Construct. *International Journal of Engineering and Management Research*, 6(4), 115-119.
49. Klein, A., Wallis, J., & Cooke, R. (2013). The impact of leadership styles on organizational culture and firm effectiveness: An empirical study. *Journal of Management & Organization*, 19(3), 241-254. doi: 10.1017/jmo.2013.34
50. Kotrba, L., Gillespie, M., Schmidt, A., Smerek, R., Ritchie, S., & Denison, D. (2012). Do consistent corporate cultures have better business performance? Exploring the interaction effects. *Human Relations*, 65(2), 241-262. doi: 10.1177/0018726711426352
51. Lockwood, N. (2007). Leveraging employee engagement for competitive advantage. *Society for Human Resource Management Research Quarterly*, 1(1), 1-12.
52. Louw, M., & Boshoff, C. (2006). *Cacadu organisational culture survey: 2005*.
53. Macey, W., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(1), 3-30. doi: 10.1111/j.1754-9434.2007.0002.x
54. MacIntosh, E., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106-117. doi: 10.1016/j.smr.2009.04.006
55. Martin, J., & Fellenz, M. (2017). *Organizational behaviour and management* (5th ed.). Cengage Learning EMEA.
56. Maslach, C., & Leiter, M. (2014). *The truth about burnout*. San Francisco: Jossey-Bass, a Wiley Imprint.
57. Maslach, C., Schaufeli, W., & Leiter, M. (2001). Job Burnout. *Annual Review of Psychology*, 52(1), 397-422. doi: 10.1146/annurev.psych.52.1.397
58. Maximini, D. (2014). Organizational Culture Models. *Management for Professionals*, 9-25. doi: 10.1007/978-3-319-11827-7_2
59. May, D., Gilson, R., & Harter, L. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37. doi: 10.1348/096317904322915892
60. Mehta, D., & Mehta, N. (2013). Employee Engagement: A Literature Review. *Economia. Seria Management*, 16(2).

61. Mohelska, H., & Sokolova, M. (2015). Organisational Culture and Leadership – Joint Vessels?. *Procedia - Social and Behavioral Sciences*, 171, 1011-1016. doi: 10.1016/j.sbspro.2015.01.223
62. Moreland, J. (2013). Improving Job Fit Can Improve Employee Engagement and Productivity. *Employment Relations Today*, 40(1), 57-62. doi: 10.1002/ert.21400
63. Neuman, W. (2014). *Social research methods* (7th ed.). Pearson India.
64. Ndlovu, W., Setati, T., Zaaiman, J., Rachidi, M., & Ngirande, H. (2016). An Investigation on the Dominant and Preferred Organisational Culture Construct at a Selected Higher Education Institution in South Africa. *Review of Social Sciences*, 1(6), 1-8.
65. Ogboso, O., & Edwinah, A. (2016). Exemplary Leadership and Employee Engagement in Commercial Banks in Nigeria. *International Journal of Managerial Studies and Research*, 4(2), 16-26. doi: 10.20431/2349-0349.0402002
66. Ojo, O. (2014). Organisational Culture and Corporate Performance: Empirical Evidence from Nigeria. *Journal of Business Systems, Governance and Ethics*, 5(2). doi: 10.15209/jbsge.v5i2.180
67. Olaigbe, T., Unachukwu, J., & Oyewole, F. (2018). Organizational Culture and Its Influence on the Performance of Nigerian Insurance Industry. *International Journal of Innovative Finance and Economics Research*, 6(1), 75-83.
68. Onwumehili, C. (1996). Organizational culture in Nigeria: An exploratory study. *Communication Research Reports*, 13(2), 239-249. doi: 10.1080/08824099609362091
69. Osuala, E. (2005). *Research Methodology*. Enugu: New Generation Books.
70. Parent, J., & Lovelace, K. (2015). The Impact of Employee Engagement and a Positive Organizational Culture on an Individual's Ability to Adapt to Organization Change. In *015 Eastern Academy of Management Proceedings: Organization Behavior and Theory Track* (pp. 1-20). Merrimack ScholarWorks.
71. Pawar, B. (2009). *Theory Building for Hypothesis Specification in Organizational Studies*. SAGE Publications India Pvt Ltd.
72. Petchsawang, P., & McLean, G. (2017). Workplace spirituality, mindfulness meditation, and work engagement. *Journal of Management, Spirituality & Religion*, 14(3), 216-244. doi: 10.1080/14766086.2017.1291360
73. Punch, K. (2013). *Introduction to Social Research: Quantitative and Qualitative Approaches* (3rd ed.). Los Angeles, Calif.: SAGE Publications Ltd.

74. Reissner, S., & Pagan, V. (2013). Generating employee engagement in a public–private partnership: management communication activities and employee experiences. *The International Journal of Human Resource Management*, 24(14), 2741-2759. doi: 10.1080/09585192.2013.765497
75. Robinson, D., Perryman, S., & Hayday, S. (2004). The Drivers of Employee Engagement. Retrieved 12 January 2020, from <https://www.employment-studies.co.uk/system/files/resources/files/408.pdf>
76. Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. doi: 10.1108/02683940610690169
77. Saks, A. (2008). The Meaning and Bleeding of Employee Engagement: How Muddy Is the Water?. *Industrial and Organizational Psychology*, 1(1), 40-43. doi: 10.1111/j.1754-9434.2007.00005.x
78. Salanova, M., Agut, S., & Peiró, J. (2005). Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate. *Journal of Applied Psychology*, 90(6), 1217-1227. doi: 10.1037/0021-9010.90.6.1217
79. Salanova, M., Llorens, S., Cifre, E., Martínez, I., & Schaufeli, W. (2003). Perceived Collective Efficacy, Subjective Well-Being and Task Performance Among Electronic Work Groups. *Small Group Research*, 34(1), 43-73. doi: 10.1177/1046496402239577
80. Sarangi, S., & Srivastava, R. (2012). Impact of Organizational Culture and Communication on Employee Engagement: An Investigation of Indian Private Banks. *South Asian Journal of Management*, 19(3), 18-33.
81. Schaufeli, W., & Bakker, A. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. Bakker & M. Leiter, *Work engagement: A handbook of essential theory and research* (pp. 10-24). Psychology Press.
82. Schaufeli, W., Bakker, A., & Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire. *Educational and Psychological Measurement*, 66(4), 701-716. doi: 10.1177/0013164405282471
83. Schein, E. (1994). Organizational Culture and Leadership. *Bulletin of Science, Technology & Society*, 14(2), 121-122. doi: 10.1177/027046769401400247
84. Schein, E. (1990). Organizational culture. *American Psychological Association*, 45(2), 109.

85. Shahzad, F., Luqman, R., Kha, A., & Shabbir, L. (2012). Impact of Organizational Culture on Organizational Performance: An Overview. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 975-985.
86. Sheridan, J. (2017). Organizational Culture and Employee Retention. *Academy of Management Journal*, 35(5), 1036-1056. doi: 10.5465/256539
87. Shuck, B., & Reio, T. (2013). Employee Engagement and Well-Being. *Journal of Leadership & Organizational Studies*, 21(1), 43-58. doi: 10.1177/1548051813494240
88. Shuck, B., & Wollard, K. (2010). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, 9(1), 89-110. doi: 10.1177/1534484309353560
89. Sinha, A., Guha, B., Sengupta, P., & Bandyopadhyay, G. (2019). Assessing the influence of Organizational Culture on Employees Commitment using Reliability and Factor Analysis: Evidence from Ten Heterogeneous Company operating in different states in India. *Indian Journal of Science and Technology*, 14(12), 1-11. doi: 10.17485/ijst/2019/v12i14/110838
90. Sirisetti, S. (2012). Employee engagement culture. *The Journal of Commerce*, 4(1), 72-74.
91. Škerlavaj, M., Song, J., & Lee, Y. (2010). Organizational learning culture, innovative culture and innovations in South Korean firms. *Expert Systems with Applications*, 37(9), 6390-6403. doi: 10.1016/j.eswa.2010.02.080
92. Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between nonwork and work. *Journal of Applied Psychology*, 88(3), 518-528. doi: 10.1037/0021-9010.88.3.518
93. Sorenson, S. (2013). How Employee Engagement Drives Growth. Retrieved 4 January 2020, from <https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>
94. Storm, K., & Rothmann, S. (2003). A psychometric analysis of the Utrecht Work Engagement Scale in the South African police service. *SA Journal of Industrial Psychology*, 29(4). doi: 10.4102/sajip.v29i4.129
95. Sumardi, Yusuf, A., & Meitientje, N. (2016). The Implication of Organizational Culture and Transformasional Leadership Enhancement toward Organizational Commitment. *International Journal of Managerial Studies and Research*, 4(9), 34-41. doi: 10.20431/2349-0349.0409004

96. Trochim, W. (2006). Qualitative measures. *Research Measures Knowledge Base*, 361, 2-16.
97. van den Berg, P., & Wilderom, C. (2004). Defining, Measuring, and Comparing Organisational Cultures. *Applied Psychology*, 53(4), 570-582. doi: 10.1111/j.1464-0597.2004.00189.x
98. Wallach, E. (1983). Individuals and organization: the cultural match. *Training and Development Journal*, 37(2), 28–36.
99. Wiley, A., McCormac, A., & Calic, D. (2020). More than the individual: Examining the relationship between culture and Information Security Awareness. *Computers & Security*, 88, 101640. doi: 10.1016/j.cose.2019.101640
100. Yalabik, Z., Popaitoon, P., Chowne, J., & Rayton, B. (2013). Work engagement as a mediator between employee attitudes and outcomes. *The International Journal of Human Resource Management*, 24(14), 2799-2823. doi: 10.1080/09585192.2013.763844
101. Yamane, T. (1967). *Statistics an Introductory Analysis* (2nd ed.). Harper & Row.
102. Yusof, W. (2011). Organizational Culture and Its Impact On Firm Performance: Case Study Of Malaysian Public Listed Companies. In *International Conference on Management (ICM)* (pp. 124-136). Penang.

**THE RELATIONSHIP BETWEEN ORGANISATIONAL CULTURE AND EMPLOYEE
ENGAGEMENT IN NIGERIAN BANKING SECTOR**

Adeleye Olusanya IDOWU

Master Thesis

Global Business and Economics Master Programme

Faculty of Economics and Business Administration, Vilnius University

Supervisor Prof. Dr Danuta Diskienė, Vilnius, 2020

SUMMARY

72 pages, 22 tables, 6 figures and 102 references

The main aim of my research is to determine the relationship between organisational culture dimensions and employee engagement in the Nigerian banking system. The master thesis consists of 4 main parts; the literature analysis, methodology, results, conclusion and recommendations. The analysis of literature reviews organisation culture employee engagement theories by different scholars. This presented different school of thoughts in the subject area, indicating its importance as well as its advantages to organisations that will like to benefit from organisational culture and improve employee engagement. Thereafter, the analysis of literature, there was a research carried out by the author into the relationship between organisational culture and employee engagement in the Nigerian banking sector with authorised international operations. Eight (8) Nigerian banks were selected and have completed the research questionnaires. The questionnaire aimed to find out which organisational culture will improve or increase employment which invariably increases productivity and performance of employee and profitability and company growth. The data from the questionnaire of the research were analysed using the SPSS statistical programme. To determine the reliability and consistency of the scale, Cronbach Alpha was used. In all groups, the reliability was greater than 0.7 which is acceptable. To check for data normality, a Kolmogorov-Smirnov and Shapiro-Wilk were used which indicated the data is not normality distributed. A Spearman correlation was used to establish the relationship between organisational culture dimensions and employee engagement dimensions. To determine the relationship between organisational culture and employee engagement, a regression analysis was performed. The was to understand how employee engagement is influenced by culture. The research showed that the

current culture in Nigerian banks has significantly influenced employee engagement. A culture change, will not affect employee engagement. Certain demography (age, department, service years, job level, and education) also influenced the choice of certain dimensions of culture. The conclusion and recommendations give a summary of the analysis of the literature and the results that were performed. The author believes the results of this study will be useful to banks in Nigeria in implementing policies.

APPENDIX A - QUESTIONNAIRE

Part A: Biography

Instructions: When completing the questionnaire, please tick the appropriate box.

1. Please indicate your age:
 - 25 years and below
 - 26-34 years
 - 35-44 years
 - 45-54 years
 - 55 years and above
2. Gender:
 - Male
 - Female
3. Highest level of education:
 - Diploma
 - Bachelor's Degree
 - Postgraduate Degree
4. How long you have been working for the bank:
 - Less than 1 year
 - 2-7 years
 - 8-13 years
 - 14-19 years
 - 20 years and above
5. Job Level:
 - Senior management
 - Management
 - Technical
 - Admin
 - General
6. Please indicate your department:
 - Sales/Marketing
 - Human Resources
 - Accounts/Finance
 - IT
 - Customer relations
7. Employment status:
 - Permanent
 - Contractor

SECTION B: ORGANISATIONAL CULTURE
INSTRUCTIONS

Please indicate the extent to which you agree (4= most preferred) or disagree (1= least preferred) with the following statements about the **preferred** and **existing** culture at the Bank. The **existing culture** meaning the way things are at present and **preferred culture** meaning the way you would like the culture to be.

RANKING KEY:

1. Strongly Disagree (least preferred)
2. Disagree
3. Agree
4. Strongly Agree (most preferred)

Note: Please check answers to be sure you have assigned only one “4”, one “3”, one “2”, and one “1” for each phrase in the “existing” column and for each phrase in the “preferred” column.

EXAMPLE:

1. Supervisors are expected to be:

Existing Culture

Preferred Culture

3
4
1
2

- a. Firm but fair
- b. Impersonal
- c. Democratic
- d. Supportive

3
1
2
4

RANKING KEY

1.	Strongly disagree	2.	Disagree	3.	Agree	4.	Strongly agree
----	-------------------	----	----------	----	-------	----	----------------

1. Employees of the company are expected to give first priority to

Existing culture

Preferred culture

- a. meeting the needs and demands of their managers and other high-level people in the organisation
- b. carrying out the duties of their own jobs, staying within the policies and procedures relating to the job
- c. meeting the challenges of the task, and finding a better way to do things
- d. cooperating with the people with whom they work to solve work

and personal problems

2. People who do well in the company tend to be those who

Existing culture

Preferred culture

- a. know how to please their managers and are able and willing to use power and politics to get ahead
- b. play by the rules, work with the system and strive to do things correctly
- c. are technically competent and effective, with a strong commitment to getting the job done
- d. build close working relationships with others by being cooperative, responsive and caring

3. The company treats individuals

Existing culture

Preferred culture

- a. as 'hands' whose time and energy are at the disposal of persons at higher levels in the organisation
- b. as 'employees' whose time and energy are purchased through a contract, with rights and obligations for both sides
- c. as 'associates' or peers who are mutually committed to the achievement of a common purpose
- d. As 'family' or 'friends' who like being together and who care about and support one another

RANKING KEY

1.	Strongly disagree	2.	Disagree	3.	Agree	4.	Strongly agree
----	-------------------	----	----------	----	-------	----	----------------

4. Employees of the company are managed, directly or influenced by

Existing culture

Preferred culture

- a. officials in positions of authority, who exercise their power through the use of rewards and punishment
- b. the system, the rules and procedures that outline what employees should do and the right ways to do it
- c. their own commitment to achieving the goals of the organisation
- d. their own desire to be accepted by others and to be good members of their own work group.

5. Decision-making processes in the company are characterised by

Existing culture

Preferred culture

- a. directives, orders and instruction that come down from higher levels
- b. the adherence to formal channels and reliance on policies and procedures for making decisions
- c. decision making made close to the point of action, by employees on the ground
- d. the use of consensus decision-making methods to gain acceptance and support for decisions

6. Assignments of tasks to individuals in the company are based on

Existing culture

Preferred culture

- a. the personal judgements values and wishes of those in positions of power
- b. the needs and plans of the organisation and the rules of the system (seniority, qualifications, etc.)
- c. matching the requirements of the job with the interests and abilities of the individual
- d. the personal preference of the individuals and their needs for growth and development

RANKING KEY

SCORES

1.	Strongly disagree	2.	Disagree	3.	Agree	4.	Strongly agree
----	-------------------	----	----------	----	-------	----	----------------

7. Employees in the company are expected to be

Existing culture

Preferred culture

- a. hardworking, compliant, obedient and loyal to the interests of those they report to
- b. responsible and reliable, carrying out the duties and responsibilities of their jobs and avoiding actions that could surprise or embarrass their supervisors
- c. self-motivated and competent, willing to take the initiative to get things done, willing to challenge those to whom they report if that is necessary to obtain good results
- d. good team workers, supportive and cooperative, who get along well with others

8. Those in authority and supervisors are expected to be

Existing culture

Preferred culture

- a. strong and decisive, firm but fair
- b. impersonal and proper, avoiding the exercise of authority for their own advantage
- c. democratic and willing to accept subordinates' ideas about the task
- d. supportive, responsive and concerned about the personal concerns and needs of those who they supervise

9. It is considered legitimate for one employee to tell another what to do when

Existing culture

Preferred culture

- a. he or she has more power, authority, or 'clout' in the organisation
- b. it is part of the responsibilities included in his or her job description
- c. he or she has greater knowledge and expertise and uses it to guide others or to teach him or her to do the work.
- d. the other person asks for his or her help, guidance or advice

RANKING KEY

SCORES

1.	Strongly disagree	2.	Disagree	3.	Agree	4.	Strongly agree
----	-------------------	----	----------	----	-------	----	----------------

10. In the company, work motivation is primarily the result of

Existing culture

Preferred culture

- a. hope for reward, fear of punishment or personal loyalty to the supervisor
- b. acceptance of the norm of providing a 'fair day's work for a fair day's pay'
- c. strong desires to achieve, create and innovate, and peer pressure to contribute to the success of the organisation
- d. people wanting to help others and develop and maintain satisfying working relationships

11. In the company, relationships between departments are generally

Existing culture

Preferred culture

- a. competitive, with both looking out for their own interests and helping each other only when they can see some advantage for themselves by doing so
- b. characterised by indifference towards each other, helping each other only when it is convenient or when they are directed by higher levels
- c. cooperative when they need to achieve common goals; employees are normally willing to cut red tape and cross organisational boundaries in order to get the job done
- d. friendly, with a high level of responsiveness to requests for help from other departments

12. In the company, intergroup and personal conflicts are usually

Existing culture

Preferred culture

- a. dealt with by the personal intervention of people at a higher level of authority
- b. avoided by reference to rules, procedures and formal definitions
- c. resolved through discussions aimed at finding the best outcomes possible for the work issues involved
- d. Dealt with in a manner that maintains good working relationships and minimises the chances of people being hurt

RANKING KEY

SCORES	1.	Strongly disagree	2.	Disagree	3.	Agree	4.	Strongly agree
---------------	----	-------------------	----	----------	----	-------	----	----------------

13.The external environment of the company is responded to as though it were

Existing culture

Preferred culture

- a. a jungle, where the organisation is in competition for survival with others
- b. an orderly system in which relationships are determined by structures and procedures and where everyone is expected to abide by the rules
- c. a competition for excellence in which productivity, quality and innovation bring success
- d. a community of interdependent parts in which the common interests are the most important

14.If the rules, systems or procedures get in the way, employees

Existing culture

Preferred culture

- a. break them if they have enough 'clout' to get by with or if they think they can get away with it without being caught
- b. generally, abide or go through proper channels to get permission to deviate from them or have them changed
- c. tend to ignore or bypass them to accomplish their task or perform their jobs better
- d. support to ignore or by-pass them to accomplish their tasks or perform their jobs better

15.New employees in the company need to learn

Existing culture

Preferred culture

- a. who really run things; who can help or hurt them; whom to avoid offending; the norms (unwritten rules) that have to be observed to stay out of trouble
- b. the formal rules and procedures and to abide by them; to stay within the formal boundaries of their job
- c. what resources are available to help them do their jobs; to take the initiative to apply their skills and knowledge to their jobs
- d. how to cooperate; how to be good team members; how to develop good relationship working with others

Part C: Employee Engagement

UWES	Never 0 Never	Almost Never 1 A few times a year or less	Rarely 2 Once a month or less	Sometimes 3 A few times a month	Often 4 once a week	Very often 5 a few times a week	Always 6 Everyday
At my work, I feel bursting with energy. (VI1)							
I find the work that I do full of meaning and purpose. (DE1)							
Time flies when I am working. (AB1)							
At my job, I feel strong and vigorous. (VI2)							
I am enthusiastic about my job. (DE2)							
When I am working, I forget everything else around me. (AB2)							
My job inspires me. (DE3)							
When I get up in the morning, I feel like going to work. (VI3)							
I feel happy when I am working intensely. (AB3)							
I am proud of the work that I do. (DE4)							
I am immersed in my work. (AB4)							
I can continue working for very long periods at a time. (VI4)							
To me, my job is challenging. (DE5)							
I get carried away when I am working. (AB5)							
At my job, I am very resilient, mentally. (VI5)							
It is difficult to detach myself from my job. (AB6)							
At my work, I always persevere, even when things do not go well. (VI6)							

Source: Schaufeli et al., (2006).

NB: VI = Vigor scale; DE = Dedication scale; AB = Absorption scale.