ABSTRACT

Today's banking and business environment is extensively dynamic. However, an efficient organizational culture and its specific roles regarding performance combine different culture systems, resulting in high productivity and satisfaction, thereby increasing the organization's profitability. This study assesses the interactive effects of organizational culture and its magnitude of influence on the performance of employees in GCB Bank, Ghana. The study further evaluates how the relationship between organizational culture and employee performance is affected when job satisfaction (moderating variable) is considered. A descriptive cross-sectional survey was conducted for 339 employees of GCB Bank in all Greater Accra Region branches in Ghana. Multiple linear regression analysis indicated that organizational culture contributes to a substantial rise in employee performance, with entrepreneurial culture implementation causing a higher increase in employee performance as compared to consensual and bureaucratic culture. The introduction of a moderating variable (job satisfaction) further suggested that its presence increases employee performance in a well-structured cultural environment. In organizations, one culture may be more effective than the other; hence, employees' performance could heighten or weaken from their satisfaction or dissatisfaction with a particular culture.

Keywords: Banking, Employee Performance, Job Satisfaction, Organizational Culture.

I. INTRODUCTION

Organizational culture is a dynamic and multidimensional phenomenon. However, it is not surprising that understanding it is riddled with concepts, theories of knowledge, and debates that give rise to various philosophies (Alvesson, 2002). Over the years, big and small organizations have encountered a dynamic and challenging business environment caused by deregulation, the revolution in technology, competition from indigenous and foreign counterparts, the economy, and unstable market situations. Paramount to the success of organizations is the issue relating to the emerging of a particular culture within the organization (Aspridis et al., 2012).

Organizational culture is a more collective rather than an individual concept; its substance emerges from social interactions among individuals and as members of groups (Schein, 2004). Hence, culture significantly impacts how employees behave and how the organization thrives from its structure, compensation structures, performance appraisal, and organizational performance (Chen, 2010; Deem, 2010). Although culture and reputation are of high concern in recent times (Walker, 2012), management of organizations have focused mostly on financial indicators in determining the performance of employees (Wanjiku & Agusioma, 2014), neglecting the importance of organizational culture to which employees are exposed to. An organizational quest to improve its performance entails putting in place measures and all strategies, including creating an environment that satisfies not just its customers but also satisfies the workforce and employees that make up the organization. Awadh and Saad (2013) and Stephen and Stephen (2016) agree that the type of organizational culture established in a company influences positively or negatively on employee performance. Porter and Lawler (1968) described and measured how the performance of employees in an organization by their abilities, attributes, and their job perception contribute directly and indirectly to the organization's goals. Employee performance is enhanced by an organizational culture in which employees are viewed as an intrinsic element of the organization's growth process; hence the employees match their aims and ambition to that of the organization to see to its growth (Awadh & Saad, 2013). Saari and Judge (2004) conceptualized this by explaining how human resource practices affect employees' satisfaction and, in turn, affect their performance and the organizations' performance as a whole.

With the banking world changing at a fast pace, banks have been altering how they do things at stupefying speed and are now facing narrow margins, tighter regulation, customer handling, forging new business models, transforming operational processes, and re-orienting services. The high
The upsurge of the digital and data revolution brings changes to how things are done in the workplace, necessitating financial service organizations to re-focus, embrace and monitor culture change (Heidrick & Struggles, 2013). Also, despite the highly dynamic nature of business environments in developing countries, many studies conducted around organizational culture have focused mainly on developed countries (see Denison 2000; Boyce et al., 2015; Cui & Hu, 2012), with just a small percentage emphasizing on the challenges in developing countries (Shahzad et al., 2017; Stephen & Stephen, 2016). Denison (2000) proposed an inquiry into processes concerning organizational culture in the context of varied culture contexts, especially in developing countries, such as Ghana. This study, therefore, investigates the direct relationship between cultures in an organization and how it affects the performance of its employees. Also, this study is the first to empirically test the moderating effect of employees' job satisfaction on their performance in a particular culture setting. This will help give managers more insight into the trigger of the performance change in employees. First, we adopt three different cultures, consensual culture, entrepreneurial culture, and bureaucratic culture, to investigate the effect each has on employee performance. Secondly, we explore the influence of a moderating variable (job satisfaction) on employee performance in an organization's culture setting to ascertain whether satisfaction in particular culture conflicts or heightens an employee's performance. Finally, this study quantifies the linear effect of both the independent variable (consensual culture, entrepreneurial culture, and bureaucratic culture) and the moderating variable (job satisfaction) on the dependent variable (employee performance).

II. LITERATURE FORMATION AND HYPOTHESES FORMULATION

Culture does not only enhance financial performance but also influences the choices, actions, and overall reputation of an organization. Getting culture right may not be a complete solution to any banking crisis; however, effective culture can serve as a glue that binds elements in an organization leading to its success (Deloitte, 2013). However, little research has empirically tested the extent to which these cultural types affect the organization (Mete, 2017).

Pirayeh et al. (2011), in their study, investigated the influence of organizational culture (based on Denison's model) on the effectiveness of human resources in Karun Oil & Gas Production Company. They stipulated that organizations whose core beliefs and values are eagerly developed and maintained breed more committed staff who possess a strong culture. Staff satisfaction in such firms is high, and turnover is limited and is highly motivated. According to Hellriegel and Slocum (2011), organizational culture can enhance performance if understood and aligned to administrative operations and goals. They agree that an organization's culture allows the employees to be acquainted with both the firm's past and existing ways and methods of operation, and this furnishes the employees with the laid down path of the expected and acceptable processes, organizational behaviours, values, and norms. Also, Ratnawat (2014) assessed the impact of corporate culture on employee performance. They argued that it is a necessity to recognize the organizations' culture and how different aspects of employee performance are affected by it. They considered various culture dimensions and other standards for evaluating employee efficiency and proposed a conceptual model to establish a link between the two variables. Wanjiku & Agusioma (2014) agreed with Chow et al. (1996) that some features of business culture may improve performance in one setting, but they may be ineffective, if not maladaptive, in another. In their work, they tested entrepreneurial, consensual, bureaucratic, and competitive culture on performance and found a positive correlation between all cultures. Awolowo (2003) also investigated the multifaceted effect of culture on employee performance in several textile companies in Nigeria. It was established in his study that regardless of their cultural origins, workers in the textile industry appeared to have absorbed the industrial way of life, exhibiting a high level of dedication, low level of labor turnover, optimistic views about work, positive job values, attitudes, and norms in all the firms.

Some researchers have also suggested that enhancing perceived support and increasing job satisfaction can reduce the detrimental consequences of burnout and other aspects of occupational stress. Therefore, the interest of researchers has turned to how institutional contexts, organizational management, and job characteristics impose constraints, both on the capacity of employees for better decisions, their day-to-day professional satisfaction, and quality of life. Newport and Harter (2016) reported that increasing workers' satisfaction with their job alone is not the modus operandi to improve productivity, retention, and output.

A. Organizational Culture and Employee Performance

Zhang and Pan (2009) indicated that organizational culture is a mode composed of some basic assumptions which include beliefs, value, and norms. The assumptions found are created gradually by a particular group to explore how to adapt to the external environment and solve an internal interconnected system. The effect culture has on one's performances at the workplace is on the basic assumption that different cultures in an organization create different satisfaction and performance levels for workers (Janićijević et al., 2018). Understanding what motivates employees from an influencing point and balancing it with work and behavioral preferences is a more systematic method. The vice-versa leads unmotivated workers in companies to breed a dysfunctional atmosphere, which leads to job disintegration and employee underperformance (Mark, 2014). Due to this, the success and growth of an organization is purported to thrive on the inputs, creativity, and commitment of the workforce (Ramlall, 2008).

Cameron and Quinn (2006) explained culture using the organizational culture assessment instrument (OCAI) which was built from the Competing value framework. This stipulates that culture consists of the organization's underlying beliefs, assumptions, interpretations, and methods. The quadrants of the Cameron and Quinn model consist of dimensions competing on the diagonals. It involves flexibility versus stability, whereas internal focus and integration are faced with external focus and differentiation. This model drew out four culture types derived from each

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quadrant’s characteristics: Clan, Adhocracy, Marketing, and Hierarchy. The idea that organizational culture influences employee performance implies that different types of organizational culture will result in varying output levels from individuals in the organization. As a result, empirical research into the effect of organizational culture necessitates identifying the many types of organizational culture and determining the extent to which employee performance is connected to the type of culture that exists in the organization. But we agree with Cameron et al. (2014) that due to the complexity surrounding the concept of culture, every organization has its strong culture that operates effectively and consistently at the same time with weak cultures and other subcultures; hence our study focuses on the three most common cultures; entrepreneurial, consensual, and bureaucratic culture.

Wanjiku and Agusioma (2014) list tradition, personal engagement, loyalty, comprehensive socialization, teamwork, self-management, and social influences as characteristics of a consensual community. Atiku (2014) in his research, deduced that consensual culture as a dimension of organizational culture has the greatest influence on human resource, it can then be explained that organizations with a consensual culture are usually conservative, and has a high value of organizational cohesion hence attaches great relevance to interpersonal relationships when assessing an employee's performance. Looking at entrepreneurial culture, it describes a skill and mindset characterized by ingenuity, creativity, innovation, risk-taking, and an empowered workforce and applies to individuals, teams, and entire organizational cultures (Miller, 2020). According to Deshpande and Farley (1999), bureaucratic culture has values like formalization, rules, standard operating procedures, and hierarchical coordination. Its members highly value behavioural norms and implore more formalities over informalities. The organizational tasks, responsibilities, and authority for all employees are clearly defined with its rules and processes being spelled out in manuals, and employees believe that they have to go by the laid down chain of command and follow legalistic approaches (Wanjiku & Agusioma, 2014). If the culture in an organization creates an environment that thrives on all these characteristics exhibited, then it is assumed that different cultures will influence directly on individual's performance. Based on the views above, we propose the following hypothesis:

\[ \text{H}_0 \text{ } 1: \text{ organizational culture has no effect on employee performance} \]

1a) The dominance of consensual culture has no effect on employee performance.

1b) The dominance of entrepreneurial culture has no effect on employee performance.

1c) The dominance of bureaucratic culture has no effect on employee performance.

B. Job Satisfaction, Culture, and Employee Performance

According to Adjeikwame (2019), job satisfaction refers to a feature that connects to how well one's personal needs are met at work. Kuria (2011) contends that employees are the happiest and highly efficient when their jobs provide them with economic security, appreciation of their efforts, the ability to contribute ideas and suggestions, involvement in decision making, clear descriptions of roles and responsibilities, and opportunities for advancement. Doughty et al. (2002) revealed in their study that the most appreciated job satisfaction factors were job involvement, cohesion among colleagues, support from superiors, and opportunities for autonomous action. With this, a connection of culture which encompasses these factors (job involvement, cohesion among colleagues, support from superiors, and opportunities for autonomous action, which is derived from the culture of the organization) that drives the satisfaction of its employees.

Watson et al. (1999) provide valuable insight indicating that emotions are intimately tied to cognitive performance since they influence people's behavioral systems; hence positive emotions encourage approach type behaviors (e.g., working toward objectives and rewards, active interpersonal behaviors) because they increase feelings of vitality and vigor, which motivates an individual to pursue his or her goals (Watson et al., 1999). However, we do not provide any specific assumptions regarding whether work satisfaction is a moderator, but the goal of this analysis study is to determine whether these correlations exist and, if so, what they mean for banking sector management. However, whether there are theoretical grounds to assume a positive moderating link of job satisfaction between culture and job performance is vital for this study. If organizational culture is an essential explanatory component for workplace behavior and performance (Strasser et al. 2002), then the theoretical paradigm would imply that happy workers, or those who are satisfied with their occupations, are frequently more energetic and hence have more energy to devote to work duties within the organizational setting and vice versa (Körner et al. 2015).

Our research seeks to explore whether the culture type present in an organization affects the employee performance as a result of their satisfactory level. We propose that:

\[ \text{H}_0 \text{ } 2: \text{ Job satisfaction does not moderate between organizational culture and employee performance} \]

2a) Job satisfaction does not moderate the relationship between consensual culture and employee performance.

2b) Job satisfaction does not moderate the relationship between entrepreneurial culture and employee performance.

2c) Job satisfaction does not moderate the relationship between bureaucratic culture and employee performance.

III. METHODS

A. Study Design, Area & Population

A cross-sectional survey was used for this study. The scope was the Greater Accra Region, which is in the southern part of Ghana and the most populous in the country. From the total
of 190 branches across the 16 regions in Ghana, Greater Accra have 59 which is the most in a region. Data for the study was collected in all 59 units of the Greater Accra region.

B. Data Collection and Sampling Procedure

A total of 400 questionnaires were administered to the workers through face-to-face and mail-in, at all the branches of GCB Bank in the Greater Accra Region. Out of the 400 questionnaires, 339 filled were retrieved from the participants. Sixty-one (66) did not return their questionnaires. The study employed simple random sampling to ensure that all employees stood an equal chance of being selected to avoid sample bias. A pilot test was conducted for 30 respondents to identify errors associated with the survey instrument and assess response latency and validity. Internal consistency of the survey instrument was evaluated using Cronbach alpha and a factor analysis (Kaiser-Meyer-Olkin - Measure of Sampling Adequacy) before the actual survey was conducted.

C. Measures

1) Response variables

The response variable considered for this study is employee performance. With a series of questions, employees were asked to rate their performance at work. A 5 point Likert scale was used in measuring the responses.

Key predictor variables

The key explanatory variables were derived based on literature and theoretical relevance. The Competing Value model (OCAI by Kim Cameron & Robert Quinn) was used to identify and select the predictor variables named consensual culture, entrepreneurial culture, and bureaucratic culture. Employees were enquired about the culture types existing in their branches (e.g., does the environment foster innovative ideas and risk-taking abilities? is the environment built through formalization, rules, standard operating procedures, and hierarchical coordination? does the environment foster personal engagement, loyalty, comprehensive socialization, teamwork, and self-management?). This was also measured with a 5 point Likert scale from 1-5 where 1=Strongly Disagree, 2= Disagree, 3=Uncertain, 4=Agree, and 5=Strongly Agree to respond to these culture types in the organization.

2) Compositional variables

In this study, the compositional factors included gender (male, female), age (18 – 30 years, 31-40 years, 41-50 years, 51-60 years, above 60 years), an education level (Senior High School, Bachelor’ Degree, Master’s Degree, PhD), working span (less than 1 year, 1-3 years, 3-5 years, 5-10 years, above 10 years), marital status (single, married, divorced) and salary range (below $85, $85-$170, $170 – $253, $253 – $338, above $338).

3) Moderating variable

Doughty et al. (2002) and Watson et al. (1999) opined that factors such as cohesion among colleagues, support from superiors, opportunities for autonomous action, working towards objectives and rewards, are very important in job satisfaction. These factors, to an extent have attributes of culture. Based on this, it is hypothesized that job satisfaction affects the relationship between organizational culture and employee performance. This was to help understand whether job satisfaction in a particular culture setting heightens or reduces the output of an employee. Likewise, a Likert scale was used in measuring the level of satisfaction of employees ranging from 1-5 where 1=Never, 2= Rarely, 3= Sometimes, 4= Often, and 5= Always.

D. Data Analysis

Response variables Descriptive and multivariate analyses Descriptive analysis was used to describe the distribution and characteristics of the workers. It was presented as percentages and frequencies. A multiple linear regression model was used to assess the relationship between organizational culture, compositional factors of the workers, and employee performance, and also with a moderating variable (job satisfaction).

IV. RESULTS

A. Demographic Characteristics

Table 1 present the distribution of the demographics of the respondent. The gender distribution for the study in Table 1 showed that 53.7% were males, while 46.3% were females. The age range distribution between 18-30 years was 15.6%, 31-40 years was 21.6%, 41-50 years was 13.9%, 51-60 years was 38.9%, and above 60 years recorded 10%. For educational level, 2.9% of respondents had senior high education, 36.3% had Bachelor’s degree, 60.2% had master’s degree, and 2.9% had PhD. With salary, 32.4% earned above $338 monthly, 30.7% received between $253 to $338, 20.4% earned $170 to $253, and 14.2% received $85 to $170 and 2.4% less than $85 monthly.

<table>
<thead>
<tr>
<th>TABLE I: DEMOGRAPHICS DESCRIPTIVE</th>
<th>Variables</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>183</td>
<td>54.0</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>156</td>
<td>46.0</td>
</tr>
<tr>
<td>Age</td>
<td>18-30 years</td>
<td>53</td>
<td>15.6</td>
</tr>
<tr>
<td></td>
<td>31-40 years</td>
<td>73</td>
<td>21.6</td>
</tr>
<tr>
<td></td>
<td>41-50 years</td>
<td>47</td>
<td>13.9</td>
</tr>
<tr>
<td></td>
<td>51-60 years</td>
<td>132</td>
<td>38.9</td>
</tr>
<tr>
<td></td>
<td>Above 60 years</td>
<td>34</td>
<td>10.0</td>
</tr>
<tr>
<td>Educational Level</td>
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<td>2</td>
<td>0.6</td>
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<tr>
<td></td>
<td>Bachelor’s Degree</td>
<td>123</td>
<td>36.3</td>
</tr>
<tr>
<td></td>
<td>Master’s Degree</td>
<td>204</td>
<td>60.2</td>
</tr>
<tr>
<td></td>
<td>PhD</td>
<td>10</td>
<td>2.9</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Single</td>
<td>203</td>
<td>59.9</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>122</td>
<td>36.0</td>
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<tr>
<td></td>
<td>Divorced</td>
<td>14</td>
<td>4.1</td>
</tr>
<tr>
<td>Work Span</td>
<td>Less than 1 year</td>
<td>36</td>
<td>10.6</td>
</tr>
<tr>
<td></td>
<td>1-3 years</td>
<td>51</td>
<td>15.0</td>
</tr>
<tr>
<td></td>
<td>3-5 years</td>
<td>36</td>
<td>10.6</td>
</tr>
<tr>
<td></td>
<td>5-10 years</td>
<td>149</td>
<td>44.0</td>
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<tr>
<td></td>
<td>Above 10 years</td>
<td>67</td>
<td>19.8</td>
</tr>
<tr>
<td>Salary Range</td>
<td>below $85</td>
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<td></td>
<td>$85 - $170</td>
<td>48</td>
<td>14.2</td>
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<td></td>
<td>$170 – $253</td>
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<td>$253 – $338</td>
<td>104</td>
<td>30.7</td>
</tr>
<tr>
<td></td>
<td>above $338</td>
<td>110</td>
<td>32.4</td>
</tr>
</tbody>
</table>

Note: n (339) = Total number of responses.
B. Relationship between Organizational Culture, Compositional Variables, and Employee Performance

The results from the regression analysis, as shown in Table II, revealed that entrepreneurial culture, consensual culture, and bureaucratic culture had a statistically significant relationship with employee performance which infers a rejection of the null hypothesis that organizational culture has no effect on employee performance. In this instance, the active presence of entrepreneurial culture ($\beta = 0.316$, $p < 0.05$) contributed to a higher rise in employee performance as compared to consensual and bureaucratic culture types. Also, the results showed a positive increase in employee performance when it was measured against consensual culture ($\beta = 0.124$, $p < 0.05$) presence in GCB bank. Lastly, the findings also indicated that bureaucratic culture ($\beta = -0.128$, $p < 0.05$) had a negative effect on employee performance. Hence the performance of employees is likely to decrease when bureaucratic culture dominates the working environment. None of the compositional factors had a statistically significant relationship with employee performance except for the educational level of employees ($\beta = 0.159$, $p < 0.01$) in predicting employee performance. This meant that an increase in academic levels corresponded to an increase in performance levels.

C. Relationship between Job Satisfaction (Moderator), Organizational Culture and Employee Performance

Table III shows the "R Square Change", which is said to be the increase in variation, which is explained by adding the interaction term (job satisfaction). The result presented in Table III shows a positive increase ($R^2$ changed $= 0.057$) in the variation in employee performance when job satisfaction was considered amidst the culture in the work environment. Also, the increase being explained was statistically significant (F Change $= 0.01$), which concludes that job satisfaction does moderate the relationship between culture traits and employee performance which implies a rejection of the null hypothesis that job satisfaction does not affect the relationship between organizational culture and employee performance. Again, the results from the regression showed that the presence of job satisfaction strengthened some culture traits and rendered some insignificant. A high moderator effect was observed in the relationship between job satisfaction and entrepreneurial culture ($\beta = 1.283$, $p < 0.02$) while consensual culture ($\beta = 0.323$, $p < 0.123$) and bureaucratic culture ($\beta = -0.504$, $p < 0.226$) had a non-significant moderating effect. Hence, depending on the satisfaction levels of employees in an environment with an entrepreneurial culture, employee performance increases.

V. DISCUSSION

This study evaluates the impact organizational culture has on employee performance in the banking sector in Ghana. Zain et al. (2009) posited that culture dimensions in organizations are relevant determinants for measuring employee performance, hence organizational goals can influence the execution of any performance-improving intervention laid down by managers in an organization of which organizational culture is the most holistic approach (Marker, 2010). This study provides evidence that organizational culture is associated with the performance of employees and that different culture type’s account for different performance by employees.

From the results, respondents agreed that their bank had an environment that encouraged and fostered entrepreneurial culture. This concurs with Hou et al. (2019), who found that employees are motivated by management to exert dynamism and innovative platforms where employees can express their ideas and allow employees to perform within their roles. The entrepreneurial culture fostered by the bank influences employees to think about new ideas, be innovative, and produce the best results they can. Hence, creating in its employee’s high performance through highly cross-functional entrepreneurial activities. Kang et al. (2016) also stated that innovation is one of the most significant factors in a company’s growth, creating a competitive edge for the employees to achieve more for the success of the organization’s aim. With a solid influence towards organizational culture, management can create new functionality, and internal change programs that can be firmly embedded in their business plans, staff training, branches, and services, all geared towards enhancing its entrepreneurial competitiveness.

The findings of this study further showed that consensual culture influences employee performance. Response by employees on gaining value recognition, allegiance, personal
involvement, and cohesion with colleagues and management had a significant influence on their performance. Atika et al. (2014) in their study found that the correlation coefficients of consensual culture contributed highly to the human resource development policies in the organization. Also, Uddin et al. (2013) identified a considerable adherence to consensual culture in the organization that defines its traditions which are preserved, observed, and maintained to meet its vision strategy for the organization's future. The management implications emanating from our findings are that consensual culture being the strongest internal oriented value should be made explicit in management orientation to employees which will help in enhancing and developing their attitudes, job skills, and behaviors leading to an efficient output of employees. This is similar to the findings of Deshpandé and Farley (2004). As consensual culture is enhanced, employee performance also increases due to their satisfaction to work in full efficiency.

The findings also showed the existence of a hierarchical structure in the bank. A reverse impact of bureaucratic culture was observed on performance. The hierarchy culture suggests an active management process and span of control which enhance the influential chain of order and keep the company on track. Hendryadi et al. (2019) agree that this kind of culture does enhance better collaboration among employees and management which tends to be a good tool for the overall output of employees. Although this kind of culture does create stiffness in employees, limiting them from working at their full potential, this can also reduce their performance. Most employees, on the other hand, are satisfied if management loosens its grip and gives them more flexibility (Julie, 2020). This can help employees achieve better and higher outputs.

Further, introducing job satisfaction as a moderator showed an increase in performance. This meant that job satisfaction moderates the relationship between organizational culture and employee performance. The goal of every organization is to establish favorable working conditions for all employees so that they are strongly motivated to perform well and remain dedicated to achieving their expected performance (Dimitrios & Athanasios, 2014). Uddin et al. (2013) agree that there is a significant difference between an organizations' culture and job satisfaction in many cases, but in an organization where employees’ preferred culture enhances their satisfaction will lead to an improvement in their performance. Much attention should be given to whether the culture environment satisfies or dissatisfies their employees, as other researchers and this study have revealed that it is likely to lead to a decrease in job performance and increase employee dissatisfaction.

Every organization consists of employees with different socio-demographic factors coming together in the working environment to achieve a goal. Chatman (1998) in their study found that some cultures are partially influenced but not significant in predicting the performance of the employee except for the educational level of employees. Employee's educational background shows one's in-depth knowledge in a specific area and a higher tendency of implementing his skills in that field (Hart, 2013), hence the higher one's educational background the higher the expected performance.

In summary, effective companies have high culture ratings in all three qualities (Denison Consult 2019) which agree with Cameron and Quinn (2006) that congruence predicts success likewise managerial effectiveness is inherently tied to paradoxical attributes (such as the presence of different independent cultures) just as organizational effectiveness. The presence of these three cultures is in paradox but when managed effectively produces higher efficiency which helps drive organizations.

VI. CONCLUSION

In general, providing a strong unifying environment for employees, and making the best attempt to cohere employees with work environment ensures higher performances and satisfaction. This means the shared beliefs, values, objectives, visions, aims, and procedures of the organization become a shared goal of all the related human resources or workforce. The results of this study give managers awareness into the present culture setting of their organization, concentrating on these advantages from the culture setting and its impact on employees serves as an instrument on which management can strengthen to improve the performances of the employees. The outcomes can help managers in the banking sector by giving direction with regards to the organizational culture preferred on account of its impact on the satisfaction level of employees. In this way improving the dimension of the employee performances. In today's banking sector in Ghana, an organization needs to guide the culture (behavior, values, beliefs, and pattern) within its setup and the actions of its workers to attain a desired strategic position while providing a satisfactory environment for its workers. Banks that pay more attention to their culture influence their employees’ output to achieve the goals and objectives of the organization and this will, in turn, create room for sustainability and longevity in the banking sector.

VII. LIMITATIONS AND RECOMMENDATIONS

This research study was limited to the banking sector in Ghana, specifically GCB bank-Greater Accra region, meaning these results may differ and vary in other sectors and institutions or companies. Although the conclusion of this study shows that organizational culture has a substantial impact on the output of employees and also, higher levels of job satisfaction help in heightening the performance of the employee in a conducive culture environment. More empirical research is to be considered to gain more understanding of culture in this current era of dynamic global changes and trends in an organization and how it affects the workforce satisfaction and output in an organization.

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