

**THE IMPACT OF ORGANIZATIONAL CULTURE ON THE EMPLOYEE
PRODUCTIVITY: A CASE OF NMB BANK PLC, CENTRAL ZONE
BRANCHES**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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2023

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for examination by the Open University of Tanzania a research report titled: **“The Impact of Organizational Culture on the Employee Productivity: A case of National Microfinance Bank PLC, Central Zone Branches”** in partial fulfilment of the requirements for the Degree of Master of Arts in Governance and Leadership

.....

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.....

Date

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DECLARATION

I, Mary Mamuya, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as original mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master's degree of Arts in Governance and Leadership (MAGL).

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Signature

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Above all, thanks to God for His grace, strength and sustenance.

DEDICATION

I dedicate this work to the loving Memory of My Late Father, Mr Jimmy Mamuya.

ABSTRACT

The study investigated the Impact of Organisational Culture on the Employee Productivity: A case of National Microfinance Bank PLC, Central Zone Branches. Specifically, the study sought to identify the current organisational culture at NMB PLC in relation to employee, to assess the contribution of NMB organisational culture on employee productivity and to recommend specific actions for NMB PLC Operations Unit to better integrate. The study employed mixed research approach through explanatory research design. Sample size was 60 employees. Data were collected using questionnaire and interview guide and analysed using descriptive statistics. It was found that managers have responsibility to lead the teams' strategic well-being, its competitiveness and overall long-term business position. The study showed that if managers do not pay attention to the company's strategic well-being, its competitiveness and overall long-term business position of the bank, employees are left as they wish, this may in the end lead to poor productivity and the opposite is true. Human Resources managers ensure that all teams are working in accordance with the company's strategic well-being, its competitiveness and overall long-term business position because that is my responsibility to ensure the Bank meets its targets. NMB organisational culture has a significant positive impact on a firm's long-term economic performance. The study concludes that Organisational culture has a significant positive impact on a firm's long-term economic performance. The study recommended that should be deliberate efforts to design the organisation strategies that put in to consideration individual strength since strategies are not designed based upon organisational performance which may hinder productivity.

Keywords: *Organizational culture: Employee Productivity: Employee, NMB.*

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LIST OF ABBREVIATION

NMB National Microfinance Bank Limited

OC Organizational Culture

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of organizational culture (OC) gained currency in the late 1980s and early 1990s. Many businesses were unable to survive due to the rapid changes in the business environment (Aftab, Rana & Sarwar, 2018). Organizational culture (OC) is the core of what the organization is like, how it operates, what it focuses on, and how it treats customers, employees, and shareholders (Karanja, 2017). The relationship between organizational culture (OC) and organizational productivity has become a significant subject matter, and it has more recently drawn researchers' attention. OC can be defined as the organization's ability to achieve its goals and objectives by exploiting the resources meritoriously and resourcefully. In business, this concept became one of the multi-dimensional and complex phenomena (Yildiz, 2018).

The organization's productivity needs to be measured with sufficient indicators in many sectors, and that is a gap in the previous research. Based on literature review, empirical studies are narrowly-focused and their investigation is limited to a single country or a small area in a country. In some studies, many organizations from different fields are investigated (Zhang, et al., 2018). In other studies, however, only one sector is investigated (Prajogo & McDermott, 2017), and in some cases, only one company is investigated (Xenikou & Simosi, 2019). This research gap is more obvious when the study is applied in Tanzania, where a very limited number of research studies are conducted.

The employee' productivity is linked with several determinant factors (e.g., organizational culture, leadership, work satisfaction). Employee productivity is characterized by work quality in completing every job given by the leader promptly and can achieve every target set by the company. Indeed, previous studies such as (Sivakami & Samitha, 2018) demonstrated a robust influence of organizational culture on employee productivity. A promising organizational culture can guide the organization's work and deliver the entire organization the goals sought after (Saad & Abbas, 2018).

In essence, each organization has a different culture that influences motivation and employees' behaviour. The higher the level of employee acceptance of the organization's values, the more significant commitment to values and organizational culture (Paais & Pattiruhu, 2020). As highlighted in Chen, et al., (2014), leadership can affect employee productivity. In particular, a committed leader who complies with the needs and desires of the employee will trigger employee commitment. Having a great commitment from workers potentially increases their motivation and performance. Similarly, previous studies by Torlak and Kuzey (2019) showed a positive correlation between leadership and employee productivity. Indeed, Ghani et al., (2016) remarked that the leader personality has an acquaintance with their subordinates.

Furthermore, leader commitment is confirmed in driving employee productivity (Zehir & Narcikara, 2016). On the other hand, in the psychological, organizational theory, job satisfaction is also considered as a variable affecting employee productivity. In fact, employee who has high satisfaction is more likely to promote

excellent productivity. Work satisfaction is a representation of employees' attitudes and assessments of the work and fulfilment of expectations. Siengthai and Pila-Ngarm (2016) demonstrated a positive relationship between job satisfaction and employee productivity. It implies that the more satisfied employee will drive to better productivity and achievement and vice versa, where job satisfaction is a positive emotion that comes from the assessment of one's work or experience. Indeed, Dong and Phuong (2018) remarked that employee with high job satisfaction would improve their performance toward the organization where they work.

Despite the escalating studies on banking, however, the internal factors such as employee performance in a banking organization are under-examined. Most scholars have explored a comparison between commercial and cooperative banks in general (Caporale, et al., 2019; Chaffai, 2019). Other studies, for instance, Rashid et al. (2020); Rizvi et al., (2019) focused on the role of Islamic banking, while Azad et al., (2019) are concerned with the determinant factors of Islamic banking profitability. Also, Hassan, et al., (2019) performed an assessment of commercial banking performance, while Islam and Rahman (2017); Rasheed, et al., (2018) conducted a study on the individual's awareness toward cooperative banking.

1.2 Statement of the Problem

A great concern of organizations is the need to consistently ensure that employees perform optimally at their respective jobs. This is to achieve specific goals and targets as well as gravitate towards actualizing a clearly-defined vision (Edwards, Ketchen, Short and Try, 2017). Many factors have been identified as contributing to individual performance. Dermol and Čater (2018), for example, identified a

combination of an individual's ability such as talents and personality traits and organizational support such as periodic training as necessary for individual performance. Aroosiya and Ali (2019) added good job design and adequate motivation on a daily basis to the foregoing. Good work relationship, work-environment, organizational culture and reward systems among other factors also contribute to performance (Mathis and Jackson, 2018).

Although the last two to three decades have featured a growing number of studies on corporate culture as an essential requirement for corporate success (Personio, 2019), the concept is still not given priority among the different factors. In Tanzania for instance, the strongest motivation for job performance is the reward system which features compensations and high salary (Adebisi and Oladipo, 2018). Furthermore, Ojo (2017) argued that in spite of tremendous amount of studies conducted on organizational culture across the world, no consensus exists on the correlation between organizational culture and employee productivity. Moreover, there has been no study conducted on NMB to expound the contribution of organisation culture and employee productivity less on the Central Zone branches which was the motivation for currying out this study.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to assess the impact of organizational culture on the employee productivity: A case of National Microfinance Bank PLC, Central Zone Branches.

1.3.2 Specific Objectives

- i. To examine the current organisational culture at NMB PLC in relation to employee productivity.
- ii. To assess the contribution of NMB organizational culture on employee productivity
- iii. To recommend specific actions for NMB PLC Operations Unit to better integrates the various components of good organizational culture.

1.4 Research Questions

- i. What is the current organizational culture at NMB PLC in relation to employee productivity?
- ii. What is the contribution of NMB organizational culture on employee productivity?
- iii. What are specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture?

1.5 Scope of the Study

This study was centered on NMB PLC, a national Bank which is one of the biggest independent banks, Tanzania. The focus is on central zone branches Singida, Morogoro and Dodoma. The hallmark and basis for selecting the study participants was exhausted in chapter three. Notwithstanding, different levels of employees ranging from senior to entry-level staff were surveyed. This method not only helps provide insight into the bank's culture but also is expected to open a window through which organisational productivity could be queried.

1.6 Significance of the Study

Holistically, the empirical-based findings of this study would benefit the academia and policymakers in corporate firms such as HR leaders and managers. This study, which examines the impact of organizational culture on employee productivity is an earnest attempt at enhancing the generalizability (or otherwise) of current theories of organizational culture. In addition to the aforementioned, the significance of this study can be viewed through the case study selected for this research. NMB PLC is a reflection of one of the consequences of globalization—rapid expansion businesses on the National scale. The study provides insights into how organizational culture affects employee productivity in a subsidiary of a National organization in Tanzania.

Finally, this study benefits corporate policymakers. HR is often regarded as the "caretaker" of organizational culture. And so, if the culture of an organization is to enhance its general performance, then it has to provide a strategic competitive edge, while beliefs and core values will have to be largely shared and strongly established (SHRM, 2015). This study provides insight into key dimensions that are crucial for optimum performance in the banking sector. It also serves as an empirical reference point for the advocacy of shaping and sustenance of organizational culture in Tanzania.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews scholarly literature on organizational culture and employee performance. It starts by discussing various models of organizational culture. Subsequently, the theoretical framework underpinning the study is developed and discussed. Key concepts such as organizational structure, risk-taking, teamwork, competitiveness and spend culture are discussed. Based on the theoretical literature reviewed, the conceptual model of the study is developed in this chapter. The model tested in this study stems from the conceptual framework developed in this chapter.

2.2 Definition of Terms

The terms in the study included those that relate to organizational culture and employee productivity. The definition of terms helps the reader of the study understand the meaning of the term in the study context. The study included the following key technical terms.

Employee Productivity: Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses (Bolboli & Reiche, 2014).

Organizational culture: Organizational culture is the shared basic assumptions, values, and beliefs of the members of the organization (Martínez-Cañas & Ruiz-Palomino, 2014). Organizational culture is the way that managers and employees solve problems in the organization (Schneider et al., 2013).

2.3 Theoretical Literature

This part presents the theories on which the study is anchored. It specifically describes the Durkheim's Theory of Culture and the Dynamic Capabilities Theory which explain how organizations can use different cultural aspects to influence their competitiveness.

2.3.1 Durkheim's Theory of Culture

This theory was developed by Emile Durkheim (1890). It explains culture as the emergent net of representations, holistically comprehending the in-depth set belief, value, and symbolic structures of natural entirety such as tribal communities in which he gave such close observation. The theory argues that a bountifulness of work in a firm's sociology involves the substance of what the culture term seems to consist, even if it seems impossible. It is through culture that an organization influences the tasks and achievement of the objectives of an organization.

The alternative part of human character is social in emergence which Durkheim says is the "collective conscience." It acts as a check on the will, an ethical structure made of moral values, codes, ideas and ideologies. The collective conscience is established through the socialization procedure in that the person masters the norms, codes, and ethical values of the community. Collective conscience is one that controls the

person's wish, limits the drives of the individual and potentially unlimited desires (Durkheim 1893).

Nonetheless, as stated by Durkheim (1997), the collective conscience can never be introduced in the person through rational ways. True internalization of ethical restriction can be only introduced via binding affection and love to the category, which is through social ties. Without these tight primary-group ties the person fails to completely internalize the ethical codes of the community and the urge is left unattended to. Not having the full assimilation into the values and norms of the grouping, the person's will is left independent to involve in exploitive character to fulfil its desires at the cost of others. There is ever a tension amongst our human appetites with our socially instilled ethical life. In communities that collective conscience is fragile—to mean that there is no success to fully integrate majority of people—exploitive character becomes very usual. In communities where integration is much stronger, our human sensation and desires are continually being denied.

Durkheim (1893) says, "Is at its maximum when the collective conscience completely envelops our whole conscience and coincides in all points with it." Such communities are proportionately homogenous, women and men involve themselves in the same rituals, duties, and day to day activities, all got the same experiences and hence beliefs and attitudes. The few different institutions in such communities embody the same values, norms and reinforce each other. Norms and rules are universal, beyond the pale of question or discussion, and are absolutely followed. The collective conscience is so overpowering that there is less will or opportunity for deviance or individuality.

According to Witten and Wuthnow (2018), although subcultures may strengthen integration with the entire organization, they could also provide centers of disagreement. Cultural gaps are likely to happen on status, professional or divisional lines. Proof of existing subcultures is found in various discursive practices in organizations: in the different accounts employees on divergent organizational categories give organizational occurrences in a specialized form of speech that professionals in some firms share wholly with colleagues that are outside the firm than those that are within; and in various expressive symbols everywhere which subgroups come together in the production of their mutual sense of mission (Zheng & McLean, 2019).

2.3.2 Dynamic Capabilities

Theory Dynamic Capabilities theory was first pioneered by Teece. The concept is stated by Teece et al., (1997) as "the organization's ability to establish, combine, and reconstruct external and internal capabilities to address fast changing environments." The word is not always used in a singular form, dynamic capabilities, emphasizing that the capability to react conveniently and appropriately to external changes requires an integration of numerous capabilities. Dynamic capabilities, on the other hand, alludes that it is "the capacity of an organization to resolutely form, modify or expand, its resource base" (Helfat, et al., 2017).

Beyer and Trice, (2019) argue that dynamic capabilities allow organizations to construct, integrate, and reconfigure their competencies and resources, hence, maintain performance in the face of business changing environments. The notion of dynamic capabilities was subsequently expanded and refined by other scholars

including (Trice and Beyer, 2016; Eisenhardt and Martin, 2018).

In order for organizations to remain competitive in their industry and in whatever they produce, they need to have dynamic capabilities that constitute the organization's ability to utilize their resources effectively. The main presumption of dynamic capabilities structure is core capabilities need to be used to amend short-term competitive positions which can be used to construct longer-term competitive advantage. Educational writing on dynamic capabilities developed over the resource based perspective of organization and the term "routines" in evolutionary theories of firm (Nelson & Winter, 1982).

It therefore gives a link in evolutionary proximity to firms and the economics-based master plan literature. By contrast, dynamic capabilities are defined as “the ability of a firm to for a reason create, modify or enlarge its resource base” (Helfat et al., 2017). The main presumption of dynamic capabilities structure is central competencies need be utilized to enlarge short-term competitive spots which could be used to bring up longer-term competitive advantage. In order for an organization to be competitive, it is important it leverages on its dynamic capabilities. Dynamic capabilities are therefore important in the development of organizational competitiveness. This theory is important for this study since it harnesses various capabilities as possessed by different employees of NMB and such capabilities are needed for productivity.

2.4 Empirical Literature Review

2.4.1 The Contribution of Organizational Culture on the Employee Productivity

According to Thompson and Strickland, (2020) two very distinct types of

performance yardstick from companywide perspective are those relating to financial and strategic performance. Achieving acceptable level of financial results is crucial. The argument is that without adequate profitability, a company's pursuit of its vision as well as its long term health and ultimate survival is jeopardized. Besides, neither shareholders nor creditors will continue to sink additional funds into an enterprise that can't deliver satisfactory financial results.

Even so, the achievement of financial performance by itself is not enough. Managers must also pay attention to the company's strategic well-being- its competitiveness and overall long term business position. Unless a company's performance reflects improving competitive strength and stronger long term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect. The central issue associated with organizational culture is its linkage with organizational performance (Denison, 2019).

The relationship between organisational culture and performance has been established, and an increasing body of evidence supports a linkage between an organization's culture and its business performance. Kotter and Heskett (2017) found that corporate culture has a significant positive impact on a firm's long-term economic performance. They found that firms with cultures that emphasized all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels, outperformed firms that did not have those cultural traits by a huge margin. They were also of the opinion that corporate culture was becoming more important in determining the success or failure of firms in the next decade. Denison's research of 34 large American firms found that companies

with a participative culture reap a Return on Investment (ROI) that averages nearly twice as high as those in firms with less efficient cultures (Denison & Mishra 2018). Denison's study provides empirical evidence that the cultural and behavioural aspects of organisations are intimately linked to both short-term and long-term survival.

Again Denison & Mishra (2018) examined the relationship between corporate culture and performance. In that study, corporate culture was based on the perceptions of organisational practices and conditions, to characterize the organisational culture. He found that the organisation with participative culture performed better than other cultural types. Interestingly, the study and the findings are emanating from a developed economic environment and very little is known about its relevance and applicability in a developing one such as Tanzania. It is against this background that the current study seeks to investigate the relationship between organisational culture and performance in the banking sector in Tanzania as an attempt to replicate the Denison's model of culture in a developing country's context.

Kotter and Heskett (2017) identify employee performance as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. The degree of an achievement to which an employee fulfils the organizational mission at workplace is called performance (Campbell et al., 2016). Employee performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Schermerhorn, et al., 2016).

Different researchers have identified various thoughts, attitudes and beliefs of performance, as it helps in measurement of input and output efficiency, the measures that lead to effective transactional relationship. (Schermerhorn, et al., 2016).

In order to achieve goals and objectives of an organization, strategies have to be designed based upon organizational performance (Ritchie, 2020). Performance of employee is calculated against the required performance standard by the organization. Good performance means how employee performed in the task that was assigned to him (Kenney et.al, 2019). Performance is a main multidimensional build, aimed to get results and strong link to planned objectives of an organization (Mwita, 2017). Employee performance is considered as an integral part of the growth process of an organization, it fosters employee commitment towards the organization. Employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction.

In such situation, employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization. The culture and performance have been interrelated to each other based upon perfect association between business processes. The culture construct based upon operational complexity, has its basis towards different business processes. It was a research carried out in more than 200 organizations, based on culture and long term performance (Kotter and Heskett, 2017).

Linkage between Organizational Culture and Employee Performance Culture is largely invisible to individuals just as the sea is invisible to the fish swimming in it. Even though it affects all employees' behaviours, thinking, and behavioural patterns, individuals tend to become more aware of their organization's culture when they have the opportunity to compare it to other organizations (Amah, 2019). The organizing function involves creating and implementing organizational design decisions. The culture of the organization is closely linked to organizational design. For instance, a culture that empowers employees to make decisions could prove extreme resistant to a centralized organizational design, hampering the manager's ability to enact such a design.

However, a culture that supports the organizational structure (and vice versa) can be very powerful (Daft, 2017). An organization's culture may be one of its strongest assets or its biggest liability. In fact, it has been argued that an organization that has a rare and hard-to-imitate culture enjoys a competitive advantage. In a survey conducted by the management consulting firm Bain & Company in 2017, worldwide business leaders identified corporate culture to be as important as corporate strategy for business success. This comes as no surprise to leaders of successful businesses, who are quick to attribute their company's success to their strong culture (Garvin, 2021).

Culture, or shared values within the organization, may be related to increased employee performance. Researchers found a relationship between organizational culture and employee performance, with respect to success indicators such as revenues, sales volume, market share, and stock prices leading to realization of the

organizations goal. It is important to have a culture that fits with the demands of the company's environment, so that it can improve the shared values of the company and also propel employee performance. For example, if a company is in the high-tech industry having a culture that encourages innovativeness and adaptability that will improve its performance (Amah, 2019). However, if a company in the same industry has a culture characterized by stability, a high respect for tradition, and a strong preference for upholding rules and procedures, the company may suffer because of its culture.

In other words, just as having the right culture may be a competitive advantage for an organization, having the wrong culture may lead to performance difficulties, such may be responsible for organizational failure, and may act as a barrier preventing the company from changing and taking risks (Caves and Porter, 2017). In addition to having implications for employee performance, organizational culture is an effective control mechanism dictating employee behaviour. Culture is a more powerful way of controlling and managing employee behaviour than organizational rules and regulations. For example, when a company is trying to improve the quality of its customer service, rules may not be helpful, particularly when the problems customers present are unique. Instead, creating a culture of customer service may achieve better results by encouraging employees to think like customers, knowing that the company's priorities in this case are clear.

Therefore, the ability to understand and influence organizational culture is an important item for managers to have in their tool kit when they are carrying out their controlling function as well as their organizing function to enhance employee

performance and promote the realization of the organizational goals. Several researches on how to optimize employee performance with a view to realize organizational goal have taken place in the past two decades. It has been argued that strategic group membership and associated collective behaviours are the primary sources of durable differences in firm profitability and effective employee performance (Caves and Porter, 2017). This implies that the collective behaviour of organization members which culture helps to control is important to its effectiveness.

In relation to this argument, (Glasister and Buckley, 2018) identified organizational culture as one of the factors responsible for organizational effectiveness and employee performance. A strong organizational culture (that is, one in which everyone understands and believes in the firm's goals, priorities and practices) that encourages the participation and improvement of all organization's members and this has been identified to be one of its most important assets (Denison, 2018).

2.4.2 The Organizational Culture at Banking Institutions in Relation to Employee Productivity

In a strong organizational culture, employees have similar views regarding the organization, and they behave consistently with organizational values (Flamholtz & Randle, 2019). Business managers display a strong organizational culture to influence employees' work attitude and performance because culture engages and motivates employees (Simoneaux, 2014). In a strong organizational culture, the members of the organization share the values and goals of the organization, and new employees quickly adopt these values (Kotter & Heskett, 2017). Denison (2019) explained the impacts of organizational culture on business performance. A

quantitative study results indicate a positive relationship between organizational culture and business performance (Han, 2012; Hartnell, et al., 2019; Jofreh & Masoumi, 2018). A case study research results also show a strong culture as a driving factor for organizational performance (Simoneaux & Stroud, 2018). New and historical literature showed the existence of a positive relationship between organizational culture and performance.

Sharma and Good (2018) suggested that strong organizational culture is an important factor to improve and increase the organization's profitability and financial performance. Nwibere (2018) also indicated that a healthy and strong organizational culture are positive factors to increase organizational performance. Strong organizational culture includes an important role in aligning the organization's current and future direction (Raza et al., 2014). In contrast, management with weak or ineffective organizational culture has the potential to affect profitability and productivity (Shahzad, et al., 2017). In a weak organizational culture, employees have a problem to define the organization's values and to determine the right process of conducting business in the organization (Childress, 2018).

Schein, (2020) noted that management with weak organizational culture lacks transparent and consistent communication in the organization. In a weak organizational culture, employees behave in a manner inconsistent with the organization priorities because of insufficient communication and lack of uniform direction from the leadership (Flamholtz & Randle, 2019). When the organizational culture is weak, the organization existence is at risk because organization members

have different values and beliefs, where they may work against the management's priority (Eaton & Kilby, 2015). In a strong organizational culture, business managers may develop and maintain a strong cultural foundation in the organization (Simoneaux & Stroud, 2018).

The foundation work includes establishing the organization members' working culture and developing a set of rules and trends of doing business in the organization (Flamholtz & Randle, 2019). Customers and other stakeholders use the organization members' culture and their work trends to identify their organization from other organizations culture (Cian & Cervai, 2018). Customers and other stakeholders may perceive and use the organizational culture as a distinguishing factor in identifying a good organization from a bad organization (Childress, 2013). Business managers use a strong organizational culture to substitute formal rules and regulations in the organization (Denison, 2018).

Schein (2019) noted that establishing a set of standards and trends in the organization mainly includes creating a well-defined communication channel among employees and managers. Business managers may use the communication channel to develop transparent communication and to encourage a culture of sharing and teamwork among members of the organization. Transparent communication includes a high level of participation by all members of the organization (Miguel, 2015).

High levels of participation and employee involvement in the decision-making process are important to motivate employees. Motivated employees can develop a sense of ownership and responsibility culture in the organization (Thalmann, &

Brettel, 2017). Once employees developed a sense of ownership and responsibility culture, their commitment to the organization significantly improves without close supervision (Nwibere, 2018). Loyal and engaged employees are important to maintain an effective organizational culture and to improve performance in the organization. For example, Pinho, et al., (2018) noted that employees with a sense of ownership might significantly improve performance and productivity in the organization. When employees have a sense of ownership and responsibility, they may fulfil their responsibility without close supervision and control (Denison, 2018).

2.4.3 Specific Actions for NMB PLC Operations Unit to Better Integrate the Various Components of Good Organizational Culture

There are specific actions for better organisation culture integration as (Sarros, et al., 2018) suggest leadership to be among the important ones. Leaders are instrumental in creating and changing an organization's culture. There is a direct correspondence between the leader's style and an organization's culture. For example, when leaders motivate employees through inspiration, corporate culture tends to be more supportive and people-oriented. When leaders motivate by making rewards contingent on performance, the corporate culture tended to be more performance-oriented and competitive (Sarros, et al., 2018). In these and many other ways, what leaders do directly influences the cultures of their organizations.

Driscoll & McKee, (2017) contend that part of the leader's influence over culture is through role modelling. Many studies have suggested that leader behaviour, the consistency between organizational policy and leader actions, and leader role modelling determine the degree to which the organization's culture emphasizes

ethics. The leader's own behaviours will signal to individuals what is acceptable behaviour and what is unacceptable. In an organization in which high-level managers make the effort to involve others in decision making and seek opinions of others, a team-oriented culture is more likely to evolve. By acting as role models, leaders send signals to the organization about the norms and values that are expected to guide the actions of its members.

According to (Sarros, et al., 2018) leaders also shape culture by their reactions to the actions of others around them. For example, do they praise a job well done or do they praise a favoured employee regardless of what was accomplished? How do they react when someone admits to making an honest mistake? What are their priorities? In meetings, what types of questions do they ask? Do they want to know what caused accidents so that they can be prevented, or do they seem more concerned about how much money was lost because of an accident? Do they seem outraged when an employee is disrespectful to a co-worker, or does their reaction depend on whether they like the harasser? Through their day-to-day actions, leaders shape and maintain an organization's culture.

The organisation culture is shaped by the type of reward systems used in the organization and the kinds of behaviours and outcomes it chooses to reward and punish. One relevant element of the reward system is whether the organization rewards behaviours or results. Some companies have reward systems that emphasize intangible elements of performance as well as more easily observable metrics. In these companies, supervisors and peers may evaluate an employee's performance by assessing the person's behaviours as well as the results. In such companies, we may

expect a culture that is relatively people- or team-oriented, and employees act as part of a family (Kerr & Slocum, 2019).

However, in companies in which goal achievement is the sole criterion for reward, there is a focus on measuring only the results without much regard to the process. In these companies, we might observe outcome-oriented and competitive cultures. Whether the organization rewards performance or seniority would also make a difference in culture. When promotions are based on seniority, it would be difficult to establish a culture of outcome orientation. The types of behaviours that are rewarded or ignored set the tone for the culture. Which behaviours are rewarded, which ones are punished, and which are ignored will determine how a company's culture evolves. A reward system is one tool managers can wield when undertaking the controlling function.

Organisations create rules to determine acceptable and unacceptable behaviour, thus, the rules that exist in a company will signal the type of values it has. There are policies about issues such as decision making, human resources, and employee privacy reveal what the company values and emphasizes. For example, a company that has a policy such as "all pricing decisions of merchandise will be made at corporate headquarters" is likely to have a centralized culture that is hierarchical, as opposed to decentralized and empowering. The presence or absence of policies on sensitive issues such as English-only rules, bullying and unfair treatment of others, workplace surveillance, open-door policies, sexual harassment, workplace romances, and corporate social responsibility all provide pieces of the puzzle that make up an organisation's culture.

2.5 Conceptual Framework

Smyth, (2004) defines a conceptual framework as structured set of ideas and theories that help a researcher to properly identify the problem they are looking for, frame their questions and find suitable literature. Generally, it guides the researcher towards the clarification of the research questions and objectives from the beginning point of the study. In regard to this study, conceptual framework model shows a set of relationship between the independent variables, and the dependent variable.

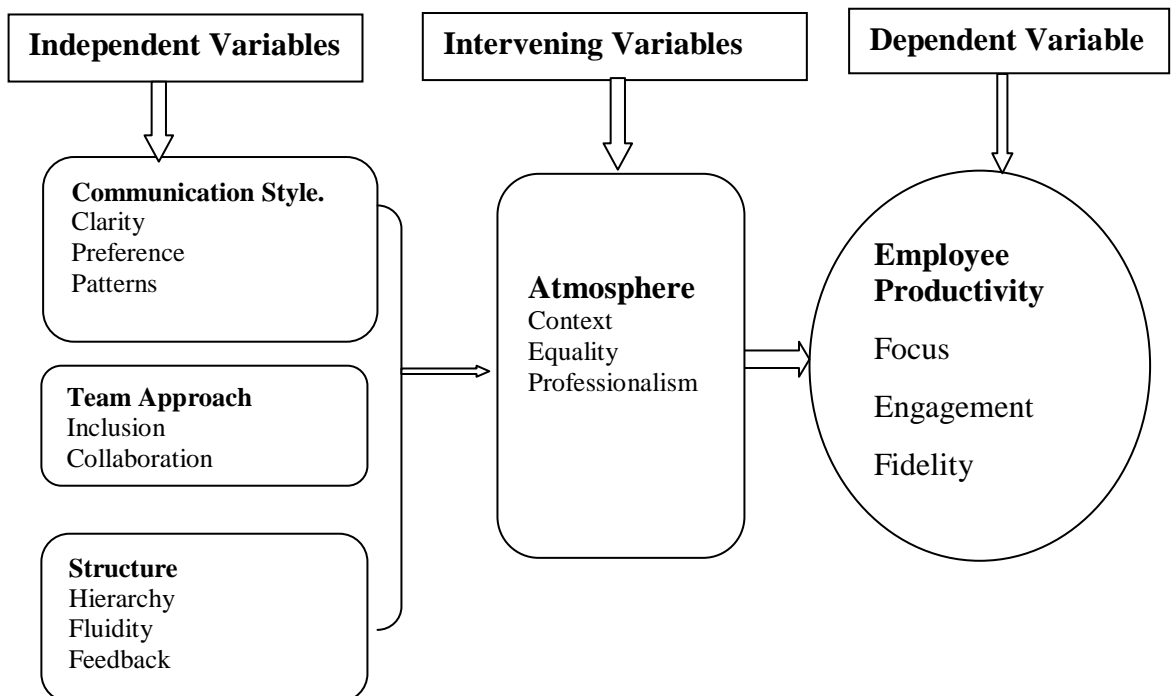


Figure 2.1: Conceptual Framework

Source: Researcher, (2022).

Often, the culture of an organization is often communicated in a mission or vision statement. At other times, it is an underlying tone that influences employees at all levels and envelops new employees in an unspoken way. The underlying tones can be positive and/or negative. Where Positive behaviors related to engagement and commitment will create success. Counterproductive behaviors such as conflict

avoidance, limited risk-taking, and misaligned motives will create frustration and diminished outcomes. The conceptual framework above depicts that there six main categories of organizational culture and each contains several subcategories, or dimensions, to form the organisational cultural profile (Childress, 2018). For the purpose of this study, four categories are considered as influencing organisational performance which is communication style, structure, team approach and atmosphere.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights on the research design that was used, population, sample size and sampling procedure, data collection methods and instruments and the data analysis plan.

3.2 Research Approach

Considering the nature of the research objectives and research questions, this study employed qualitative research approach with some elements of mixed approach. Qualitative approach was used to generate descriptions from the department heads, human resource officers, and employees on the impact of organisational culture on the employee productivity. Quantitative approach on the other hand has been used to collect data in numerical form. Qualitative method was used to get understanding of the underlying reasons, opinions, experiences, attitudes and feelings regarding the impact of organisational culture on the employee productivity. Moreover, it is expected to allow collecting data in the natural setting where participants experience the problem under study (Atieno, 2009, p. 16). The reason for choosing this approach is to obtain rich information that was purposefully comprehensive and therefore minimizing subjectivity. The other reason is to explore and organize data into different themes and sub-themes for an in depth analysis.

However, the weaknesses of qualitative approach are that, it relies on few numbers of informants from a big population. Due to this reason, the findings of this study cannot be generalized into other settings (Atieno, 2009, p. 16). In the context of this

study, it is also time consuming especially in the process of data collection as it relied on multiple sources of data such as interviews and questionnaires rather than single data source and organizing data into different themes and sub-themes for analysis (Creswell, 2014, p. 234). Nevertheless, the weaknesses of the qualitative approach in this study were mitigated by using different methods of data collection. The triangulation of methods was thus used. This included interviews, questionnaires and documentary reviews. Again, the weakness of time consumption was mitigated by analyzing the data as they were collected by developing themes earlier.

3.3 Research Design

Descriptive research design was employed in this study to assess the impact of organizational culture on the employee productivity at the National Microfinance Bank PLC, Central Zone Branches. Descriptive research design was employed in this study for a number of reasons. First, it is suitable in obtaining information regarding the current status of the phenomena and in describing what exists with respect to conditions in a situation. Borg (1998) indicates that in descriptive survey, data about variables are collected as they are found in a social system without manipulating the variables. Secondly, the descriptive design was expected to give participants freedom to articulate their views regarding the impact of organizational culture on the employee productivity. Lastly, the design was economical and is expected to offer opportunity for broad and quick data collection.

3.4 Study Area

The study area comprised of 30 Central Zone branches of NMB Bank PLC. The study area Dodoma region was chosen as a representative of other regions in

Tanzania due to the following reasons: Dodoma is the capital city of the country. The organisation selected is NMB Limited among other banks and this is because of the following reasons: NMB Limited bank is the largest of all other commercial banks in Tanzania mainland as well as Zanzibar in terms of deposits (Tanzanian Shillings (TZS) 1,047.9 billion as at 31 December 2019) and networks [53 branches and 200 Automated Teller Machines (ATMs)] and the ownership of the bank is both local and foreign.

3.5 Sample

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Kothari, 2004). Researchers are forced to take samples instead of complete enumeration for two basic reasons that relate to efficient utilization of the budget (cost) and time (Cohen, Manion & Morrison, 2007). This study drew a sample of Human Resources (HR) and Management Officials and other staffs at 30 Central Zone branches of NMB Bank PLC.

3.6 Sample Size and Sampling Procedures

3.5.1 Sample size of the study

Kothari, (2014) formula was used in selecting the number of employees at NMB Central Zone. The sample size of this study was 50 as indicated.

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

Where e = Margin of error

N = the total number of employees in the organization

n = the number of selected employees

= 59.5

Table 3.1: Sample Size

Category	Population	Sample size	Sampling Technique
Management Officials	15	15	Purposive sampling
Other staff	361	45	Simple random sampling
Total Respondents	376	60	

Source: Researcher, (2023).

3.7 Data Collection Methods and Instruments

Kothari (2003) and Saunders (2000) state that proper research methodology facilitates the researcher to use appropriate methods and techniques to collect relevant data for the study hence facilitate accuracy and reliable results of their findings. The whole process of data collection is important in research as it allows for dissemination of accurate information and development of meaningful programmes (Kombo and Tromp, 2006). The study employed a variety of data collection methods. The study was composed of both primary data collected from the different questionnaires and interviews and secondary data was obtained from a wide variety of documents which were accessed by the researcher.

3.7.1 Questionnaires Administration

Questionnaire includes all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (Galletta, 2013). To avoid ambiguities in the source of primary data using questionnaire, closed-end (the closed- ended questions were in the form of multiple choices, where the respondents were asked to put a tick (✓) against the answers which they prefer) and open-ended questions (open-ended questions, the respondents were required to

fill in the empty spaces by giving their feelings, experiences, and opinions) this is so in order to provide for respondents to respond properly and give them opportunity to express without limitation whatever pertinent information they have that is related to the study.

3.7.2 Interviews

Galletta, (2013) defines it as "a purposeful conversation in which one person asks prepared questions (interviewer) and other answer them (respondent)." Interviews were conducted by the researcher to the HR department of the different branches of NMB Limited. To be able to source the required data and information interviews were conducted by using unstructured interviews for the purpose of finding out what is happening. The required information was captured through asking the respondents how the operations were in the period before and after, this was thus helpful to assess the contribution.

3.7.3 Documentary Review

Secondary data was collected through reviewing relevant documents. Kothari (2003), documentary secondary data includes written documents (such as notices, correspondence, minutes of meetings, reports to shareholders, transcripts of speeches, and administrative and public records) and non-written documents (such as video recordings, pictures, films and television programmes). In this study, secondary data included among others, NMB Limited HRM Policy, NMB Limited Annual Staff Reports, Performance Appraisal Reports, technical and HRM journals, periodicals, television programmes, newspapers' articles and internet search. The different data collected that is the secondary and primary complemented each other

in order to come up with a well-balanced research study.

3.8 Data Analysis

The process of data analysis was done by the use of Scientific Package for Social Sciences (SPSS). The aspect of data analysis is very crucial as it is expected to enable the researcher to address the research problem, derive conclusions and eventually recommend possible policy implications and actions in a constructive manner. Data presentation was based on using both statistical techniques and graphical techniques which included among others bar charts, pie charts and tables.

3.9 Reliability and Validity of Data

Validity refers to the extent to which an instrument measures the traits for which it is designed to measure while Reliability is a measure of the degree to which a research instrument yields consistent results after repeated results. Credibility of research findings relies on the attention paid to two particular emphases on research design: reliability and validity (Saunders *et al.* 2000). In this study, reliability and validity aspects were handled with great concern to avoid getting wrong answers to the research questions and objectives.

3.9.1 Reliability of Data

According to (Kothari, 2003) reliability entails that the measures or data collection methods should be uninfluenced by changes in context. The validity of the information gathered is seen in the extent to which the methods used pick up what the researcher expected them to. Reliability of the measures were ensured as all the questionnaires and interview guide were uniform to the respective HR managers and

officers. Also the questionnaires for the officers were uniform. Kombo and Tromp, (2006) concurs that Cronbach's alpha is a measure used to test data reliability, it ranges between 0 and 1; the closer the alpha coefficient to 1 the greater the internal consistency of the items in the scale. For this study, the reliability coefficient was got by using Cronbach's alpha.

3.9.2 Validity of Data

Validity is concerned with whether the findings are really about what they appear to be about (Saunders *et al.*, 2000). Validity of the measures were ensured by analysing data and making tests in the before, within and after field work.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.1 Introduction

This chapter presents and gives analysis of the findings. The results are based on the study objectives as well as background characteristics of the respondents. The background characteristics include; age, and sex. Based on this study, description has been provided on the impact of organizational culture on the employee productivity.

4.2 Background Characteristics of Respondents

Most of Respondents (55.5%) were male and only 44.5% were female (Table 4.1). Since the study was focusing on students, district education officers, and Students as respondents, this unequal proportion is not surprising. This is because under normal circumstances in most Tanzanian employment and education settings, men are majority and dominate in most aspects of social life.

Table 4.1: Gender

	Frequency	Percent
Male	25	55.5
Female	20	44.5
Total	45	100.0

Source: Research Findings, (2023).

Table 4.2: Age Bracket in Years

	Frequency	Percent
21-30	15	33.3
31-40	22	48.8
41-50	8	17.7
Total	45	100.0

Source: Research Findings, (2023)

Findings are presented in Table 4.2; the respondents whose are in age between 21 to 50 years are grouped as follows; young are between 21-30, middle aged 31-40, old 41-50. The findings showed that the group of 31-40 are majority of the respondents by 48.8%, followed the age group of 21-30 who were 33.3%, whereby the age group of 41-50 were only 17.7%. During the random sampling, the findings revealed that majority of NMB employees were adults aged ranged 31-40 years. In this study the group of young age are the second majority of the respondents, the percentage of young age seemed to be bigger than the respondents of 41-50 years because the NMB recruitment policy favours the young and energetic employees. As well, the sample is reasonably representative of the Tanzanian population most of whom are still in youth years.

4.3 Study Findings per Objectives

The following section presents the findings and analysis based on the set objectives that sought to establish the current organizational culture at NMB PLC in relation to employee productivity, the contribution of NMB organizational culture on employee productivity and specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture.

4.3.1 The Current Organizational Culture at National Microfinance Bank Limited. (NMB) PLC in Relation to Employee Productivity

Under this objective, the study looked at the status of organisational culture at NMB and its relation to productivity of the employees. To achieve this objective, seven items were put forth to the respondents and the findings to this objective are presented in the following section.

Table 4.3: Managers Pay Attention to the Company’s Strategic Well-Being, Its Competitiveness and Overall Long-Term Business Position

	Frequency	Percent
Strongly Agree	12	26.6
Agree	19	42.2
Moderate	12	26.6
Disagree	2	4.4
Total	45	100.0

Source: Research Findings, (2023).

The findings as presented in Table 4.3 show that majority of respondents 42.2% agreed that managers pay attention to the company’s strategic well-being, its competitiveness and overall long-term business position followed by 26.6% who strongly agreed with the statement and those that were moderate respectively. On the same item, only 4.4% disagreed with the statement. This indicates that NMB though department managers is committed to ensuring there is proper organisational culture the managers pay attention to the company’s strategic well-being, its competitiveness and overall long-term business position.

The study found that managers have a responsibility to lead the teams’ strategic well-being, its competitiveness and overall long-term business position. Therefore, this ensures employee productivity as they work towards the long-term business position of the bank. During the collection of data, the researcher conducted an interview with the managers and them about how the managers pay attention to the company’s strategic well-being, its competitiveness and overall long-term business position and they responded as follows:

“I agree with the fact that if managers do not pay attention to the company’s strategic well-being, its competitiveness and overall long-term business position of the bank, employees are left to do as they wish and this may in the end lead to poor productivity and the opposite is true.” (Interview with HR Manager #1, 21/June/ 2023)

Another one was quick to add; *“As a Human Resources manager, I ensure that all teams are working in accordance with the company’s strategic well-being, its competitiveness and overall long-term business position because that is my responsibility to ensure the Bank meets its targets.”* (Interview with HR Manager #2, 21/June/2023).

These findings are similar to what Thompson and Strickland, (2020) found that the two very distinct types of performance yardstick from companywide perspective are those relating to financial and strategic performance. They contend that achieving acceptable level of financial results is crucial. They argue that without adequate profitability, a company’s pursuit of its vision as well as its long-term health and ultimate survival is jeopardized. Besides, neither shareholders nor creditors will continue to sink additional funds into an enterprise that can’t deliver satisfactory financial results.

Even so, the achievement of financial performance by itself is not enough. Managers must also pay attention to the company’s strategic well-being- its competitiveness and overall long-term business position. Unless a company’s performance reflects improving competitive strength and stronger long term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect. The central issue associated with organizational culture is its linkage with organizational performance (Denison, 2019).

Table 4.4: The Bank’s Performance Reflects Improving Competitive Strength and Stronger Long Term Market Position

	Frequency	Percent
Strongly Agree	12	22.6
Agree	21	46.6
Strongly Disagree	12	22.6
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.4 show that the bank's performance reflects improving competitive strength and stronger long term market position to ensure employee productivity. The majority agreed by 46.6% and strongly agreed by 22.6% who strongly agreed with the statement. However, it was as well seen that 26.6% strongly disagreed with the statement. These findings indicate that for employee productivity to be realised, the bank's performance must reflect improving competitive strength and stronger long term market position.

The study findings reflect the assertion by (Paais & Pattiruhu, 2020) that each organization has a different culture that influences motivation and employees' behaviour however, organisational performance can be easily seen through the strong market share of the company. The higher the level of employee acceptance of the organization's values, the more significant commitment to values and organizational culture (Paais & Pattiruhu, 2020). As highlighted in Chen et al., (2014), leadership can affect employee productivity. In particular, a committed leader who complies with the needs and desires of the employee will trigger employee commitment. Having a great commitment from workers potentially increases their motivation and performance.

Similarly, previous studies by Torlak and Kuzey (2019) showed a positive correlation between leadership and employee productivity. Indeed, Ghani et al., (2016) remarked that the leader personality has an acquaintance with their subordinates.

Table 4.5: NMB Cooperate Culture Emphasizes All the Key Managerial Constituencies (Customers, Stockholders, and Employees) and Leadership from Managers at All Levels

	Frequency	Percent
Strongly Agree	10	22.2
Agree	7	15.5
Moderate	20	44.4
Disagree	8	17.7
Total	45	100.0

Source: Research Findings, 2(023).

The study findings revealed that majority of respondents 44.4% were moderate to the statement that NMB cooperate culture emphasizes all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels followed by 22.2% of the respondents who strongly agreed with the statement. It was seen however that 17.7% of the respondents disagreed with the statement whereas 15.5% agreed with that NMB cooperate culture emphasizes all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels.

The fact that majority of respondents were moderate indicates that respondents were non-committal to the fact that NMB cooperate culture does emphasize all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels. These findings are in contrast to what many studies suggest such as (Flamholtz & Randle, 2019) that in a strong organizational culture, employees have similar views regarding the organization, and they behave consistently with organizational values emanating from managerial competencies. Simoneaux, (2014) found that business managers display a strong organizational culture to influence employees' work attitude and performance because culture engages and motivates employees. Denison (2019) explained the impacts of

organizational culture on business performance.

Table 4.6: NMB Uses Employee Performance and Accomplishment of a Given Task against Present Known Standards of Accuracy, Completeness, Cost, and Speed To Promote Cooperate Culture

	Frequency	Percent
Agree	8	17.7
Moderate	16	35.5
Disagree	10	22.2
Strongly Disagree	11	24.4
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.6 show that most respondents were not sure if NMB uses employee performance and accomplishment of a given task against present known standards of accuracy, completeness, cost, and speed to promote cooperate culture as this was seen through 35.5% of the respondents who were moderate but closely followed by 24.4% who strongly disagreed and 22.2 % who disagreed with the statement respectively. Only 17.7% of the respondents agreed with the statement. These findings therefore depict that respondents were not sure that NMB uses employee performance and accomplishment of a given task against present known standards of accuracy, completeness, cost, and speed to promote cooperate culture.

The findings are in agreement with those of a study by Chen et al., (2014), who found that leadership can affect employee productivity through promoting cooperate culture. This because, a committed leader who complies with the needs and desires of the employee will trigger employee commitment. Having a great commitment from workers potentially increases their motivation and performance. Similarly, previous studies by Torlak and Kuzey (2019) showed a positive correlation between leadership and employee productivity. Indeed, Ghani et al., (2016) remarked that the

leader personality has an acquaintance with their subordinates.

Table 4.7: NMB Employee Performance Is Multidimensional Built, Aimed to Get Results and Strong Link to Planned Objectives of an Organization

	Frequency	Percent
Strongly Agree	15	33.3
Agree	17	37.7
Disagree	7	15.5
Strongly Disagree	6	13.3
Total	45	100.0

Source: Research Findings, (2023).

In this study, Table 4.7 reveals that 37.7% of the respondents agreed that NMB employee Performance is multidimensional built, aimed to get results and strong link to planned objectives of an organization. It was also seen that 33.3% of the respondents strongly agreed with the statement. On the same note however, 15.5% disagreed that NMB employee Performance is multidimensional built, aimed to get results and strong link to planned objectives of an organization who disagreed as well whereas 13.3% strongly disagreed.

In this study there were interviews between the researcher and the human resource officers, the researcher questioned them if NMB employee Performance is multidimensional built, aimed to get results and strong link to planned objectives of an organization and one responded that;

“The bank has a culture of setting targets through strategic plans that are time bound. Tasks in achieving such targets are multidimensional nature but these have to be linked to objectives outlined in such strategic plans. This keeps the employees engaged and enhances productivity.” (Interview with HR Manager #5, 25/June/2023).

The findings reflect those of a study by (Kenney *et.al.*, 2019) that performance is a main multidimensional build, aimed to get results and strong link to planned

objectives of an organization (Mwita, 2017). Employee performance is considered as an integral part of the growth process of an organization, it fosters employee commitment towards the organization. Employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such situation, employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization.

Table 4.8: NMB Employees Align Their Goals and Objectives with Those of the Organization and Feel Responsible For the Overall Well-Being of the Organization

	Frequency	Percent
Strongly Agree	13	28.8
Agree	16	35.5
Moderate	8	17.7
Disagree	4	8.8
Strongly Disagree	4	8.8
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.8 show that NMB employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. The majority agreed by 35.5% and strongly agreed by 28.8% who strongly agreed with the statement. However, it was as well seen that 17.7% were moderate with the statement whereas 8.8% disagreed and strongly disagreed respectively. These findings indicate that NMB employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization.

These findings conform to those of a study by Dermol and Čater (2018) who identified a combination of an individual's ability such as talents and personality traits and organizational support such as periodic training as necessary for individual performance and suggested such abilities to align with organisational objectives. Similarly, Aroosiya and Ali (2019) added good employee productivity is based on aligning job design and adequate motivation on a daily basis to the foregoing. Good work relationship, work-environment, organizational culture and reward systems among other factors also contribute to performance (Mathis and Jackson, 2018).

4.3.2 The Contribution of NMB Organizational Culture on Employee

Productivity

The second objective of the study intended to assess the contribution of NMB organizational culture on employee productivity. To achieve this objective, statements were put forth to measure responses and the findings in this effect are presented in the following section.

Table 8: NMB Corporate Culture Has a Significant Positive Impact on a Firm's Long-Term Economic Performance

	Frequency	Percent
Strongly Agree	7	15.5
Agree	19	42.2
Disagree	15	33.3
Strongly Disagree	4	8.8
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.8 shows that 42.2% of the respondents agreed to the fact that NMB corporate culture has a significant positive impact on a firm's long-term economic performance followed by 33.3% who disagreed with the statement. It was seen also that 15.5% strongly disagreed while 8.8% strongly disagreed respectively. So, the combinations of these two percentages 42.2% and 15.5% gives us 57.7%

percentage of all respondents who supported the statement that NMB corporate culture has a significant positive impact on a firm's long-term economic performance. Through the interview with human resources managers, it was found that;

“I agree that NMB corporate culture has a significant positive impact on a firm's long-term economic performance. Any institution without organisational culture is deemed to fail and not reach the desired productivity levels” (Interview with HR Manager #9, 25/June/ 2023).

These findings are similar to the study findings by (Denison, 2019) that managers must pay attention to the company's corporate culture as strategic competitiveness and overall long-term business position. He contends that unless a company's performance reflects improving competitive strength and stronger long term market position, its progress is less than inspiring and its ability to continue delivering good financial performance is suspect. The central issue associated with organizational culture is its linkage with organizational performance (Denison, 2019). Again Denison & Mishra (2018) examined the relationship between corporate culture and performance. In that study, corporate culture was based on the perceptions of organisational practices and conditions, to characterize the organisational culture. He found that the organisation with participative culture performed better than other cultural types.

Table 4.9: NMB Organizational Culture Influences Employees' Work Attitude and Performance Because Culture Engages and Motivates Employees

	Frequency	Percent
Strongly Agree	13	28.8
Agree	16	35.5
Moderate	8	17.7
Disagree	4	8.8
Strongly Disagree	4	8.8
Total	45	100.0

Source: Research Findings, (2023).

The results in Table 4.9 indicate that 35.5% of the respondents agreed with the fact that NMB organizational culture influences employees' work attitude and performance because culture engages and motivates employees, 28.8% of the respondents strongly agreed with the statement, whereas 17.7% of the respondents were undecided, and only 8.8% strongly disagreed and disagreed respectively. So, the combinations of these percentages 35.5 % of strongly agreed and 28.8% of agreed give us a total of 64.3% of the all respondents who agreed with the fact that NMB organizational culture influences employees' work attitude and performance because culture engages and motivates employees.

One human resource manager was interviewed and said that:

“Our employees across board are encouraged to have a positive attitude towards performance of their daily tasks through motivation which is a rooted culture by NMB to enhance employee performance.” (Interview with HR Manager #12, 26/June/ 2023).

The study findings reflect the assertion by Kotter and Heskett (2017) who found that it is important to identify employee performance as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. Employee performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Schermerhorn *et al.*, 2016). Different researchers have identified various thoughts, attitudes and beliefs of performance, as it helps in measurement of input and output efficiency, the measures that lead to effective transactional relationship (Schermerhorn *et al.*, 2016).

Table 4.10: NMB Employees Share the Values and Goals of the Organization for Organizational Performance

	Frequency	Percent
Strongly Agree	10	22.2
Agree	19	42.2
Disagree	10	22.2
Strongly Disagree	6	13.3
Total	45	100.0

Source: Research Findings, (2023).

The Table 4.10 revealed that 22.2% of the respondents strongly agreed the fact that NMB employees share the values and goals of the organization for organizational performance whereas 42.2% agreed with the statement. It was however seen that a considerable number of respondents 22.2% disagreed with the statement that NMB employees share the values and goals of the organization for organizational performance and 13.3% strongly disagreed with the statement.

In this study it shows that NMB employees share the values and goals of the organization for organizational performance. One human resource officer intimated that, *“As a bank, we have a human resource policy which requires all employees to share the values and goals of the organisation and work towards achieving them. This in turn improves employee productivity.”* (Interview with HR Manager #8, 27/June/2023).

These findings are in agreement with those of a study by Sharma and Good (2018) who found that strong organizational culture is an important factor to improve and increase the organization's profitability and financial performance. Also, a study by Nwibere (2018) found that a healthy and strong organizational culture is positive factors to increase organizational performance. Strong organizational culture

includes an important role in aligning the organization's current and future direction (Raza et al., 2014). In contrast, management with weak or ineffective organizational culture has the potential to affect profitability and productivity (Shahzad et al., 2017). In contrast to the findings though, a study by (Childress, 2018) found that a weak organizational culture, employees have a problem to define the organization's values and to determine the right process of conducting business in the organization.

Table 4.11: The Management with Weak or Ineffective Organizational Culture Has the Potential to Affect Profitability and Productivity

	Frequency	Percent
Strongly Agree	12	26.6
Agree	19	42.2
Moderate	12	26.6
Disagree	2	4.4
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 11 revealed through 42.2% of respondents who agreed that the management with weak or ineffective organizational culture has the potential to affect profitability and productivity followed by through 26.6% who strongly agreed and with the statement. It was also seen that 26.6% of the respondents were moderate while 4.4% disagreed respectively. This therefore indicates that NMB bank has a robust organisational culture and therefore increases employee productivity.

The findings reflect those of a study by (Flamholtz & Randle, 2019) who found that in a strong organizational culture, employees have similar views regarding the organization, and they behave consistently with organizational values. Similarly, (Kotter & Heskett, 2017) found that in a strong organizational culture, the members of the organization share the values and goals of the organization, and new

employees quickly adopt these values. In a study by performance (Han, 2012; Hartnell et al., 2019; Jofreh & Masoumi, 2018) results indicate a positive relationship between organizational culture and business.

4.3.3 The specific actions for NMB PLC Operations Unit to better Integrate The Various Components of Good Organizational Culture

Under this objective, the study was focused on finding out the specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture. To this objective, six statements were put to respondents and the responses are presented in the following section.

Table 4.12: NMB Should Ensure Participative Culture is Performed Better Than Other Cultural Types

	Frequency	Percent
Strongly Agree	10	22.2
Agree	22	48.8
Disagree	13	28.8
Total	45	100.0

Source: Research Findings, (2023).

The findings as presented in Table 4.12 revealed that majority of respondents 48.8% agreed that NMB should ensure participative culture is performed better than other cultural types to promote employee productivity. These were followed by 28.8% who disagreed with the statement however, 22.2% strongly agreed that NMB should ensure participative culture is performed better than other cultural types. This depicts that the participative culture is not properly performed at NMB but rather other organisational cultural types.

These findings are in agreement with those of a study by Again Denison & Mishra (2018) who examined the relationship between corporate culture and performance.

In that study, corporate culture was based on the perceptions of organisational practices and conditions, but important among many was participative. Similarly, Kotter and Heskett (2017) found that employee performance was hinged on the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed for which all this can be achieved if only employees are participating in decision making. Employee performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals through participative forums (Schermerhorn et al., 2016).

One human resource was interviewed and said that:

“There are several organisational cultural types and participative culture is one of them but it is not practiced much as the rest since most times we get directives from the head office. This may therefore be seen as hindrance to productivity for some employees.” (Interview with HR Manager #4, 27/June/ 2023).

Another Human Resources Officer claimed that:

“There is need to introduce multi-organisational culture dimensions that will enable employees to be more involved in decision making of the Bank. This will make them feel part of the decision-making process which will in turn enhance productive through commitment and performance of the assigned tasks.” (Interview with HR Manager #11, 27/June/ 2023).

Table 4.13: Strategies should be Designed Based Upon Organizational Performance

	Frequency	Percent
Strongly Agree	16	35.5
Agree	17	37.7
Disagree	10	22.2
Strongly Disagree	2	4.4
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.13 show that the majority of respondents 37.7% agreed to the statement that strategies should be designed based upon organizational performance followed by 35.5% who strongly agreed with the statement. It was as well seen that 22.2% disagreed with the statement while only 4.4% strongly disagreed that strategies should be designed based upon organizational performance. This is indicative of the fact that strategies are not designed based upon organisational performance which may hinder productivity.

These findings reflect the findings of a study by (Kenney *et.al*, 2019) that performance of employee is calculated against the required performance standard by the organization and thus strategies for employee productivity should be based on organizational culture. Good performance means how employee performed in the task that was assigned to him (Kenney *et.al*, 2019). Performance is a main multidimensional build, aimed to get results and strong link to planned objectives of an organization (Mwita, 2017). Employee performance is considered as an integral part of the growth process of an organization, it fosters employee commitment towards the organization. Employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization.

Table 4.14: NMB Can Try Transparent Communication As It Includes a High Level of Participation by All Members of the Organization

	Frequency	Percent
Strongly Agree	13	28.8
Agree	11	24.4
Moderate	6	13.3
Disagree	7	15.5
Strongly Disagree	8	17.7
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.14 revealed through 28.8% and 24.4% of respondents that NMB can try transparent communication as it includes a high level of participation by all members of the organization to improve employee productivity. However, it was seen through 17.7% AND 15.5% who disagreed and strongly disagreed respectively that NMB can try transparent communication as it includes a high level of participation by all members of the organization meaning these respondents did not consider such a suggestion as important for employee productivity. On the same note though, 13.3% of the respondents were moderate to the statement.

These findings are in agreement with those of a study by (Sarros *et al.*, 2018) who found that leaders also shape culture by being transparent in their communication and their actions about the employees around them. They contend for example; do they praise a job well done or do they praise a favoured employee regardless of what was accomplished? How do they react when someone admits to making an honest mistake? What are their priorities? In meetings, what types of questions do they ask? Do they want to know what caused accidents so that they can be prevented, or do they seem more concerned about how much money was lost because of an accident? Do they seem outraged when an employee is disrespectful to a co-worker, or does their reaction depend on whether they like the harasser? Through their day-to-day actions, leaders shape and maintain an organization's culture.

Table 4.15: NMB Should Emphasize All the Key Managerial Constituencies (Customers, Stockholders, and Employees) and Leadership from Managers at All Levels

	Frequency	Percent
Strongly Agree	3	6.6
Agree	11	24.4
Moderate	27	60.0
Disagree	4	8.8
Total	45	100.0

Source: Research Findings, (2023).

The study findings in Table 4.15 revealed that majority of respondents were not sure whether NMB should emphasize all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels as this was the response of 60.0% who were moderate followed by 24.4% of respondents agreed with the statement that NMB should emphasize all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels whereas 8.8% and 6.6% disagreed and strongly agreed respectively. These findings are somewhat in contrast with the study by Driscoll & McKee, (2017) who found that part of the leader's influence over culture is through role modelling through emphasizing all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels.

Leader behaviour, the consistency between organizational policy and leader actions, and leader role modelling determine the degree to which the organization's culture emphasizes ethics. The leader's own behaviours will signal to individuals what is acceptable behaviour and what is unacceptable. In an organization in which high-level managers make the effort to involve others in decision making and seek opinions of others, a team-oriented culture is more likely to evolve. By acting as role models, leaders send signals to the organization about the norms and values that are expected to guide the actions of its members.

Table 4.16: NMB Should Use Cooperate Culture In Controlling And Managing Employee Behaviour Rather Than Organizational Rules And Regulations

	Frequency	Percent
Strongly Agree	15	33.3
Agree	17	37.7
Disagree	7	15.5
Strongly Disagree	6	13.3
Total	45	100.0

Source: Research Findings, (2023).

The findings in Table 4.6 show that majority of respondents 37.7% disagreed with the statement that NMB should use cooperate culture in controlling and managing employee behaviour rather than organizational rules and regulations followed by 33.3% who strongly agreed with the statement. The same item was disagreed by 15.5% and strongly disagreed by 13.3% of the respondents. Again Denison & Mishra (2018) examined the relationship between corporate culture and performance. In that study, corporate culture was based on the perceptions of organisational practices and conditions, to characterize the organisational culture such as controlling and managing employee behaviour rather than organizational rules and regulations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter represents summary, conclusion and recommendation of the findings obtained from the assessment on the impact of organizational culture on the employee productivity.

5.2 Summary of the Study

The general objective of this study was to assess the impact of organizational culture on the employee productivity. To achieve this end, specific objectives were formulated including to identify the current organizational culture at NMB PLC in relation to employee productivity, to assess the contribution of NMB organizational culture on employee productivity, and to recommend specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture.

The study found that managers have a responsibility to lead the teams' strategic well-being, its competitiveness and overall long-term business position. Therefore, this ensures employee productivity as they work towards the long-term business position of the bank. The study showed that if managers do not pay attention to the company's strategic well-being, its competitiveness and overall long-term business position of the bank, employees are left to do as they wish and this may in the end lead to poor productivity and the opposite is true. Human Resources managers ensure that all teams are working in accordance with the company's strategic well-being, its competitiveness and overall long-term business position because that is my

responsibility to ensure the Bank meets its targets. NMB organizational culture has a significant positive impact on a firm's long-term economic performance. Any institution without organisational culture is deemed to fail and not reach the desired productivity levels.

5.3 Conclusion of the Study

The study revealed that proper organization culture improves employee productivity through employee commitment to organizational goals and vision. The only challenge however that is some organisational strategies are not designed based upon organisational performance which may hinder productivity. When managers do not pay attention to the company's strategic well-being, its competitiveness and overall long-term business position of the bank, employees is left to do as they wish and this may in the end lead to poor productivity and the opposite is true." Human Resources managers, try ensuring that all teams are working in accordance with the company's strategic well-being, its competitiveness and overall long-term business position.

Organisational culture has a significant positive impact on a firm's long-term economic performance. Any institution without organisational culture is deemed to fail and not reach the desired productivity levels. In this study it shows that NMB employees share the values and goals of the organization for organizational performance and that is the reason the bank has continued to grow. This is because NMB employees share the values and goals of the organization for organizational performance because the human resource policy requires all employees to share the values and goals of the organisation and work towards achieving them which in turn

improves employee productivity.

5.4 Recommendations of the Study

NMB should ensure participative culture is performed better than other cultural types to promote employee productivity since the participative culture is not properly performed at NMB but rather other organisational cultural types. There is need to introduce multi-organisational culture dimensions that will enable employees to be more involved in decision making of the Bank. This will make them feel part of the decision-making process which will in turn enhance productive through commitment and performance of the assigned tasks.

There should be deliberate efforts to design the organisation strategies that put in to consideration individual strength since strategies are not designed based upon organisational performance which may hinder productivity. This will help employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. NMB should use cooperate culture in controlling and managing employee behaviour rather than organizational rules and regulations. NMB can try transparent communication as it includes a high level of participation by all members of the organization to improve employee productivity.

5.5 Areas for Further Studies

The current study was aimed at assessing the impact of organizational culture on the employee productivity at National Microfinance Bank Central Zone Branches and did not cover the whole country; therefore a similar study should be conducted

across the country in different setting to generalize the findings.

There is a need for a comparative study between banking institutions and other business entities to the effects of organizational culture on productivity of such organizations. Another study can be conducted to explore challenges for implementing an organizational culture in banking institutions and its effect on employee commitment.

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APPENDICES

Appendix 1: Letter of Transmittal of Data Collection Instrument Mary

Mamuya P.O. Box 888, Dodoma

Dear Madam/Sir

RE: The impact of organizational culture on the employee productivity: A case of NMB Bank PLC, Central Zone Branches.

I am a postgraduate student at the Open University of Tanzania pursuing a Master Degree in Governance and Leadership. I am undertaking a study on the impact of organizational culture on the employee productivity: A case of NMB Bank PLC, Central Zone Branches.

You have been randomly selected to provide information to aid in this study. This is therefore a request for your participation in responding to the attached questionnaire.

Your truth response will facilitate this study.

Please be assured that the information given will be treated confidentially and for the purposes of this study only.

Thank you for your participation.

Yours Faithfully

Mary Mamuya.

0629-141-406

Appendix II: Questionnaire

This questionnaire is intended to collect information on the impact of organizational culture on the employee productivity: A case of National Microfinance Bank PLC, Central Zone Branches. Please read the instructions for each question carefully before giving the responses required. The identity of all respondents will be held in strict confidence. Participation in the study is voluntary and the data collected will be used for the purposes of the study only.

SECTION A: PERSONAL INFORMATION

Please put a tick (✓) where appropriate.

1. Gender (i) Male [] (ii) Female []
2. Age bracket in years (i) 20 years and below []
 - (ii) 21 – 30 []
 - (ii) 31 – 40 []
 - (iii) 41 – 50 []
 - (iv) 51 and above []

SECTION B: The current organizational culture at NMB PLC in relation to employee productivity

(KEY: 1=Strongly Agree, 2=Agree, 3=Moderate, 4=Disagree 5=Strongly Disagree)

		1	2	3	4	5
COC1	Managers pay attention to the company's strategic well-being, its competitiveness and overall long-term business position.					
COC2	The bank's performance reflects improving competitive strength and stronger long term market position.					
COC3	NMB cooperate culture emphasizes all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels.					
COC4	NMB uses employee performance and accomplishment of a given task against present known standards of accuracy, completeness, cost, and speed to promote cooperate culture.					
COC5	NMB employee Performance multidimensional built, aimed to get results and strong link to planned objectives of an organization.					
COC6	NMB employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization					
COC7	There is strategic group membership and associated collective behaviors at NMB.					

SECTION C: The contribution of NMB organizational culture on employee productivity

(KEY: 1=Strongly Agree, 2=Agree, 3=Moderate, 4=Disagree 5=Strongly Disagree)

CEP1	NMB corporate culture has a significant positive impact on a firm's long-term economic performance.	1	2	3	4	5
CEP2	NMB organizational culture influences employees' work attitude and performance because culture engages and motivates employees.					
CEP3	NMB employees share the values and goals of the organization, and new employees quickly adopt these values for organizational performance.					
CEP4	NMB strong organizational culture is an important factor that has improved and increased the organization's profitability and financial performance.					
CEP5	The management with weak or ineffective organizational culture has the potential to affect profitability and productivity.					
CEP6	NMB managers use a strong organizational culture to substitute formal rules and regulations in the organization.					
CEP7	Loyal and engaged employees are important to maintain an effective organizational culture and to improve performance in the organization.					

SECTION E: Specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture.

(KEY: 1=Strongly Agree, 2=Agree, 3=Moderate, 4=Disagree 5=Strongly Disagree)

SA1	NMB should ensure participative culture is performed better than other cultural types	1	2	3	4	5
SAP2	To achieve goals and objectives of an organization, strategies have to be designed based upon organizational performance.					
SAP3	NMB can try transparent communication as it includes a high level of participation by all members of the organization.					
SAP4	NMB should emphasize all the key managerial constituencies (customers, stockholders, and employees) and leadership from managers at all levels					
CAP5	Departmental managers ought to use a strong organizational culture to substitute formal rules and regulations in the organization.					
SAP6	NMB should use cooperate culture in controlling and managing employee behaviour rather than organizational rules and regulations.					

THANK YOU FOR YOUR TIME

APPENDIX IV: Interview guide for Key Informants

Introduction

The purpose for this interview is to collect information on the impact of organizational culture on the employee productivity: A case of National Microfinance Bank PLC, Central Zone Branches. The information collected will be used for academic purposes only and it will be handled with utmost confidentiality.

The current organizational culture at NMB PLC in relation to employee productivity

- i. What are the organizational culture practices at NMB PLC in relation to employee productivity?
- ii. Does bank's performance reflect improving competitive strength and stronger long term market position?

The contribution of NMB organizational culture on employee productivity

- i. What is the contribution of NMB organizational culture on employee productivity?
- ii. How does NMB organizational culture influence employees' work attitude and performance of employees?
- iii. Does the management with weak or ineffective organizational culture have the potential to affect profitability and productivity?

Specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture

- i. What are specific actions for NMB PLC Operations Unit to better integrate the various components of good organizational culture?

- ii. In what ways could departmental managers use a strong organizational culture to substitute formal rules and regulations in the organization?

Appendix v: Research Clearance Letter



Ref. No OUT/ PG201801593

27th March, 2023

Regional Administrative Secretary,
Dodoma Region,
P.O Box 914,
DODOMA.

Dear Regional Administrative Secretary,

RE: RESEARCH CLEARANCE FOR MS MARY HERALD MAMUYA, REG NO: PG201801593

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Mary Herald Mamuya, Reg. No: PG201801593** pursuing **Master of Arts in Governance and Leadership (MAGL)**. We here by grant this clearance to conduct a research titled **"The Impact of Organizational Culture on the Employee Productivity: A Case of National Microfinance Bank PLC, Central Zone Branches"**. She will collect her data at NMB Bank PLC in Dodoma region from 28th March to 28th April 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S. Bushesha
For: VICE CHANCELLOR