

Effect Of Organizational Culture on Employee Performance in Delta State of Selected Banks in Delta State, Nigeria

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Abstract

Organizational core values, norms and beliefs are some of the elements which define organizational culture which cannot be ignored. A culture has a major influence in boosting employee performance by helping lower training costs and increase training effectiveness, which enables people to perform better. This study examined the effect of organizational culture on employee performance of selected banks in Delta State. The study raised two research questions and formulated two hypotheses in order to achieve the objectives of the study. The study adopted descriptive survey. The target population comprised of 134 employees from five selected banks in Warri, Delta State. with a sample size of 100 derived from using Taro Yamame (1967) Formula. Descriptive and inference statistic were used for data analysis. The finding of the study revealed that, there is a significant effect of organization core values on employee performance; there is a significant effect of organization norms on employee performance; and there is a significant effect of organization beliefs on employee performance of selected banks in Delta State. It was therefore recommended among others that organization should implement core values that can align employee personal values to that of the organization; in order to improve the way employees, interact and relate to one another and accomplish their tasks.

Keywords: Organizational Culture, Core Value, Norms, Beliefs and Employee Performance

INTRODUCTION

Organizational culture encompasses the values, beliefs, and systems that influence employee performance (Michailova and Minbaeva, 2019). Each organization has a unique culture that

reflects its identity, comprising visible elements like espoused values and invisible norms that guide employee behavior (Cherian et al., 2021).

Organizational culture is crucial for adopting information systems (Jackson, 2021; Hung et al., 2020) and fostering a learning organization. A positive culture and strong employee relationships enhance motivation and contribution toward organizational goals (Zhang et al., 2021).

Employee performance is vital for organizational success, impacting productivity, profitability, and morale. Regular performance assessments help align organizational culture with areas needing improvement, ensuring that all employees work toward common goals (Kassem et al., 2018).

Performance is linked to job-related activities and how effectively these tasks are executed.

A collaborative culture fosters connections across organizational units, enhancing knowledge flow and employee performance (Kenney, 2019; Lau et al., 2020). Such a culture reduces training costs and improves effectiveness, leading to better employee outcomes. Lau et al. (2020) noted that organizational culture influences productivity, overall performance, and adaptability. Vatan et al. (2022) emphasized that a well-defined culture and engagement activities make employees feel valued, positively affecting performance. Thus, this study examines the effect of organizational culture on employee performance in selected banks in Delta State.

Organizational culture is intangible and made of complex components, which makes it so hard to define and even harder to put into action. Strong organizational culture does not happen unless there is strong employee connection. Connecting with people on a deeper level calls for honesty, humility, appreciation, and celebration. It reduces voluntary employee turnover, more motivated workforce, built on a culture of gratitude. Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business here and the organizational survival tactics that facilitate assimilation and personal success. Base on the aforementioned. This study examined the effect of organizational culture on employee performance of Selected Banks in Delta State. In finding solution to this problem, the study focused on organizational core value, organizational norms and organizational beliefs.

Statements of the Problem

Organizational culture and employee performance are closely linked; the strength of corporate culture is foundational to an organization's success. A structured, transparent, and progressive work culture enhances employee performance, making it essential to invest in cultural improvements to build a high-performing workforce. However, changing organizational culture and engagement strategies can be challenging.

This study investigates how organizational culture affects employee performance. When an organization fosters transparency, sets clear expectations, provides continuous feedback, and recognizes achievements, employees better understand their roles. A culture that encourages openness and independence promotes efficiency and teamwork, which are vital for success.

The attitudes, experiences, beliefs, and values shaped by social learning dictate interactions within the organization and with external stakeholders. The impact of culture on employee performance also varies by organizational typology—communal, networked, mercenary, or fragmented. Improving organizational culture is a straightforward solution to addressing employee engagement and performance challenges.

In workplaces with rigid communication structures, employees may feel isolated, while those in friendly cultures tend to be happier and more productive, leading to better talent retention and growth. Organizational culture, though intangible and complex, significantly influences employee dynamics. Strong connections among employees foster a motivated workforce rooted in gratitude, reducing turnover.

Culture encompasses the unwritten customs and beliefs that govern decision-making and power dynamics. It is shaped by organizational history, traditions, and current leadership values, effectively dictating business practices and survival strategies. This study, therefore, examines the effect of organizational culture on employee performance in selected banks in Delta State, focusing on core values, norms, and beliefs.

Research Questions

- i. What is the effect of organizational core values on employee performance of Selected Banks in Delta State?
- ii. What is the effect of organizational norms on employee performance of Selected Banks in Delta State?

Hypotheses of the Study

H₀₁: There is no significant effect of organizational core values on employee performance of Selected Banks in Delta State

H₀₂: There is no significant effect of organizational beliefs on employee performance of Selected Banks in Delta State

Conceptual Review

Organizational Culture

Organizational culture consists of the practices, values, and behaviors experienced by employees. Defined by leadership and embraced by staff, it includes everything from the organization's vision and mission to communication styles and unwritten rules. Vatam et al. (2022) describe culture as a pattern of values and assumptions that shape behaviors. Alharbi and Alyahya (2020) emphasize that culture guides appropriate behaviors within the organization.

The importance of organizational culture includes creating a unique identity, providing stability, retaining talent, fostering engagement, and enhancing productivity (Verdu-Jover et al., 2018).

Employee Performance

Employee performance is how effectively individuals execute their job responsibilities. Regular assessments help identify areas for improvement and align organizational goals (Vatan et al., 2022). Key Performance Indicators (KPIs) for evaluating performance include sales revenue, customer satisfaction, work quality, attendance, efficiency, time management, and teamwork (Atatsi et al., 2019).

Effect of Organizational Culture on Employee Performance

Organizational culture significantly influences employee performance. A positive culture enhances happiness and productivity, while a hostile environment can lead to disengagement and higher turnover (Mohammed, 2019). Cherian et al. (2021) found a correlation between culture and performance indicators like revenue and market share. A culture that encourages innovation and adaptability can drive success, whereas a rigid culture may hinder performance (Anozie, 2019).

Organizational culture also serves as a control mechanism for employee behavior. Kenney (2019) notes that a distinct culture aligns goals and fosters motivation, leading to a sense of belonging. Positive cultures enhance commitment and job satisfaction (Lau et al., 2020), while negative cultures foster fear and distrust (Wahjoedi, 2021). Thus, organizations must address negative factors to improve performance.

Organizational Core Values and Their Effects on Employee Performance

Core values establish acceptable behavioral standards within an organization. Misalignment between personal and organizational values can lead to poor performance (Dorkenoo et al., 2021). Shared values enhance organizational performance, as evidenced by best practices in successful companies. Leaders should embody core values at all levels and integrate them into team-building and informal interactions (Wahjoedi, 2021). Dorkenoo et al. (2021) argue that organizational values shape employee interactions, teamwork, and policy implementation. Effective culture is essential for achieving organizational goals and enhancing employee satisfaction and performance.

Organizational Norms and Their Effect on Employee Performance

Organizational norms, which dictate standards and expectations for behavior, can significantly impact employee performance. These norms are classified into formal norms, such as laws and codes of conduct, and informal norms, which include everyday behaviors and customs (Melletus & Meruo, 2020). While formal norms are critical, informal norms also play a substantial role in shaping employee interactions and overall performance.

The norms within an organization manifest through beliefs, values, and behaviors, serving as a competitive advantage. A strong culture fosters good performance, while weak or negative norms can demotivate employees (Mohammed, 2019). Thus, the nature of these norms directly influences productivity and achievement.

Culture Creation

Culture creation occurs through three main processes: founders hiring like-minded individuals, socializing them into the organization's culture, and serving as role models (Anozie, 2019). The founder's vision often becomes embedded in the organizational culture, driving performance and creating a competitive advantage that is difficult for others to replicate. This cultural strength is rooted in the company's philosophy and customer understanding.

Theoretical Review

Edgar Schein's organizational culture model highlights how culture evolves over time as organizations adapt to their environments (Schein, 1980). He outlines three levels of culture: artifacts, espoused values, and underlying assumptions. This framework is essential for understanding how culture influences behavior within organizations.

Empirical Review

Several studies have examined the impact of organizational culture on employee performance. Melletus and Meruo (2020) found a significant positive effect of culture on employee productivity at Nigerian Breweries Plc. Similarly, Abane et al. (2022) highlighted a strong relationship between organizational culture and employee productivity in Ghana, although some cultural dimensions showed mixed results. Further, Mohammed (2019) and Alharbi & Alyahya (2020) emphasized the link between organizational culture and performance management systems. Dorkenoo et al. (2021) explored how workplace values influence employee behavior and organizational performance. Lastly, Anozie (2019) identified significant impacts of cultural elements on employee performance in Singapore's telecommunications sector, reinforcing the idea that culture plays a critical role in shaping employee outcomes.

Overall, these studies underscore the importance of fostering a positive organizational culture to enhance employee performance and achieve organizational goals.

METHODOLOGY

The study adopted descriptive survey to investigate effect of organizational culture on employee performance of selected banks in Delta State. The target population of this study comprised of 134 employees from five banks in Warri, Delta State. the numbers of employees from each of the banks are: 40 employees in Zenith Bank Plc , 24 employees in First Bank Plc, 31 employees in UBA, 19 employees in Eco Bank Plc, and 20 employees in Guaranty Trust Bank Plc. The staffs include security personnel, technical personnel, cleaners and taller/cashers.with a sample size of 100 derived from the total population using Taro Yamame (1967) Formula. The Banks were chosen through the balloting technique of the simple random sampling techniques. The instrument for data collection was questionnaire designed based on the modified Likert 5-point scale in two sections; A and B. Section A was designed to get personal information of respondents, while section B was carefully designed to draw out information based on the problem of the study

The reliability of the instrument was established by using the test and retest method. The responses were analyzed using Cronbach Alpha in SPSS 25. The coefficient of reliability obtained was 0.85. The researcher personally administered the copies of the questionnaires to the respondents' base on proportion after due permission from the managers of the respective Bank. 100 Copies of the questionnaires were distributed retrieved which showed 100% retriever rate retrieval rate.

Descriptive and inference statistic were used for data analysis. The research questions were answered using simple percentage and mean. The hypotheses were tested using multiple regressions via SPSS 25 at a significant level of 0.05. The model of multiple regressions as follow:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \dots\dots\dots + \beta_nX_n$$

$$EP = \beta_0 + \beta_1OV + \beta_2ON + \beta_3OB$$

EP = Employee Performance (Dependent)

OV (Organizational Core Value), ON (Organizational Norms), OB (Organizational Beliefs) = independent Variables.

β_0 = the value of EP when all the independent variables are equal to zero.

$\beta_1\beta_2\beta_3$ = the estimated regression coefficients.

ANALYSIS OF DATA

The data collected was analysed and presented in frequency tables. 100 copies of the questionnaire and retrieved. Research Questions were answered using simple percentage and mean at bench mark of 2.50, while the hypotheses were tested using multiple regressions in SPSS 25.

Research Question 1

What is the effect of organizational core values on employee performance of Selected Banks in Delta State?

Table 1: Effect of Organizational Core Values on Employee Performance

S/N	STATEMENT	SA	A	D	SD	Mea n	STDE V	Remark
1.	Core values shape employees' behavior and how they act.	50 (50%)	15 (15%)	20 (20%)	15 (15%)	3.00	16.83	Accepted
2.	Organizational core values help to align employees' personal values with the organization's value.	35 (35%)	30 (30%)	15 (15%)	20 (20%)	2.80	9.13	Accepted

3.	Organizational values improve performance when the values are shared with employees.	60 (60%)	25 (25%)	5 (5%)	10 (10%)	3.35	24.83	Accepted
4.	Core values determine the way employees interact and relate to one another, accomplish their tasks, unite and work as a team.	40 (40%)	35 (35%)	10 (10%)	15 (15%)	3.00	14.72	Accepted
GRAND TOTAL						3.04	16.38	Accepted

Table 1 shows the means responses to items 1 – 4: 3.00, 2.80, 3.35 and 3.00 respectively; with a grand mean and standard deviation of 3.04±16.38. Base on the analysis, it can be concluded that all the items are effects of organizational core values on employee’s performance. This implies that, organizational core values shapes employee’s behavior and how they act; align employee personal value to that of the organization; improve employee performance when shared; and determines the way employees interact and relate to one another, accomplish their tasks, unite and work as a team.

Research Question 2:

What is the effect of organizational norms on employee performance of Selected Banks in Delta State?

Table 2: Effect of Organizational Norms on Employee Performance

S/N	STATEMENT	SA	A	D	SD	Mea n	STDEV	Remark
5.	Organizational norms shape organizational procedures and improve performance.	55 (55%)	10 (10%)	10 (10%)	25 (25%)	2.95	21.21	Accepted
6.	Organizational norms unifies employees	30 (30%)	45 (45%)	15 (15%)	10 (10%)	2.95	15.81	Accepted

	capabilities into a cohesive to provides solutions to the problems faced by the organization							
7.	norms hinder or facilitate performance	50 (50%)	25 (25%)	20 (20%)	5 (5%)	3.20	18.71	Accepted
8.	Positive and strong norms make an employee perform and achieve brilliantly, otherwise.	45 (45%)	30 (30%)	20 (20%)	5 (5%)	3.15	16.83	Accepted
GRAND TOTAL						3.46	22.87	Accepted

Table 2 shows the means responses to items 5 – 8: 2.95, 2.95, 3.20 and 3.15 respectively; with a grand mean and standard deviation of 3.46±22.87. Base on the analysis, it can be concluded that all the items are effects of organizational norms on employee’s performance. This implies that, organizational norms shape organizational procedures and improve performance; unifies employee’s capabilities into a cohesive to provides solutions to the problems faced by the organization; hinder or facilitate performance; and strongly norms make employees perform and achieve brilliantly.

4.2 Test of Hypotheses

The hypotheses are tested using multiple regression in SPSS 21.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \dots\dots\dots + \beta_nX_n$$

$$EP = \beta_0 + \beta_1OV + \beta_2ON + \beta_3OB$$

OUTPUT OF MULTIPLE REGRESSION ANALYSIS IN SPSS 25

Table 4.2.1: Variables Entered/Removed^a

Model	Variables	Variables	Method
	Entered	Removed	
1	OB, OV, ON ^b	.	Enter

- a. Dependent Variable: EP
- b. All requested variables entered.

Table 4.2.2: Model Summary^b

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.947 ^a	.897	.894	.12622	.305

- a. Predictors: (Constant), OB, OV, ON
- b. Dependent Variable: EP

The R value of 0.947 in the Model Summary Table (Table 4.2.2) represents the Pearson correlation. This implies that there is a strong and positive correlation across the variables since the value of r (0.947) tends to 1. Also, the R Square value of 0.897 (Table 4.2.2) is known as the coefficient of determination; it shows the proportion of the variance in the employees performance that can be explained by the core value, norms and beliefs. This implies that 90% of the variation in the Employee Performance (EP) can be explained by Organization Core Values (OV), Organization Norms (ON) and Organization Beliefs (OB).

Table 4.2.3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.373	3	4.458	279.802	.000 ^b
	Residual	1.529	96	.016		
	Total	14.902	99			

- a. Dependent Variable: EP
- b. Predictors: (Constant), OB, OV, ON

The value of Sig (0.00) in Table 4.2.3 indicates that, the independent variables (OV, ON and OB) combined has a statistically significant association with the dependent variable (EP).

Therefore,

Hypothesis 1:

There is no significant effect of organizational values on employee performance of Selected Banks in Delta State.

The Sig-value (0.011) of Organizational Core Values (OV) in Table 4.2.4 indicates that, there is a significant effect of organizational core values on employee performance; since the Sig-value (0.011) is lesser than 0.05. Therefore, the null hypothesis which states that there is no significant effect of organizational core values on employee performance of selected banks in Delta State is rejected. This implies that there is a significant effect of organizational core values on employee performance of selected banks in Delta State.

Thus, every additional effort of improving Organizational Core Values (OV), Employee Performance (EP) is expected to increase by 0.17 (Table 4.2.4) assuming other independent variables remain constant.

Hypothesis 2:

There is no significant effect of organizational norms on employee performance of Selected Banks in Delta State.

The Sig-value (0.040) of Organizational Norms (ON) in Table 4.2.4 indicates that, there is a significant effect of organizational norms on employee performance; since the Sig-value (0.040) is lesser than 0.05. Therefore, the null hypothesis which states that there is no significant effect of organizational norms on employee performance of selected banks in Delta State is rejected. This implies that there is a significant effect of organizational norms on employee performance of selected banks in Delta State.

Thus, every additional effort of improving Organization Core Values (OV), Employee Performance (EP) is expected to increase by 0.253 (Table 4.2.4) assuming other independent variables remain constant.

Discussion

The study examined the effect of organizational culture on employee performance within selected banks in Delta State, Nigeria, focusing on core values, norms, and beliefs. The findings revealed significant relationships between these cultural elements and employee performance, aligning with existing literature. The results indicated a strong positive impact of organizational core values on

employee performance. This aligns with Dorkenoo et al. (2021), who emphasized that shared values within an organization enhance performance by fostering better interactions among employees. The study's findings that core values shape employee behavior and improve performance when shared echoes Michailova and Minbaeva (2019), who argue that a distinct organizational culture enhances employee motivation and alignment with organizational goals.

The research also highlighted the critical role of organizational norms, showing that they can either hinder or facilitate employee performance. This finding supports Mohammed (2019), who noted that a positive organizational culture leads to higher employee engagement and productivity. The results showed that strong norms unify employee capabilities, which is consistent with Kenney (2019), who stated that a collaborative culture enhances knowledge flow and organizational effectiveness. The study found that organizational beliefs significantly influence employee performance. This aligns with Alharbi and Alyahya (2020), who argue that beliefs shape perceptions and behaviors within organizations. The notion that beliefs can limit openness to new ideas, as noted by Dorkenoo et al. (2021), is reflected in the study's conclusion that understanding and reshaping organizational beliefs is vital for fostering a culture conducive to performance. The strong correlation ($R = 0.947$) found in the multiple regression analysis suggests that core values, norms, and beliefs collectively explain a significant portion of the variance in employee performance (89.7%). This supports the assertions made by Vatan et al. (2022) about the importance of a well-defined culture in enhancing overall performance and adaptability.

Conclusion

The study confirms that organizational culture profoundly influences employee performance in selected banks in Delta State, Nigeria. The significant effects of core values, norms, and beliefs underscore the necessity for organizations to cultivate a positive culture that aligns employee values with organizational goals. By implementing core values that resonate with personal beliefs, establishing supportive norms, and fostering shared beliefs, banks can enhance employee motivation, collaboration, and overall performance. This study contributes to the understanding of how cultural dynamics can be leveraged to improve organizational effectiveness in the banking sector.

Recommendations

1. Organizations should actively develop and implement core values that resonate with employees' personal values. This alignment can enhance job satisfaction and commitment, leading to improved performance. Workshops and training sessions can help foster understanding and acceptance of organizational values among staff.
2. Banks should focus on establishing and maintaining positive organizational norms that promote collaboration, transparency, and open communication. This can be achieved through regular team-building activities and encouraging feedback mechanisms that allow employees to voice their opinions and suggestions.
3. To improve employee performance, organizations should invest in creating a culture that supports shared beliefs and practices. This might include recognition programs that celebrate employee contributions and achievements, fostering a sense of belonging and motivation to excel.
4. Organizations should prioritize ongoing training and development initiatives that are aligned with their cultural values. Such programs can improve skills, enhance job performance, and reduce training costs, ultimately leading to higher productivity and employee morale.

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