Influence of Organisational Behaviour Variables on the Management of Employees in Commercial Banks

Anthony Chukwuma Nwali

Abstract
This study investigated the influence of organisational behaviour variables on the management of employees in commercial banks. It adopted mixed-method research that involved the application of questionnaires and interviews, and was conducted in nine (9) South-eastern Nigerian commercial banks. The population of the study was 2,571, comprising the entire staff of the banks. With the aid of Freund Williams’ formula, a sample size of 553 was established and proportionally allocated using Bowley’s method. Data was analysed first through the determination of frequency distribution of the variables. Hypotheses was tested at 0.05 significance level using regression analysis to determine the relationship/influence each organisational behaviour variables of group membership, and organisational culture has on employee behaviour and management generally; group norms and socialisation respectively. Pearson-Product Moment Correlation Coefficient was used to test the reliability of instrument. The study found among others that group membership and organisational culture have positive significant relationship with group norms and socialisation respectively. Consequently, it affects employee behaviour, management and performance. It was therefore suggested that managers in the Nigerian banking sector should endeavour to identify the roles each independent variable play in employee management having established the existence of positive relationship between the two variables.

Keywords: Organisational Behaviour, Management, Commercial Banks, Employee
In all the areas of organisational behaviour, the handling and management of emotions seem neglected. This is needed for organisations to survive, otherwise personal tensions and conflicts may occur. People experience great difficulties in coping with fierce even outrageous impulses. There undoubtedly, were norms and agreements to regulate behaviour and mutual interactions. Bernard du Rosier (1404 – 1475) in his effort to propagate other rules of conduct in organisations emphasised keeping behaviour, emotions and temper under control continuously. Van (1994) posited that during the period of capitalism, the problems of organisations were discipline, behaviour management and coordination of employees. Factory management were based on a tangled combination of coercion from the side of organisations and willingness or motivation on the workers’ part. Bringing people together in one space implied the danger that they would get in each other’s way, that arguments could erupt as a result of differences in behaviour or that they would over indulge in other activities detrimental to the growth of the organisation. Van (1994); Hosie & Smith (2009) noted that organisation is an integral part of human life that facilitates creativity, innovation and specialisation and that conformance with the individual regime was indirectly threatened by corruption of the moral in the free time.

In today’s increasing interdependent companies, organisation behaviour provides ideas and insights to numerous challenges confronting organisations and to take advantage of the global free-market economy, managers need to understand the synergistic roles played by organisational behaviour forces in influencing behaviour (Frederick, 2014). Multinationals are reorganising, repositioning and creating positive environment to tackle competitiveness hoping to capitalise on available opportunities to advance their frontiers (Aswathapa 2005, Robbins, Judge, Timothy & Sanghi, 2009). With emphasis on international business and global economy, there is a search on, for a new breed of employees and managers who know how to conduct business across international borders, often multilingual, think with a world view and is able to map out strategies that keep organisations on business track. People work in a variety of settings and under widely varying conditions (Jack and Stephen, 2004).

Competition in banking businesses today has compelled managers in the sector to realise that managing behaviour is complex and challenges innovation, economic growth and corporate sustainability. Consequently, Susmeta (2013) noted that managers need to know individual differences among employees since individual differences have direct effect on behaviour stressing that people who perceive things differently behave differently; people with different attitudes respond differently to directives and that people with different personalities interact differently with bosses, co-workers, subordinates and customers. Knowledge of individual differences explains why changes in organisations are differently interpreted; why some employees are productive only when they are closely monitored while others are naturally productive; why some employees learn new tasks more effectively than others and how organisational behaviour variables can be applied to explain the influence they impact on behaviour.

In this context therefore and considering the critical role of banks in any economy, attempts are made to evaluate how individual differences impact on the behaviour of workers in the important sector. An understanding of employee behaviour is required for optimising corporate objectives of the organisation through efficiency and effectiveness of organisation members (Mullin, 2010; Bagraim, Cunningham, Potgieter & Viedge, 2007). Managers are team players empowered by the willing, and active support of others who are driven by conflicting self-interests. Naturally, behaviour of organisation members is influenced by a combination of organisational variables of individual, group, organisational, and
environmental factors such as group membership and organisational culture (Ben, Huang & Zheng 2001). Employees have complex attitudes, beliefs and needs and these complexities have parallel processes running through their brains, and minds at the same time and driven by some proxies that directly or indirectly compel them to behave in a particular direction.

Nigerian banking sector has undergone series of transformation, and consolidation to strengthen it. Since the behaviour of the workers is critical to the survival of the industry, it becomes important to evaluate the influence organisational culture, and group membership has on the behaviour of bank workers in banking sector. On the performance and growth of banking industry in Nigeria, Ekanem (2003) informed that the banking industry in Nigeria has expanded rapidly with productivity rising sharply since 1996. The growth over the years in the sector has been linked with the growth of employees who are veritable source of competitive advantage (Omojafor, 2012). Challenged by the expansion and rapid growth of the sector is the selection of appropriate managerial mix that can effectively compel the diverse workforce, and its complex behaviour to perform and sustain the growth since behaviours have significant impact on performance and productivity. Luthans & Kreitner (1985) agreed that “the first task of a manager is to identify the critical behaviours – the 5% to 10% of the behaviours that may account for up to 70% or 80% of the performance in the area in question”.

The 24 banks in Nigeria that are referred to as consolidated banks emerged after the recapitalisation initiative of the Central Bank of Nigeria in 2005 when the minimum capital requirement for each bank was raised to N25 billion. Banks constitute an important vehicle for economic growth, and sustainable development in Nigeria. To sustain the important role requires effective management of their employees, which can be made possible by understanding their behaviour.

Management is the process of working with and through others to achieve organisational objectives in an efficient and ethical manner (Kreitner & Kinicki, 2003). Despite the recognition of the role of behaviour management to the survival of organisations, there is a dearth of empirical studies on the influence of organisational behaviour on the management of employees in the Nigerian banking industry. There is a problem of the difficulty in establishing the extent to which employees in the Nigerian banking sector can be managed through the application of organisational behaviour variables of organisational culture and group membership to obtain desirable behaviour and enhance performance. This is the gap the present study intends to fill. Therefore, the central focus of the present study is to identify the influence organisational behaviour variables of organisational culture and group membership have on managing behaviour in the Nigerian Banking Industry. Specifically, the study tends to: (i) to identify the effect of organisational culture on socialisation of employees in Nigerian banking industry and (ii) to establish the effect group membership has on group norms and behaviour in Nigerian banking industry.

Series of researches have been conducted on challenges confronting managers on behaviour management in organisation. Such studies merely provide a general overview on how organisations can be structured to elicit responsible behaviour in organisations. Findings indicate that there is no empirical evidence that organisational behaviour influences employee performance, and overall behaviour in Nigerian banking industry. This creates problems for managers on when and how to encourage positive behaviour within the industry where worker-customer relationship is more direct-oriented and personal. Could different levels of patronage be attributed to behaviour of workers or some other factors? Therefore, this study
examines the influence variables of organisational culture and group membership have in managing employee behaviour in the Nigerian banking industry. This is critical to the survival of the sector that is challenged by various degrees of local, national and international competition. The findings of this research will provide useful information on the influence organisational behaviour variables have on managing behaviour in the banking industry to stakeholders in the industry, specifically to the management, staff of the Nigerian banking industry, bank customers, shareholders, students, teachers, researchers on the fields of organisational behaviour and service organisations in terms of improvement in performance, quick service delivery, increase in dividend and knowledge respectively.

Research Questions
The following research questions emanating from the set objectives were formulated:

- How does employee group membership affect group norms in Nigerian banking sector?
- What is the effect of organisational culture on socialisation of employees in Nigerian banking industry?

Research Hypotheses
Based on the stated objectives and the formulated research questions, the following research hypotheses were stated:

- Group membership in the Nigerian banking sector has significant positive effect on group norms of Nigerian bank workers.
- Organisational culture has significant positive effect on socialisation of Nigerian bank workers.

Review of Related Literature

Theory of organisational behaviour
Organisational behaviour involves establishing the attitude of employees and how such behaviours can be managed (Luthans & Kreitner, 1985). With specific interest on individuals, McShane & Glinow (2009) understood organisational behaviour as a discipline that investigates the activities of people in and around organisations. Kreitner & Kinicki (2003), argued that organisational behaviour is an interdisciplinary field dedicated to understanding and managing the behaviour of work force in an organisation. Similarly, Colquitt, Lepine and Wesson (2009) described organisational behaviour as an interesting area of human resource management devoted to understanding, predicting, explaining and ultimately designing strategies aimed at improving the attitudes and behaviours of individuals and groups.

Emphasising individuals and groups, Newstron (2011) defined organisational behaviour as the systematic study and application of the knowledge on how people (individuals and groups) act within organisations. Describing organisational behaviour in a more comprehensive way, Robbins & Judge (2010) stated that organisational behaviour has three major components of individuals, groups and organisation and that understanding these components increases the effectiveness and efficiency of profit and non-profit making organisations. Similarly and in a broader perspective, Burton & Obel (2004) argued that for vision and mission of organisations to be realised, there must exist harmonious relationship between individuals and the various groups in the organisation. The usefulness of the three components of individual, group and structure and how good understanding of them can be applied to explain organisational behaviour is paramount (Burton & Obel, 2004; Colquitt et al

**Individual Component of Organisational Behaviour Variables**

Martin & Martin (2010) highlighted that individual component takes the form “individual differences, personality, attribution, attitude and motivation”. Kreitner and Kinicki (2010) believed that the attitudes of employees, the degree of job satisfaction, perception, values, understanding what motivates and enhances output can be applied to understand an individual employee. Colquitt et al (2009), McShane & Von Glinow (2009) also agreed that in addition to other variables discussed by Martin & Martin (2010), Kreitner & Kinicki (2003), factors of stress, trust, justice, ethnicities, decision making ability, learning and emotions are necessary variables required in understanding individual behaviour in organisations.

**Group Component of Organisational Behaviour Variables**

The extent to which a group is dynamic, communication pattern in the organisation and the strategy in handling conflict are factors that enhance understanding of group in organisation (Vecchil, 1991). While in tune with the views of Vecchil (1991), the extent to which group exert power on their members, participates in decision making, its influence and negotiating ability are all useful proxies to be considered. Ability to establish the existence of informal and formal groups, counselling on change and stress management are variables that affect behaviours of groups in organisations (Newstrom, 2011).

**Organisational Components of Organisational Behaviour**

According to Daft & Lewin (1990), Lewin & Stephens (1994) and Burton & Obel (2004), organisational design, structure, culture and techniques of managing change are model of objects that define organisations and the intent of its existence. Robbins and Judge (2011) in addition agreed that selection process of employees, method of training and development, types of appraisal/performance evaluation methods are important factors that can affect performance of organisations.

**Performance Management**

Performance appraisal is a process that involves identifying the competence or otherwise of employees and how their shortcomings can be addressed to improve productivity (Newstrom, 2011). Equally, it is a strategy for re-designing jobs, determining compensation and a system of communication (Vecchil, 1991). Moorhead & Griffin (2008) opined that performance appraisal entails describing an employee’s present work efforts against the set standard in the organisation to identify the suitability of the employee on the job.

**Conceptual Framework**

**Group**

Robbins (2003) defined group as “two or more individuals, interacting and interdependent, who have come together to achieve particular objectives”. Group in this context is the coming together of people with common interests and/or ideologies with the sole aim of realising the identified common interests. Activities of groups, whether formal or informal, have impact on the overall performance of organisations and this accounts for why the study of groups in organisation has become a source of major concern. Understanding this concept therefore reduces the burden Managers encounter in the process of managing behaviour in organisations. If people do not take cognisance of each other either as individuals and groups,
it will become fruitless to research and study the influence groups have on individual feelings and behaviours. For instance, a collection of individual who meet at a “joint” just to eat and drink cannot be considered a group because they cannot influence the feelings and behaviours since there is no established common interest.

Why Then Do People Join Groups?
Unlike membership of informal group that is voluntary, membership of formal groups are, in most cases, mandatory in the organisation. Informal group can develop within formal groups, across or outside formal groups but the factor in membership of informal groups is that the attraction to join depends on what one stands to gain in terms of satisfying the needs. Feldman & Arnold (1983) & Ferrell (2009) enumerated the reasons why people join informal groups to include goal accomplishment, career enhancement, sustain friendship and enhancement of personal status.

Group Norms
Hackman, Oldham, & Purdy (1975), Huck, Kubler & Weibull (2003) and Mullin (2010) contend that group norms are informal laws put in place to monitor the activities (behaviours) of its members. Even though some of these rules may be unwritten, yet they strongly regulate the behaviours of the members due to the perceived cohesiveness already established within the group.

Group Conformity and Deviance
In our work experience, we often, as subordinates refuse to do things the way our managers want only for us to get annoyed on others refusing to take to our instruction when eventually we become managers. To address this, groups develop norms and means of enforcing them.

Group Conformity
This is supported by the popular notion, ‘Get along by going along’. Therefore, to succeed in groups, one must get along, conform and adhere to the group’s code of conduct and rules otherwise you get punished or dismissed (Colquitt et al, 2009). In organisations, it is a common knowledge that those who do not conform lead a lonely existence at work and may easily lose their jobs if they persist in doing things their own way. In job interviews for instance, there are minimum expectations in terms of dressing and conduct and failure to conform to those standards may deny the applicant the opportunity of getting the job. The actions may be wrong but since the group pressure allows such, it becomes imperative to comply/conform with the norms of the group. However, pressure on individuals to conform, change behaviour and beliefs may be attributed to group conformity influence on members.

Group Deviance
Too much conformity might be dysfunctional to the group effectiveness. Chandans (2005) argued that “when groups become too cohesive and demand too much conformity, they are likely to develop patterns of behaviour that interfere with, if not completely undermine, good decision making”. Robbins (2003) defined deviance as “behaviours that other members of the group consider so threatening, embarrassing or irritating that they bring special sanctions against those who exhibit them”.

Factors Influencing Work Group Effectiveness
Most organisations still assign works to individuals rather than groups (individual work-oriented) (Mullins 2010). Therefore, organisations that assign work to self-managing groups
have displayed a clear departure from previous organisational policies and practices and its success depends on the effective management of organisational and interpersonal factors. However, achieving effectiveness in self-managing groups in the context of organisational factors is a function of the application of three major strategies: rewards and objectives; training and consultation; task requirements and constraints.

**Organisational Culture**
This concept, developed by Mullins, (2010) has numerous definitions and different interpretations. Organisation culture, even when not noticed, has tremendous influence on the behaviour of employees. Atkinson (1990) argued that culture, like a mirror, reflects the underlying assumptions pertaining the way work is handled in the organisation: acceptable and unacceptable behaviours. Mullins (2010) explained culture as a collection of age long traditions, values, policies, beliefs and attitudes that make- up the way we think and work in organisations. Organisational culture can be likened to the personality of an individual (Oswick, Lowe, & Jones, 2003). According to Kretner & Kinicki (2003) culture is an implicit assumptions held by group that establishes how group perceives and reacts to its environment. Schein (2004) explained that organisational culture is better understood when we differentiate artefacts culture, espoused culture and enacted culture from each other.

**Historical Perspectives of Nigerian Banking Industry**
The history of banking industry in Nigeria pre-dates 1892 when Nigeria’s first bank, the African Banking Corporation was established (African Research Library. www.africaportal.org). There was no evidence of banking legislation until 1952, at which point Nigeria had three foreign banks – the Bank of British West Africa, Barclays Bank and the British and French Bank – and two indigenous banks – the National Bank of Nigeria and the African Continental Bank with collective total of forty branches (African Research Library. www.africaportal.org). The 1952 Ordinance provided guidelines and other requirements for the establishment of indigenous banks. The British Colonial Administration did nothing to train Africans in developing indigenous financial institutions. Attempts to establish central bank failed even when prominent Nigerians at the Federal House of Assembly moved a motion for the establishment of apex bank to facilitate economic development. Report submitted by the Bank of England official indicated underdevelopment of the indigenous capital market as the militating factor. In 1957, another report from the Colonial Office gave a nod to the establishment of a Nigerian central bank and this was greeted with the introduction of Nigerian currency, the Nigerian pound that was equivalent in value with the pound sterling until the British currency devaluation of 1967 was converted in 1973 to a decimal currency, the naira (N), equivalent to two old Nigerian pounds. The smallest unit was kobo. The naira which exchanged for 1.52 US dollar in January 1973 and N0.67 to 1 US dollar depreciated relative to United States dollar in the 1980s. In 1990, the average exchange rate was N8.004 to 1 US dollar and this accelerated in 1986 after the creation of second-tier foreign exchange market under the World Bank structural adjustment programme. Today, the official exchange rate is about N360.00 to 1 US dollar (Okoroafor, 2012).

The Central Bank of Nigeria started operation in July 1959 and statutorily became independent of the Federal Government in 1968 (Oloyede, 1975). The role of Central Bank of Nigeria was similar to that of central banks in North America and Western Europe. Following the outbreak of civil war in 1967, new currency was issued in January 1968 to replace those in circulation to frustrate the intending break-away Republic of Biafra. In 1973, the Federal Government acquired 40% equity ownership of the three largest foreign banks and in 1976,
under the second Nigerian Enterprise Promotion Decree requiring 60% indigenous holdings, the Federal Government acquired additional 20% holding in those three banks and 60% ownership in the other foreign banks (History of CBN. https://www.centbank.org).

At the end of 1988, the banking system was made of Central Bank of Nigeria, 40 commercial banks and 24 merchant banks with branches of 1,500 from 1,000 in 1984. In 1990, the Federal Government set aside N503m for the establishment of community banks to encourage developments and empower the youths through their local unions and cooperative societies. The Nigerian banking industry continued to grow and this manifested in the establishment of development banks, insurance companies, pension funds, Lagos stock exchange in 1961 and a number of stock brokerage firms; Nigerian Deposit Insurance Corporation to protect depositors against bank failures. Finance and insurance services represented more than 3% of Nigeria’s Gross Domestic Product (GDP) in 1988 (History of CBN. https://www.centbank.org).

Empirical Framework

Group Membership and Behaviour Management
Activities in organisations are group based and therefore, group formation is encouraged in most committed organisations to foster collaboration and cooperation among the individual components in the organisation.

Hawthorne Studies and Group Behaviour
This survey conducted by Elton Mayo in Chicago and cited by Feldman & Arnold (1983) aimed at establishing the impact of group on output. The study took place at Assembly Telephone relays in Western Electric Company in Chicago. The researchers observed that the emergence of informal network of interpersonal relations, higher morale, selected workers’ perception of themselves as ‘‘special’’ were responsible for the increase in productivity.

Group Values, Norms and Group Membership
The Human Relations Movement sees Work Organisation as a social setting capable of influencing work behaviour due to strict adherence to group norms and values (Mullins, 2010). Fourteen men assigned to work in bank wiring room in Chicago were investigated and Mullins (2010) noted emergence of sub-groups and cliques each headed by a leader. Even with the introduction of incentives to motivate and push productivity higher, group conformity was their guiding principle rather than financial incentives; hence the group fixed 6,000 units as a fair daily productions level.

Team Work and Group Membership
The Canadian Economic and Social Research Council in 2003, conducted a survey of the role of social norms among employees and peer pressure towards efficiency observed that peer group influence and strict adherence to group norms are independent of individual financial incentives. The finding is in agreement with the bank wiring room experiment in Chicago.

Group Cohesiveness and Behaviour
This is the way through which group membership likeness can be obtained. To establish interaction leading to cohesiveness, Feldman & Arnold (1983), studied a married–student residing at M.I.T. At M.I.T. in California, the apartment varied in physical and functional distances from each other, that is, whether it was necessary to pass people’s doors to enter
one’s own apartment, how close an apartment was to central services like laundry room and
dump sites. The study discovered that both physical and functional distances strongly
predicted observed friendly patterns. It submitted that next door neighbours were more likely
to be friendly to each other than with people who lived far away. Subsequent researches
suggested that members of work groups who have offices near each other and frequently
interacted with each other were more likely to become cohesive.

Group Cohesiveness and Productivity
On the impact of groups’ cohesiveness on productivity, Kreitner & Kinicki (2003), carried
out a survey study on 2288 small manufacturing work groups in India. It was discovered that
the relationship between cohesiveness and productivity was not as clear and un-dimensional
as the relationship between cohesiveness and morale where it was noted that in classroom for
instance, students show more understanding and less ridicule of classmates. However, the
study noted that one of the strongest influences group cohesiveness has on productivity is that
it decreases productivity differences among members of a work group. Pressure toward
uniformity is always emphasised.

Organisational Culture and Behaviour of Employees
Culture involves the exhibition of the totality of an age long tradition. Within organisation
setting, it is a shared knowledge pertaining to procedures, rules, norms and values attached to
the acceptable range/ways things are done by the employees.

Outcomes Associated with Organisational Culture.
In a ten quantitative surveys carried out by Kreitner & Kinicki (2003), it was noted that
organisational culture is independent of organisation’s financial performance. In a similar
study involving 207 companies drawn from 22 industries over 11- year period in Chicago,
Farrell (2009) observed that there exist a positive relationship between financial performance
of organisation and adaptive/flexible culture emphasising that organisations with flexible and
adaptable cultures tend to perform better financially.

Merger/ Acquisition and Organisational Culture
Frederick, (2014) noted that mergers and acquisitions often fail due to incompatibility of
cultures and conclude that the increasing rate of mergers and acquisitions have pushed failure
rate to seven out of ten mergers/acquisition. He concluded by advocating that the role of
organisation culture should be critically considered before establishing a new organisation
based on merger and acquisition.

Culture and Organisational Performance
In a survey of Europe’s top companies on Heineken’s superiority in world markets, Heller
(1997) noted that Heineken’s superiority is attributable to the company’s corporate culture.
The study concluded that there was nothing accidental about cultural strength but the
existence of strong relationship between organisation’s culture and its performance.

Successful Companies and Organisational Culture
Goldsmith & Clutterbuck (1998) in Philadelphia conducted a study on high successful
companies and identified eight characteristics built into the day-to-day culture of
organisations. The study noted that a key characteristic of high performing companies was a
challenged culture. All the companies are very demanding of the people who work for them
but this is balanced by a nurturing culture that cares for their employees in many ways.
Espoused/Enacted Values and Organisational Culture
Espoused values are those explicitly highlighted values preferred by organisations while the enacted values represent those norms and values exhibited by the employees depicting their behaviours (Kreitner & Kinicki, 2003). Clarke (1999) carried out a study on 312 British rail drivers and noted that employees were more cynical about safety when they believed that senior managers’ behaviours were inconsistent with the stated values regarding safety. In reaction to this, Home Depot commissioned a programme labelled ‘Service Performance Improvement (SPI) in New Jersey to reduce the gap between espoused and enacted values regarding customer service and safety. Preliminary results from six (6) test stores indicated increase in store sales and the amount of time store employees spent helping customers (Kreitner & Kinicki, 2003).

Methodology

Research Design
A research design is the set of methods and procedures the researcher applied in collecting and analysing measures of the variables stated in the research problem (Creswell, 2012). It is seen as the framework purposefully created to find answers to the stated research questions and a valuable tool for assessing opinions and trends (Unyimadu, 2006). The study adopted survey research design because of the involvement of questionnaire and interview. Variables as stated in the objectives are assigned values that can be observed, measured and verified. The specific tools are questionnaire and interview and quantitative method was used in obtaining the results of the study.

Table 1: Bio-data of the selected commercial banks in two states of Nigeria

<table>
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<tr>
<th>Variables</th>
<th>FBN</th>
<th>ZENITH</th>
<th>UNION</th>
<th>UBA</th>
<th>DIAMOND</th>
<th>ACESS</th>
<th>FCMB</th>
<th>ECO</th>
<th>GTB</th>
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<td>70</td>
<td>60</td>
<td>23</td>
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*Source:* Field survey, 2014
Population
The population for the study is 2,571 comprising 1388 of males and 1183 females. Table 1 captures the bio-data summary of the selected banks in Enugu and Ebonyi States Nigeria.

Table 2: Population of the Study

<table>
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<tr>
<th>Organization</th>
<th>Staff Strength</th>
<th>Total</th>
<th>(%)</th>
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<tbody>
<tr>
<td></td>
<td>Enugu</td>
<td>Ebonyi</td>
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<tr>
<td>First Bank</td>
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<td>Zenith Bank</td>
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<td>Union Bank</td>
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<td>298</td>
<td>61</td>
<td>359</td>
</tr>
<tr>
<td>Diamond Bank</td>
<td>150</td>
<td>30</td>
<td>180</td>
</tr>
<tr>
<td>First City Monument Bank</td>
<td>065</td>
<td>28</td>
<td>093</td>
</tr>
<tr>
<td>Access Bank</td>
<td>120</td>
<td>41</td>
<td>161</td>
</tr>
<tr>
<td>Eco-Bank</td>
<td>110</td>
<td>47</td>
<td>157</td>
</tr>
<tr>
<td>Guarantee Trust Bank</td>
<td>210</td>
<td>48</td>
<td>258</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,053</td>
<td>518</td>
<td>2,571</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2014

Sample Size Determination
In view of the large population and since it is not possible to reach out to all the categories of the population of the study, a sample size was established. Freund and Williams statistical formula was applied to determine the sample size from a population of 2,571. The formula states that

\[ n = \frac{z^2pq}{e^2} \]

where \( z \) = table score (1.645) or 5% level of significance of one-tailed test.
\( p \) = proportion of the respondent
\( q \) = negative response

The question on whether motivation will lead to desirable behaviour in banking industry was asked as a pilot study and 40 respondents were selected from the population. 36 respondents (90%) responded positively and only 4 respondents (10%) disagreed.

\[ P \text{ therefore } = 0.9(90\%) \]
\[ q = 0.1(10\%) \]
\[ p + q = 1.0 \]

A two-tailed test where \( z = 1.96 \) and \( e = 0.025 \) is applied.

\[ n = (1.96)^2 (0.9)(0.1) = 3.84(0.09) = 0.3456 = 552.96 = 553. \]
The sample size from the total population of 2,571 are: First bank 110, Zenith bank 97, Union bank 85, United Bank for Africa 77, Diamond bank 39, Access bank 34, FMCB 21, Eco-bank 34 and Guaranty Trust bank 56. Table 3 gives the details obtained from the field work using stratified sampling technique and allocated proportionally with the aid of Bowley’s method for proportional allocation.

The formula is:  

\[ n_h = \frac{N_h \times n}{N} \]

Where:

- \( n_h \) = Number of units allocated to each organisation/staff category.
- \( N_h \) = Number of employees in each organisation/staff stratum in the population.
- \( n \) = Total sample size
- \( N \) = Total population size under study

**Table 3: Sample size selection from the population of 2,571 using stratified sampling technique.**

<table>
<thead>
<tr>
<th>Organisations</th>
<th>Category of staff</th>
<th>No. of staff</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Bank</td>
<td>Management</td>
<td>28</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>482</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>510</td>
<td>110</td>
</tr>
<tr>
<td>Zenith Bank</td>
<td>Management</td>
<td>16</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>438</td>
<td>94</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>454</td>
<td>97</td>
</tr>
<tr>
<td>Union Bank</td>
<td>Management</td>
<td>16</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>383</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>399</td>
<td>85</td>
</tr>
<tr>
<td>United Bank for Africa</td>
<td>Management</td>
<td>14</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>345</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>359</td>
<td>77</td>
</tr>
<tr>
<td>Diamond Bank</td>
<td>Management</td>
<td>10</td>
<td>02</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>170</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>180</td>
<td>39</td>
</tr>
<tr>
<td>Access Bank</td>
<td>Management</td>
<td>11</td>
<td>02</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>150</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>161</td>
<td>34</td>
</tr>
<tr>
<td>First City Monument Bank</td>
<td>Management</td>
<td>08</td>
<td>02</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>85</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>93</td>
<td>21</td>
</tr>
<tr>
<td>Eco Bank</td>
<td>Management</td>
<td>13</td>
<td>03</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>144</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>157</td>
<td>34</td>
</tr>
<tr>
<td>Guarantee Trust Bank</td>
<td>Management</td>
<td>26</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>232</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>258</td>
<td>56</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>2,571</td>
<td>553</td>
</tr>
</tbody>
</table>

**Source:** Field survey, 2014
Techniques for data analysis
Data collected for this study are quantitative. For quantitative data analysis, numerical data, percentage and simple linear regression was employed. A regression is a statistical analysis assessing the association between two variables. It is used to find the relationship between two variables.

The formula is stated thus:
Regression Equation \(y = a + bx\)
Slope \(b = \frac{(\sum{XY} - (\sum{X})(\sum{Y}))}{(N\sum{X^2} - (\sum{X})^2)}\)
Intercept \(a = \frac{(\sum{Y} - b(\sum{X}))}{N}\)
Where \(x\) and \(y\) are the variables. \(b\) = the slope of the regression line \(a\) = the intercept point of the regression line and the y axis. \(N\) = number of values or elements \(X\) = first Score \(Y\) = second Score \(\sum{XY}\) = Sum of the product of first and Second Scores \(\sum{X}\) = Sum of First Scores \(\sum{Y}\) = Sum of Second Scores \(\sum{X^2}\) = Sum of square First Scores.

Validity of Research Instrument
Validity involves establishing the appropriateness to which a selected measurement instrument actually measures what it is designed to measure (Uzoagulu 2011). The instrument was given to three different management experts and specialists in organisational behaviour for face and content validity to ensure that the items in the instrument adequately measure the variables of the study.

Reliability of the Research Instrument
The Pearson-Product Moment Correlation Coefficient is commonly used indicators of internal consistency. In this research, Pearson-Product Moment Correlation Coefficient (PPMCC) is applied to determine the reliability of the instruments. For this purpose, a total of 25 questionnaires were distributed to a selected sample size. It was collated and re-distributed for the second time to establish the reliability coefficient of \((r)\) at 0.58. This is highlighted in table 4.

Table 4: Showing How Pearson - Product Moment Correlation Coefficient indicating the reliability of research instrument was applied.

<table>
<thead>
<tr>
<th>Organisations</th>
<th>First Average Response</th>
<th>Second Average Response</th>
<th>Xy</th>
<th>x²</th>
<th>y²</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(x)</td>
<td>(y)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Bank</td>
<td>5</td>
<td>6</td>
<td>30</td>
<td>25</td>
<td>36</td>
</tr>
<tr>
<td>Zenith Bank</td>
<td>6</td>
<td>5</td>
<td>30</td>
<td>36</td>
<td>25</td>
</tr>
<tr>
<td>Union Bank</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td>16</td>
<td>25</td>
</tr>
<tr>
<td>United Bank for Africa</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Diamond Bank</td>
<td>4</td>
<td>3</td>
<td>12</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>First City Monument Bank</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Access Bank</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Eco Bank</td>
<td>4</td>
<td>3</td>
<td>12</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>Guaranty Trust Bank</td>
<td>5</td>
<td>4</td>
<td>20</td>
<td>25</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>37</td>
<td>36</td>
<td>154</td>
<td>161</td>
<td>156</td>
</tr>
</tbody>
</table>

Source: Field survey, 2014
The formula: \[ r = \frac{n\sum xy - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} n(\sum y^2) - (\sum y)^2}} \]

where: 
- \( r \) = Correlation coefficient 
- \( n \) = Sample size 
- \( x \) = Average response of the First test 
- \( y \) = Average response of the Second test

\[ \frac{25(154) - (37) (36)}{25(161) - (37) (36)} \]
\[ = \frac{3850 - 1332}{2518 - 2518} \]
\[ = \frac{6,916,224}{2518} = 0.58 \]

Summary
The objectives of the investigation were to test the reliability and validity of the measure instruments to explore the strength of the relationship between the organisational behaviour variables and behaviour management and to explore the predictive ability of those organisational behaviour variables on managing behaviour in the Nigerian Banking Industry.

Data Analysis
This study has five levels and Likert Scale is applied: SA = Strongly Agreed; A = Agree; NS = Not Sure; D = Disagree and SD = Strongly Disagree. For the purposes of analysis, numbers are assigned thus: SA = 5, A = 4, NS = 3, D = 2 and SD = 1 for statements in positive forms and in reverse order for negative statements.

Test of Hypothesis One
\( H_0 \) (Null): Group membership in the Nigerian banking sector does not have significant positive effect on group norms of employees in Nigerian banking sector.
\( H_1 \) (Alternate): Group membership in the Nigerian banking sector has significant positive effect on group norms of employees in the Nigerian banking sector.

Table 5: Descriptive Statistics of Group Membership on Group Norms

<table>
<thead>
<tr>
<th>Group Norms</th>
<th>Mean</th>
<th>Std.D</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.41</td>
<td>1.58</td>
<td></td>
<td>1040</td>
</tr>
<tr>
<td>Group Membership</td>
<td>2.57</td>
<td>1.56</td>
<td>1040</td>
</tr>
</tbody>
</table>
Table 5.1: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Group norms</th>
<th>Group membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>group norms</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>group membership</td>
<td>.946</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>group norms</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>group membership</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>group norms</td>
<td>1040</td>
</tr>
<tr>
<td></td>
<td>group membership</td>
<td>1040</td>
</tr>
</tbody>
</table>

Table 5.2: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.946</td>
<td>.895</td>
<td>.895</td>
<td>.51072</td>
<td>.057</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), group membership
b. Dependent Variable: group norms

Table 5.3: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>1152.642</td>
<td>1152.642</td>
<td>4.419E3</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>1038</td>
<td>135.110</td>
<td></td>
<td>.261</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1039</td>
<td>1287.752</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), group membership
b. Dependent Variable: group norms

Table 5.4: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-0.056</td>
</tr>
<tr>
<td></td>
<td>group membership</td>
<td>0.960</td>
</tr>
</tbody>
</table>

a. Dependent Variable: group norms

* R = 0.946
R² = 0.895
F = 4.419E3
T = -1.293
DW = 0.057

Interpretation and Discussion of Findings:
The regression sum of squares (1152.642) is greater than the residual sum of squares (135.110), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05,
which means that the variation explained by the model is not due to chance. R, the correlation coefficient with a value of 0.946, indicates that there is positive relationship between group membership and group norms. R square, the coefficient of determination, shows that 89.5% of the variation in the innovation is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .51072. The Durbin Watson statistics of 0.057, which is not more than 2, indicates there is no autocorrelation.

The group membership coefficient of 0.946 indicates a positive significance between group membership and group norms, which is not statistically significant (with t = -1.293). Therefore, the null hypothesis should be rejected and the alternative hypothesis which states group membership in the Nigerian banking sector has significant positive effect on group norms is accordingly accepted. (r = 0.946; f = 4.419; t = 1.293; p < 0.05). This finding is in tune with the submissions of the Canadian Economic and Social Research Council (2003) who discovered that group norms are informal rules/laws enacted and agreed to observe and respect by the group as a regulator of their activities and behaviour. Th is also supported by Mullins (2010) who found that, during a survey of 14 men working in the bank wiring room in Chicago group pressure on individual workers to conform has stronger influence than financial incentives from the management.

Test of Hypothesis Two:
H₀ (Null): Organisational culture does not have significant positive effect on socialisation of employees in Nigerian banking sector.

H₁ (Alternate): Organisational culture has significant positive effect on socialisation of employees in Nigerian banking sector.

Table 6: Descriptive Statistics of Organisational Culture on Employee Socialisation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>socialization of employees</td>
<td>3.3192</td>
<td>1.62412</td>
<td>1040</td>
</tr>
<tr>
<td>organizational culture</td>
<td>2.7173</td>
<td>1.54910</td>
<td>1040</td>
</tr>
</tbody>
</table>

Table 6.1: Correlations

<table>
<thead>
<tr>
<th></th>
<th>socialization of employees</th>
<th>organizational culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1.000</td>
<td>.906</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>1040</td>
<td>1040</td>
</tr>
</tbody>
</table>

socialization of employees  organizational culture
organizational culture  socialization of employees

Table 6.2: Model Summary\(^b\)

<table>
<thead>
<tr>
<th></th>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>.906(^a)</td>
<td>.821</td>
<td>.820</td>
<td>.68838</td>
<td>.031</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), organizational culture  
\(^b\) Dependent Variable: socialization of employees

Table 6.3: ANOVA\(^b\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1123.548</td>
<td>1</td>
<td>1123.548</td>
<td>2.371E3</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>245.460</td>
<td>1038</td>
<td>.474</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1369.008</td>
<td>1039</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), organizational culture  
\(^b\) Dependent Variable: socialization of employees

Table 6.4: Coefficients\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>.738</td>
<td>.061</td>
</tr>
<tr>
<td>organisational culture</td>
<td>.950</td>
<td>.020</td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: socialisation of employees

\(R = 0.906\)  
\(R^2 = 0.821\)  
\(F = 2.371E3\)  
\(T = 12.149\)  
\(DW = 0.031\)

**Interpretation and discussion of findings**

The regression sum of squares (1123.548) is greater than the residual sum of squares (245.460). This indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. \(R\), the correlation coefficient with a value of 0.906, indicates that there is positive relationship between organizational culture and socialization of employee. \(R^2\), the coefficient of determination, shows that 61.1\% of the variation in the innovation is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .68838. The Durbin Watson statistics of 0.031, which is not more than 2, indicates that there is no auto-correlation.

The organizational culture coefficient of 0.782 indicates a positive significance between culture and socialization of employee, which is statistically significant (with \(t = 12.149\)).
Therefore, the null hypothesis should be rejected and the alternative hypothesis which states that organisational culture has significant positive effect on socialisation of employees in Nigerian banking sector is accordingly accepted. \( r = 0.906; f = 2.271; t = 12.104; p < 0.05 \). This finding aligns with the submissions of Farrell (2009) that financial performances of organisations with adaptive and flexible cultures are higher than organisations with rigid cultures. Similarly, Frederick (2014) advised that in establishing new companies from merger/acquisition, the role of organisational culture should be respected; pointing out that 7 out of 10 mergers failed their financial promises and obligations due to incompatibility of cultures. Heller (1997) also remarked that culture is an important ingredient of organisational performance and that Heineken’s superiority in world markets is traced to strict observance of the company’s corporate culture.

**Conclusion**

The research is about the influence of organisational behaviour in managing employees in selected commercial banks in Enugu and Ebonyi States, Southeast, Nigeria. It is based on the premise that the ability to manage behaviour in service organisations is even more critical and important than the ability to sustain corporate objectives. Organisation behaviour is a mechanism for dealing with the human aspect of the organisation in terms of how they influence organisational performance. The focus is to understand the behaviour of individuals, groups as they operate within the structure of the organisation and how they impact on the general performance of the organisation. On group membership, findings indicate that it has significant positive effect on group norms of Nigerian bank workers. Employees identify with groups to accomplish goals, enhance career, status and sustain friendship. It therefore implies that managers in the Nigerian banking industry must encourage group formation to promote cohesiveness and acceptable behaviour since groups conform to norms.

On the effect organisational culture has on socialisation of employees in the Nigerian banking sector, findings indicate that organisational culture has significant positive effect on socialisation of bank workers in Nigeria. The implications of this finding are adoption of adaptive and flexible cultures to elicit positive behaviour and improve operational performance of employee. New employees join organisations with diverse cultural backgrounds and therefore new entrants need to be cultured in line with the organisational corporate cultures for purposes of behaviour modification and adaptation. Cultures operate at all levels of organisation, managers therefore need to understand its influences on organisational structure that hosts policies, rules and procedures to implement the set operational strategies in order to realise set goals. Effective application of proactive socialisation behaviour influences the new comers’ general anxiety and stress during their first few months of employment.

**Recommendations**

- Employees join groups in an organisation for mainly reasons of goal attainment, personal status, career enhancement and sustenance of friendship. Managers should therefore, encourage group formation and cohesiveness since group norms affect behaviour, morale and productivity and overall financial performance of the organisation.
- Culture has unimaginable influence on the behaviour employees. Specifically, organisational culture is a way of shared values and beliefs that help its members understand organisational functioning. This understanding provides and guides them to operate within the acceptable norms in the organisation. Managers in the Nigerian
banking industry should embrace flexibility and adaptive cultures that promote hiring employees that fit the organisational culture. In this context, engagement of those with banking experiences and better knowledge on the ethics of banking businesses should be advocated. This strategy bridges the gap between enacted and actual safety culture that produce better behaviour occasioned by socialisation.

Features of the Influence of Organisational Behaviour on Employee Management
Pathway Model Developed in the study
- The model clearly shows the existence of relationship between each variable (dependent and independent) to behaviour and performance.
- It depicts clearly and shows the relationship and interdependences between all the relevant variables.
- The model is an innovation that originated from the findings of this study.

Limitations
Limitations are influences and restrictions on the methodology and conclusions that the researcher cannot control. However, the challenges encountered by the study as enumerated below can form the basis of further researches.
- Poor attention to the questionnaires by the respondents which consequently may not represent their true intent.
- Non-inclusion of other geo-political zones in the country and due to differences in culture, limits generalisation of the findings
- Non application of probability sampling technique for wider generalisation of the findings.
Model of Influence of Organisational Culture and Group Membership on Behaviour and Employee Management

Figure1: Pathway Model of Influence of Organisational Culture and Group Membership on employee behaviour and performance

Source: Model adapted by the Researcher
References

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Nwali

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