



## PEOPLE-FOCUSED, RESULT-ORIENTED ORGANIZATION AND STAFF PRODUCTIVITY IN NIGERIAN DEPOSIT MONEY BANKS

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### ABSTRACT

The study examines the impact of people-focused and result-oriented culture on staff productivity in deposit money banks in Cross River State, Nigeria. The analysis was carried out using the statistical package for social science (SPSS) software version.21. The results show that people-oriented culture has a positive and significant influence on employee performance, indicating that organizations that prioritize employee welfare and well-being tend to have higher productivity. The study also finds a significant positive correlation between result-oriented culture and employee performance, suggesting that organizations that set clear targets and strive to achieve them tend to be more productive over time. These findings support previous research on the impact of organizational culture on employee performance in Nigeria. The study recommended among other things that efforts should be made to foster a people-oriented culture among commercial bank workers by enhancing their knowledge and skill sets. Communication and involvement should also be promoted at all levels.

**Keywords:** People-oriented, Result oriented, Organization, Staff productivity

**JEL:** M19, O30

### INTRODUCTION

In people-centric organizations, the focus is on understanding and catering to the unique needs, desires, and information of individual customers. This approach ensures that policy decisions are made with the goal of benefiting both the upper and lower classes, ultimately leading to a more inclusive and sustainable business model. By prioritizing people's needs, organizations can tailor their products and services to meet specific customer segments, creating a more targeted and effective marketing strategy.

As Adewumi et al (2011) emphasizes, people are the driving force behind any organization's success. Every business must first consider the category of people they are serving, taking into account factors such as demographics, psychographics, and behaviors. This requires a deep understanding of the target audience's needs, preferences, and pain points, which can be achieved through market research, customer feedback, and data analysis.

By putting people at the forefront of their decision-making process, organizations can create a culture of empathy, understanding, and connection. This approach not only leads to increased customer satisfaction but also fosters loyalty, retention, and ultimately, business growth.



Moreover, a people-centric culture encourages employees to be more engaged, motivated, and committed to delivering exceptional service, further solidifying the organization's competitive advantage.

In essence, organizations that prioritize people are better equipped to navigate the complexities of a rapidly changing market, build strong relationships with their customers, and drive long-term success. By putting people first, businesses can create a positive impact on their communities, contribute to social change, and ultimately lead to a result-oriented organization. According to Piekera (2015), result-oriented organizations are systems that promote a diverse, high-performing workplace through the implementation of influential performance management systems. Staff involvement, fairness, and participation are ensured in people-oriented cultures. While result-oriented culture is concerned with the promotion of a diverse, high-performing workplace to achieve a unified goal.

Staff productivity on the other hand, shows how good or bad an organization it currently doing. It signifies how well employees of an organization have understood laid down process and procedures. Staff productivity focuses on the aspect of carrying out task, function or strategies as laid down by the organization. Krause (2005) refers to productivity as the degree of achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization. Productivity is specified through a multidimensional set of criteria; this source of the performance is the actions of players in the business processes. Staff productivity is the manner in which an employee performs their job duties and completes their assigned tasks (Ciner, 2019).

From the background of the study, the following research objectives were drawn:

- i. Determine the influence of people-oriented culture on staff productivity of Deposit Money Banks in Cross River State.
- ii. Evaluate the influence of result-oriented culture on staff productivity of Deposit Money Banks in Cross River State.

The research will significantly contribute to the extension and diffusion of organisational culture development in Nigeria with emphasis on how organizations will enhance their corporate image. The outcome of data analysis in this study provides insights into the development mechanisms for profit enhancement through a well-designed and communicated organisational culture.

### **THEORETICAL FRAMEWORK AND LITERATURE REVIEW**

The Expectancy theory by Victor Vroom's in 1964 is useful in understanding the impact of culture on staff productivity of deposit money banks. In explaining his theory, he uses the following variables: Expectancy assures that a person's efforts will yield the intended results. Expectancy goes hand in hand with the mind set of "I can accomplish it." Typically, previous experience, self-confidence, and the perceived difficulty of the performance goal or aim are deciding considerations. The belief that if a performance expectation is met, a person will achieve a desirable outcome is referred to as instrumentality. A promotion, increased responsibility, a sense of belonging or self-achievement, a pay increase, or recognition could be the expected return. Long-term performance benefits from having clear policies in place for all levels of performance outcome.



Valence is concerned with achieving a desirable result and assigning a monetary value to it. Individuals' valence is determined by their wants, goals, preferences, values, sources of motivation, and the degree to which they like a specific outcome. A bonus or income increase that stimulates and interests one person might not drive and interest another, who would prefer more recognition or more flexible working hours. When used correctly, expectancy theory can help businesses choose the best motivation tool or technique to maintain productivity and performance.

#### People-oriented culture and staff productivity

People-oriented culture refers to cultural practices in which people can interact freely and fairly with one another. It encourages employees to be professional and to respect one another. This type of culture ensures that employees of all levels benefit from the company's profitability, success, and growth. Stakeholders encourage participation at all levels. Culture, according to Chris and Emma (2018), is all around us, influencing our beliefs, habits, and societal evolution. It happens in every company, whether we realize it or not. For Chris and Emma (2018), leadership must consider how culture can be explicitly designed with the help of human capital to establish an integrated system that engages employees, creates value for customers, and creates long-term value for shareholders.

The primary goal of employee training and empowerment is to help the company achieve its business and performance goals (Pinnington and Edwards, 2000). Capacity refers to a person's, institution's, or community's ability to perform well, define and achieve their goals, and modify as needed for long-term sustainability, growth, and performance. (Fowler and Ubels, 2010)

Capacity development is considered as an endogenous dynamic process that relies on a person's motivations, effort, and tenacity to learn and improve in order for an organization to change, prosper, and expand (Lopes and Theisohn, 2003). Two major capacities that promote progress are leadership and information sharing (Lopes and Theisohn 2003). According to Fowler and Ubels (2010), capacity building is based on five fundamental capacities: the ability to function and self-organize, the ability to create program outcomes, the ability to relate, the ability to adjust and identity, and the ability to achieve coherence. Organisational functioning is inextricably linked to psychosocial development.

Culture reflects knowledge of how an organization functions, its processes, beliefs, and values. It is frequently practiced by the people who work there, builds on historical events, and the type of work that is carried out. To expand capacity, an organization must acquire new skills, competencies, and training, as well as tangible resources such as technology and asset value. Fowler and Ubels (2010) Capacity building and its impact in an organization should be evaluated on a regular basis so that existing gaps can be filled to ensure continuous progress. Neglecting capacity-building programs would almost certainly result in a lack of growth and, possibly, failure. Encourage employee engagement in decision-making and develop tight connections with employees to help enhance human resource capacity.

Human resource capacity building is advocated by senior managers in modern organizations through the development of employees' professional skills and the promotion of teamwork. This is reinforced by the democratic leadership style employed; as a result, authority is more widely distributed (Mullins and Christy, 2013). The task culture is commonly observed in modern



management firms that encourage change and adaptability. It distinguishes itself as a team culture in which an employee has greater control over his or her job.

Effective communication and mentoring from great executives to their employees can promote knowledge exchange, organisational learning, and the development of effective leadership capability. Top management's regular input and evaluation appraisals are critical for improving employee morale and behaviour. Most businesses rely heavily on their employees acquired and growing knowledge, abilities, and experience to ensure their survival. Employees are expected to evolve with the times and in response to the business world's ever-increasing competitiveness.

#### Results-oriented culture and staff productivity

Result orientation defines an organization's activity in terms of its ability to identify what is important in terms of deliverables and expected outcomes. Employees in organizations with result-oriented cultures will be proactive, goal-driven, and always take deliberate steps toward achieving predetermined goals or targets. According to an online article published by Employeepedia (2021), in order to develop a result-oriented workforce, an organization and its human resources should take the following steps:

##### (i) Set Specific Goals

Establishing specific and measurable goals, employers should be aware of the specific strategy employees devised to achieve objectives. The organization will assist you in setting these goals by making its expectations clear from the start, simply write down whatever you want to achieve. If these goals are not stated clearly from the start, the employee will be perplexed as to which approach will produce the desired results. Setting expectations enables employees to perform well enough to meet, if not exceed, expectations and respond to goals.

##### (ii) Make Resources and Tools Available

Technology is essential for all organizations, large and small. Improving your quality and performance requires the use of appropriate resources and equipment. Providing employees with the necessary tools and resources encourages them to perform at their peak. Goals and strategic planning go hand in hand with providing the necessary tools for the task if you want to be a successful employer. Once the necessary personnel are in place, the expected results will be delivered without a hitch.

##### (iii) Improve Communication:

Unnecessary workplace exchanges are a waste of time. Communication is extremely important in the workplace because it is how important information is passed from one employee to the next or from management to the employees. Improving workplace communication necessitates the implementation of new methods for monitoring and facilitating information transfer from one side to the other. Effective communication results in employee development and increased corporate profitability. It also encourages a results-oriented work culture, which is essential for any organization. No one sets out to start a business with the intention of failing.

##### (iv) Invest in Both Employee Rewards and Punishment

The most important aspect of motivating employees is the use of rewards. While it is beneficial to reward employees who go above and beyond for the company, it is also necessary to punish those



who do not contribute to the company. If an employee fails to complete the assigned task or fails to carefully follow the specified processes, he should be disciplined. Employees who work hard and those who waste time will be organisational by both reward and punishment methods. Remember that nothing motivates employees more than the possibility of receiving a bonus for excellent performance.

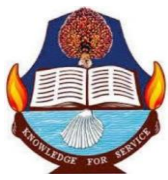
### **EMPIRICAL REVIEW**

Maithel *et al.*, (2012) looked into the impact of organisational culture on employee motivation and job performance. Employee motivation and job performance were the study's dependent variables, while organisational culture was the independent variable. According to the findings of the study, organisational culture has emerged as one of the most important variables that must be closely monitored. The success and efficiency with which an organization's employees perform determines its performance and growth. Culture is a mechanism that allows employees to understand and express what is acceptable and unacceptable in a company based on its values and practices. It was revealed that numerous corporate culture features as assessed by employees varies significantly. Various organisational culture factors, such as organisational openness in managing diversity, policy of promoting innovation and change management, and policy of strategic plan evaluation, should be carefully examined and promoted in the organization to increase employee productivity and, as a result, organisational performance.

Olanipekun, Aje, and Abiola, (2013) studied the impact of organisational culture on the performance of Nigerian quantity surveying firms (QSFs). Stability was used as a dependent variable in the study. Financial performance, business process reengineering, market orientation, competitiveness, service flexibility, employee satisfaction, customer satisfaction, value creation, service quality, and innovating were the dependent variables, while financial performance, business process reengineering, market orientation, competitiveness, service flexibility, employee satisfaction, customer satisfaction, value creation, service quality, and innovating were the independent variables. According to the study's findings, organisational culture has an influence on a quantity surveying firm's performance. The financial performance of QSFs is explicitly solely by reward culture. Stability and reward cultures both have an impact on business process reengineering, as well as employee and customer satisfaction.

Sugianingrat and Sarmawa (2017) used work motivation as a moderator to investigate the impact of work culture on employee performance at the Nonstar hotel in Denpasar-Bali, Indonesia. Employee performance is the dependent variable in the study, while work culture and motivation are the independent variables. Work culture has been found to be positively significant to work motivation; work motivation has been found to be significantly positive on employee performance; and employee work motivation can act as a mediator between work cultures and employee performance. Integrating employee work motivation with the work culture is critical for maintaining and improving employee performance in Denpasar-Bali non-star hotels.

Owoyemi and Ekwoaba (2014) studied organisational culture as a management tool for controlling, motivating, and improving employee performance. Employee performance was the dependent variable, while organisational environment and employee culture were the independent variables. The study discovered that the organisational environment and HR policies promote organisational culture, which helps motivate and commit employees while also removing



countercultures that are harmful to the organization's culture. It was then suggested that the issue of encouraging strong culture be divided into two parts based on whether it is an asset or a liability. It should be encouraged if it leads to increased productivity and performance.

Rashid (2004) investigated organisational culture and changes in Malaysia. The results show that there is an association between organisational cultures and the influence of organisational changes. The findings also show that different types of organisational cultures have different approaches to accepting organisational changes. This implies that every organisational culture has some capacity for change, whereas others do not allow their employees to adapt to the outside world and do not even attempt to change their culture over time.

Tripathy and Das (2018) examined organisational culture in relation to employee performance and business survival in Indian banks. Convince sampling was used to collect data from two different banks, and the findings revealed that organisational culture has a positive impact on employee performance and firm's survival. Morman (2013) investigated the impact of organisational culture on business process performance in the German financial services industry in a paper presented at Germany's Frankfurt School of Finance and Management the information analysed came from the company's information technology system, questionnaires, and interviews. According to the findings, emphasizing employee information and participation fosters the confidence required for growth and profitability.

Kimingi (2010) conducted research to determine the impact of technological innovations on commercial bank performance. The study used a descriptive research design to analyse both primary and secondary data. The findings revealed that various innovations adopted by commercial banks, such as mobile and internet banking, improved bank performance by increasing profitability. The majority of the reviewed literature differed in their findings and methodologies, indicating that there is still an unresolved gap in this study area. As a result, this study is intended to be an extension of the current body of knowledge found in both foreign and domestic studies, as well as an attempt to fill a research gap analysing the aforementioned variable of organizational culture.

**MATERIALS AND METHODS**

The majority of the data for the study came from primary sources. This consists of information gathered from respondents via the administration of a questionnaire. This information was coded and analysed in order to test research hypotheses and answer research questions. It has been observed by researchers that the ordinary least square regression model is most suitable model for this study and it was specified in simple linear regression, the relationship between the independent variable (x) and the dependent variable (y) is modeled as a linear equation as:

$$y = \beta_0 + \beta_1x + \epsilon \dots\dots\dots i$$

Where: y is the dependent variable (outcome); x is the independent variable (predictor);  $\beta_0$  is the intercept or constant term;  $\beta_1$  is the slope coefficient and  $\epsilon$  is the error term.

$$SP = \beta_0 + \beta_1POC + \beta_2ROC + \epsilon_t \dots\dots\dots ii$$

$\beta_0$  = Regression constant



$\beta_1$ , and  $\beta_2$ , = Regression Parameters  
 SP = Staff Productivity  
 POC = People-oriented Culture  
 ROC = Result-oriented Culture  
 $e_t$  = Stochastic error term

## DATA AND DISCUSSION OF FINDINGS

Data was summarized and tabulated using tables and percentages. Simple linear regression was used as the analytical tool. The analysis was conducted using the statistical package for social science (SPSS) software version.21. Descriptive statistics was used to analyse the demographic part of the questionnaire while regression analysis was used to analyze relationships between variables, predict outcomes, and identify patterns in data.

### Regression analysis

Regression analysis is a statistical technique used to establish a relationship between two or more variables. It involves the analysis of the relationship between an independent variable (predictor) and a dependent variable (outcome) to predict the value of the dependent variable based on the value of the independent variable.

Table 1: Regression results for the test of hypothesis one

$H_{01}$ : People-oriented culture does not have any significant and positive influence on staff productivity of Commercial Banks in Cross River State

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.722 <sup>a</sup>	.522	.520	1.63869	1.996	

a. Predictors: (Constant), POC

b. Dependent Variable: SP

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	700.310	1	700.310	260.793	.000 <sup>b</sup>
	Residual	641.790	239	2.685		
	Total	1342.100	240			

a. Dependent Variable: SP

b. Predictors: (Constant), POC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.028	.912		4.415	.000
	POC	.781	.048	.722	16.149	.000

a. Dependent Variable: SP

Source: Researcher’s Computation (2021)

Regression analysis revealed that the dependent variable was strongly correlated at  $R = 0.722$ . According to the coefficient of determination  $R^2 = 0.522$  and the adjusted coefficient of determination; adjusted  $R^2 = 0.520$ , people-oriented culture explained 5.2% of variance of staff productivity of commercial banks in Cross River State. From the anova table, the statistical significance of the regression model shows that  $P < 0.0005$ , which is less than 0.05. This means that it is a good fit. To assess the relative importance of the dependent variable on the independent variable, beta coefficient is provided on the coefficient table. People-oriented culture showed a significant standardized coefficient of  $\beta=0.781$ ,  $P\text{-value}=0.0000$ . This finding can be interpreted that every 1 unit change in people-oriented culture will lead to 0.78 change in staff productivity. However, since the  $p\text{-value} = 0.000$  which is less than 0.05, we reject the null hypothesis. It is concluded that people-oriented culture has a significant influence on staff productivity of commercial banks in Cross River State.

Table 2: Regression Results for the Test of Hypothesis two

H<sub>02</sub>: Result-oriented culture does not have any significant and positive influence on employee performance of Commercial Banks in Cross River State

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.807 <sup>a</sup>	.652	.650	1.39831	1.812

a. Predictors: (Constant), REOC

b. Dependent Variable: SP

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	874.790	1	874.790	447.402	.000 <sup>b</sup>
	Residual	467.309	239	1.955		
	<b>Total</b>	<b>1342.100</b>	<b>240</b>			

a. Dependent Variable: SP

b. Predictors: (Constant), REOC



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.187	.831		1.429	.154
	REOC	.972	.046	.807	21.152	.000

a. Dependent Variable: SP

Source: Researcher’s Computation (2021)

Regression analysis revealed that the dependent variable was strongly correlated at  $R = 0.807$ . According to the coefficient of determination  $R^2 = 0.652$  and the adjusted coefficient of determination; adjusted  $R^2 = 0.650$ , result-oriented culture explained 6.5% of variance of staff productivity of commercial banks in Cross River State. From the anova table, the statistical significance of the regression model shows that  $P < 0.0005$ , which is less than 0.05. This means that it is a good fit. To assess the relative importance of the dependent variable on the independent variable, beta coefficient is provided on the coefficient table. Result-oriented culture showed a significant standardized coefficient of  $\beta=0.972$ ,  $P\text{-value}=0.0000$ . This finding can be interpreted that every 1 unit change in result-oriented culture will lead to 0.97 change in staff productivity. However, since the  $p\text{-value}=0.000$  which is less than 0.05, we reject the null hypothesis. It is concluded that result-oriented culture has a significant influence on staff productivity of commercial banks in Cross River State.

#### Findings and interpretation of result

The study considered the influence of people-oriented culture, and result oriented culture on staff productivity of deposit money banks in Cross River State, Nigeria. The result from the analyses revealed first that people-oriented culture had a positive and significant influence on employee performance in the commercial banking sector of Cross River State, Nigeria. This result could be interpreted to mean that the promotion of a people-oriented culture in an organization enhances employee performance. In other words, an organization would be more profitable when its employees are valued and cared for. A bank that invests in the welfare of its employees through the provision of good work environment, favourable human resource policies, health maintenance (HMO), trainings, etc., would build its employees skillset, improves communication and motivate employees to strive to achieve organisational goals. This finding is supported by Salihu, and Musa (2016) in their study impact of organisational culture on employee performance in Nigeria. The study sought the relationship between people cultures on organisational productivity in Nigeria. Pearson’s product moment correlation was employed to determine the relationship among the variables. The study found a positive and significant relationship among the variables.

Finally, the findings of this study showed that result oriented culture enhance significantly the employee performance of deposit money banks in Cross River State. This implies that an organization that is target or result oriented would always strive to achieve result and, in the process, enhance its productivity overtime. In other words, an organization that strives consistently



to achieve result would always have higher earnings and returns. This finding has been supported by Salihu *et al.* (2016) examined the impact of organisational culture on employee performance in Nigeria.

### CONCLUSIONS AND RECOMMENDATION

The study concluded that people-oriented culture, and result oriented are key determinants of continuous staff profitability in deposit money banks and businesses at large. From the findings of this study, banks with a known culture of loyalty, respect and commitments to their customers would in turn procure customer loyalty and repeated business transaction with the bank.

- i. Maintaining peak performance Banks should establish a routine review of staff targets in order to capture market realities and industry needs, as this would improve staff effectiveness and efficiency while also promoting performance.
- ii. To achieve optimum performance, efforts should be made to foster a people-oriented culture among commercial bank workers in Cross River State by enhancing their knowledge and skill sets. Communication and involvement should also be promoted at all levels.

Contribution to knowledge

This study differs from others in that it incorporates a people-centric and result-oriented culture into the model with the goal of determining the impact of a customer-centric culture on employee performance of commercial banks in Cross River State, Nigeria.

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