



Management Research Review

Influencing dynamics of culture and employee factors on retail banks' performances in a developing country context

Mohammed-Aminu Sanda, John Kuada,

Article information:

To cite this document:

Mohammed-Aminu Sanda, John Kuada, (2016) "Influencing dynamics of culture and employee factors on retail banks' performances in a developing country context", Management Research Review, Vol. 39 Issue: 5, pp.599-628, <https://doi.org/10.1108/MRR-04-2015-0078>

Permanent link to this document:

<https://doi.org/10.1108/MRR-04-2015-0078>

Downloaded on: 29 April 2019, At: 09:06 (PT)

References: this document contains references to 77 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 1191 times since 2016*

Users who downloaded this article also downloaded:

(2014), "Determinants of employee engagement and their impact on employee performance", International Journal of Productivity and Performance Management, Vol. 63 Iss 3 pp. 308-323 https://doi.org/10.1108/IJPPM-01-2013-0008

(2016), "The interaction effect of job redesign and job satisfaction on employee performance", Evidence-based HRM: a Global Forum for Empirical Scholarship, Vol. 4 Iss 2 pp. 162-180 https://doi.org/10.1108/EBHRM-01-2015-0001

Access to this document was granted through an Emerald subscription provided by emerald-srm:534301 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Influencing dynamics of culture and employee factors on retail banks' performances in a developing country context

Dynamics of
culture and
employee
factors

599

Mohammed-Aminu Sanda

*Department of Organization and Human Resource Management,
University of Ghana, Accra, Ghana, and*

John Kuada

*Department of Business and Management, Aalborg University,
Aalborg, Denmark*

Received 5 April 2015
Revised 8 September 2015
Accepted 30 October 2015

Abstract

Purpose – This paper aims to investigate the influencing dynamics of culture (national and organizational), employee characteristics, employee job satisfaction and organizational commitment in determining the organizational performances of firms in the retail banking sector in a developing country such as Ghana.

Design/methodology/approach – A conceptual framework linking national and organizational cultures to employees' job satisfaction, job characteristics, organizational commitment and organizational performance was developed, and their measurement scales were adapted to guide the empirical investigation. Data were collected using a questionnaire filled in by 300 employees in nine retail banks in Ghana. The results were first analyzed by carrying out data reduction of the measured scales by using the Statistical Package for the Social Sciences-based factor analysis approach. The reduced data obtained from the factor analysis were then analyzed for model goodness fit by using the Analysis of Moment Structures-based structural equation modeling approach.

Findings – Effective organizational performance of retail banks in Ghana is directly influenced by the relationships among organizational culture, employee job satisfaction and organizational commitment.

Research limitations/implications – The study sample was drawn from a single sub-sector of the Ghanaian economy. Replications and extensions of the study in different sectors that are experiencing high growth will help test the robustness and generalizability of the findings.

Practical implications – The study provides empirical knowledge that could be used to understand the influencing interrelationships among organizational culture, employee job satisfaction and

This research was supported by a grant received from the Danish International Development Agency as part of the Agency's Building Stronger University in Developing Countries initiative under the Growth and Employment Scheme "Strengthening Research funding and Research collaboration". It was conducted as a Joint Explorative Research Activity under the "Work package 3 on Research Collaboration" between Northern and Southern partner Academic Institutions. We wish to show our appreciation to the management and staff of the following banks for the interest shown in the research and the support they provided us in the data collection process: Merchant Bank, Cal Bank, Agricultural Development Bank, Ghana Commercial Bank, Standard Chartered Bank, Barclays Bank, Zenith Bank, ECOBANK and National Investment Bank.



organizational commitment on the organizational performances of retail banking firms in a developing country context.

Originality/value – The study adds to the literature as one of the most comprehensive studies of the links between culture, job satisfaction, employee characteristics and organizational commitment toward organizational performance within the banking sector in Ghana to date.

Keywords Culture, Ghana, Retail banking, Organizational commitment, Job satisfaction, Employee characteristics

Paper type Research paper

Introduction

The banking sector in Ghana has experienced substantial growth during the past two decades, with the number of retail banks jumping from 8 in 1990 to 26 in 2010 (Isshaq and Bokpin, 2012). This development has generated some degree of academic interest in retail bank management in the country. For example, Owusu-Frimpong (2001) studied the marketing practices of Ghanaian retail banks. Blankson *et al.* (2007) studied bank selection behaviors of Ghanaian students. Narteh and Owusu-Frimpong (2010) studied the key motivations for bank patronage in the country. Isshaq and Bokpin (2012) examined the implications of the expansion of the banks for their efficiency and performance, while Narteh and Kuada (2014) studied customer satisfaction with banking services. Although these studies have made significant contributions to the understanding of some important aspects of the operations of retail banks in the country, they have also revealed several under-researched issues.

One issue that has received limited research attention is the challenge of human resource management (HRM) in such a rapidly growing sector, especially the impact of firms' macro and organizational cultures on their HRM practices. Some previous studies have suggested that rapidly growing industries may experience tensions between the expectations from the cultures in which they are located and the continuous changes within their business environments. Such tensions tend to affect leadership styles and employee behaviors (Nyambegera *et al.*, 2000; Krogh and Cusumano, 2002). Other studies have suggested a strong link between employee satisfaction and organizational commitment on the one hand, and customer satisfaction and loyalty on the other (Livingstone *et al.*, 1995; Loveman, 1998; Shoemaker, 1999). It has also been found that satisfied employees are likely to take voluntary initiatives to please their customers (Maxham *et al.*, 2008; Andreassi *et al.*, 2014). Despite the general usefulness of these findings to management practices throughout the world, it has long been observed (Bhuyan and Menguc, 2002) that nearly all previous empirical studies were confined to firms in North America and Western Europe. Thus, the limited geographical scope of these empirical studies weakens the claims of general applicability of their conclusions, and by extension, reduces opportunities for theory-building in the field (Andreassi *et al.*, 2014). The study reported in this paper contributes to filling this knowledge gap with its focus on an African country and industry. The purpose was to understand how the influencing relationships among national culture, organizational culture, employee characteristics, employee job satisfaction and employee commitment impact the organizational performances of retail banks in Ghana. This is based on the premise that managing businesses in a rapidly growing sector in a developing country presents serious management challenges (Elangovan, 2001). One such management challenges faced by most firms is the task of creating dynamic organizational and business

environments in which they can provide new knowledge and skills to newly hired employees and also motivating such employees sufficiently to minimize the incidence of costly attrition (Godard and Delaney, 2000). For firms to be successful in overcoming such a management challenge, they require good knowledge of how national and organizational cultures influence employees' expectations, attitudes and commitment to their organizations. The retail banking sector has been chosen for this empirical investigation because of its rapid growth during the past two decades. This paper continues after this brief introduction with an overview of some previous studies and a presentation of a conceptual model that links national and organizational culture to employee job satisfaction, employee characteristics, employee commitment and organizational performance. This is followed by discussions of the data collection strategy and the results of the investigation.

Overview of previous studies

National versus organizational cultures

Cultures of societies are usually described in the anthropological and sociological literatures as a system of socially transmitted behavior patterns that serve to relate human communities to their environment and order relations among individuals (Harris, 1997; Trompenaars and Hampden-Turner, 1997; Gullestrup, 2006). It also conditions the motivation of individuals in a given society to act or refrain from acting in a particular manner (Mazrui, 1980). In a similar manner, most management scholars see organizations as miniature societies that are equipped with socialization processes that breed meanings, values and beliefs (Allaire and Firsirotu, 1984). Such social attribution molds employees' perceptions over time by providing them with rules of behavior required for meaningful interaction with other organizational members, as well as guide their response repertoires within their operational environments (Sørensen, 2002). Schein (1988) argues that new employees are socialized into an existing organizational culture in three stages. In the first stage, which is the hiring stage itself, a filtering process takes place. Prospective employees perceived as having similar sets of values as those of the top leaders in the firm are selected, whereas those perceived as having incompatible set of values are filtered out. In the second stage, employees who are selected undergo a socialization process during which they internalize the organization's norms and values through acculturation. In the third stage, older/senior employees, acting as role models, set examples that new entrants tend to follow to become full-fledged members of their organizations. The management literature, however, considers it analytically appropriate to draw a distinction between organizational and national cultures (Schein, 1988; Martin, 1992). The underlying reason is that organizations do not depend entirely on the ambient national culture for their own cultural values (Hatch, 1993). There are other contingency factors both within and outside organizations that contribute to the formation of their cultures. Human resource managers must therefore be mindful of the manner in which national and organizational cultures contribute separately to the socialization processes of employees (Andreassi *et al.*, 2014). The management literature also draws links between cultures, in general, and employees' job satisfaction and organizational commitment (Hunt *et al.*, 1985; Gordon and Di Tomaso, 1992).

Employee job satisfaction and organizational commitment

Job satisfaction is generally conceived as an emotional attribute of employees, which results from the overall appraisal of their job situations (Locke, 1976; Spector, 1997; Bushra *et al.*, 2011). Similarly, organizational commitment is conceptualized by Aryee and Heng (1990, p. 229) as “an affective response that results from an evaluation of the work situation which links the individual to the organization.” According to Mowday *et al.* (1982), organizational commitment is the relative strength of an individual’s identification with and involvement in a particular organization. This commitment, according to Mowday *et al.* (1982), is conceptually characterized by, at least, three factors. These factors are:

- (1) a strong belief in and acceptance of organization’s goals and values;
- (2) willingness to exert considerable effort on behalf of the organization; and
- (3) a strong desire to maintain membership in the organization.

Organizational commitment has, therefore, been empirically shown to be inversely related to turnover intentions (Aryee and Heng, 1990). Job characteristics and employee job satisfaction have also been found to have an influencing effect on each other (Hackman and Oldham, 1980; Andreassi *et al.*, 2014). For example, studies by Hackman and Oldham (1975, 1980) revealed that when jobs are designed with contents that allow employees to experience the psychological states of meaningfulness in their work, they tend to have strong positive feelings that will result in high levels of internal work motivation and job satisfaction. This will, in turn, increase their commitment to their work organizations (Bhuidan and Menguc, 2002). Job satisfaction is a central variable in many theories that deal with organizational phenomena, such as the nature of work, supervision and the job environment (Spector, 1997). In this study, job satisfaction was viewed as employees’ assessment of their overall working environment, which includes the nature of their jobs, their relationships with their superiors and the reward and recognition they receive for what they do (Weiss, 2002).

Employee job characteristics

The job characteristics theory propounded by Hackman and Oldham (1975, 1980) posits that the way jobs are perceived, in terms of five core job characteristics, impacts employees’ motivation and satisfaction with their jobs. The five job characteristics are:

- (1) task significance, which is defined as the extent to which a job has impacted the lives of people in an organization or society in general;
- (2) task identity, which is defined as the nature of the work and day-to-day tasks that employees do as part of their overall job;
- (3) skill variety, which is defined as the extent to which a job requires the use of different talents;
- (4) autonomy, which is defined as the extent to which a job provides the employees a degree of latitude in their choice of how the work should be done and deciding on the schedule for completing the work activities; and
- (5) feedback, which is defined as the extent to which the employee receives clear information about his/her performance.

Hackman and Oldham (1975, 1980) argue that the presence of all five job characteristics in a given organization and for a given set of employees will result in positive employee job satisfaction and organizational commitment. The implication is that employees will show greater satisfaction when performing tasks for which they receive a positive feedback, as this gives them enhanced opportunities for improving their performances. Studies by Sneed and Herman (1990) and Bhuidan and Menguc (2002) have shown that the five job characteristics outlined above induce three psychological reactions:

- (1) experienced meaningfulness of work (i.e. the extent to which the work is seen as making a difference to others);
- (2) felt responsibility (i.e. the extent to which the employee assumes responsibility for his/her work); and
- (3) knowledge of results (i.e. the extent to which the employee is aware of the quality of his/her work).

Organizational performance

The level of financial market development is known to have an impact on the economy of a nation. In this vein, the levels of banking development and stock market liquidity also impact the economy of a country. A long line of research posits a causal relationship between finance and economic growth (Mitchener and Wheelock, 2012). Evidence from both single-country and cross-country studies suggests that economies with more developed financial markets begin to grow earlier, attain higher growth rates and achieve higher levels of per capita income than economies with less developed financial markets (Mitchener and Wheelock, 2012). Many empirical studies have also followed an earlier study by Rajan and Zingales (1998) in which differences across space and time were exploited to identify a causal link between finance and development, and recent research has focused on the mechanisms underlying that relationship. Mitchener and Wheelock (2012) also examined how banking institutions affect economic activity. This was based on the thought that financial intermediaries improve resource allocation and fund projects with higher rates of return (ROI) by matching borrowers and lenders efficiently and by monitoring the firm behavior (Allen, 1990; Boyd and Prescott, 1986; Greenwood and Jovanovic, 1990; Kashyap *et al.*, 2002; King and Levine, 1993). Previous studies have suggested a strong link between the development of a competitive financial sector in a country and its economic growth prospects. For example, Cetorelli and Gambera (2001), based on a cross-section sample of 41 countries for the period 1980-1990, found that increased concentration in banking markets generally depresses the industrial growth, but boosts the growth of industries that depend relatively heavily on external sources of finance. Similarly, based on data for regional banking markets in Italy, higher concentration has been found to promote firm creation in industries where the creditworthiness of entrepreneurs is difficult to assess (Bonaccorsi di Patti and Dell'Arciccia, 2004). Conversely, Claessens and Laeven (2005) found that more competition in banking markets increases the growth of industries that depend relatively heavily on external financing. This observation reinforces the notion that bank competition fosters industrial growth (Claessens and Laeven, 2005), and particularly, helps in the financing of private and small firms that are perceived to be the engine of economic growth (Cetorelli and Strahan, 2006). This is based on the understanding that competitive systems may lead to easier access to external financing,

because with more market power, banks are more inclined to invest in information acquisition and relationships with borrowers (Claessens and Laeven, 2005). On the contrary, when banking systems are less competitive, hold-up problems may lead borrowers to be less willing to enter such relationships, thereby lowering the effective demand for external financing (Claessens and Laeven, 2005). Less-competitive banking systems are also perceived to be more costly and exhibit a lower quality of services, thereby lowering the effective demand for external financing and thus encouraging less growth (Adam *et al.*, 2011). Against the background given above, there is a need to understand how bank management processes in Ghana can contribute to job satisfaction and organizational commitment and thereby lead to the improvement of the banks' relationships with their customers toward increased firm performance while contributing to the country's economic growth.

The conceptual model presented in Figure 1 below is based on the above discussions. It shows the links between organizational culture, national culture and employee job satisfaction, as well as, the extended link of employee job satisfaction to employee job characteristics and employees' organizational commitment. It also shows the extended link between employees' organizational commitment and organizational performance.

Using the proposed model presented in Figure 1 above as the point of reference, a correlation between national culture and job satisfaction (Huang and Van de Vliert, 2003) is predicted. As noted earlier, the contribution of national culture to employee attitudes and behaviors is erected on the belief that it helps transmit to employees the rules of accepted behavior within the operational environment, thereby minimizing the gap between managers' expectations and employees' behaviors. Following Maxham *et al.*'s (2008) argument, when employees share the values of their stakeholders, they engage in "extra role performance" (i.e. they go beyond their formal job requirements to fulfill stakeholder expectations). It has also been argued in the management literature that clarity of roles and good, formal and informal relationships between leaders and employees are important for the creation of employee job satisfaction, especially in

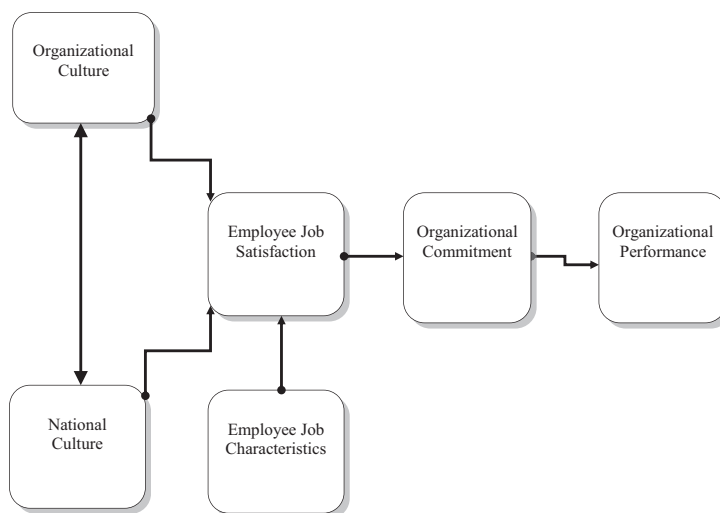


Figure 1.
A conceptual model for organizational culture, employee job satisfaction, job characteristics and organizational commitment relationship toward organizational performance

flexible and varied work situations (Sheard and Kakabadse, 2007). Naturally, employees who know what is expected of them and work under transformational leaders tend to be satisfied with their task performance. They also experience greater overall job satisfaction (Andreassi *et al.*, 2014). In other words, “shared values result in greater role clarity, job satisfaction and commitment amongst frontline employees” (Wallace *et al.*, 2011, p. 399). Job satisfaction has been found to be positively related to some organizational culture characteristics. Organizations that have high levels of integration in terms of their values and norms tend to exhibit behavioral consistency across individuals, thus facilitating the coordination of responsibilities among employees and departments (Saffold, 1988; Davenport, 1993). Such organizations are described in the management literature as those having strong cultures that convey a sense of identity to organizational members and facilitate the generation of commitment to something larger than the self (Smircich, 1983). Widespread consensus and the endorsement of organizational values and norms facilitate social control within an organization (Sørensen, 2002). When there is a broad agreement that certain behaviors are more appropriate than others, violations of behavioral norms may be detected and corrected faster by using informal social control mechanisms.

There are empirical findings from some African countries that provide justification for a link between culture and management practices. For example, Kuada (1994) found that Ghanaian culture tends to influence managers’ leadership preferences and management practices. According to Kuada (1994), majority of the managers in his study subscribed to an authoritarian leadership style, taking their cue from cultural prescriptions in traditional Ghanaian communities, where relationships between leaders and followers are defined by the rights and obligations of various age sets. Similarly, Okpara and Wynn (2007) showed that collectivist dispositions in the Nigerian culture impact the manner in which Nigerian bank managers describe their attitude and satisfaction with their jobs. Studies have also shown a positive link between employees’ job satisfaction and their organizational commitment. Job satisfaction is seen by some scholars as a predictive variable in the analysis of employees’ desire to align their personal goals with those of their organizations (Shields and Ward, 2001). According to Meyer and Allen (1991), organizational commitment has three components that are not mutually exclusive:

- (1) affective commitment, which is an emotional attachment to, identification with and involvement with the organization;
- (2) continuance commitment, which represents an awareness of the costs associated with leaving the organization; and
- (3) normative commitment, which indicates a feeling of obligation to continue working for the organization.

In other words, organizational commitment can be viewed as being triggered by a combination of three conditions, namely, desire, compulsion and obligation to work for the focal organization. Davenport (1993) and Loveman (1998) argue that commitment provides a basis for employees to engage in organization-supportive behaviors. In the same vein, Wallace *et al.* (2011) suggested that when employees are committed to their organizations, they display greater “social capital” in their relationships with other employees and customers.

Methodology

Data sources and data collection process

All the 26 banks operating in Ghana at the time of the investigation (June 2013–September 2013) were contacted to solicit their participation in the study. Nine of them agreed to participate. To gain an unhindered access to target employees in these banks, the support and approval of top management was first sought and obtained. A sample of 300 managers and employees was randomly selected from the nine companies, and a questionnaire was sent to all of them. Out of the 300 questionnaires administered, 290 were retrieved. However, eight of the retrieved questionnaires were excluded from the final data set on the basis of serious omissions in some of the scale items used. Consequently, the usable questionnaires extracted were 282, which produced a valid response output of approximately 94 per cent.

A survey approach to solving this type of research problem is in line with previous studies with similar aims. The design of the questionnaire was primarily based on multiple-item measurement scales adopted from previous research, using a Likert scale type, and anchored on 1 “strongly disagree” and 5 “strongly agree”. Eighteen standardized items measured national culture, and 17 standardized items measured the other three constructs (organizational culture, job characteristics and employee job satisfaction). Organizational commitment was measured using 15 standardized items. Items measuring the national culture component of the model were derived from Global Business and Economics research (House *et al.*, 2004) as well as previous studies by Hofstede (1980, 1991); the organizational cultural items came from the works of Schein (1988); the job satisfaction component was adapted from the Minnesota Satisfaction Questionnaire (Weiss *et al.*, 1967); and the organizational commitment items came from studies by Russ and McNeilly (1995), Benkhoff (1997) and Laschinger (2001).

Procedures for data analysis

A stepwise approach was adopted for the analysis. The first step was to undertake a factor analysis aimed at establishing whether all the items included in the different model components measure the constructs of interest satisfactorily. The factor analyses with Kaiser–Meyer–Olkin (KMO) as well as Bartlett’s tests were initiated to measure the factorability of the data by using the Statistical Package for the Social Sciences (SPSS) as the analytical tool. Principal component analysis was then used as a data reduction technique, and the rotation method (Varimax with Kaiser Normalization) was applied. Item predictiveness was interpreted using Schumacker and Lomax’s (2004) recommendation that the estimated factor loading must be 0.7 or higher.

The second step was to undertake a structural analysis of the conceptual model with latent variables associated with their determined indicator variables to test the model fit of their conceptual relationship. This was done using structural equation modeling (SEM) with Analysis of Moment Structures (AMOS) as a technique. The use of AMOS software for this analysis provided us the opportunity to use regression factor scores directly to predict the location of individual items in the model (Tabachnick and Fidell, 2001). According to Di Stefano *et al.* (2009), this procedure has the advantage of maximizing the validity of the estimates. Furthermore, the AMOS software also gives us the opportunity to conduct analyses for multiple levels of variables by using a range of in-built statistical techniques, including chi square (CMIN), comparative fit index (CFI) and root mean square error of approximation (RMSEA).

Results

Respondents' profile

Table I below provides a descriptive break-down of the data, showing the demographic composition of the respondents.

As it is shown in Table I above, 51.8 per cent ($N = 146$) of the respondents were males and 48.2 per cent ($N = 136$) were females. Also, 20 per cent ($N = 57$) held managerial positions, whereas 79.8 per cent ($N = 225$) were employees without managerial responsibilities. Of the respondents, 90 per cent ($N = 254$) held university degrees, and 7.5 per cent ($N = 21$) held diploma or college-level certificates. Of the respondents, 67 ($N = 190$) have been working with their banks for not less than three years, and 23 per cent ($N = 64$) have more than seven years of experience with their banks.

Factor analysis of model components

The KMO and Bartlett's test statistics for the model components are shown in Table II below.

As it is shown in Table II above, the estimated KMO values for the model components (national culture, organizational culture, job characteristics, employees' job satisfaction and organizational commitment) ranged between 0.7 and 0.8. This indicates that the

Demographic factors	Frequency (N)	(%)	Cumm. (%)
<i>Gender</i>			
Male	146	51.8	51.8
Female	136	48.2	100
<i>Age</i>			
20-29 years	101	35.8	35.8
30-39 years	120	42.6	78.4
40-49 years	54	19.1	97.5
50-59 years	7	2.5	100
<i>Levels of education</i>			
Certificate	5	1.8	1.8
Diploma	16	5.7	7.4
Degree	160	56.7	64.2
Post graduate	94	33.3	97.5
Other	7	2.8	100
<i>Position</i>			
Managerial	57	20.2	20.2
Non-managerial	225	79.8	100
<i>Length of service</i>			
Less than 1 year	33	11.7	11.7
1-2 years	59	20.9	32.6
3-4 years	76	27.0	59.6
5-6 years	50	17.7	77.3
7-8 years	36	12.8	90.1
9-10 years	10	3.5	93.6
11+ years	18	6.4	100

Table I.
Demographic
composition of
respondents

correlation patterns for the items in the respective model components are good, as recommended by Field (2005). Furthermore, the estimated chi square (χ^2) values from the Bartlett's tests are as follows:

- for national culture, $\chi^2 = 0.001043$ ($p = 0.000$);
- for organizational culture, $\chi^2 = 0.001641$ ($p = 0.000$);
- for job characteristics, $\chi^2 = 0.001822$ ($p = 0.000$);
- for employee job satisfaction, $\chi^2 = 0.002254$ ($p = 0.000$);
- for organizational commitment, $\chi^2 = 0.001744$ ($p = 0.000$); and
- for organizational performance, $\chi^2 = 0.005471$ ($p = 0.000$).

All the chi square estimates are highly significant ($p < 0.001$). The results, therefore, indicate that it is appropriate to conduct factor analyses for all components of the proposed model.

Factor analysis of national culture

The rotated component matrices entailing the estimated regression weight (R) values for the national culture component of the model are shown in Table III below.

As it is shown in Table III above, eight items had factor loadings greater than 0.7, yielding a five-factor solution. The first factor contained four items (items 14, 15, 16 and 17), which reflected the influence of religious and social considerations on managerial decision-making. This factor is labeled as socio-religious influence. The second factor contained one item (item 9), reflecting obedience, and is therefore labeled as such. The third factor contained one item (item 12), reflecting source of power within the Ghanaian society. This is labeled as relational-power. The fourth factor contained one item (item 8) and is labeled as care. The final factor also contained a single item (item 1) and is labeled indulgence.

Factor analysis of organizational culture

The rotated component matrices entailing the estimated R values for the organizational culture component of the model are shown in Table IV below.

As it is shown in Table IV above, nine items had factor loadings of 0.7 or above, yielding a two-factor solution. The first factor contained four items (items 1, 2, 3 and 4), which reflect respondents' perception of their work climate. The second factor contained five items (items 8, 9, 10, 11 and 12), reflecting employees' relationship with their superiors. The first and second factors are labeled as work climate and superior-subordinate relationships, respectively.

Model components	KMO values	Bartlett's test of sphericity		
		χ^2	df	Significance
National culture	0.731	0.001043	120	0.000
Organizational culture	0.831	0.001641	136	0.000
Job characteristics	0.884	0.001822	136	0.000
Employee job satisfaction	0.918	0.002254	136	0.000
Organizational commitment	0.892	0.001744	105	0.000
Organizational performance	0.770	0.005471	10	0.000

Table II.
KMO measures of
sampling adequacy
and Bartlett's test
results for the model
components

Items	<i>R</i> values					Dynamics of culture and employee factors
	C1	C2	C3	C4	C5	
1. Ghanaians love good life and enjoyment			0.193		0.757	609
2. Ghanaians like hard work and saving towards the future	0.141			0.594	0.501	
3. Ghanaians like people to tell us what to do	0.313	0.580	0.221		-0.157	
4. In Ghana, it is better to follow instructions at work rather than do things on your own, even if you know they are right		0.605	0.104	0.108		
5. Ghanaians are highly individualistic	0.573	0.380	0.186	-0.259		
6. There is no need for a Ghanaian to worry too much in life, God will always show the right way	0.375	0.561	-0.171	0.123	0.386	
7. It is better to enjoy yourself today as a Ghanaian – you do not know what will happen tomorrow	0.374	0.450	-0.204	0.465	-0.138	
8. Ghanaians take good care of each other		0.189		0.780		
9. A good subordinate in a Ghanaian firm must avoid actions that may surprise or embarrass his/her boss, even if these actions are in the interest of the firm		0.766	0.127	0.179		
10. People who do well in management in Ghana are shrewd and competitive with strong drive for power	0.466	0.357	0.131		0.440	
11. Knowledge is power in this country		0.113	0.555	0.385		
12. Good relationship is power in this country	0.199	0.126	0.721	-0.143	0.267	
13. Respect for age must be preserved in a Ghanaian company. Age and experience in life are worth more than paper qualifications		0.121	0.187	0.590		
14. It is sensible to fear the threats of “juju” from one’s colleagues and subordinates when one is taking management decisions	0.774			0.337	0.110	
15. Family obligations must be given high priority even in managerial decision making	0.722		0.118			
16. Ghanaian culture influences the way we serve our customers	0.837	0.243				
17. Ghanaian culture influences work practices within my firm	0.818					

Table III.
Rotated component matrix showing the regression estimates of national culture items

Factor analysis of job characteristics

The rotated component matrices entailing the estimated *R* values for the job characteristics component of the model are shown in [Table V](#) below.

As it is shown in [Table V](#) above, seven items had factor loadings greater than 0.7, yielding a three-factor solution. The first factor contained three items (item 1, 2 and 3) that reflect respondents’ perceptions of their job-related identity. The second factor contained three items (items 8, 9 and 10), reflecting respondents’ perception of leadership responsibilities. The third factor also contained one item (item 13) that reflects respondents’ perception of the moral characteristics of their jobs. The first, second and third factors are labeled as work identity, leadership and morality, respectively.

MRR
39,5

610

Table IV.
Rotated component
matrix showing the
regression estimates
of organizational
culture items

Items	<i>R</i> values	
	C1	C2
1. The firm's policies and practices are fair toward employees	0.805	
2. Promotions are fairly given out in this firm	0.804	
3. The working condition is very pleasant	0.781	
4. The amount of pay I receive matches the work I do	0.731	0.225
5. There are opportunities for advancement in the firm	0.593	-0.176
6. The quality of employees' worklife in my firm is very good	0.519	0.200
7. Management always tries to avoid employees' layoffs and transfers in my firm	0.479	0.477
8. It is usual to employ people on the basis of their relationships with managers in the firm		0.772
9. Personal initiatives and risk-taking are not encouraged by managers in my firm		0.733
10. When employees receive instructions with which they do not agree, they usually conform without dissent		0.714
11. A good subordinate must respect his boss in Ghana		0.809
12. Older managers feel threatened by younger, competent colleagues	0.172	0.700
13. I and my co-workers get along very well with each other		-0.259
14. Employees generally trust top management	0.383	0.249
15. The firm is hierarchically structured and everyone knows his position	0.263	
16. Management practices in our firm are different from those in similar firms in Ghana		0.482

Table V.
Rotated component
matrix showing
regression estimates
of job characteristics
items

Items	<i>R</i> values		
	C1	C2	C3
1. I have the chance to be important in the eyes of others	0.782	0.144	
2. I have the chance to do things for other people	0.777	0.218	0.228
3. I have the chance to do my job without feeling I am cheating someone	0.775	0.164	0.362
4. I have the chance to do something that makes use of my abilities	0.622	0.231	0.182
5. I am able to do something worthwhile	0.597		0.306
6. I get the feeling of accomplishment from my job	0.456	0.374	0.296
7. I am able to take pride in a job well done	0.453	0.174	0.379
8. I have the chance to tell others what to do	0.253	0.826	
9. I have the chance to be responsible for the work of others		0.770	
10. I have the chance to tell people what to do	0.303	0.760	
11. I have the chance to make decisions on my own		0.698	0.288
12. I have the power and authority to execute my duty	0.430	0.469	0.326
13. I am able to do my job without feeling it is morally wrong			0.808
14. I am able to do something much of the time	0.403	0.183	0.622
15. I am able to stay busy	0.275		0.609
16. I am able to do things that don't go against my conscience	0.395	0.156	0.545
17. I am able to do things that don't go against my religious beliefs	0.500		0.516

Factor analysis of job satisfaction

The rotated component matrices entailing the estimated R values for the employee job satisfaction component of the model are shown in [Table VI](#) below.

As it is shown in [Table VI](#) above, nine items had factor loadings greater than 0.7, yielding a three-factor solution. Five items loaded onto the first factor, which relate to the respondents' perceptions about the extrinsic motivation aspect of their jobs (items 4, 5, 6, 7 and 8). Another set of three items (items 14, 15 and 16) loaded onto the second factor, reflecting the respondents' perception of the influence of intrinsic motivational factors on their job performance. The third factor contained one item (item 10), reflecting respondents' perceived pleasantness of the social atmosphere at their work place. The first, second and third factors are labeled as extrinsic motivational cues, intrinsic motivational cues and social motivational cues, respectively.

Factor analysis of organizational commitment

The rotated component matrices entailing the estimated R values for the organizational commitment component of the model are shown in [Table VII](#) below.

As it is shown in [Table VII](#) above, 11 items had factor loadings greater than 0.7, yielding a three-factor solution. The first factor contained four items (items 3, 4, 6 and 14), emphasizing on economic goal attainment and individual excellence as attributes of commitment. The second factor contained four items (items 7, 8, 9, 10 and 15), which relate to employees' sincerity with their jobs. The third factor contained two items (items 1 and 2), which relate to employees' assessment of their levels of commitment to their organizations. The first, second and third factors are labeled as excellence, sincerity and attachment, respectively.

Items	R values		
	C1	C2	C3
1. Organizational policies and practices toward employees	0.588	0.161	0.463
2. Ways that layoffs and transfers are avoided in my job	0.618		0.152
3. Ways my co-workers get along with each other	0.409		0.612
4. Ways the organization system treats its employees	0.705	0.275	0.364
5. Opportunities for advancement in the organization	0.733	0.353	0.117
6. Amount of pay for the work I do	0.729	0.292	
7. Ways promotions are given out in this organization	0.760	0.244	0.279
8. Routine in my work	0.756	0.431	0.260
9. Physical surroundings where I work	0.375	0.178	0.484
10. Pleasantness of the social working conditions	0.157	0.189	0.702
11. Ways my supervisor and I understand each other		0.303	0.605
12. Way employees are noticed by managers when they do good jobs	0.366	0.568	0.445
13. Ways managers handle employees complaints	0.277	0.645	0.342
14. Ways managers train employees	0.376	0.765	
15. Management's commitment towards staff continual development	0.366	0.723	0.152
16. Ways managers delegate work to staff members		0.771	0.234
17. Credit I get from supervisors for the work I do	0.116	0.484	0.509

Table VI.
Rotated component matrix showing regression estimates of employee job satisfaction items

Table VII.
Rotated component matrix showing regression estimates of organizational commitment items

Items	R values		
	C1	C2	C3
1. I am committed to the future success of the firm	0.106	0.205	0.778
2. Extent to which I see myself as committed to the firm is high	0.129	0.345	0.750
3. I get a feeling of accomplishment from the job	0.721	0.393	0.370
4. Firm's economic system maximizes employees' commitment	0.724	0.233	0.266
5. I get praise for doing a good job	0.610		0.437
6. The pursuit of individual goals is encouraged in the firm, even if this is at the expense of group loyalty	0.754		0.165
7. I am committed towards providing good services to the firm's customers		0.751	0.213
8. My job commitment contributes to the firm's performance		0.700	0.316
9. I have the chances to advance in my position	0.468	0.746	0.393
10. I do my job without feeling that I am cheating on the firm	0.215	0.736	0.126
11. The work I do in the firm makes use of my abilities	0.356	0.552	0.301
12. Staff layoffs and transfers are avoided in my firm	0.687		
13. My pay compares in equal measures with that of employees in other firms	0.667	0.274	-0.287
14. My firm treats its employees very well	0.788	0.390	
15. I am able to do my job without feeling it is morally wrong	0.290	0.741	

Factor analysis of organizational performance

The rotated component matrices entailing the estimated *R* values for the organizational performance component of the model are shown in [Table VIII](#) below.

As it is shown in [Table VIII](#) above, all the four items had factor loadings greater than 0.7, yielding a one-factor solution, which reflects productivity.

Confirmatory factor analyses for model components

The characteristics of the respective components in the conceptual model ([Figure 1](#)) derived from factor analyses are shown in [Figure 2](#) below.

Confirmatory factor analysis (CFA) was conducted using the AMOS-based SEM approach for each of the proposed model's components to assess the models' goodness of fit.

Confirmatory factor analyses for the national culture component

The factor loading (i.e. standardized regression) estimates for the indicators of national culture (latent variable) are shown in [Table IX](#) below.

Table VIII.
Rotated component matrix showing regression estimates of organizational performance items

Items	Component R values
1. Sales growth	0.761
2. Profitability/ROI	0.802
3. Quality of bank products and services	0.807
4. Employee satisfaction	0.727
5. Overall organizational performance	0.799

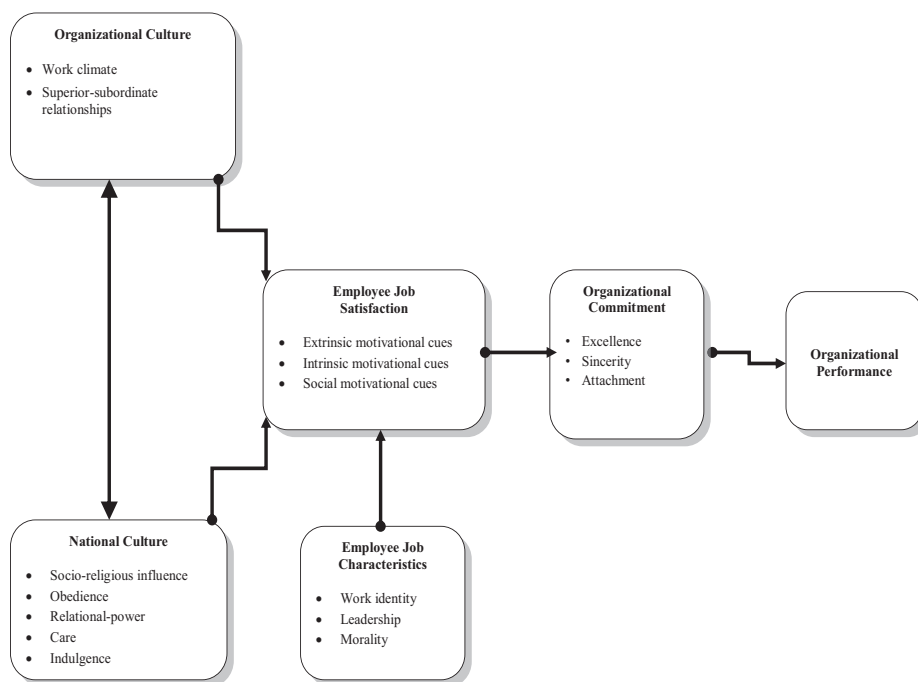


Figure 2. A conceptualized model showing the characteristics of organizational culture, employee job satisfaction, job characteristics and organizational commitment

Indicator variables	Indicator label in model	Standardized regression estimate (<i>R</i>)	Squared multiple correlation (<i>R</i> ²)
Ghanaians love good life and enjoyment	DQ1	0.171	0.029
Work practices within the bank are influenced by Ghanaian culture	DQ6	0.349	0.122
The bank's customer services are influenced by Ghanaian culture	DQ7	0.338	0.115
Ghanaians take good care of each other	DQ8	0.417	0.174
A good subordinate in a Ghanaian company must avoid actions that may surprise or embarrass his/her boss, even if these actions are in the interest of the bank	DQ9	0.500	0.250
A good relationship is power in Ghana	DQ12	0.392	0.154
In Ghana, it is sensible to fear the threats of "juju" from one's colleagues and subordinates when one is taking management decisions	DQ16	0.572	0.327
In Ghana, family obligations must be given high priority even in managerial decision making	DQ17	0.488	0.238

Table IX. Standardized regression estimate (factor loading) from latent variable (national culture) to indicator variables

Though the listed items in [Table IX](#) above were previously identified from the SPSS-based factor analysis for predicting national culture (see [Table III](#)), estimation from the SEM analysis showed that all indicator variables have factor loadings below 0.7. In this regard, therefore, all the indicators could be projected as non-effective indicators of national culture influence in retail banks in Ghana. Based on this finding, the national culture component of the conceptual model proposed in this study ([Figure 1](#)) becomes non-effective and thus redundant.

Confirmatory factor analyses for organizational culture component

The factor loadings for the indicators of organizational culture (latent variable) are highlighted in [Table X](#) below.

Though the listed items in [Table X](#) above were previously identified from the SPSS-based factor analysis for predicting organizational culture ([Table IV](#)), estimation from the SEM analysis showed that only two indicator variables have factor loadings above 0.7, and as such, are effective indicators of organizational culture influence in retail banks in Ghana. These factors are CQ10 – the bank's policies and practices are fair toward employees ($R = 0.740, R^2 = 0.547$) – and CQ16 – promotions are fairly given out in the bank ($R = 0.729, R^2 = 0.531$).

Confirmatory factor analyses for employee job satisfaction component

The factor loadings for the indicators of employee job satisfaction (latent variable) are highlighted in [Table XI](#) below.

Though, the listed items in [Table XI](#) above were previously identified from the SPSS-based factor analysis for predicting job satisfaction ([Table V](#)), estimation from the

Indicator variables	Indicator label in model	Standardized regression estimate (R)	Squared multiple correlation (R^2)
Employees receiving instructions they do not agree with, but usually conform to it without dissent	CQ1	0.343	0.118
Older managers feeling threatened by younger, competent colleagues	CQ2	0.265	0.070
Managers not encouraging employees' undertaking of personal initiatives and risk-taking	CQ3	0.261	0.068
People are usually employed on the basis of their relationships with the bank's managers	CQ5	0.279	0.078
The bank's policies and practices are fair toward employees	CQ10	0.740	0.547
A good subordinate must respect his boss in Ghana	CQ13	0.290	0.084
The amount of pay employees receive matches the work they do	CQ15	0.649	0.421
Promotions are fairly given out in the bank	CQ16	0.729	0.531
The bank's working condition is very pleasant	CQ17	0.666	0.444

Table X. Standardized regression estimate (factor loading) from latent variable (organizational culture) to indicator variables

SEM analysis showed that only four indicator variables have factor loadings above 0.7, and thus are effective indicators of employee job satisfaction influence in retail banks in Ghana. These factors are FQ4 – the way the bank’s system treats its employees ($R = 0.718, R^2 = 0.516$); FQ5 – opportunities for advancement in the bank ($R = 0.783, R^2 = 0.613$); FQ7 – the way promotions are given out in the bank ($R = 0.846, R^2 = 0.715$); and FQ8 – the routine in employees’ work ($R = 0.712, R^2 = 0.507$).

Confirmatory factor analyses for job characteristics component

The factor loadings for the indicators of employee job characteristics (latent variable) are highlighted in Table XII below.

Though the listed items in Table XII above were previously identified from the SPSS-based factor analysis for predicting job characteristics (Table VI), estimation from the SEM analysis showed that only two indicator variables have factor loadings above 0.7, and thus are effective indicators of employee job characteristics influence in retail banks in Ghana. These factors are EQ9 employees have the chance to do their job without feeling they are cheating someone ($R = 0.730, R^2 = 0.533$) and EQ11 employees have the chance to do things for other people ($R = 0.700, R^2 = 0.489$).

Confirmatory factor analyses for organizational commitment component

The factor loadings for the indicators of organizational commitment (latent variable) are highlighted in Table XIII below.

Though the listed items in Table XIII above were previously identified from the SPSS-based factor analysis for predicting organizational commitment (see Table VII), estimation from the SEM analysis showed that only two indicator variables have factor loadings above 0.7, and thus are effective indicators of organizational commitment influence in retail banks in Ghana. These factors are:

- GQ3 – employee getting a feeling of accomplishment from the job ($R = 0.727, R^2 = 0.528$);
- GQ4 – bank’s economic system maximizes employees’ commitment ($R = 0.710, R^2 = 0.504$);

Indicator variables	Indicator label in model	Standardized regression estimate (R)	Squared multiple correlation (R^2)
The way the bank’s system treats its employees	FQ4	0.752	0.566
Opportunities for advancement in the bank	FQ5	0.735	0.540
Amount of pay employees receive for the work they do	FQ6	0.646	0.418
The way promotions are given out in the bank	FQ7	0.757	0.573
The routine in employees’ work	FQ8	0.721	0.520
The pleasantness of the social working conditions	FQ10	0.514	0.264
The way managers train employees	FQ14	0.682	0.465
Management commitment to the continual development of staff	FQ15	0.683	0.469
The way managers delegate work to staff	FQ16	0.563	0.317

Table XI.
Standardized regression estimate (factor loading) from latent variable (employee job satisfaction) to indicator variables

Table XII.
Standardized regression estimate (factor loading) from latent variable (employee characteristics) to indicator variables

Indicator variables	Indicator label in model	Standardized regression estimate (<i>R</i>)	Squared multiple correlation (<i>R</i> ²)
Employees are able to do job without feeling it are morally wrong	EQ1	0.427	0.183
Employees have the chance to do their job without feeling they are cheating someone	EQ9	0.826	0.576
Employees have the chance to be important in the eyes of others	EQ10	0.582	0.339
Employees have the chance to do things for other people	EQ11	0.759	0.683
Employees have the chance to tell people what to do	EQ12	0.540	0.292
Employees have the chance to be responsible for the work of others	EQ13	0.408	0.166
Employees have the chance to tell others what to do	EQ14	0.562	0.316

Table XIII.
Standardized regression estimate (factor loading) from latent variable (organizational commitment) to indicator variables

Indicator variables	Indicator label in model	Standardized regression estimate (<i>R</i>)	Squared multiple correlation (<i>R</i> ²)
Employees' commitment to the future success of the bank	GQ1	0.490	0.240
Extent to which employees see their commitments to the bank as high	GQ2	0.569	0.323
Employee getting a feeling of accomplishment from the job	GQ3	0.727	0.528
Bank's economic system maximizing employees' commitment	GQ4	0.710	0.504
Encouraging the pursuit of individual goals in the bank, even if this is at the expense of group loyalty	GQ6	0.469	0.220
Employee commitment towards providing good services to the bank's customers	GQ7	0.449	0.202
Contribution of employee's job commitment to organizational performance	GQ8	0.537	0.288
Employees having the chances to advance in their positions	GQ9	0.759	0.575
Employees doing their jobs without feeling that they are cheating on the bank	GQ10	0.619	0.384
The bank treats its employees very well	GQ14	0.711	0.505
Employees are able to do their jobs without feeling it is morally wrong	GQ15	0.630	0.397

- GQ9 – employees having chances to advance in their positions ($R = 0.759, R^2 = 0.575$); and
- GQ14 – the bank treats its employees very well ($R = 0.711, R^2 = 0.505$).

Confirmatory factor analyses for organizational performance component

The factor loadings for the indicators of organizational performance (latent variable) are highlighted in Table XIV below.

Though the listed items in Table XIV above were previously identified from the SPSS-based factor analysis for predicting organizational commitment (Table VIII), estimation from the SEM analysis showed that only four indicator variables have factor loadings equal to or above 0.7, and thus are effective indicators of organizational commitment influence in retail banks in Ghana. These factors are HQ1 – sales growth ($R = 0.700, R^2 = 0.490$); HQ2 – profitability/ROI ($R = 0.739, R^2 = 0.561$); HQ3 – quality of bank products and services ($R = 0.749, R^2 = 0.606$); and HQ5 – overall organizational performance ($R = 0.742, R^2 = 0.551$).

Structural analysis of model's goodness of fit

Derivations from the CFA of the model components identified the requisite indicators that have significant relationships with their respective latent variables. Out of the six latent variables that were subjected to CFA, only national culture had all its tested indicators being non-significant. The remaining five latent variables (organizational culture, employee characteristics, job satisfaction, organizational commitment and organizational performance) had identifiable factors, indicating significant predictive relationships. These five latent variables are incorporated in the conceptual model (recall: Figure 1) to yield the re-conceptualized structural model shown in Figure 3 below.

The indicator labels in this model are shown in Table XV below.

Structural analysis was then conducted to determine the model fit of the re-conceptualized structural model by using AMOS software. The indicator fit in this model is interpreted from the perspective of Schumacker and Lomax (2004) that estimated indicator loadings on the latent variable must be 0.7 or higher. The criteria used to establish model fit among the respective latent variables include CMIN, CFI and RMSEA.

The standardized model-fits generated by AMOS software for the re-conceptualized structural model entailing latent variables and their indicator variables are shown in Figure 4 below. The model fit summary is also shown in Table XVI below.

Indicator variables	Indicator label in model	Standardized regression estimate (R)	Squared multiple correlation (R^2)	Table XIV. Standardized regression estimate (factor loading) from latent variable (organizational performance) to indicator variables
Sales growth	HQ1	0.700	0.484	
Profitability/ROI	HQ2	0.739	0.547	
Quality of bank products and services	HQ3	0.749	0.561	
Employee satisfaction	HQ4	0.644	0.415	
Overall organizational performance	HQ5	0.742	0.551	

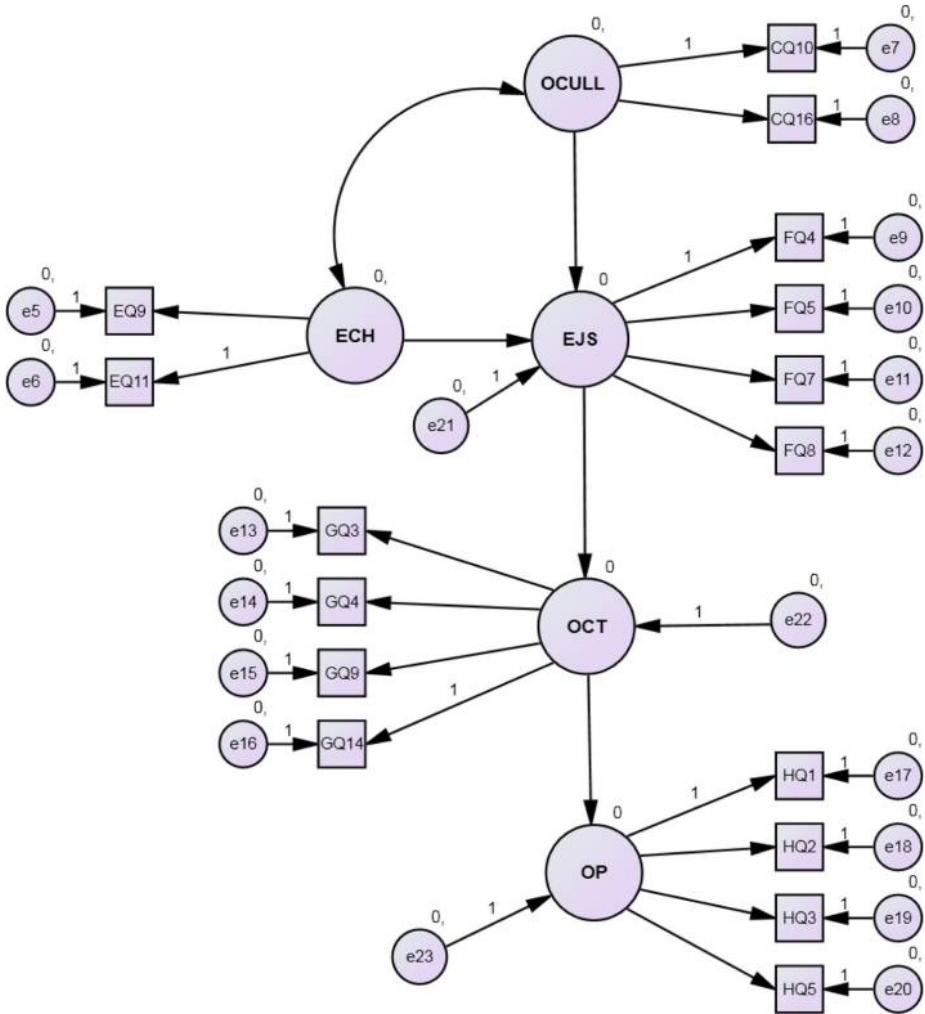


Figure 3. AMOS-generated path diagram for the re-conceptualized structural model showing relationships between organizational culture, employee characteristics, job satisfaction and organizational commitment and organizational performance

As it is highlighted in Figure 4 above, the hypothetical relationship among six (five) latent variables along with their respective indicator variables and predictive indicators were tested per the data collected, and a minimum was achieved for the structural model. Based on the goodness of fit statistics shown in Table XVI above, it is evident that the overall model fit appears quite good. This is because the estimated χ^2 of 320.295 (df = 99) has a probability level of 0.000, which is smaller than the 0.05 used by convention. Thus, the null hypothesis that the model fits the data is rejected. Additionally, the estimated RMSEA value of 0.089 is also larger than the recommended value of 0.06 (Hu and Bentler, 1999), and thus rejects the null hypothesis of a good model fit. Although the estimate for the CFI of 0.899 indicates an acceptance of the null hypothesis, it also suggests that the model fit to the data is questionable. The standardized *R* and critical

Indicator variables	Indicator label in model
<i>Organizational culture</i>	<i>OCULL</i>
The bank's policies and practices are fair toward employees	CQ10
Promotions are fairly given out in the bank	CQ16
<i>Employee characteristics</i>	<i>ECH</i>
Employees have the chance to do their job without feeling they are cheating someone	EQ9
Employees have the chance to do things for other people	EQ11
<i>Employee job satisfaction</i>	<i>EJS</i>
The way the bank's system treats its employees	FQ4
Opportunities for advancement in the bank	FQ5
The way promotions are given out in the bank	FQ7
The routine in employees' work	FQ8
<i>Organizational commitment</i>	<i>OCT</i>
Employee getting a feeling of accomplishment from the job	GQ3
Bank's economic system maximizing employees' commitment	GQ4
Employees having the chances to advance in their positions	GQ9
The bank treats its employees very well	GQ14
<i>Organizational performance</i>	<i>OP</i>
Sales growth	HQ1
Profitability/ROI	HQ2
Quality of bank products and services	HQ3
Overall organizational performance	HQ5

Table XV.
Indicator variables in
the re-conceptualized
structural model

ratio (CR) estimates obtained from AMOS is highlighted in [Table XVII](#) below. The estimates for the correlation between the latent variables are also shown in [Table XVIII](#) below.

It is observed from [Table XVII](#) above that the standardized R and CR signifying the ability of organizational culture to predict employee satisfaction ($R = 0.8$, $CR = 9.376$) are very significant. This predictiveness is reinforced by the very significant relationship ($\alpha = 0.809$, $p < 0.01$) that exists between the two latent variables, as highlighted in [Table XVIII](#) above. The ability of employee satisfaction to predict organizational commitment ($R = 0.9$, $CR = 11.150$) is also very significant. The strength of this predictiveness, as indicated in [Table XVIII](#) above, is reinforced by a very significant correlation ($\alpha = 0.870$, $p < 0.01$) between these latent variables. Similarly, the CR and factor loadings (r) of the association between organizational commitment and organizational performance ($R = 0.7$, $CR = 8.768$) show the ability of organizational commitment to predict organizational performance. This association is also shown in [Table XVIII](#) to be significant ($\alpha = 0.680$, $p < 0.05$). Although the CR s for all these three associations are very significant ($p < 0.000$), the respective factor loadings are equal to or greater than [Schumacker and Lomax's \(2004\)](#) threshold factor loading of 0.7. This, therefore, indicates the significant predictiveness of the relationships among the respective latent variables.

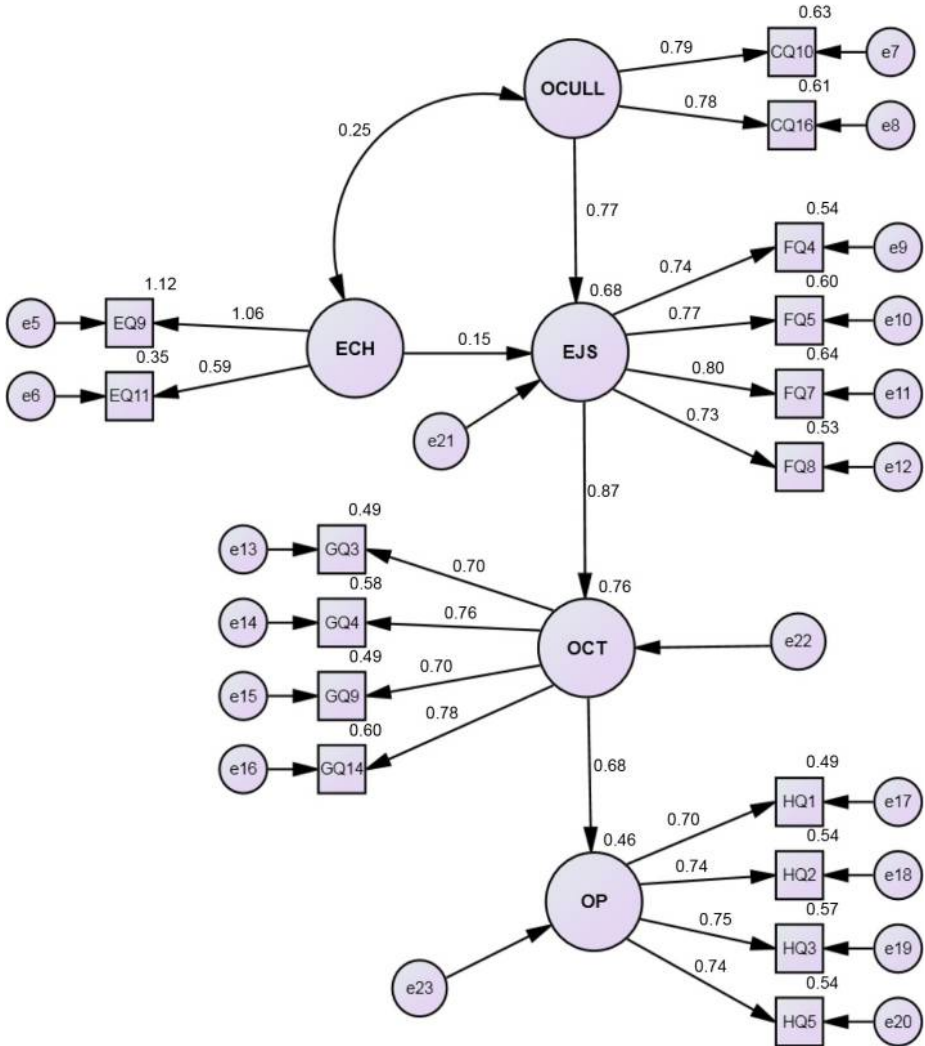


Figure 4. AMOS-generated standardized indicator loadings for relationships among organizational culture, employee characteristics, job satisfaction, organizational commitment and organizational performance in the re-conceptualized structural model

On the other hand, the *CR* and factor loading of the association between organizational culture and employee characteristics show that neither of the two can predict each other ($R = 0.3$, $CR = 2.288$). This non-predictiveness is reinforced by estimation in [Table XVIII](#) that shows that there is no correlation between the two latent variables ($\alpha = 0.255$, $p > 0.05$). The *CR* and factor loading of the association between employee characteristics and employee satisfaction shows that neither of the two latent variables can predict each other ($R = 0.2$, $CR = 2.922$). This non-predictiveness is reinforced by the

Table XVI.
Goodness fit
statistics for the re-
conceptualized
structural model

Statistics	Goodness fit	Statistical estimates	
		Default model	Independence model
Chi square estimation (CMIN)	NPAR	53	16
	CMIN	320.295	2,319.507
	DF	99	136
	P	0.000	0.000
	CMIN/DF	3.235	17.055
Baseline comparisons	NFI (Delta1)	0.862	0.000
	RFI (rho1)	0.810	0.000
	IFI (Delta2)	0.900	0.000
	TLI (rho2)	0.861	0.000
	CFI	0.899	0.000
Root mean square error of approximation (RMSEA)	RMSEA	0.089	0.239
	LO 90	0.078	0.231
	HI 90	0.100	0.000
	PCLOSE	0.248	0.000

Table XVII.
Standardized
regression weight
and critical ratio
estimates for latent
variable
relationships in the
re-conceptualized
structural model

Association	Standardized regression weight (<i>R</i>)	Standard error (<i>SE</i>)	Critical ratio (<i>CR</i>)	Probability (<i>p</i>)
EJS ← OCULL	0.8	0.071	9.376	^a
EJS ← ECH	0.2	0.074	2.922	0.003
OCT ← EJS	0.9	0.086	11.150	^a
OP ← OCT	0.7	0.061	8.768	^a
OCULL ↔ ECH	0.3	0.041	2.228	0.026

Note: ^aVery significant**Table XVIII.**
Correlation estimates
for the latent
variables in the re-
conceptualized
structural model

	ECH	OCULL	EJS	OCT	OP
ECH	1.000				
OCULL	0.255	1.000			
EJS	0.346	0.809**	1.000		
OCT	0.301	0.704**	0.870**	1.000	
OP	0.205	0.479	0.592*	0.680*	1.00

Notes: **Very significant $p < 0.01$; *significant $p < 0.05$

observation in [Table XVIII](#) that no correlation exists between the two latent variables ($\alpha = 346, p > 0.05$). Although the *CR*s in both cases are not significant, the factor loadings are also lower than [Schumacker and Lomax's \(2004\)](#) threshold factor loading of 0.7. This, therefore, indicates that the latent variables organizational culture and employee characteristics do not predict each other. Similarly, employee characteristics do not predict employee job satisfaction.

Although the re-conceptualized model did not test the predicative associations between organizational culture and organizational commitment as well as between

involvement in decision-making processes compared with other sectors of the economy. Thus, statements such as the way the bank's system treats its employees, the way promotions are given out in the bank, the nature of employees' work and the way managers notice employees when they do good jobs are reflections of the cultures of individual banks and are among the items that show a strong predictive value of job satisfaction within the banks. The results are, therefore, consistent with some previous studies (Cordes *et al.*, 2010). Organizational cultural scholars have suggested that dynamic industry cultures can help mold individual employees' perception of their responsibilities over time, providing them with repertoires of meaningful interaction with other members of their organizations (Martin, 1992). These repertoires of behavior may be unique to the industry and help define its boundary within the ambient culture (Sackmann, 1992). The findings are also consistent with the predictions forwarded in the job characteristics theory (Hackman and Oldham, 1975), as well as the role theory (Katz and Kahn, 1978). As noted above, Hackman and Oldham (1975) expect the significance, identity, variety and autonomy of tasks that employees perform and the nature of feedback they receive from their managers to influence their job satisfaction.

In sum, the study reinforces the general understanding in HRM that the way a job is done, the speed, care, innovation and style of job delivery are critical to employees' job satisfaction and organizational commitment (Gittell, 2000; Wallace *et al.*, 2011). It, therefore, holds some implications for HRM strategies in Ghanaian retail banks. For example, organizations that allow their employees an elbow room in the job will tend to have satisfied and committed employees. High-growth industries seem to have an advantage here, as the level of complexity of even routine tasks can be surprisingly high simply because of the dynamics of the operational environment. Employees unconsciously make minor adjustments in their routine tasks to satisfy their customers, thereby experiencing the joy that a satisfied customer brings to them. Furthermore, Sheard *et al.* (2009) argue that role clarity is important when employees are expected to work together in a cooperative and complimentary manner; it helps them to sharpen their expectations and anticipate how others will react to their behaviors. This implies that managers must put in place structures and procedures that clearly specify the scope of responsibilities of employees within high-growth industries characterized by rapidly changing business environments.

Building further on the existing knowledge in the management literature, it can be argued that the larger the number of committed employees there are in a bank, the more effective they are likely to be in influencing other employees and in raising their level of commitment. The underlying argument is that if many employees exhibit commitment in their communication and behavior, many more employees will pay attention and act likewise. Thus, although many of the employees in the current study appear to be committed, policies must be designed to increase the number of committed employees in individual banks, because such employees stand to contribute positively toward their banks attainments of increased organizational performances.

Furthermore, sustaining the level of job satisfaction and commitment of new and talented employees requires deliberate and balanced strategies of matching their competencies with tasks. They must be gradually introduced to new and complex tasks so that they experience personal success on the job, and thereby feel good about themselves. As managers get to know them better and can more confidently assess their

skill levels, the managers can gradually increase the challenges to keep the employees excited about their work.

In terms of future research, it must be noted that the sample of the current study was drawn from a single sub-sector of the Ghanaian economy – retail banks. Replications and extensions of the study in different sectors that are experiencing high growth will help test the robustness and generalizability of the findings of this study. In addition to this, comparisons between high-growth and non-growth companies should help determine whether growth itself creates tensions between organizational and national cultures on one hand and employees' expectations and emotional response patterns on the other. Finally, it will be purposeful to conduct cross-national comparative studies in different parts of Africa to explore the potential impacts of organizational growth poles on the national cultures of the continent.

In terms of methodology, future researchers in this field may consider conducting longitudinal studies to establish causal relationships among the study variables. This may require a series of face-to-face interviews together with the analysis of company documents. Some scholars have suggested the use of a combination of quantitative and qualitative studies for such investigations. Qualitative studies may help better clarify the special characteristics of HRM practices and their rationale, whereas quantitative studies may help uncover the causal relationships between the variables (Tsai *et al.*, 2007; Kuada, 2012).

Conclusions

The present research provides empirical evidence to support that the links between organizational culture, employee job satisfaction and organizational commitment contribute to organizational performance in high-growth industries in an African economy. It also suggests that organizational cultures of such industries may not necessarily reflect the dominant values of the culture of the ambient society. Furthermore, the study supports the adoption of organizational culture, employee job satisfaction, employee job characteristics and employee organizational commitment items found in the mainstream literature in a developing country context. Building on the findings, it is argued that it is not enough for companies to have good HRM policies. The degree of attention that managers pay to the HRM policies (i.e. enact the policies in practice) has a crucial impact on the degree of satisfaction that employees experience on their jobs and the commitment they will show toward the attainment of organizational performance.

References

- Adam, A.M., Agyapong, D. and Asante, S. (2011), "Bank competition, stock market and economic growth in Ghana", *International Journal of Business Administration*, Vol. 2 No. 4, pp. 33-41.
- Allaire, Y. and Firsirotu, M. (1984), "Theories of organizational culture", *Organization Studies*, Vol. 5 No. 3, pp. 193-226.
- Allen, F. (1990), "The market for information and the origin of financial intermediaries", *Journal of Financial Intermediation*, Vol. 1, pp. 3-30.
- Andreassi, K.J., Lawter, L., Brockerhoff, M. and Rutigliano, P.J. (2014), "Cultural impact of human resource practices on job satisfaction", *Cross Cultural Management*, Vol. 21 No. 1, pp. 55-77.
- Aryee, S. and Heng, L.J. (1990), "A note on the applicability of an organizational commitment model", *Work and Occupations*, Vol. 17 No. 2, pp. 229-239.

- Benkhoff, B. (1997), "Disentangling organizational commitment: the changes of the OCQ for research and policy", *Personnel Review*, Vol. 26 No. 1, pp. 114-120.
- Bhuiyan, S.N. and Menguc, B. (2002), "An extension and evaluation of job characteristics, organizational commitment and job satisfaction in an expatriate, guest worker, sales setting", *The Journal of Personal Selling & Sales Management*, Vol. 22 No. 1, pp. 1-11.
- Blankson, C., Cheng, J.M.-S. and Spears, N. (2007), "Determinants of bank selection in USA, Taiwan and Ghana", *International Journal of Bank Marketing*, Vol. 25 No. 7, pp. 469-489.
- Bonaccorsi di Patti, E. and Dell'Araccia, G. (2004), "Bank competition and firm creation", *Journal of Money, Credit, and Banking*, Vol. 36 No. 2, pp. 225-252.
- Boyd, J.H. and Prescott, E.C. (1986), "Financial intermediary-coalitions", *Journal of Economics Theory*, Vol. 38 No. 2, pp. 211-232.
- Bushra, F., Usman, A. and Naveed, A. (2011), "Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore, Pakistan", *International Journal of Business and Social Science*, Vol. 2 No. 18, pp. 261-267.
- Cetorelli, N. and Gambera, M. (2001), "Banking market structure, financial dependence, and growth: international evidence from industry data", *Journal of Finance*, Vol. 106 No. 2, pp. 617-648.
- Cetorelli, N. and Strahan, P. (2006), "Finance as a barrier to entry: bank competition and industry structure in local US Markets", *Journal of Finance*, Vol. 61 No. 1, pp. 437-461.
- Claessens, S. and Laeven, L. (2005), "Financial dependence, banking sector competition, and economic growth", *World Bank Policy Research Working Paper 3481* (Online 2010: *Journal of the European Economic Association*, Vol. 3 No. 1, pp. 179-207).
- Cordes, C., Richerson, P.J. and Schewesinger, G. (2010), "How corporate cultures co-evolve with the business environment: the case of firm growth crises and industry evolution", *Journal of Economic Behavior and Organization*, Vol. 76 No. 3, pp. 465-480.
- Davenport, T. (1993), *Process Innovation: Reengineering Work through Information Technology*, Harvard Business School Press, Boston, MA.
- Di Stefano, C., Zhu, M. and Mindrilă, D. (2009), "Understanding and using factor scores: considerations for the applied researcher", *Practical Assessment, Research and Evaluation*, Vol. 14 No. 20, available at: <http://pareonline.net/getvn.asp?v=14&n=20> (accessed 16 August 2014).
- Elangovan, A.R. (2001), "Casual ordering of stress, satisfaction and commitment, and intention to quit: a structural equation analysis", *Leadership and Organization Development Journal*, Vol. 22 No. 4, pp. 159-165.
- Field, A.P. (2005), *Discovering Statistics Using SPSS*, Sage, London.
- Gittell, J.H. (2000), "Organizing work to support relational co-ordination", *International Journal of Human Resource Management*, Vol. 11, pp. 517-539.
- Godard, J. and Delaney, J.T. (2000), "Reflections on the 'high performance' paradigm's implications for industrial relations as a field", *Industrial and Labor Relations Review*, Vol. 53, pp. 482-502.
- Gordon, G.G. and Di Tomaso, N. (1992), "Predicting corporate performance from organizational culture", *Journal of Management Studies*, Vol. 29 No. 6, pp. 783-798.
- Greenwood, J. and Jovanovic, B. (1990), "Financial development, growth, and the distribution of income", *Journal of Political Economy*, Vol. 98 No. 5, pp. 1076-1107.
- Gullestrup, H. (2006), *Cultural Analysis: Towards Cross-Cultural Understanding*, Aalborg University Press, Aalborg.
- Hackman, J.R. and Oldham, G.R. (1975), "Development of the job diagnostic survey", *Journal of Applied Psychology*, Vol. 60 No. 2, pp. 159-170.

- Hackman, J.R. and Oldham, G.R. (1980), *Work Redesign*, Addison-Wesley, Reading, MA.
- Harris, M. (1997), *Culture, People, Nature: An Introduction to General Anthropology*, Allyn & Bacon, Boston, MA.
- Harrison, J.R. and Carroll, G.R. (1991), "Keeping the faith: a model of cultural transmission in formal organizations", *Administrative Science Quarterly*, Vol. 36, pp. 552-582.
- Hatch, M.J. (1993), "The dynamics of organizational culture", *The Academy of Management Review*, Vol. 18 No. 4, pp. 657-693.
- Hofstede, G. (1980), *Culture's Consequences: International Differences in Work-Related Values*, Sage, London.
- Hofstede, G. (1991), *Cultures and Organizations: Software of the Mind*, McGraw-Hill Book Company, London.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (2004), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, Sage, Thousand Oaks, CA.
- Hu, L. and Bentler, P.M. (1999), "Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives", *Structural Equation Modeling*, Vol. 6 No. 1, pp. 1-55.
- Huang, X. and Van de Vliert, E. (2003), "Where intrinsic job satisfaction fails to work: national moderators of intrinsic motivation", *Journal of Organizational Behavior*, Vol. 24 No. 2, pp. 159-179.
- Hunt, S.D., Chonko, L.B. and Wood, V.R. (1985), "Organizational commitment and marketing", *Journal of Marketing*, Vol. 49, pp. 112-126.
- Isshaq, Z. and Bokpin, G.A. (2012), "Expansion and efficiency in banking: evidence from Ghana", *Managerial and Decision Economics*, Vol. 33, pp. 19-28.
- Kashyap, A.K., Raguram, G.R.G. and Stein, J.C. (2002), "Banks as liquidity providers: an explanation for the co-existence of lending and deposit-taking", *Journal of Finance*, Vol. 57 No. 1, pp. 33-73.
- Katz, D. and Kahn, R.L. (1978), *The Social Psychology of Organizations*, Wiley, New York, NY.
- King, R.G. and Levine, R. (1993), "Finance and growth: Schumpeter might be right", *Quarterly Journal of Economics*, Vol. 108, pp. 717-738.
- Krogh, G. and Cusumano, M. (2002), "Three strategies for managing fast growth", *Sloan Management Review*, Vol. 42 No. 2, pp. 53-61.
- Kuada, J. (1994), *Managerial Behavior in Ghana and Kenya: A Cultural Perspective*, Aalborg University Press, Aalborg.
- Kuada, J. (2012), *Research Methodology: A Project Guide for University Students – Frederiksberg, Samfundslitteratur*, Aalborg University Press, Aalborg.
- Laschinger, H. (2001), "The impact of workplace commitment, organizational trust on staff nurses' work satisfaction and organizational commitment", *Health Care Management Review*, Vol. 26 No. 3, pp. 7-24.
- Livingstone, L.P., Roberts, J.A. and Chonko, L.B. (1995), "Perceptions of internal and external equity as predictors of outside salespeople", *The Journal of Personal Selling and Sales Management*, Vol. 15 No. 2, pp. 33-46.
- Locke, E.A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1293-1349.
- Loveman, G.W. (1998), "Employee satisfaction, customer loyalty, and financial performance: an empirical examination of the service profit chain in retail banking", *Journal of Service Research*, Vol. 1 No. 1, pp. 18-31.
- Martin, J. (1992), *Cultures in Organizations: Three Perspectives*, Oxford University Press, Oxford.

- Maxham, J.G., Netemeyer, R.G. and Lichtenstein, D.R. (2008), "The retail value chain: linking employee perception to employee performance, customer evaluations and store performance", *Marketing Science*, Vol. 27 No. 2, pp. 147-167.
- Mazrui, A. (1980), *The African Condition*, Heinemann, London.
- Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1, pp. 61-89.
- Mitchener, K.J. and Wheelock, D.C. (2012), "Does the structure of banking markets affect economic growth? Evidence from US State banking markets", Working Paper 2010-004E, Federal Reserve Bank of St. Louis, available at: <http://research.stlouisfed.org/wp/2010/2010-004.pdf> (accessed August 2012).
- Mowday, R.T., Porter, L.W. and Steers, R.M. (1982), *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*, Academic Press, New York, NY.
- Narteh, B. and Kuada, J. (2014), "Customer satisfaction with retail banking services in Ghana", *Thunderbird International Business Review*, Vol. 56 No. 4, pp. 353-371.
- Narteh, B. and Owusu-Frimpong, N. (2010), "Customer knowledge and choice criteria in retail bank selection in Ghana", *Proceedings of the 11th Annual Conference of the International Academy of African Business and Development, University of Lagos, Lagos*, pp. 544-551.
- Nyambegera, S.M., Sparrow, P.R. and Daniels, K. (2000), "The impact of cultural value orientations on individual HRM preferences in developing countries", *International Journal of Human Resource Management*, Vol. 11 No. 4, pp. 639-663.
- Okpara, J.O. and Wynn, P. (2007), "The effect of culture on job satisfaction and organizational commitment: a study of information system managers in Nigeria", *African Journal of Business and Economic Research*, Vol. 2 Nos 2/3, pp. 9-36.
- Owusu-Frimpong, N. (2001), "An evaluation of marketing practices in banks in Ghana", *Journal of African Business*, Vol. 2 No. 3, pp. 75-91.
- Rajan, R.G. and Zingales, L. (1998), "Financial dependence and growth", *American Economic Review*, Vol. 88 No. 3, pp. 559-586.
- Russ, F.A. and McNeilly, K.M. (1995), "Links among satisfaction, commitment, and turnover intentions: the moderating effect of experience, gender and performance", *Journal of Business Research*, Vol. 34 No. 1, pp. 57-65.
- Sackmann, S.A. (1992), "Culture and subcultures: an analysis of organizational knowledge", *Administrative Science Quarterly*, Vol. 37 No. 1, pp. 140-161.
- Saffold, G. (1988), "Culture traits, strength, and organizational performance: moving beyond strong culture", *Academy of Management Review*, Vol. 13 No. 4, pp. 546-558.
- Schein, E.H. (1988), *Organizational Culture and Leadership*, Jossey-Bass, San Francisco, CA.
- Schumacker, R.E. and Lomax, R.G. (2004), *A Beginner's Guide to Structural Equation Modeling*, Lawrence Erlbaum, Mahwah, NJ.
- Sheard, A.G. and Kakabadse, A.P. (2007), "A role-based perspective on leadership as a network of relationships", *Journal of Management Development*, Vol. 26 No. 4, pp. 331-352.
- Sheard, A.G., Kakabadse, A.P. and Kakabadse, N.K. (2009), "Role as a mechanism for rotating leadership in a group", *Journal of Management Development*, Vol. 28 No. 6, pp. 542-549.
- Shields, M.A. and Ward, M. (2001), "Improving nurse retention in the National Health Service in England: the impact of job satisfaction on intention to quit", *Journal of Health Economics*, Vol. 20, pp. 677-701.
- Shoemaker, M.E. (1999), "Leadership practices in sales managers associated with self-efficacy, role clarity, and job satisfaction of individual industrial salespeople", *The Journal of Personal Selling and Sales Management*, Vol. 19 No. 4, pp. 1-19.

- Smircich, L. (1983), "Concepts of culture and organizational analysis", *Administrative Science Quarterly*, Vol. 28 No. 3, pp. 339-358.
- Sneed, J. and Herman, C.M. (1990), "Influence of job characteristics and organizational commitment on job satisfaction of hospital foodservice employees", *Journal of the American Dietetic Association*, Vol. 90 No. 8, pp. 1072-1083.
- Sørensen, J.B. (2002), "The strength of corporate culture and the reliability of firm performance", *Administrative Science Quarterly*, Vol. 47, pp. 70-91.
- Spector, P.E. (1997), *Job Satisfaction: Application, Assessment, Cause, and Consequences*, Sage, Thousand Oaks, CA.
- Tabachnick, B.G. and Fidell, L.S. (2001), *Using Multivariate Statistics*, Pearson, Needham Heights, MA.
- Trompenaars, F. and Hampden-Turner, C. (1997), *Riding the Waves of Culture: Understanding Cultural Diversity in Business*, Nicholas Brealey Publishing Limited, London.
- Tsai, J.L., Louie, J.Y., Chen, E.E. and Uchida, Y. (2007), "Learning what feelings to desire: socialization of ideal affect through children's storybooks", *Personality and Social Psychology Bulletin*, Vol. 33, pp. 17-30.
- Wallace, E., de Chernatony, L. and Buil, I. (2011), "How leadership and commitment influence bank employees' adoption of their bank's values", *Journal of Business Ethics*, Vol. 101 No. 3, pp. 397-414.
- Weiss, D.J., Dawis, R.V., England, G.W. and Lofquist, L.H. (1967), *Manual for Minnesota Satisfaction Questionnaire*, University of Minnesota, Minneapolis, MN.
- Weiss, H.M. (2002), "Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences", *Human Resource Management Review*, Vol. 12 No. 2, pp. 173-194.

About the authors

Dr Mohammed-Aminu Sanda is Senior Lecturer at the Department of Organization and Human Resource Management, University of Ghana Business School. He is also Adjunct Professor of Human Work Science at the Department of Business Administration, Technology, and Social Science, Luleå University of Technology in Sweden with an interest in the use of organizational activity theorization to understand the complexities of organizational change and management issues in organizations. Since 2007, he has developed, taught and administered graduate and undergraduate courses in human resource management, organizational behavior and management, strategic management, human relations in organizations and organizational change and management. Mohammed-Aminu Sanda is the corresponding author and can be contacted at: msanda@ug.edu.gh

Professor John Kuada is Grundfos Chair Professor in International Business and Intercultural Management at the Department of Business Studies, Aalborg University, Denmark, since April 2008. Since 1976, he has developed, taught and administered graduate and undergraduate courses and programs in managerial economics, organization and strategic management, intercultural management, international business, marketing and export management, business-to-business marketing, market research and business research methods in several European and African universities. Since 1994, he has served as a program coordinator of the MSc programs in International Business and International Marketing at Aalborg University.

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgroupublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com