

Organizational Cultural Practices and Employee Efficiency among Selected Nigerian Commercial Banks

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Abstract: The study examined the relationship between organizational culture and employee efficiency among commercial banks in Nigeria. Primary data was gathered by means of a self administered questionnaire. to select 223 respondents using simple random sampling technique, and out of which 218 were retrieved. the Statistical Package for the Social Sciences (SPSS) was adopted to analyze collected data. The findings revealed that organizational processes and structures were significant predictors of employee efficiency. As a result, the staff's familiarity with the organizational processes and structure, their efficiency levels. Arising from these findings, it is recommended that all bank employees should become familiar with and committed to the corporate culture. Appropriate incentives should be offered to employees. These should not be restricted to monetary rewards, but should include recognition of their performance and present opportunities to achieve individual goals and aspirations. Finally, both managers and employees should receive training to enhance efficiency.

Keywords: *Organizational culture, organizational processes, organizational structure, employee efficiency*

1. Introduction

Contemporary dynamics corporate organizations present both opportunities and challenges (Osibanjo & Adeniji, 2013). Understanding such dynamics is essential in pursuing organizational strategic objectives (Awad & Saad, 2013). An organization can improve its workers' behavior by including ethical values in its mode of operation. However, certain cultural traits might be more effective than others in enhancing competitive advantage (Barney, 2012). Corporate culture is an intangible asset which organizations use to build a reputation and to gain strategic advantage to differentiate them from other firms. Numerous studies have found that corporate culture could be predictor of performance and many researchers have empirically tested this relationship (Ojo, 2009). Organizational culture refers to the modus operandi in which an organization conducts its affairs. It is a perception of the organization which is shared and observed by all its members and reflects the characteristics that distinguish it from other organizations (Ghorbanhosseini, 2013). In addition, the content of organizational culture such as value system, beliefs and assumptions may differ from one organization to another. Awadh and Saad (2013) observed that organizational culture adapts over time to respond to dynamic changes and meet the different demands placed on an organization in its quest for competitive advantage in all its activities.

Ritchie (2000) defined supportive culture as a motivational instrument that allow firms smooth operations and also guarantee success. Consequently, it is necessary for an organization to establish an organizational culture to maintain its market position and promote continuous improvement (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014). Finally, in order to enhance employee commitment as well as staff retention, the organizational culture should be flexible to be adaptable to changing circumstances. In light of contemporary dynamic business environment, organizational structure and performance have been the subject of considerable debate. An inappropriate structure that results in low levels of employee commitment could prevent the achievement of organizational goals and objectives (Lawson, Hatch, & Desroches, 2013). While the organizational processes adopted by commercial banks are similar, the quality of the services they render to customers differs. This has raised questions about the relationship between organizational processes and employee efficiency. It is against this background that this study examined organizational culture and employee efficiency among selected Nigerian commercial banks in Ilorin metropolis. Montana and Charnov (2015), note that organizational culture is the sum of the values, customs, traditions, and meaning that establish the uniqueness of a company.

Research Objectives: The main objective of this study was to examine the impact of organizational cultural practices on employee productivity among selected commercial banks in Ilorin metropolis. The specific objectives were to:

- Explore the effect of organizational processes on employee efficiency.
- Determine whether organisational structure have significant relationship with employee's efficiency.

2. Literature Review

Employee Efficiency and Effectiveness: Cascio (2006) describe effectiveness and efficiency as important parameters utilized to measure employee's productivity. Effectiveness is used to determine the level at which employees' exhibit ethical practices consistently between their values and performance (Gordon, 2008). While efficiency dictates job specification and ways of performing employees role to accomplishment of such task (Cascio, 2006). Good communication skill that establish acceptable relationship between the stakeholder and team spirit are key factors in measuring employee performance. Cascio (2006) submitted that skills, relationship, adaptability, self motivation tolerance and innovation are performance indicators that can improve productivity among other factor Self motivation, also called self-efficacy is seen as key to sustainable business success and increase individuals' ability to generate new business idea and provide innovative and proactive solutions to business challenges (van der Westhuizen, 2016; van der Westhuizen, 2018).

Organizational Culture: Organizational culture is defined as combination of a constructs that influences employees behavior and attitude to work, such are the shared values, norms and beliefs that affect the work place (Schein, 2009). It prescribes the standards and norms of organizational behaviour (Khan, 2015). Organizational culture is described as the basic assumptions of different organizations that organizational members should embrace in their behavior pattern and attitudes (Schein, 2009). As such, it is often referred to as the mode of operation of an organization. Organizational culture reveals the founders vision and the foremost achievers of the business firm. Nelson and Quick (2011) state that culture is the relationship that exist within different group or department of an organization and the stakeholders, it control the ways and manner of which they interact, it is known as values, norms and beliefs. Defines corporate culture as: "A system of shared values and beliefs that interact with a company's people, organizational structures, and control systems to produce behavioural norms". The organizational culture lays the foundation for work and colors all aspects of the organization (Gunaraja, 2014).

Organizational culture and employee performance are related, although the exact nature of this relationship remains open to debate. Most definitions subscribe to the concept of something shared (especially values) reveals the distinct and uniqueness in the organizational values. However, Baker (2004) asserts that most organizational and corporate culture definition were not practicable thereby sees it as the sum of the verbalization of traditions. Since the emergency of the organizational culture in the twentieth century, the concept has been defined in different ways by different scholars. Organisational culture are with common features that are communicated to the employees, they are the shared values, beliefs and assumptions (Olulana, 2015). It comprises the unwritten customs, behavior pattern and beliefs that determine the fundamental parameters for managerial action. It is based on the shared history and traditions of the organization combined with current leadership values and styles. In this context, it defines methods at which business activities is been carried out, performed; and strategies for its sustainability and personal growth and success (Dave & Urich, 2011).

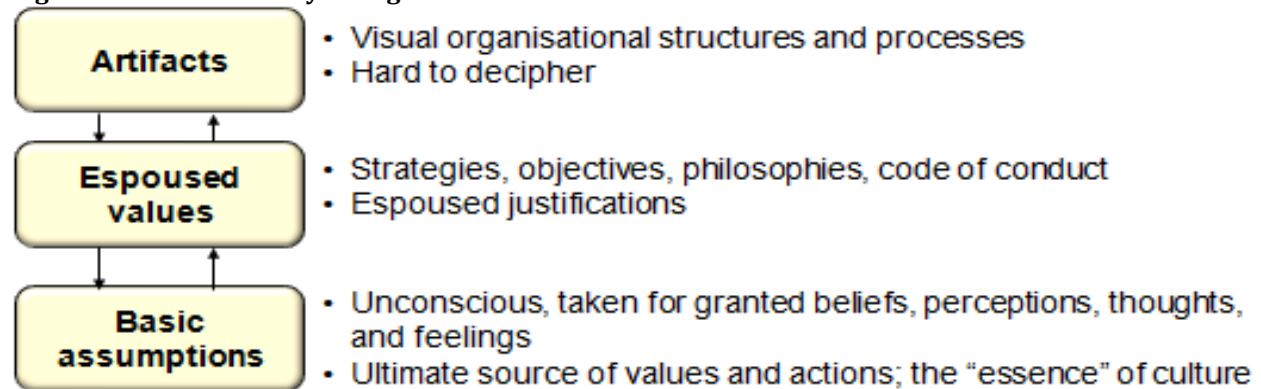
Dimensions of Organizational Culture

The Organizational Process: The organizational process involves stages in modes of operation to transform task and activities inputs to output in an organized firm (Mba, 2014). These vary and can include human capital, good communication network and materials. Vivid examples of it include new product development, employee and stakeholders satisfaction, while less obvious, but equally legitimate factors, are resource allocation and decision making (Ekra & Omondi, 2016). The processes within an organization can be classified using various criteria, including decision-making, planning, the organization's design and structure, staffing; directing, motivating and communicating, and also controlling, all of which are different but equally significant processes within an organization (Mba, 2014).

Organizational Structure: Thomas (2015) defines an organizational structure as pre-mediated or preconceived methods or ways of quality service delivery at the work place for the achievement of organizational mission and vision. Chijindu, Alaye and Gideon (2016) explained that it refers to how work are assigned and supervised. It involves giving other from the superior to subordinates for task accomplishment among members of the organization. Germain (2006) conceptualizes organizational structure as the manner at which assignment and authority are delegated through the line managers inside the organization and work ethics are employed. It is the formal system of authority relationships and tasks that control and coordinate employee action and behaviour to achieve the organization's goals (Jones, 2013). Bernd, (2007) defined organization structure as the segmentation of the workers to various task unit to enhance integration and coordination of the activities. The organizational structure adopted by companies depends on a number of factors such as the size and nature of the business, its geographical location, and the work flow, leadership style and hierarchy (Rishipal, 2014).

Schein's Theory of Organizational Culture: Schein (1991) describes how organizational culture can be used effectively by the managers to simplify the complex nature of corporate culture and to initiate interventions (Sackmann, 1992). Schein (1991) points to the role leaders play while exhibiting the principles of the corporate culture to achieve the organization's set goals. Figure 1 depicts organizational culture as interaction between interrelated cultural levels (Schein, 1991).

Figure 1: Schein's Theory of Organizational Culture



Source: Schein (1991) Adapted in Rietmann, (2013)

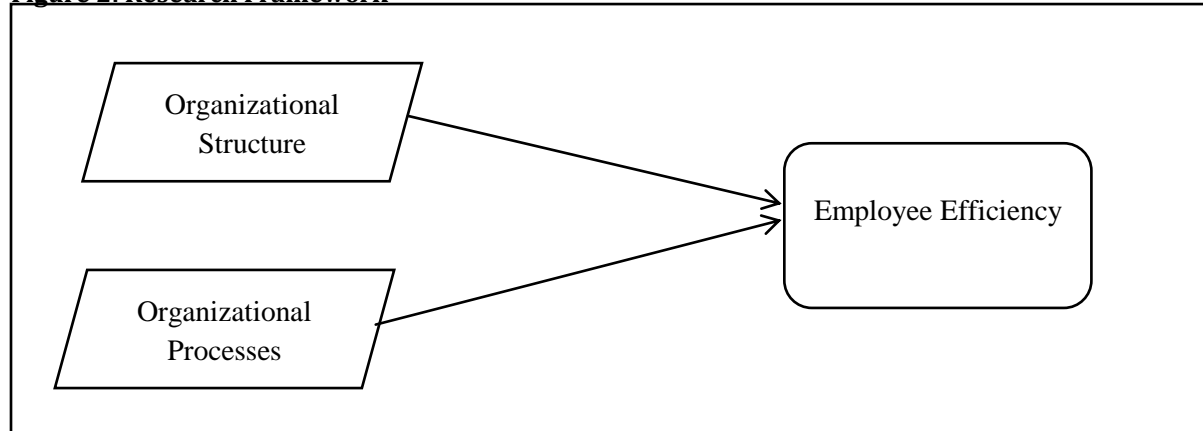
The first layer showed that object and artefacts were created through culture; which includes physical, visible such as structural building; designs; logo; physical products; or intangible objects which also includes stories, speeches, interactions, rites, and rituals etc. However, Sackmann (1992) cautions against drawing conclusions without adequate conceptual clarifications of what clearly constitutes or attributed to visible cues. He uses anthropology as an illustration where Mayan and Egyptian pyramids served different purposes. The collective values of the organization's members occupy the second layer. These have a significant impact on attitudes. According to Schein (1991), the influence of imposed values on behavior is not significant but will only results to self-imposed, internalized moral concepts. The reflections from the third layer revealed the cultural relevance as well as its basic assumption otherwise known as underlying principles guiding organizations members.

These assumptions which have expected long-term binding influence on the members of organization are usually not taken seriously because they are not consciously perceived or visible to members. Schein (1991) notes that basic assumptions are the most important in understanding organizational culture, followed by values. Decoding the embedded fundamental principles is relevance to Schein, whose model relied on anthropologists' research (Sackmann, 1992). In contrast, Hofstede's (2007) suggested that values are integrated into a larger societal culture and collective practices determine organizational culture (Sackmann, 1992). Schein's description of the dichotomy in layers of culture that was first published in 1985 is still widely accepted although there have been numerous adaptations (Sackmann, 1992). This study examined the relationship between organizational culture and employee efficiency.

3. Research Methodology

Research Framework: Research has shown that, while a sound organizational culture might exist, certain staff members still fail to conform to the organizational structure and processes. Figure 2 sets out the framework for the empirical investigation that was based on the literature review presented above.

Figure 2: Research Framework



Research Hypotheses: The following hypotheses are tested:

H₀₁: Organizational processes do not significantly affect employee efficiency.

H₀₂: There is no significant relationship between the organizational structure and employee efficiency.

Measurement and Data Collection: Structured questionnaires were utilized to collect data from the staff of the selected commercial banks in Nigeria. Section A gathered information relating to respondents bio-data such as age; gender; marital status; academic qualifications, income levee; and years of experience to ascertain participant affiliation with the organisation. Section B includes a 34 items designed to measure organisational culture, out of which seven (7) relevant items were employed to examine organizational processes; seven (7) relevant items were utilized for organizational structure and seven (7) to measure employee efficiency. Five-point Likert scale ranging from strongly disagree (1) to strongly agree (5) were employed as a measuring scale. Out of a total possible research population of 224, 214 questionnaires were retrieved and 208 were analysed after removing about six (6) outliers cases.

4. Data Analysis

Reliability Test: It is expected that a reliable instrument will reduce measurement error to a large extent. The most common test of inter-item consistency reliability is Cronbach’s alpha coefficient. Cronbach’s alpha coefficient was adopted to examine the internal consistency of the instrument in this research. The analysed data reveals that there is high reliability standard that range between 0.717 to 0.866. This is in accordance with the rule of the thumb that a measuring instrument with a coefficient not less than 0.60 have an average reliability, while a coefficient of 0.70 and above revealed high level of high level of reliability of the instrument (Sekaran & Bougie, 2010). Table 1 presents the reliability result of the latent constructs.

Table 1: Reliability Test of the Constructs

Latent Variable	Items	Cronbach’s Alpha
Organizational Processes (OP)	7	0.765
Organizational Structure (OS)	7	0.866
Employee Efficiency (EE)	7	0.717

Descriptive Statistics – Profile of the Respondents: Table 2 reveals the demographic information of the respondents. It shows that 156 (75%) respondents were male. In terms of qualifications, 10 (4.9%) respondents held an Senior Secondary Certificate Examination (SSCE); 38 (18.2%) a National Certificate of Education/National Diploma (NCE/ND) and 122 (58.7%) a Higher National Diploma/Bachelor Degree (HND/Degree). Twenty-nine respondents (14.9%) held Masters Certificates and nine (4.3%) had other certificates. Thirteen (6.3%) respondents were below the age of 20, while 50 (24%) were aged between 21 and 30, and the majority (107 or 51.4%) fell into the age group 31-30 years. There were 13 respondents (6.3%) in the age group 41-50, and 25 (12%) were aged 51 and above. In terms of marital status, 51 respondents (24.6%) were single, 152 (73.1%) were married, two (0.9%) were separated and 3 (1.4%) were widowed. Regarding years of service, 35 respondents (16.8%) had five or less years of service; 49 (23.6%) between 6 and 10 years, 78 (37.5%) from 11 – 20 years, and 29 (13.9%) and 17 respondents (8.2%) had been in service for 21 – 30 years and 31 or more years, respectively.

Table 2: Respondents Bio-Data Distributions

S/N	Responses	Frequency	Percentage (%)
1	Gender		
	Male	156	75
	Female	52	25
2	Age		
	20 yrs and below	13	6.3
	21 - 30 yrs	50	24
	31 - 40 yrs	107	51.4
	41 - 50 yrs	13	6.3
	51 yrs and above	25	12
3	Marital Status		
	Single	51	24.6
	Married	152	73.1
	Separated	2	0.9
	Widowed	3	1.4
4	Educational Qualifications		
	SSCE	10	4.9
	OND/NCE	38	18.2
	HND/B.Sc.	122	58.7
	M.Sc/MBA/MPA	29	13.9
	Other	9	4.3
5	Years of Service		
	Less than 5 yrs	35	16.8
	6 - 10 yrs	49	23.6
	11 - 20 yrs	78	37.5
	21 - 30 yrs	29	13.9
	31 yrs and above	17	8.2

Descriptive Statistics for the Variables: Mean and standard deviation were utilized as descriptive statistics for interval and ratio scale in this study. Mean may be referred to as the average value of the data set (Sekaran & Bougie, 2010). Standard deviation was described as statistical procedures utilized to measure spread or dispersion which offers an index of variability in the data. This study used a five-point Likert scale. Nik, Jantan and Taib (2010) recommended that scores below 2.33 are regarded as low, scores from 2.33 to 3.67 are considered to be moderate, and 3.67 and above are recorded as high. The illustrations shown in Table 3 reveals mean and standard deviation of all the constructs utilized in this research. Organizational structure recorded the highest mean (M = 4.440, SD = 0.242) and organizational processes the lowest (M = 4.424, SD = 0.233). Finally, the table depicts that the mean of all the variables' were all recorded to be high. The table also presents skewness and kurtosis which formed the basic statistical apparatus of normality was performed. A distribution is found normal when both values of skewness and kurtosis are close to zero. According to Tabaniche and Fidel (2007) the skewness and kurtosis should be within the range of ± 2.58 for a large sample size. Table 3 shows the result of the skewness and kurtosis of the variables.

Table 3: Skewness and Kurtosis of the Variables

Constructs	N	Mean	S.D	Skweness	Kurtosis
Organizational Processes (OP)	208	4.424	.233	-2.172	2.333
Organizational Structure (OS)	208	4.440	.242	-2.133	0.986
Employee Efficiency (EE)	208	4.439	.197	-1.795	0.336

Correlation Test: Correlation analysis is used to explain the strength and direction of a linear relationship between two variables (Pallant, 2011). Pearson correlation was adopted in this study to examine the interrelationship between the variables under study. Table 4 below illustrates the interrelations among organizational processes, organizational structure, and employee efficiency. Pallant (2011) reported that a correlation between two variables which indicates 0 explains no relationship; a correlation that indicates 1.0 describe positive correlation, while a relationship between two variables that point to the value of -1 demonstrates perfect negative correlation. In a similar way, Cohen (1988) recommended the following guidelines on correlation test: $r = 0.10$ to 0.29 small; $r = 0.30$ to 0.49 medium; and $r = 0.5$ to 1.0 large.

Table 4: Pearson Correlation between the Constructs

Constructs	Mean	SD	OP	OS	EE
Organizational Processes (OP)	4.424	.233	1		
Organizational Culture (OC)	4.440	.242	.502**	1	
Employee Efficiency (EE)	4.396	.197	.513**	.475**	1

** . Correlation is significant at the 0.01 level (2-tailed) * . Correlation is significant at the 0.05 level (2-tailed). The table above depicts that the entire variable have values above 0.9 which indicates a significant correlation among the variables, which means that there is no multicollinearity of variables (Hair et al., 2010).

Regression Analysis and Hypotheses Test between Organizational Processes, Organizational Structure and Employee Efficiency: Multiple regression analysis provides an avenue to neutrally examine the established behavior and extent of the relationship between the dependent variables and the independent variable (Sekaran & Bougie, 2012; Field, 2009). The regression coefficient shows the relative importance of each of the independent variables in predicting the dependent variable. The size of each (individual) regression coefficient shows the extent to which an increase in one unit in the individual variable would affect the dependent variable when we jointly regressed the independent variables against the dependent variable, taking into cognizance all other individual variables and the dependent variable used in the multiple correlation coefficient (Sekaran & Bougie, 2010). Regression analysis was utilized to test the hypotheses in this study in order to investigate whether there is relationship between independent and dependent variables. Multiple regression analysis was performed in determining if there is a relationship between organizational processes, organizational structure, and employee efficiency.

Table 5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.370	.15658

a. Predictors: (Constant), OS, OP

b. Dependent Variable: EE

The model summary in Table 5 above shows that R Square is 0.38; this implies that 38% of the variation in the dependent variable (organizational processes and organizational structure) was explained by the constant variable (employee efficiency) while the remaining 62% is due to other variables that are not included in the model. This means that the regression (model formulated) is useful for making predictions.

Table 6: ANOVA^a

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	3.055	3	1.018	41.535	.000 ^b
	Residual	5.002	204	.025		
	Total	8.057	207			

a. Dependent Variable: EE

b. Predictors: (Constant), OS, OP

Table 6 above summarizes the outcomes of variation analysis in the dependent variable with a high value of regression mean squares (1.018) compared to the residual sum of squares with a value of 5.002 (this indicates that the model properly explained a lot of variation in the dependent variables). However, the estimated F-value (41.535) in the table has a significance value of 0.000; which is below the p-value of 0.05 ($p < 0.05$). This means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (employee efficiency).

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1(Constant)	1.853	.238		7.794	.000		
OP	.228	.057	.270	3.974	.000	.660	1.515
OS	.149	.056	.183	2.659	.008	.642	1.557

a. Dependent Variable: EE

The dependent variable shown in Table 7 illustrates the influence of organizational processes and organizational structure on employee efficiency. This was used as a benchmark to examine the influence between the two variables (for example, organizational processes and organizational structure). Organizational processes' t-test coefficient is 3.974 and the p-value is 0.000 which is below 0.05 (for example, $p < 0.05$). In a similar manner, the organizational structure test coefficient is 2.659 and the p-value is 0.008. This means that these variables are statistically significant at 5% significance level. The overall summary of this regression result shows that the coefficient of organizational processes and organizational structure exerts a significant influence on employee commitment. This implies that the null hypothesis will be rejected (organizational processes and organizational structure do not exert any influence on employee efficiency) while the alternate hypothesis will be accepted (organizational processes and organizational structure influence employee efficiency). Consequently, hypotheses H_1 and H_2 are supported.

5. Discussion of the Finding

The results indicate that organizational processes wield an effect on employee efficiency in the selected commercial banks. This concurs with the findings of study performed on effects of organizational culture on employee performance of Kenya private organizations. The results indicated that organizational values have a strong significant effect on employee job performance more than the organizational climate, compared to the mostly found assumptions of a reverse relationship. Overall, the study revealed a positive relationship between organizational culture and employee performance; however, the study found that the effect varied with work processes and systems having more effect on employee performance. This suggests that managers that wish to improve their business should focus on the factors that have a significant effect on employee performance.

Recommendations and Conclusion

In light of the above, it is recommended that all members of an organization and specifically banks should be familiar with and committed to the corporate culture. Appropriate incentives should also be offered to employees. These should not be restricted to monetary rewards, but should include recognition of their worth and opportunities to achieve individual goals and aspirations. Finally, both managers and employees should receive training to boost efficiency and thus productivity. In light of these findings, it is concluded that organizational culture has a significant impact on employee attitudes. The study revealed that organizational cultural practices in banking occupy an essential role in business practices because they provide the means to structure the work process. Similarly, the organizational culture is conducive to fostering interconnected employee-management relations. Companies that include employees in decision-making and promote their development have an advantage over organizations where employees are feeling disregarded.

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