
ORGANIZATIONAL CULTURE AND MANAGERIAL PERFORMANCE OF DEPOSIT MONEY BANKS IN YENAGOA, BAYELSA STATE

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Abstract

The study examines the influence of organizational culture on Managerial performance in deposits money banks in Yenagoa monopolies. Descriptive survey design method was adopted for the study. In line with the objectives of the Study, Spearman Rank Order Correlation Co-efficient was used to test the hypothetical relationship on the predictor and criterion variables. On the basis of this finding, it was concluded that, Organizational Culture actually give rise to managerial performances. This study recommends that, bank Managers should recruit employees with clear vision and inspirational leadership qualities attributes, also bank leaders should enhance their motivations strategies. This study reveal that organizational culture describes cultural values system and transformational Leadership has positively correlation with managerial performances in money depots bank is Yenagoa Bayelsa state.

Introduction

Undoubtedly banks play crucial role in the economic development of every society. Consequently, an understanding of the operational modalities has become germane. High-performing managers are essential organizational resources for setting strategic direction, making informed decisions and optimizing resource utilization thus, Wangrow, et al. (2015) highlights the importance of managerial discretion in aligning organizational strategy with dynamic market conditions thereby emphasizing that managers who perform well are better equipped to steer their firms through volatility and complexity. This underscores the growing expectation for managers to exhibit strategic agility and foresight. However, managerial performance remains a critical determinant of organizational success, influencing productivity, employee engagement, innovation and long-term sustainability. Managers who demonstrate emotional intelligence, effective communication, and team-building skills tend to foster high-performing work environments (Alegre and Moleskis, 2016). This relational aspect of managerial performance is particularly relevant in contemporary workplaces, where

collaboration and inclusivity is valued more than ever. Managerial performance is the ability of an organization's management to effectively lead, direct, and control the resources of an organization to achieve its goals and objectives (Robins & Coulter 2018).

It is often measured with key indicators such operational efficiency, financial performance, employee motivation, customer satisfaction, and strategic success (Etalong, 2020). However, Akpan and Akpan (2023) adduced that managers today must be digitally literate and capable of integrating new technologies into operational processes. Managers who excel in adapting to these technological changes stands to contribute significantly to improving efficiency, innovation, and competitiveness. Adewale and Anthonia (2013) emphasizes that weak managerial performance in many underdeveloped public institutions often leads to inefficiencies, corruption and misallocation of resources. On the contrary, well-trained and ethically grounded managers have the potential to transform public service through strategic planning, performance measurement and accountability. Nonetheless, Owolabi and Makinde (2012) noted that effective managerial oversight reduces operational risks and enhances accountability in both private and public institutions hence; poor managerial conduct has been linked to organizational failure and reputational damage while strong leadership is correlated with ethical compliance and stakeholder trust.

Furthermore, (Dirani, 2020) argued that managers who demonstrate flexibility, quick decision-making, and empathetic leadership during crisis period are always equip with the knowledge to sustain business operations and employee morale. In addition, the integration of technology and data-driven decision-making has become a vital dimension of managerial performance in less developed economies. Perhaps, the reason Akinwale and George (2020) posits that managers who leverage digital tools and analytics often demonstrate higher levels of strategic planning and responsiveness which are crucial in today's competitive global economy. Nonetheless, (Iwu, 2019) argued that successful managers must be culturally sensitive with the ability to manage diverse teams and align themselves to organizational goals with local community values. These cultural competences stand to enhance collaboration and builds trust, particularly in community-driven enterprises.

In Yenagoa, Bayelsa State, the challenges facing deposit money banks are multifaceted. Economic volatility, limited infrastructure, and heightened competition which has course death in managerial performances among deposit money banks in Yenagoa Bayelsa state . However, there is limited empirical research exploring the specific ways in which organizational culture in this region affects managerial performance. Understanding this relationship is critical for identifying strategies that can enhance operational efficiency, employee motivation, and customer satisfaction within banks operating in Yenagoa.

The problem becomes more acute in the context of a developing economy like Nigeria, where deposit money banks must navigate a complex and often unstable business environment. While previous studies have highlighted the importance of organizational culture in improving management performanc. There is a lack of focus on how cultural factors such as leadership styles, values and beliefs impact the day-to-day management of deposit money banks in local settings like Yenagoa. research has shown that banks with strong, adaptive cultures tend to outperform those with weaker or misaligned cultures In Yenagoa, where the banking sector is relatively young, the alignment of organizational culture with management

goals can either foster growth and stability or exacerbate challenges like poor decision-making, low employee morale, and customer dissatisfaction, leading to operational inefficiency in deposit money banks in Yenagoa.

Given the critical role of banks in the financial ecosystem of Bayelsa State, there is a pressing need to investigate the cultural dynamics within these institutions and how they influence managerial performance. Specifically, the problem this study seeks to address is: “How does organizational culture affect managerial performance in deposit money banks in Yenagoa, Bayelsa State?” Understanding this relationship will provide valuable insights for bank managers and policymakers, helping them to create organizational cultures that drive performance, adaptability, and long-term success.

Literature Review

Organizational Culture

Organizational culture refers to the shared values, beliefs, norms and practices that shape the behavior of individuals within an organization. It represents the collective identity of an organization, guiding how employees interact, make decisions and achieve goals. According to Gorton and Zentefis (2019), organizational culture is a pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration. These assumptions are passed on to new members as the “correct way” to perceive, think and feel in relation to organizational challenges.

Organizational culture provides a framework for understanding how employees align their actions with the strategic objectives of the organization. It influences employee motivation, operational efficiency and overall organizational performance (Mohammed, 2023). In the context of deposit money banks in Yenagoa, Bayelsa State, the culture within each institution plays a critical role in shaping employee behavior, decision making processes and customer interactions. Several researchers have identified key dimensions of organizational culture that influence its structure and impact. These dimensions provide a systematic way to analyze how culture affects organizational performance and management practices.

Cultural Values: Values guide what is important and desirable within the organization, values influence organizational behaviour and overall performance. They present what the organization consider important and desirable, shaping how member interact with each other and with external stakeholders. For instance, a bank that values customer satisfaction will prioritize faster transaction processing and personalized services, leading to improved operational efficiency. In the banking sector of Yenagoa, where competition and customer expectations are high, organizational values play a pivotal role in shaping operational efficiency. Banks that emphasize trust, customer-centricity, and innovation can create a culture of excellence, ensuring that employees are motivated and processes are optimized. As deposit money banks navigate challenges such as economic fluctuations and regulatory demands, a strong foundation of shared values ensures resilience and adaptability. Values are the core principles and standards that guide behavior within an organization. They represent the ideals that an organization prioritizes and seeks to uphold. Values often reflect what is considered important to the organization, such as integrity, innovation, customer satisfaction,

teamwork, and respect. According to Schein (2010), values are the enduring beliefs that guide behavior and decision-making in an organization. They are often stated explicitly in organizational codes of conduct, mission statements, or corporate philosophy. Values influence not only how employees behave but also how they approach problem-solving, conflict resolution, and collaboration.

Transformational Leadership: Transformational leadership inspire, motivate and empower followers in an Organization, is a critical component of organizational culture, as it directly influences how culture is shaped, nurtured, and maintained. Transformational Leadership plays a pivotal role in shaping organizational culture. The way leaders make decisions, communicate, and motivate their teams directly influences the values, norms, and behaviour within the organization leaders who embark on transactional leadership styles are likely to cultivate innovative, adaptive, and engaged cultures. Transformational leaders articulate a clear appealing vision that inspires and motivate followers, they serve as role models, earning trust and respect through integrity and ethical behaviour they show genuine concern for the needs and development of each follower, often acting as mentors or coaches. They encourage creativity, innovative, and critical thinking, challenging assumptions and promoting problem- solving.

Managerial Performance

Managerial performance refers to the effectiveness and efficiency with which managers execute organizational goals, allocate resources, and lead their teams to achieve desired outcomes. It is a critical determinant of an organization's success, as it reflects how well managers are able to align their activities with strategic objectives. Armstrong (2014) describes management performance as the extent to which managers meet key performance benchmarks while fostering an environment of productivity, innovation, and employee satisfaction. Managerial performance is the ability of an organization's management to effectively lead, direct, and control the resources of the organization to achieve its goals and objectives. It is often measured through a variety of indicators, including operational efficiency, financial performance, employee productivity, customer satisfaction, and strategic success (Mark 1986).

In the context of deposit money banks, management performance entails achieving financial targets, maintaining regulatory compliance, optimizing operational processes, and ensuring customer satisfaction. It encompasses both qualitative aspects, such as leadership and communication, and quantitative metrics, such as profitability and market share. High-performing managers are those who can effectively balance strategic planning, decision-making, and team leadership in a competitive banking environment (Robbins & Coulter, 2020). The performance of management in an organization can be assessed through various indicators, categorized into financial, operational, and human resource dimensions. These indicators provide a comprehensive view of managerial effectiveness and the overall health of the organization.

Operational Efficiency: Operational efficiency in management refers to the ability of an organization to deliver products or services in the most cost-effective manner while maintaining high quality and customer satisfaction. It involves optimizing the use of resources such as time, labor, capital, and materials to maximize output and minimize waste. Improving operational efficiency is a key goal for organizations aiming to improve their overall performance, competitiveness, and profitability. Operational efficiency is a key indicator of management performance and reflects how effectively an organization utilizes its resources to achieve desired outcomes. For banks, this includes managing costs, improving service delivery, and ensuring regulatory compliance (Cameron & Quinn, 2006). Financial performance, another critical aspect, includes profitability, return on assets, and return on equity, all of which are influenced by how well management adapts to cultural values that align with strategic objectives. Employee motivation and customer satisfaction also serve as indirect measures of management performance.

Operational efficiency is a cornerstone of effective management and overall organizational performance. It involves the strategic use of resources, process optimization, technological integration, and continuous improvement to achieve the best possible outcomes. Companies that prioritize operational efficiency benefit from cost reductions, higher quality, improved competitiveness, and better customer satisfaction. However, achieving and maintaining operational efficiency requires overcoming challenges such as resistance to change, balancing innovation with efficiency, and integrating new technologies. By implementing frameworks like Lean, Six Sigma, or TQM, organizations can ensure that operational efficiency is not only achieved but sustained in the long term. Operational efficiency requires the optimal use of available resources. This includes manpower, raw materials, technology, and financial resources. The more effectively these resources are utilized, the more efficient the organization becomes. For example, a company that reduces waste in its manufacturing process can lower costs and increase output. This involves refining processes to eliminate inefficiencies and reduce unnecessary steps. By streamlining workflows, reducing delays, and eliminating bottlenecks, organizations can ensure smoother operations. Process optimization techniques such as Lean Management, Six Sigma, or Total Quality Management (TQM) are widely used to improve operational efficiency (Womack & Jones, 2012).

Employee Motivation: Employee motivation refers to the level of enthusiasm, commitment, and energy that employees bring to their work. It's the internal drive that influences their performance, productivity, and overall attitude toward their tasks and the organization. Motivated employees are more likely to engage in their roles, contribute positively to the work environment, and strive toward achieving company goals. Employee motivation in managerial performance refers to how a manager influences and drives the motivation of their team members to achieve high levels of performance and productivity. It involves understanding what factors whether intrinsic or extrinsic encourage employees to put forth their best effort, and using that understanding to create an environment where employees feel engaged, valued, and committed to achieving both individual and organizational goals.

Ultimately, motivated employees under strong management are more likely to perform better, be more productive, and contribute positively to the organization's success. Clearly defined objectives help employees understand what's expected of them, and when achieved, they feel a sense of accomplishment. Constructive feedback and recognition for good work help employees feel valued and motivated to continue excelling. supporting employees' professional development through training or advancement opportunities can inspire them to perform at their best. A supportive and inclusive culture, where employees feel respected and part of the team, enhances motivation, offering both intrinsic rewards (such as praise or personal fulfillment) and extrinsic rewards (like bonuses, promotions, or other incentives) helps sustain motivation. Employee motivation significantly impacts managerial performance by directly influencing employee productivity, engagement, creativity, and retention, ultimately leading to better overall team and organizational results when managers effectively foster a motivated workforce; a highly motivated team is more likely to exceed expectations, contribute innovative ideas, and remain committed to the company, thus improving a manager's performance evaluation and ability to achieve goals.

Theoretical Review

A theoretical review provides the foundation for understanding the relationship between organizational culture and managerial performance. It establishes the conceptual basis for analyzing how cultural elements influence performance outcomes, particularly in the context of deposit money banks. This paper considered three (3) theories to be particularly relevant:

Compelling Values Framework (CVF) Theory

According to Cameron and Quinn 1999, this framework used to assess how specific culture types influence managerial performances, motivation, and leadership effectiveness. This framework identifies organizational culture into four (4) types namely Clan, Adhocracy, Market, and Hierarchy, based on two-dimension, internal vs external, focus and flexibility vs control. Clan - collaboration and people oriented, Adhocracy - Innovative and gist-taking, Market - Competitive and results oriented, Hierarchy - Structured and control oriented, each type of Culture affects management performance differently in terms of innovation, control and teamwork. Compelling Values Framework CVF theory applied to organizational culture, is foster a culture where employees, leaders and the wider organization are aligned around clear, compelling values that drive behaviour, decision-making and performance. This theory emphasizes the need for values to be not only well-defined but also strongly integrated into the organizational culture. The method is about ensuring that the values are not just theoretical but are actively lived and integrated into the organization daily functioning.

Hofstede's Culture Dimension Theory

According to Geert Hofstede 1980, Hofstede theory focuses on how different Cultural Dimensions, such as (Power distance, individualism vs collectivism, uncertainty avoidance) shape the behaviour of managers and employees. These dimensions influence management styles, decision-making and organizational performance. The aim of the cultural dimension is to understand how values, beliefs, behaviour and practices within a specific culture

influence the way an organization operates, it also helps organizations create a harmonious and effective work environment that leverages cultural diversity for greater success. The methods of cultural dimensions in organizational culture provides a multifaceted approach for understanding, measuring and adapting organizational culture.

TRANSFORMATIONAL LEADERSHIP THEORY- BASS & AVOLIO

Transformational Leaders inspire, motivate and develop followers by aligning with vision. Highlight how leadership influences and by organizational culture effecting performances outcome.

Empirical Studies

Denison, (2021) study found that the role of organizational culture are quite germane in excellent performance of the firm, The outcomes which were considered by both foreign and domestic scholars as the pointers that organizational culture has an important impact on management performance. Stephen and Mary (2015) in their study discovered that norms and values of organizational culture have high effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. They also suggest that norms and values are the first thing to look in the organizational culture. In today's business, it is confirmed by the studies that organizations, which are less focused in the area of managerial components, stakeholders, employees, customers and leadership have no strong cultural characteristics.

Gadot and Cohen (2014) in their study observed that the general assumption in explaining the effect of organizational culture on management performance which is rooted in the belief that it is only highly satisfied employees that are likely to engage in organizational culture on management performance behavior because of a reciprocal exchange relationship. Wogwu (2019) linked dynamic capabilities and organizational culture in Port - Harcourt banks. Finding showed a significant positive correlation, suggesting that strong culture enhance banks, adaptation, sensing and inventive capacities. Bars 2024, investigated how dimensions like risk-taking, teamwork, strategic goals orientation and "spends culture" predicts employees performance in Nigeria deposit money banks. They found that risk-taking, teamwork and strategic orientation had significant positive impact while power distance and competitiveness did not creatively played a minor mediating role.

This assumption has inspired several researchers such as Denison (2000), Cameron and Quinn (2006), Schien, (2010), to carry out studies to determine the extent to which organizational culture is related to management performance. The study by several researchers such as Deal and Kennedy 2000, Reviewed literature also showed that, there is a wealth of literature on management performance. Effort is yet to be directed in investigating the effect of organizational culture on management performance in the selected deposit money banks in Yenagoa metropolis. To reiterate, this study therefore applies organizational culture in enhancing management performance among employees in selected deposit money banks. It involves examining research studies and real-world data on how organizational culture influence management performance in the context of deposit money banks.

Methodology

This paper adopted the sectional survey design since the data for the study was gathered within a specified time frame and at a snapshot. Population in research is the summation of parts or group of elements in which a sample population of interest is drawn (Anyanwu, 2000). The population of this study therefore, consists of the seven-unit head of employees of the thirteen (13) deposit money banks in Yenagoa metropolis, Bayelsa State. The population of employees in these banks as obtained from the preliminary investigation consists of ninety-one (91) staff. The target population in this study consisted of seven-unit heads from the thirteen (13) deposit money banks in Yenagoa metropolis, Bayelsa State and since the population is not too large, the researcher utilizes total enumeration (census). However, stratified sampling procedure will be used to select these staffs from the target population to participate in the study. The reason for adopting stratified sampling technique is to ensure that each bank is practically represented in the selection of respondents as these banks will be grouped into strata according to the strength of their operations in the State. The analysis of this study will be done in two stages namely the demographic analysis and qualitative data analysis as presented below. The demographic analysis will be done using tables, frequencies and percentage while the quantitative data analysis of this study will be done in two stages namely univariate and bivariate analysis. The univariate analysis will involve the use of descriptive statistics and frequency distribution while the bivariate analysis will involve the use of inferential statistics to test the formulated hypotheses in order to ascertain the relationship between the variables. To achieve this, the study will adopt Spearman's Ranked Order Correlation Coefficient (Rho) to analyze the data generated in order to test the hypotheses. The reason for the adoption of this statistical tool is due to the nature of the research and because the data will be collected using ordinal scale of measurement, therefore, the Spearman Rank Order Correlation Coefficient is the most appropriate statistical tool for such study.

Data Analysis and Discussion

The study instruments were administered to a sample population of 91 senior bank executives being selected from 13 deposit money banks in Yenagoa metropolis, Bayelsa State. The valid response is shown in table 4.1 below.

Table 4.1 Questionnaire distribution and valid response

S/ N	Questionnaire Distributed	Questionnaire Retrieved	Questionnaire not Retrieved	Invalid Responses	Valid Responses	Percentage (%)
1.	91	85	6	-	85	93.4%

Source: Research Data, 2025.

The summary of responses in table 4.1 above shows that out of the 91 questionnaires given to the target respondents, 85 copies were retrieved with 6 copies not retrieved and none voided from the 85 copies that represents 93.4% rate of response. However, the eight-five (85) correctly filled copies of the returned questionnaires were used in the analysis being the total number of valid responses after actual questionnaire distribution and retrieval. This

shows that the response rate is very high. The reason for this high response rate was as a result of the fact that the researcher was able to follow up the respondents to retrieve the questionnaire.

4.1 Demographic Analysis of Respondents

Respondents Gender

In order to ensure a proper representation of the total respondents, question two in section A of the questionnaire was designed to ascertain the gender of respondents. The summary of responses is tabulated in Table 4.2 below.

Table 4.2 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	50	58.8	58.8	58.8
	Female	35	41.1	41.1	100.0
	Total	85	100.0	100.0	

Source: SPSS Output, 2025

As shown in table 4.2 above, the study shows that fifty (50) respondents are male which represents 58.8% of the total respondents, while thirty-five (35) of the respondents are female, which represents 41.1% of the total respondents. From the bar chart in figure 4.1., it shows that majority of the employees in deposit money banks in Yenagoa metropolis are predominantly males.

Marital Status of Respondents

Question three was asked in order to determine participants' marital status and the summary of responses are tabulated in table 4.3 below.

Table 4.3 Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	40	47.1	47.1	47.1
	Married	45	52.9	52.9	100.0
	Total	85	100.0	100.0	

Source: SPSS Output, 2025

The summary of responses in table 4.3 shows that (50) which represent 47.1 % of the total respondent are single, while (45) which represent 52.9% are married. The bar chart depicts that majority of the employees working in the deposit money banks are married.

Respondents Age Bracket

Question Four was designed in the questionnaire to ascertain the age bracket of the respondents. The summary of responses is shown in table 4.4 below.

Table 4.4 Age of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-35 Years	20	23.5	23.5	23.5
	36-45 Years	30	35.2	35.2	35.2
	46 Years and Above	35	41.1	41.1	100.0
	Total	85	100.0	100.0	

Source: SPSS Output, 2025.

The data above in table 4.4, apparently shows that (20) which represent 23.5% of the respondents have attained the ages of 26-35 years, (30) which represent 35.2% are within the ages of 36-45 years, and (35) which represent 41.1% falls between 46 years and above. From the bar chart, it is clearly shown that majority of the respondents' falls between the age brackets of 46 years and above. This shows that majority of the employees working in these banks are advanced in age. The reason is that the management of these banks believes that age build confident with experience to overseeing the smooth operations of banking activities.

Educational Background of Respondents

In order to investigate the respondents' educational background, question five (5) was raised and the collected data are presented in below:

Table 4.5 Educational Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ND/NCE	10	11.7	11.7	11.7
	BSc	35	41.1	41.1	41.1
	MBA/MSc	30	35.2	35.2	35.2
	Others	10	11.7	11.7	100.0
	Total	85	100.0	100.0	

Source: SPSS Output, 2025.

The summary of responses in table 4.5, shows that (10) which represent 11.7% of the total respondent had ND/NCE certifications, (35) which represent 41.1% had B.Sc. Degree, (30) which represent 35.2% had MBA/MSc Degree, and (10) which represent 11.1% had other Degrees and or certifications that qualified them for the banking position(s). The bar chart shows that majority of the respondents had B.Sc Degree which implies that most of the participants in the study are graduates with first degree as reported in the chart above.

Respondents Department

Question Six (6) was asked to ascertain respondent's department of operation. The summary of responses is shown in table 4.6 below.

Table 4.6 Department of Operation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer Service Manager	7	8.2	8.2	8.2
	Customer Service Officer	13	15.2	15.2	15.2
	Head of Operation	24	28.2	28.2	28.2
	Senior Account Officer	15	17.6	17.6	17.6
	Direct Sale Agent	10	11.7	11.7	11.7
	Executive Trainees	11	12.9	12.9	12.9
	Contract Staff	5	5.8	5.8	100.0
	Total	85	100.0	100.0	

Source: SPSS Output, 2025.

The summary of responses in table 4.6 indicates that (7) 8.2% of the total respondents are customer service manager, (13) which represent 15.2% are customer service officer, (24) which represent 28.2% Head of operation, (15) which represent 17.6% senior account officer, (10) which represent 11.7% direct sales agent while (11) which represent 12.9% are executive trainees and another (5) which represent 5.8% are contract staff . Furthermore, the pie chart depicts that majority of the study participants are heads of branch services and heads of branch operations then followed branch managers of the studied banks.

Test of Hypotheses

Correlations

			Cultural values	Operational efficiency
Spearman's rho	Cultural values	Correlation Coefficient	1.000	.411*
		Sig. (2-tailed)	.	.034
		N	52	52
	Operational efficiency	Correlation Coefficient	.411*	1.000
		Sig. (2-tailed)	.034	.
		N	52	52

*. Correlation is significant at the 0.05 level (2-tailed).

The outcome of the bivariate analysis indicates that there is positive correlation between cultural values and operational efficiency of deposit money banks in Yenagoa, Bayelsa State. This depicts that organization that foster a culture emphasizing innovation, collaboration, and adaptability tend to experience enhanced operational performance. The outcome agrees with Nosratabadi, et al., (2020) who found that leaders with high cultural intelligence positively impact organizational performance, especially in multicultural environments, by effectively navigating cultural nuances and fostering inclusive practices. This cultural intelligence enables leaders to implement strategies that align with diverse cultural values, thereby improving operational efficiency. Also, Joharis (2016) affirmed that organizational culture has direct and indirect influence on individuals in an organization. This affirmation proved that cultural values practiced within an organization shapes employee behaviour including

how things are perceived within such environment. However, the involvement of these employees in banks decision-making would give rise to increase operational efficiency since profitability of these banks hinges on employees' performance and dedication to duty.

Correlations

		Cultural values		Employee motivation
Spearman's rho	Cultural values	Correlation Coefficient	1.000	.342**
		Sig. (2-tailed)	.	.008
		N	52	52
	Employee motivation	Correlation Coefficient	.342**	1.000
		Sig. (2-tailed)	.008	.
		N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

The second preposition (Ho₂) was tested to examine the relationship between cultural values and employee motivation of deposit money banks in Yenagoa, Bayelsa State. The outcome of the empirical analysis indicates that there is a positive correlation between cultural values and employee motivation. Thus, organizational cultures that prioritize respect, recognition, and personal growth tend to motivate employees more effectively. This corroborate Sihite, et al., (2023), whose study holds that transformational leadership and a positive organizational culture significantly enhance employee motivation, leading to improved job performance in start-up companies. This finding no doubt holds that bank leaders who often set the tone for cultural norms through modeling behaviors aligned with organizational values. These values in turn stimulate employees to be more active and dedicated to duty. Perhaps, the reason Mohammed (2023) re-echoed that organizational culture values provides a framework for understanding how employees align their actions with the strategic objectives of the organization. These alignment influences employee motivation and overall bank performance.

Correlations

		Transformational Leadership		Operational efficiency
Spearman's rho	Transformational Leadership	Correlation Coefficient	1.000	.340**
		Sig. (2-tailed)	.	.009
		N	52	52
	Operational efficiency	Correlation Coefficient	.340**	1.000
		Sig. (2-tailed)	.009	.
		N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

The third hypothesis (Ho₃) revealed that transformational leadership positively correlate with operational efficiency of deposit money banks in Yenagoa, Bayelsa State because it plays crucial role in determining operational efficiency. Truthfully, the study holds that transformational leadership, characterized with vision, inspiration and support for co-worker are linked to higher operational performance. This finding agree with Idris, et al., (2022) who demonstrated that transformational leadership positively affects organizational culture and work motivation, which in turn enhance employee performance and operational efficiency in growing industries. No wonder, banks with leadership that often prioritize staff support

always outperform their contemporaries due to these inspiration and vision. However, transformational leadership not only set the tone for how bank employees interact and make decisions or solve problems, but also impact on their broader organizational environment and the attitudes and behaviors of its employees.

Correlations

			Transformational Leadership	Employee motivation
Spearman's rho	Transformational Leadership	Correlation Coefficient	1.000	.788**
		Sig. (2-tailed)	.	.000
		N	52	52
	Employee motivation	Correlation Coefficient	.788**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

** . Correlation is significant at the 0.01 level (2-tailed).

The fourth preposition (Ho₄) found that there is positive correlation between transformational leadership and employee motivation. The outcome is not surprising because transformational leadership, in particular, has been shown to foster higher levels of motivation among employees. This corroborate Datti and Inuwa (2023) whose investigation found that intrinsic motivation and transformational leadership style positively influence employee performance, highlighting the importance of leadership in motivating staff.

Correlations

			Organizational Structure	Organizational Culture	Managerial Performance
Spearman's rho	Organizational Structure	Correlation Coefficient	1.000	.522**	.470**
		Sig. (2-tailed)	.	.000	
		N	52	52	
	Organizational Culture	Correlation Coefficient	.522**	1.000	.470**
		Sig. (2-tailed)	.000	.	
		N	52	52	
	Managerial Performance	Correlation Coefficient	.047**	.047**	
		Sig. (2-tailed)	.000	.	1.000
		N	52	52	

** . Correlation is significant at the 0.01 level (2-tailed).

The fifth preposition (Ho₅) found that organizational structure positively moderate organizational culture and Managerial performance. This is because, organizational structure align with the goal and internal values and practice with organizational culture and Managerial performance in deposits money banks in Yenagoa Bayelsa state.

Conclusion and Recommendation

It was discovered in the research that cultural values such as innovation, flexibility, collaboration, and acceptance positively impact enhancing the working efficiency of deposit money banks in Yenagoa, Bayelsa State. When such values are firmly embedded in the daily activities of an organization, banks are better and productive. It was also found that staff motivation is positively influenced by the current cultural environment. In organizations where the staff are appreciated, esteemed, and identified with the organization's values, their intrinsic motivation improves, thereby leading to better performance and allegiance. Transformational leadership also came out significantly to affect operation efficiency. Leaders who inspire, enable, and motivate their staff help eliminate waste and align the team effort with the bank's strategic objectives. This type of leadership not only enhances productivity but also fosters purposefulness among the employees. The study also created a robust link between transformational leadership and employee motivation. When leaders are visionary, people-focused, and developmental in nature, the employees are more engaged and motivated towards work and hence achieve higher individual and organizational performance.

Lastly, the study underscored the importance of aligning organizational structure with culture. It showed that a well-designed structure that reflects and supports the organizational culture enhances decision-making and enhances managerial performance. Inconsistency between the two can foster communication challenges and hinder effective management. Based on this, bank leaders ought to aim to create a culture that fosters innovation, collaboration, and flexibility in order to drive efficiency in operations. Managers must cultivate a work culture that upholds respect, identification, and employee development to boost motivation. Manager recruitment must favor visionary and transformational leadership values for consistent performance. Motivational strategies must be continued and developed, as they play a crucial role in employee productivity and organizational effectiveness. Furthermore, organizational designs must be kept flexible and aligned with the current culture to facilitate successful managerial performance and efficient running of affairs.

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