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# Technology and the Influence of Corporate Culture on Organizational Effectiveness. A study of the Banking Industry in Nigeria

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**Abstract**

The study examined the effect of technology on the influence of corporate culture on organizational effectiveness in the Nigerian banking industry. A total of 388 managers were randomly drawn from a population of 13,339 managers of all the 24 banks in Nigeria. The instruments used for data collection were questionnaire and oral interview. A total of 320 copies of the questionnaire were retrieved and analyzed. Spearman's Rank Correlation Statistical tool was used to test the hypotheses. The findings revealed that organizational technology is significantly related to the influence of corporate culture on organizational effectiveness. Based on these findings we concluded that organizational technology has significant effect on the influence corporate culture on organizational effectiveness. The study therefore recommends technology should be managed effectively to empower workers and improve the competitiveness of organizations.

**Key Words:** organizational technology, corporate culture, organizational effectiveness.

## 1. Introduction

The ability of organizations to cope, survive and make progress determines how effective they are. Skyrocketing health care cost, increasing workforce diversity, and an economic recession, for example, have forced organizations to "right size" (Cummings and Worley, 1993). Whereas structure is important in defining individual responsibilities within the workflow process, a congruent culture ensures that individuals carry out these responsibilities with minimum resistance. More importantly, strong culture dictates the way things should be done and creates expectations shared by group members, which are not outlined explicitly by formal structure.

A strong corporate culture (that is, one in which everyone understands and believe in the firm's goal, priorities and practices) that encourages the participation and improvement of all organization's members has been identified to be one of its most important assets (Denison, 1985). In support of this argument, quantitative analysis has shown that firms with strong culture outperform firms with weak culture (Kotter and Heskett, 2011; Gordon and DiTomaso, 1992; Burt et al, 1994).Organizations experience poor corporate productivity, grapple with low profitability; they struggle to maintain their market share, and suffer difficulties in expanding their market share. They strive for effectiveness and efficiency, the all time basics of all business problems.

Several researches on how to improve organizational effectiveness have taken place in the past two decades. The difference in performance is often related to the strategy adopted by an organization to achieve its objectives. It has also been argued that strategic group membership and associated collective behaviours are the primary sources of durable differences in organizational profitability and effectiveness (Caves and Porter, 1977; Porter, 1979).

Over the past decade, a great deal has been written about technology and the role it plays influencing the relationship between corporate culture and successful performance of organizations ( Orlikowski, 1992; Sherman, 1993; Collins and Porras, 1996; Stewat,1997; Bateman and Snell, 1999; Daft, 2003; Sorensen, 2002, Christensen, 1999, Peters and Waterman, 1982, Kotter and Heskett, 2011). Despite this growth of scholarly publications on the influence of contextual factors on corporate culture and organizational effectiveness, little empirical evidence exists in developing countries, especially Nigeria. To bridge this gap in literature, this study examines the relationship between contextual factors and the influence of corporate culture on organizational effectiveness. By exploring the effect of contextual variables influencing the impact of corporate culture on organizational effectiveness, organizations can develop stronger adaptive cultures that can enhance their competitive advantage and effectiveness.

## 2. Literature Review

Organizational technology refers to the nature of the production subsystem, and it includes the actions and techniques used to change organizational inputs into outputs (Daft, 1998). This could include assembly line, classroom, refinery etc. depending on the nature of the raw material or input being processed. Perrow (1967) defined technology as the tools, techniques and actions used to transform organizational inputs into outputs. Technology can be partly assessed by examining the raw materials flowing into the organization (Argote, 1982; Perrow, 1967), the variability of work activities (Mohr, 1971), the degree to which the production process is mechanized (Woodward, 1965, 1958), the extent to which one task depends upon another in the workflow, or the number of new product output (Harvey, 1968).

The interaction between core technology and structure leads to a patterned relationship in many organizations (Orlikowski, 1992). This implies that the relationships existing in many organizations are influenced by the interaction between the core technology and the structure. In today's large, complex organizations, many departments exist and each may employ a different technology for its own function (Daft, 2003). This implies that the different department has different inputs and outputs. For example the research and development department transforms ideas into proposals; the marketing department transforms inventory to sales and each use different technology.

Computers and advanced information technology have impact on the administrative arena. Stewart (1997) argued that emerging computer technologies and increased emphasis on empowerment have caused informal communication to regain its importance in large firms. This implies that large organizations that are known for formal communication can now use informal communication because of the use of computer technology. Technological advances create new products, advanced production technologies, and better ways of managing and communicating (Bateman and Snell, 1999). Management information system (MIS) makes information available when needed. Computers are used for monitoring productivity and note performance deficiencies. The increasing use of computer and the democratic spread of information through out the organization may force many companies to depend less on bureaucratic control and more on shared values that guide individual actions for the corporate good (Sherman, 1993).

Organizations that have well-established histories of producing many successful new technologies and products have an organization culture that encourages innovation (Bateman and Snell, 1999). This refers to a culture that permits failure, fosters creative thinking and risk taking. Organizing for innovation involves unleashing the creative energies of employees while directing their efforts towards meeting market needs in a timely manner. Technology need to be managed effectively to empower workers and improve the competitiveness of organizations. Collins and Porras (1996) studied 18 corporations that has achieved and maintained greatness for half a century and more. They discovered that among other things these organizations have core values, which they believe, express and live consistently. They are driven by stretch goals. They change continuously, driving for progress through adaptability, experimentation, trial and error, opportunistic thinking and fast action. They focus on not just beating the competition but on beating themselves. The relationship between culture, technology and effectiveness is clearly seen in these built to last organizations.

### 2.*1 Corporate Culture and Organizational Effectiveness*

Denison (1990) drawing on data from the survey of organizations (Taylor and Bowers, 1972) found significant performance correlations with both consistency and performance for the organization of work, Emphasis on Human Resources and Decision making practices dimensions. Using the same instrument Hansen and Wernerfelt (1989) found similar relationships for Emphasis on Human Resources and Emphasis on Goal Attainment. In a separate study, Denison and Mishra (1995) reported significant correlations of Adaptability, involvement, consistency, and Mission with sales growth and return on assets. Based on surveys of management practices, Gordon (1985) reported that higher performing utilities scored higher than their less successful counterparts on Top Management Involvement, conflict resolution and Human Resource Development, while higher performing financial institution scored higher on Action Orientation, Venturesome, and Encouragement of initiative. Gordon and DiTomaso (1992) found that among a sample of life insurance companies, Adaptability both as value and culture strength (i.e. the extent of agreement concerning practices), were related to subsequent growth in premiums and assets. Kotter and Heskett (1992) also reported that when compared to lesser performing firms, higher performing firms were characterized as placing a high value on customers, employees and stockholders.

Corporate culture refers to the predominant system of beliefs, values and norms held by members of an organization, which determines how they interact with each other and with other stakeholders, which is passed to others. Culture is how an organization has learned to deal with its environment (Schein, 1985). It is a complex mixture of missions, values, structures, control system, symbols, rituals etc that fit together to define what it means to work in a particular organization. Culture is linked to performance through the adoption of specific and consistent modes of behaviour throughout an organization. Organizational effectiveness can be defined as the ability of an organization to fulfill its mission by achieving its objectives through a combination of sound management, strong governance and a continuous rededication to assessing and achieving results.

A strong, widely recognized corporate culture is frequently cited as a reason for the success of such companies as General Electric, Johnson and Johnson, and Procter and Gamble. Conversely, a strong unchanging culture is just as often cited as the reason for the recent troubles of companies such as General motors and IBM (Stoner et al 2001). Organizational culture is a framework that guides day-to-day behaviour and decision making for employees and directs their actions towards the completion of organizational goals.

**2.2 *Organizational Effectiveness***

Effectiveness is a broad concept and is difficult to measure in organizations (Daft, 2003). It takes into consideration a range of variables at both the organizational and departmental levels. It evaluates the extent to which the multiple goals of the organization are attained. Organizations are large, diverse and fragmented and tend to perform many activities simultaneously with various outcomes (Weick and Daft, 1982). It is difficult for managers to evaluate performance on goals that are not precise or measurable (Blenkhorn and Gaber, 1995). However, performance measurement that is tied to strategy execution can help organizations reach their goals (Rose, 1991). Effectiveness is a broad concept and is difficult to measure in organizations (Daft, 2003). It takes into consideration a range of variables at both the organizational and departmental levels. It evaluates the extent to which the multiple goals of the organization are attained. Organizations are large, diverse and fragmented and tend to perform many activities simultaneously with various outcomes (Weick and Daft, 1982). It is difficult for managers to evaluate performance on goals that are not precise or measurable (Blenkhorn and Gaber, 1995). However, performance measurement that is tied to strategy execution can help organizations reach their goals (Rose, 1991).

Daft (2003) has identified two major approaches to measurement of organizational effectiveness – the traditional and contemporary approaches. The traditional approaches include the goal approach, the system resource approach and the internal process approach. The goal approach to organizational effectiveness which this study considers is concerned with the outputs, whether the organization achieves its goals in terms of its desired level of outputs (Strasser *et al.*, 1981). It is based on the fact that organizations have goals they are expected to achieve. The goal approach is used in business organizations because output goals can be readily measured (Daft, 2003). Top managers can report on actual goals of the organization since such goals reflect their values (Pennings and Goodman, 1979). Once goals are identified, subjective perceptions of goal achievement can be obtained if quantitative indicators are not available.

Effectiveness is measured by profitability, productivity, and market share in this study. Profit has been defined as the money a business earns above and beyond what it spends for salaries expenses, and other costs (Nickels *et al.*, 2011). Profit is one of the major reasons for venturing into business. Profitability therefore, means a state of producing a profit or the degree to which a business is profitable. Profitability is the primary goal of all for-profit business ventures (Amah, 2006). Without profitability the business will not survive in the long run. Conversely a business that is highly profitable has the ability to reward its owners with a large return on their investment. According to Thompson and Strickland (2001:9, 42):

> Achieving acceptable financial result is crucial… Achieving acceptable financial performance is a must, otherwise the organization's financial standing can alarm creditors and shareholders, impair its ability to fund needed initiatives and perhaps even put its very survival at risk.

This makes measuring current and past profitability and projecting future profitability a very important issue. Profitability has been identified as criteria for organizational effectiveness by many authors (Friedlander and Pickle, 1968; Child, 1974 and 1975; Negandhi and Reimann, 1973; and Maheshwari, 1980). It takes a productive firm to be profitable; this brings us to our next measure of organizational effectiveness, which is productivity.

Productivity is basic to organizational effectiveness. Productivity is defined by Amah (2006) as "the measure of how efficiently and effectively resources (inputs) are brought together and utilized for the production of goods and services (out puts) of the quality needed by society in the long term". This implies that productivity is combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Productivity balances the efforts between different economic, social, technical and environmental objectives (Amah, 2006). High productivity provides more profit for investors and promotes the development of the enterprise. Productivity measurement indicates areas for possible improvements and shows how well improvement efforts are fairing. It helps in the analysis of efficiency and effectiveness. It can stimulate improvement and motivate employees (Prokopenko, 1987).

Productivity is related to the amount of output produced relative to the amount of resources (time and money) that go into the production. Productivity is expressed in terms of cost for a unit of production; "units produced per employee" or "resource cost per employee" (Daft, 2003). Productivity improves, when the quantity of output increase relative to the quantity of input. It includes measures such as time minimization, cost minimization and waste minimization. Speed and time are important resources, organizations seek to maximize speed and minimize time. The way they do these indicates how efficient and productive they are. However, to be effective organizations need to maintain and improve their market share.

Market Share refers to the company's sales as a percentage of the sales in its target market (Czinkota *et al.*, 1997). This means that in strategic management and marketing, market share is the percentage or proportion of the total available market or market segment that is being serviced by a company. It can be expressed as a company's sales revenue (from that market) divided by the total sales revenue available in that market. It can also be expressed as a company's unit sales volume (in a market) divided by the volume of units sold in that market. Market share (or brand share) is the share of overall market sales for each brand. Market share can be quoted in terms of volume (e.g. the brand has a 10% share of the total number of units sold) or in terms of value (Czinkota *et al.,* 1997). According to Czinkota *et al.,* (1997), the measure of share and concept of prospects are important because they describe the extra business that a producer can reasonably look for, and when to obtain it. Increasing market share is one of the most important objectives used in business. The main advantage of using market share is that it abstracts from industry-wide macro environmental variables such as the state of the economy or changes in tax policy. According to the national environment, the respective share of different companies changes and hence this causes change in the share market value; the reason can be political ups and downs, and disaster, any happenings or mis-happening.

Market share has the potential to increase profits. Small market share increases, mean very large sales increases. Studies have shown that, on average, profitability rises with increasing market share (Kotler and Armstrong, 2001). Because of these findings, many companies have sought to expand market shares to improve profitability. Market share is important because it enables one to know the strength of the organization whether they are leaders or minor players and also if the organization is still holding, gaining or losing share of its target market (Kotler, 1999). From the foregoing the following hypothesis was derived. From the foregoing, the following hypothesis is formulated.

$H_{o1}$: Organizational technology does not significantly affect the influence of corporate culture on organizational effectiveness

## 3. Research Methodology

This correlational study was conducted as a cross-sectional survey. The study units for data generation were managers in the banks and the micro-level of analysis was adopted. The population of the study was 13, 339 managers of all the 24 banks in Nigeria and the sample size of 388 managers was determined using the Yaro Yamen's formula (Baridam, 2001). After cleaning, 320 copies of the instrument were used for the analysis. In selecting the respondents the simple random sampling technique was adopted.

The independent variable, Technology was evaluated in terms of the nature of production process (i.e., the degree of automation). A three-item technology scale was developed for this study based on Merchant (1984). The dependent variable, Corporate Culture and Organizational Effectiveness was measured by adaptability, mission, involvement, consistency, profitability, productivity, and market share. A thirteen-item adaptability scale was developed for this study. A nine–item mission scale was developed for the study. A seven–item involvement scale was developed for the study. A thirteen–item consistency scale was also developed for the study. A five-item profitability scale was developed for this study. A two-item productivity scale and a seven-item market share scales were also developed for the study. The measures all used a 5-point Likert scale-(ranging from 1-strongly disagree to 5-strongly agree. For test of reliability of the scale, the following Cronbach's alpha coefficients were obtained: Technology (0.77), Adaptability (0.73), Mission (0.70), Involvement (0.73), Consistency (0.79), Profitability (0.72), Productivity (0.76), and Market share (0.73). In accordance with Nunnaly (1978) model, which recommends a bench mark of 0.70, the reliability levels of the study scale are acceptable. Spearman's Rank Correlation Statistical tool was used to test the hypothesis. The results as presented were obtained.

## 4. Research Results and Findings

Frequencies and descriptives were used in our primary analysis which focused on the study demographics and univariate analysis respectively. The results show that 57.1% of the respondents were males while 42.9% were females. 23.8% of the respondents have spent 0-9 years on their jobs while 30.6% have spent between 10 and 20 years. 46.6% of the respondents have spent over 20years on their present employments. On educational qualification, we had the following distribution: 60.3% HND/BSc, 39.7% Masters. 23.1% were single while 76.9% were married.

The result of the univariate analysis is shown in Table 1. The mean scores (x) obtained for Shared values in Nigerian banks is weighty (x= 4.12). This means that employees in the banks have a high level of beliefs, values and expectation which members hold consensually. They are therefore committed to their banks.

**TABLE 1**
**DESCRIPTIVE STATISTICS OF STUDY VARIABLES.**

| | N | MEAN | STANDARD DEVIATION | SKEWNESS | |
|---|---|---|---|---|---|
| | Statistics | Statistics | Statistics | Statistics | Standard error |
| Technology | 320 | 4.3075 | .49010 | -.479 | .136 |
| Adaptability | 320 | 4.2974 | .25037 | -.475 | .136 |
| Mission | 320 | 3.9916 | .60377 | 2.795 | .136 |
| Involvement | 320 | 4.3491 | .30931 | -.150 | .136 |
| Consistency | 320 | 4.1207 | .42054 | -.558 | .136 |
| Profitability | 320 | 4.4012 | .45070 | -.352 | .136 |
| Productivity | 320 | 4.2438 | .44039 | .291 | .136 |
| Market share | 320 | 3.9232 | .49134 | -212 | .136 |

Source: SPSS Output on the analysis of Research Data.

The mean score of profitability (x= 4.40) also shows that the Technology in the banks is associated with the high level of profitability. In other words, the technology used in the banks have led to a high level of profitability in the banks in Nigeria. The mean score of productivity (x=4.24) also shows that the Technology used in the banks have positively impacted on the banks level of productivity. Similarly, the mean score of banks market share is high (x=3.9) as a result of the Technology which may have enhanced customer satisfaction. Satisfied customers help to advertise their respective banks leading to increase in market share.

**TABLE 2**

--- P A R T I A L C O R R E L A T I O N C O E F F I C I E N T S ---

Controlling for . . . TECH

| | CORPC | OE |
|---|---|---|
| CORPC | 1.0000 | .5026 |
| | ( 0) | (. 317) |
| | P= . | P= .000 |
| OE | .5026 | 1.0000 |
| | (. 317) | ( 0) |
| | P= .000 | P= . |

(Coefficient / (D.F.) / 2-tailed significance)
" . " is printed if a coefficient cannot be computed
Source: SPSS Output on the analysis of Research Data.

***4.1 Relationship Between Organizational Technology and the Influence of Corporate Culture on Organizational Effectiveness.***

This hypothesis states "organizational technology does not significantly affect the influence of corporate culture on organizational effectiveness". The hypothesis sought to examine the relationship between organizational technology and the influence of corporate culture on organizational effectiveness. The statistical tool used to test this hypothesis involving the three variables is the Partial correlation coefficient in the SPSS package. Organizational effectiveness and corporate culture controlled for organizational technology gives a coefficient of (0.503 $P \leq 0.05$) (see Table 4.4). The result shows that there is positive significant relationship between organizational technology and the influence of corporate culture on organizational effectiveness. This means that increase in the organizational technology is associated with increase in the influence of corporate culture on organizational effectiveness.

We therefore reject the hypothesis that says that organizational technology does not affect the influence of corporate culture on organizational effectiveness. Our finding indicates that organizational technology positively affects the influence of corporate culture on organizational effectiveness.

## 5. Discussion on Findings

### 5.1 Relationship between Organizational Technology and the Influence of Corporate Culture on Organizational Effectiveness.

Organizational technology refers to the nature of the production subsystem, and it includes the actions and techniques used to change organizational inputs into outputs (Daft, 2003). The interaction between core technology and structure leads to a patterned relationship in many organizations (Orlikowski, 1992). This implies that the relationships existing in many organizations are influenced by the interaction between the core technology and the structure.

In today's large, complex organizations like the banks, many departments exist and each may employ different technology for its own function (Daft, 2003). This is because different departments may have different inputs and outputs. Computers and advanced information technology have an impact on the administrative arena of organizations. Stewart (1997) argued that emerging computers technologies and increased emphasis on empowerment have caused informal communication to regain its importance in large firms. This implies that large organizations that are known for formal communication can now use informal communication because of the use of computer technology. Technological advances have created new product, advanced production technologies, and improved ways of managing and communicating (Bateman and Snell, 1999). Management information systems make information available when needed.

Computers are used for monitoring productivity and note performance deficiencies. Sherman, (1993) argue that the increasing use of computers and the democratic spread of information throughout the organization may force many companies to depend less on bureaucratic control and more on shared values that guide individual actions for the corporate good. This implies that technology affects both the culture and effectiveness of an organization.

McShane and Von Glinow (2003) also argued that emerging information technologies have further leveraged the coordinating mechanism in large organizations, even where employees are scattered around the globe. This means that because of the existing information technologies, values, and systems can be shared across the globe to ensure that the culture is maintained and effectiveness is achieved in the long run.

Collins and Porras (1996) studied 18 corporations that has achieved and maintained greatness for half a century and more. They discovered that among other things these organizations used modern technologies and have core values, which they believe, express and live consistently. These organizations are driven by stretch goals. They change continuously, driving for progress through adaptability, experimentation, trial and error, opportunistic thinking and fast action. They focus on not just beating the competitors but on beating themselves (i.e. achieving above their previous goals). The relationship between technology, corporate culture and organizational effectiveness is clearly seen in these built to last organizations. Organizational technology significantly affects the influence of corporate culture on organizational effectiveness.

Our economy is passing through a fundamental transformative stage with changes happening at a very fast pace. Banks are operating in a knowledge economy where rapid advances in information and communications technology continuously shape business decisions. It is technology that enables banks deliver convenience banking and indelible customer experience to their deserving customers through products and services distributed via multiple channels. The technology in use enables banks to satisfy their customers. With the right and necessary technology in place the culture of banks positively increases their effectiveness.

## 6. Conclusion and Recommendations

The findings of this research imply that one of the most important contributions a manager or executive can make is the culture they create. People act because of internalised values, not because of external control. This frees the managers from some of the demands of constant oversight and administrative control of their organizations. This freedom enables the manager to concentrate on the most important leadership task of all: "planning what happens next".

Managing culture requires a significant portfolio of skills in the four concepts the model – adaptability, mission, involvement and consistency. Organizations with strong adaptive cultures where employees share a larger vision for their company are more likely to have united, cooperative workforce which promote profitability, productivity and increased market share. Organizations with "intelligence" system that is not only open to new ideas but also actively seeks out sources of competitive advantage and quickly and successfully incorporates them into their own repertoire maintain competitive advantage than others.

Success is more likely when individuals and organizations are goal directed. Having strong mission changes behaviour by forcing people to monitor their current behaviour against a preferred future state. Shared mission increases employees' commitment towards the achievement of organization's goals. The technology an organization uses enhances the influence of its culture on its effectiveness.

Managers should build a culture as an explicit role with a set of objectives, as it is a consensual system of regulation that reaches far beyond any system of bureaucratic or administrative control.

Managers should cultivate adaptive culture that enables organizations to overcome the problems associated with different stages of organizational development.

Technology should be managed effectively to empower workers and improve the competitiveness of organizations.

## 7. Limitations of the Study

The fact that this is a study of the banking industry, limits the extent to which generalizations of any outcome of this study can be applied to all other sectors and industries in the Nigerian economy**.** The scarcity of relevant literature on the subject matter was manifest in that most of the articles and books consulted by the researcher were foreign oriented. Having been written by authors mainly in Europe and America, these articles and books portrayed the situation in these countries. However, few literatures written by Nigerians and indigenes of other less developed countries were also consulted which proved helpful.

Not all the questionnaires given out were retrieved. Some respondents were reluctant to give information about their organization because of fear that such information will get to their competitors. Sometimes, the respondents provide only information they are willing or able to provide which may not give the validity of the situation. However, this was taken care of as other means of data collection were also used. Besides, not all respondents were economical with their response. The environment is held constant.

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