

# The influence of shared values and beliefs on bank performance in Osun State, Nigeria

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**Abstract:** *This study investigated the influence of shared values and beliefs as aspects of corporate culture on bank performance in Osun State, Nigeria. Utilizing a descriptive research design, the study employed a quantitative research approach to analyze data collected from staff members of tier-one banks in Osogbo. A systematic survey was conducted emphasizing aspects of bank performance and corporate culture. Results showed that beliefs ( $\beta = 0.630$ ,  $p < 0.000$ ) and shared values ( $\beta = 0.698$ ,  $p < 0.000$ ) account for 64.8% and 72.3% of the variation, respectively, and have a substantial impact on bank performance. The findings show that employees at banks with strong shared values and unified beliefs perform better, which increases employee loyalty and alignment with company objectives. The study emphasizes how important corporate culture is to the banking sector and how important it is for bank management to set, communicate, and maintain key ethical standards. Banks can develop a motivated workforce dedicated to accomplishing strategic goals by creating an atmosphere that matches individual behaviors with organizational objectives. The study contributes to understanding how cultural dimensions impact performance in the banking industry, providing valuable insights for practitioners and policymakers in Osun State.*

**Keywords:** Beliefs, Bank Performance, Corporate Culture, Shared Values, employees

## Introduction

Corporate culture plays a significant role in determining how an organization develops and performs, especially in the banking industry. It includes the shared values, beliefs, customs, and behaviors that influence how staff members relate to one another and outside parties (Pedro et al., 2023). An organization's overall efficacy and efficiency are greatly influenced by its corporate culture, improving employee engagement and satisfaction. Olufunke et al. (2020) point out that corporate culture reflects an organization's fundamental principles and goals and acts as a lens through which internal and external stakeholders view it.

They must foster an inclusive and moral culture to successfully manage obstacles and maintain a competitive edge in today's fast-paced business world. A purposeful cultural framework fostering a cooperative and encouraging work environment is necessary to support the productivity and performance improvements many banks aim to achieve (Muhammad et al., 2023). Additionally, companies have a social duty to the communities in which they operate, which calls for a culture that values moral business conduct and community involvement (Oboreh, 2020).

The contribution of employees is critical to organizational success, especially in an era marked by rapid change and intense competition. Organizations' distinctive qualities are frequently formed from the commitment and collaboration of their employees when individual and corporate objectives coincide to promote creativity and adaptability (Allimar, 2023). Organizations must have this alignment to adjust to changing consumer demands and market conditions. In order to accomplish this, a proactive approach to organizational culture is required, departing from conventional top-down planning paradigms and marked by ongoing evaluation, implementation, and modification (Panda, 2022).

Performance in this context is defined as the degree to which organizational and individual goals are reached, indicating the results attained about predetermined standards and expectations (Pulakos & O'Leary, 2011; Dewi & Tri, 2022). The way employees cooperate, make choices, and approach jobs is directly impacted by corporate culture, which affects the bank's overall performance. Organizational performance can be significantly impacted by the business culture's need to adapt to the workforce's growing diversity and globalization (Korma et al., 2022). In the banking sector, understanding the influence of corporate culture on performance has gained prominence. Shared values, beliefs, and behaviors shape internal interactions and external stakeholder relationships. According to Batool and Sabeeh (2023), bank performance includes how well a bank accomplishes its strategic goals, which are significantly impacted by its cultural norms and values. Assessing qualitative elements of bank operations and outcomes is essential to comprehending how corporate culture affects performance.

Furthermore, Hadi and Mario (2023) stress the significance of evaluating intangible factors that support a bank's stakeholder relationships and long-term viability. Metrics that demonstrate the bank's capacity to create value, cultivate trust, and adjust to market fluctuations are assessed in this qualitative study. Furthermore, Mugwika and Kavale (2022) emphasize that to comprehend how cultural norms and values impact operational outcomes fully, bank performance measurements must incorporate both qualitative and quantitative assessments.

In the service sector, particularly banking, corporate culture has evolved into a strategic asset that can enhance customer satisfaction and employee engagement (Pramatha, 2018). However, the absence of a cohesive corporate culture may lead to employee behaviors that diverge from the organization's core objectives, hindering its ability to achieve desired outcomes. According to Roila (2022), banks must cultivate a robust and uplifting corporate culture to enhance customer satisfaction and boost overall business performance.

While corporate culture is considered important, how aspects like shared values, beliefs, cultural rituals, and symbols relate to banking institutions' performance results is still unclear. This study examines the connection between the intended performance metrics and cultural elements. Evaluating how effectively banks' common values and principles are communicated and integrated into daily operations is essential. A lack of customer-centricity, poor decision-making, low staff morale, and resistance to change are just a few problems that could arise from an imbalance in this alignment.

It is hoped that this study will shed light on the intricate relationship between corporate culture and bank performance in Osun State, Nigeria, which will be helpful to practitioners and scholars alike.

### **Statement of the Problem**

Further study is required to address the significant problems with the influence of shared values and beliefs on bank performance in Osun State, Nigeria. A fully aligned business culture can raise financial performance, customer service, and innovation by dramatically increasing worker motivation, happiness, and output (Pandey, 2023). Conversely, a business culture that is out of alignment or unappealing can result in subpar financial results, bad decisions, higher staff turnover, and lower employee engagement. An organization's overall performance and operational success are directly impacted by this discrepancy in the shared values, beliefs, rituals, and symbols inside its corporate culture.

One of the primary problems is the lack of diagnostic testing to identify specific areas of misalignment in bank corporate cultures. This lack makes it more difficult for businesses to implement successful interventions and create a unified atmosphere supporting their strategic goals. Moreover, different industries exhibit unique cultural factors influencing performance, and banks in Osun State face distinct challenges in developing and maintaining a robust corporate culture amid evolving market conditions and competitive pressures from new entrants such as Opay, Palmpay, and Moniepoint, which operate without physical branches (Gulali, Obura, & Mise, 2018).

Management, staff, clients and the general public are among the parties impacted by these problems. While management faces high turnover rates and decreased productivity, employees may feel less engaged and motivated. Customers may experience lower-quality service, which eventually affects their loyalty and happiness. If these problems are not addressed, banks risk losing their competitive edge, leading to declining market share and profitability. The consequences of neglecting corporate culture can be severe, resulting in reputational damage and decreased trust among stakeholders.

While the relationship between organizational culture and business performance has been extensively studied (Kamau & Wanyoike, 2019; Mahrooz & Ebrahim, 2016; O'Reilly, Caldwell, Chatman, & Doerr, 2017; Owino & Kibera, 2019; Waheed, Syed, Pervaiz, & Altaf, 2017; Wee, Aik, & Thurasamy, 2018), significant gaps remain in the literature. There is a pressing need for precise frameworks to characterize, evaluate, and analyze how shared values, beliefs, cultural rituals, and symbols influence bank performance. It remains unclear which cultural dimensions are most critical for performance and how they interact with other organizational factors.

Additionally, existing studies have not adequately explored the interplay between external factors such as market conditions, consumer expectations, regulatory requirements, and corporate culture. Understanding these interactions is vital for comprehending how they shape the relationship between culture and performance. Additionally, more studies and confirmation of useful strategies and interventions for controlling and changing the corporate culture in banks are required. Finding practical methods banks can use to develop a productive and influential corporate culture is crucial for long-term success.

Addressing these gaps will enhance our understanding of how corporate culture influences bank performance, providing valuable insights for banks, policymakers, and researchers. This research aims to develop strategies and interventions that promote a positive and influential culture within the banking sector in Osun State, thereby contributing to improved organizational performance and stakeholder satisfaction. Therefore, the specific objectives of the study are to assess how shared values influence bank performance in Osogbo, Osun State, Nigeria as well as to investigate the extent to which beliefs affect bank performance in Osogbo, Osun State, Nigeria.

### **Research Hypotheses**

The following hypotheses were tested in this study:

**H01:** Shared values do not significantly influence bank performance in Osogbo, Osun State, Nigeria.

**H02:** Beliefs do not significantly affect bank performance in Osogbo, Osun State, Nigeria.

## **Literature Review**

### **Theoretical Framework**

Émile Durkheim's Theory of Culture offers an essential conceptual framework for understanding how common values and beliefs influence bank performance. Social cohesiveness and stability are essential for organizational performance and are heavily reliant on culture, as postulated by Durkheim (1997). In corporate culture, his theory provides an extensive conceptual framework for examining how cultural elements like common values, beliefs, rituals, and symbols impact organizational performance.

The corporate culture and bank performance of tier-one bank branches in Osogbo, Osun State, Nigeria, are examined in this study using Durkheim's theory of culture. This study focuses on determining the social and cultural determinants affecting organizational outcomes. According to Durkheim, a good company culture with common values, beliefs, and cultural practices creates collective consciousness and helps the social integration of workers (Scott, 2007). When personal conduct and business objectives are aligned, a motivated and cohesive workforce is produced, ultimately leading to improved performance.

Durkheim has also highlighted the importance of rituals and symbols in sustaining corporate culture. In corporations, these are important in building employee loyalty and identity. By identifying and understanding these cultural factors, researchers and practitioners can develop and sustain a healthy corporate culture that ensures the sustainability and performance of regional banks.

In summary, corporate culture and bank performance may be considered under the useful spectacles of Durkheim's Theory of Culture. It is particularly interesting because it illustrates just how essential shared values and beliefs are in a bid to construct a healthy workplace, which eventually works more successfully in the banking industry.

### **Corporate Culture**

Corporate culture is fundamental to management practice, organizational theory, and academic research, as it significantly influences every facet of organizational life (Pedro et al., 2023). The shared concepts, rituals, and beliefs within an organization shape employees' thoughts, feelings, values, and behaviors, even when cultural factors are not explicitly emphasized (Athena & Adrian, 2013).

Despite some managers perceiving corporate culture as overly complex or nonexistent, its importance cannot be understated. Senior management continuously "manages culture" by highlighting what is significant and defining the organization's worldview. Organizations focusing on "numbers management" may inadvertently foster a culture prioritizing performance metrics and the associated practices (Allimar, 2023). While many senior managers acknowledge the importance of culture, there is often a lack of deeper understanding regarding how cultural dynamics influence individual and organizational behavior.

Culture is substantial and complex, making it challenging to comprehend and utilize effectively. Managers and organizations exhibit varying levels of awareness regarding cultural significance, and achieving sufficient cultural knowledge to guide behavior is often difficult. Many management theories and publications tend to favor quick fixes, undermining the development of a robust cultural understanding (Alvesson & Spicer, 2018).

An organization's culture provides a unique identity that shapes internal processes through shared values, beliefs, rituals, and symbols. This culture reflects the organization's strengths and historical successes, becoming ingrained in the mindset of long-serving employees who may accept these practices uncritically. New employees typically encounter the organization's established narratives early on, which can become integral to its operational framework. As organizations develop "norms" standardized patterns of expected behaviour these norms become embedded in the organizational culture (O'Donnell & Boyle, 2019).

Effective management is crucial for organizational development and enhanced performance. Management is an integrating activity that coordinates and directs members' efforts toward achieving goals and objectives. However, the organizational environment significantly shapes the management process, which does not occur in isolation. The nature of the business or industry influences the application of organizational behavior and each organization's unique characteristics and culture. Consequently, the pervasive nature of culture regarding "how things are done around here" and shared values, beliefs, and attitudes profoundly impact organizational functions, including group behavior, decision-making, structural design, work organization, motivation, job satisfaction, and management control (Mullins, 2017).

Cultural awareness varies among individuals and is influenced by differences in upbringing, education, and micro-social contexts, leading to intra-cultural diversity. Variances exist within any culture or subcultural group, and most cultures embrace these distinctions, which can catalyze cultural dynamism and development. National subcultures, shaped by socioeconomic status,

ancestry, religion, or occupation, can lead to discussions, conflicts, and opportunities for growth and transformation. Culture is dynamic and continually evolving, even as it is formed and maintained within social environments like organizations. While national culture is influenced by political processes, media, history, and educational systems, employees learn corporate culture through socialization, including training and managerial interventions (Brooks, 2016).

Emilia (2022) defines corporate culture as the comprehensive set of distinctive characteristics that shape how employees interact with and perceive their work and non-work-related concerns. Work and corporate cultures are influenced by the broader global and societal cultures in which they exist. Organizational climate differs from corporate culture in that it primarily encompasses the perceptual configurations within the company. An organization can exhibit an integrated, differentiated, or fragmenting culture based on the degree of unity among its subcultures and the specific characteristics present within those subcultures.

### **Shared Value and Performance**

The concept of shared value was first proposed by Michael E. Porter and Mark R. Kramer in 2011 and has dramatically impacted how banks and other organizations create business plans that cater to the requirements of society. Jeztek et al. (2019) define shared value as the operational practices and policies that increase a company's competitiveness while improving its areas' social and economic conditions. Unlike traditional corporate social responsibility (CSR), which often concentrates on philanthropy, shared value integrates social concerns into a company's basic strategy, leading to long-term economic success (Porter & Kramer, 2011). This conceptual study explores the relationship between shared value and bank performance, highlighting recent developments and research.

#### **Shared Value and Bank Performance**

Mahomed et al. (2022) analyzed the shared-value banking model used by Discovery Bank and its effects on competitiveness, leadership, and societal contributions in South Africa. Eight Discovery Bank executives participated in their exploratory study, which confirmed that the model encourages good financial behavior that increases bank profitability and societal contributions. The study found that shared-value banking is competitive only if leadership and client communication are effective, which also concluded that there was a need for enhanced client engagement and communication.

Research by Dr. Ibijoju et al. (2022) investigated how cultural values impacted the performance of SMEs in Southwest Nigeria. It was found from their study that cultural values had a dramatic impact on enhancing performance and should be integrated into corporate processes. The study did not focus entirely on quantitative data and, therefore, neglected qualitative aspects that may give more profound insights into the nuances of cultural values.

Okafor (2008) tested the influence of shared values such as integrity, respect for others, concern for others, and environmental concern on various organizational performance measures. Through enhanced managerial control and behavioral consistency, the research found that these shared values significantly influenced organizational performance, emphasizing the importance of a values-based culture.

Ekpenyong and Ekpenyong (2016) researched the effect of organizational culture on employee happiness and performance. According to their study, a positive organizational culture fosters creativity and teamwork and has an effect on performance and job satisfaction.

Antonius et al. (2020) researched the impact of cultural values on MSMEs' business strategy decisions. Even though the sample size restricts the generalizability of the results, it was discovered that cultural values considerably affect company strategy decisions.

Thus, the interconnection of shared values and bank performance is complex, and numerous studies indicate that cultural values should be embedded in corporate functions. Shared values can help banks in Osun State, Nigeria, improve their performance and benefit society in a competitive situation.

#### **Beliefs and Performance**

Bank performance is determined by beliefs and firmly rooted convictions that shape individual and organizational behavior. Beliefs can be present in the banking industry, such as company culture, leadership ideology, risk tolerance, and moral principles. These ideas determine the performance of banks since they significantly contribute to client relationships, decision-making processes, and overall strategic direction (Schein, 2017). This conceptual research delves deeper into the role of beliefs on bank performance using theoretical concepts and new research.

Organizational theory also reveals that organizational culture is shaped by beliefs, which guide employees on how to look at their job, deal with customers, and navigate obstacles (Hatch & Cunliffe, 2018). Banks' plans for ethical behavior, risk, and customer

service are examples of such notions. For example, a customer-centric bank will likely formulate rules and regulations that put customers' interests first, which will maximize their performance and loyalty (Latham, 2014).

Beliefs also influence bank leadership styles. Treviño et al. (2021) argue that ethical behavior and transparency are likely to be cultivated by leaders who respect ethical behavior, and this leads to a culture of integrity in the bank that boosts the reputation and credibility of the bank and regulators among its customers. Managers in banks that prioritize profits ahead of ethics are likely to lose money and suffer legal issues and reputational damage (Gillespie et al., 2019).

Furthermore, a consistent corporate culture that promotes performance can result from employees holding shared values. The employees tend to collaborate and realize organizational objectives more when they hold shared values and beliefs (Mahomed et al., 2022). This is very important in the banking industry, where customer satisfaction and retention greatly depend on reliability and trust.

It is crucial in Osun State, Nigeria, to understand how common beliefs and values affect the performance of banks. Banks with a strong belief system based on community involvement, customer satisfaction, and ethical conduct will perform better than others. This is especially important due to the pace at which the financial landscape continues to evolve and how often client expectations are evolving.

Beliefs determine the behavior of employees, the philosophy of leadership, and organizational culture, all of which significantly contribute to bank performance. Osun State, Nigeria's banking industry is cutthroat in nature. Banks that value ethical standards and common values will thrive long-term.

### Methodology

This study utilized a descriptive research design to study how shared beliefs and values impact the performance of banks in Osun State, Nigeria. A quantitative approach was used to address the research problem's statistical implications and enable a keen examination of the information gathered. Tier-one bank workers in Osogbo branches form the population of the study. These employees total 358 and are in line with the Central Bank of Nigeria's (CBN, 2024) ranking of the top five banks, which include Zenith Bank Plc, Access Bank, Guarantee Trust Bank, United Bank for Africa, and First Bank of Nigeria. As such, the Karasar (2014) formula was used to obtain the sample size for the study. The formula is given as;

Thus:

Where:

$n$  = Sample size (the value we can solve for)

$N$  = Population Size (358)

$t$  = Theoretical value from t-table at a 5% significance level (1.96)

$p$  = Probability of the event occurring (0.5)

$q$  = Probability of the event not occurring (0.5)

$d$  = Sampling error (0.05)

$$\text{i.e. } n = \frac{358 \times (1.96)^2 \times 0.5 \times 0.5}{(0.05)^2 (358-1) + (1.96)^2 \times 0.5 \times 0.5}$$

$$n = \frac{358 \times 3.8416 \times 0.5 \times 0.5}{0.0025 \times 357 + 3.8416 \times 0.5 \times 0.5}$$

$$n = \frac{343.8232}{0.8923 + 0.9604}$$

$$n = \frac{343.8232}{1.8527}$$

$$n = 185.5795 \text{ (approximately } n = 186)$$



Therefore, the sample size (n) is 186.

Three sections of a standardized questionnaire were used to collect the data: Section A asked about demographics, Section B covered aspects of corporate culture (such as shared values, beliefs, cultural rituals, and symbols), and Section C concentrated on bank performance. There were 31 items on the survey, and respondents answered on a 5-point Likert scale (1 being strongly disagree and 5 being strongly agree). The Statistical Package for Social Sciences was used to analyze the data (SPSS). The respondents' demographics and opinions about how company culture affects performance were revealed via descriptive statistics. Thirty employees of Guarantee Trust Bank participated in a pre-test to ensure the research tools were accurate. While Cronbach's Alpha was used to evaluate the questionnaire's reliability, coefficients ranging from 0.792 to 0.832 showed acceptable internal consistency (Cronbach, 2004).

A thorough assessment of how several independent factors impact bank performance was made possible using basic linear and multiple regression techniques for hypothesis testing. This analytical approach aims to provide insightful information about how corporate culture and organizational outcomes relate to one another in the banking industry.

## Result and Discussion

This section presents the results of the hypotheses formulated for this study, analyzed using simple regression analysis.

### Demographic Analysis of Respondents

Demographic Characteristics	Categories	Frequencies (N=186)	Percentages (%)
<b>Gender</b>	Male	61	32.8
	Female	125	67.2
	Total	186	100.0
<b>Age</b>	Below 25 years	28	15.1
	25 – 35 years	89	47.8
	36 – 45 years	50	26.9
	46 – 55 years	18	9.7
	56 years and above	1	0.5
	Total	186	100.0
<b>Marital Status</b>	Married	98	52.7
	Single	80	43.0
	Divorced	5	2.7
	Widow/Widower	3	1.6
	Total	186	100.0
<b>Educational Qualification</b>	ND/NCE	36	19.4
	BSc/ B.Tech /HND	119	64.0
	Postgraduate	30	16.1
	Secondary	1	0.5
	Total	186	100.0
<b>Nature of Employment</b>	Contract Staff	119	64.0
	Direct Employment	67	36.0
	Total	186	100.0
<b>Work Experience</b>	Less than 5 years	30	16.1
	5-10 years	97	52.2
	11-15 years	43	23.1
	16-20 years	16	8.6
	Total	186	100.0

Source: Field Survey (2025)

Table 1 presents an analysis of the demographic characteristics of the sample respondents, including gender, age, marital status, educational qualifications, nature of employment, and work experience. The findings indicate that 125 respondents (67.2%) were female, while 61 (32.8%) were male, highlighting a predominance of females. The age distribution shows that 89 respondents (47.8%) fell within the 25–35 years range, followed by 50 (26.9%) aged 36–45. Marital status revealed that 98 respondents (52.7%) were married. Educational attainment showed that 119 respondents (64.0%) held a BSc/B.Tech/HND. Additionally, 119 respondents (64.0%) were contract staff, and 97 (52.2%) had 5–10 years of banking experience. Overall, the data collected is balanced, consistent, and reliable for this study.

**Hypothesis One:** Shared values do not significantly influence bank performance in Osogbo, Osun State, Nigeria.

**Table 1:** Regression Analysis of the Influence of Shared Values on Bank Performance

Variables	Beta ( $\beta$ )	T	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	F	P-value
(Constant)	6.469	3.797	0.000				
Shared values	0.698	8.928	.000	0.723	.718	79.710	0.000b

**Dep. Variable:** Bank Performance

**Ind. Variable:** Shared values

DF (F-Statistics) = 185

Source: Field Survey, 2025

The findings showed that shared values significantly impacted the bank's performance ( $\beta = 0.698$ ,  $t = 8.928$ ,  $p = 0.000 < 0.05$ ). With about 72.3% variability in bank performance explained by shared values, one can approximate an estimate. The F-statistic confirms the validity of the model. Thus, the null hypothesis is rejected, meaning the shortlisted banks' performance highly depends on shared values.

**Hypothesis Two:** Beliefs do not significantly affect bank performance in Osogbo, Osun State, Nigeria.

**Table 2:** Regression Analysis of the Effect of Beliefs on Bank Performance

Variables	Beta ( $\beta$ )	T	Sig.	R <sup>2</sup>	Adj. R <sup>2</sup>	F	P-value
(Constant)	8.195	6.253	0.000				
Beliefs	0.630	10.310	.000	0.648	.663	106.299	0.000b

**Dep. Variable:** Bank Performance

**Ind. Variable:** Beliefs

DF (F-Statistics) = 185

Source: Field Survey, 2025

The result indicated that beliefs explain approximately 64.8% of the variation observed in bank performance and significantly influenced it ( $\beta = 0.630$ ,  $t = 10.310$ ,  $p = 0.000 < 0.05$ ). Therefore, the null hypothesis is rejected, and it is established that beliefs influence bank performance in the sampled banks.

### Discussion of Findings

The study sought to explore the impact of shared beliefs and values on the performance of banks in Osogbo, Osun State, Nigeria, through an extensive questionnaire with 31 items. Some of the main findings include a largely female workforce (67.2%), and most respondents are aged 25-35, reflecting a relatively young and educated population.

The first hypothesis testing revealed that shared values significantly affect bank performance ( $\beta = 0.698$ ,  $p = 0.000$ ). This is consistent with past research (Mesfin et al., 2022; Chinwuba, 2008; Ibijoju, 2022; Vimal et al., 2023) showing that positive shared values drive employee engagement and alignment toward organizational objectives, culminating in enhanced organizational performance.

The second hypothesis also confirmed that beliefs sustain bank performance ( $\beta = 0.630$ ,  $p = 0.000$ ). As founded by Chukwuoyims et al. (2022), Ramdani et al. (2019), and Adriana et al. (2019), this indicates the significance of employees' beliefs and assumptions in influencing organizational outcomes. These findings agree that a positive organizational culture can improve performance. The study concentrates on the essential effect of shared beliefs and values on the performance of banks in Osun State, Nigeria.

### Conclusion

The study findings highlight the important contribution of the majority of corporate culture elements specifically shared values and beliefs to the form of operations of organizations in banks. Particularly, it was learned that shared values and beliefs increase the commitment level of employees and align individual behavior with company objectives, which in turn improves the measure of performance. The study highlights the importance of shared values and beliefs in bank performance measurement. As a result, it is crucial that bank managers articulate and convey their organizations' basic principles. To create a motivated and cohesive workforce, it is crucial to make sure that these values are continuously represented in the day-to-day activities and decision-making procedures of the employees. This kind of synergy fosters a solid corporate culture and motivates employees to work toward the bank's strategic goals. Thus, giving priority to the establishment and strengthening of common values and beliefs will greatly improve the overall performance of banks in Osun State, Nigeria.

## Recommendations

Based on the findings, the study recommended the following:

- i. Banks should keep using frequent training, communication, and recognition initiatives to emphasize and promote the significance of their common values.
- ii. Banks should constantly evaluate and adjust their cultural values to changing technological advancements and shifts in consumer expectations.
- iii. Additionally, policymakers should promote open dialogues and feedback mechanisms to identify and address any discrepancies between the bank's cultural beliefs and employees' personal beliefs.

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