

# Effect of Adhocracy Culture on Performance of Deposit Money Banks in Maiduguri Metropolis, Borno State

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## Abstract

*This study examines the effects of Adhocratic culture on Deposit Money Banks (DMBs) in Maiduguri, Nigeria, focusing on how cultural practices rooted in trust, loyalty, and informal financial systems impact banking operations and performance. The research addresses the limited understanding of traditional cultural values and formal banking sector intersection in Nigeria's volatile regions. Using a mixed-methods approach, the study reveals Adhocratic culture positively influences customer retention and loyalty, but trust gaps and resistance to technology hinder potential. Key findings show Adhocratic culture enhances performance, but strategic integration of modern banking practices with traditional values is needed. The study recommends culturally sensitive strategies aligning formal banking systems with local cultural dynamics for improved performance and growth, optimizing operational efficiency and market competitiveness in Maiduguri's unique context.*

**Keywords:** Adhocratic culture, Financial system, Deposit Money Banks (DMBs)

## Introduction

The Nigerian banking sector is undergoing a profound transformation, driven by technological advancements, evolving customer demands, and increasing regulatory requirements. In this dynamic environment, banks must adopt innovative approaches to remain competitive and sustainable. Adhocratic culture, an emerging organizational culture, has gained significant prominence in the financial sector due to its emphasis on adaptability, innovation, and dynamic decision-making (Nwakoby, et. al. 2019). This culture fosters an environment where employees are encouraged to think creatively, take calculated risks, and develop innovative solutions to complex financial challenges. Unlike traditional bureaucratic structures that focus on hierarchy, rigid procedures, and stability, adhocratic culture prioritizes flexibility over strict rules, allowing teams to experiment with new financial products, investment strategies, and technological advancements (Oguntoke, et. al. 2021). This culture is particularly relevant in the rapidly evolving financial industry, where fintech disruptions, digital banking, and evolving customer demands require financial institutions to be agile and responsive. According to Olubunmi, et. al. (2020), Entrepreneurial thinking is another key component of adhocracy, empowering employees to take initiative, collaborate across departments, and implement groundbreaking ideas.

Furthermore, the Nigerian banking sector, particularly Deposit Money Banks (DMBs), plays a critical role in the country's economic development, providing essential fiduciary services such as credit facilities, savings mobilization, and investment opportunities (Polychroniou, & Trivellas, 2018). However, as competition intenseness and digital banking expands, the ability to innovate and embrace change has become a key determinant of success. The question then arises: To what extent does Adhocratic culture influence the performance of Nigerian banks? Does fostering a culture of innovation enhance operational efficiency, customer satisfaction, and financial stability in banking? This study explores the impact of Adhocratic culture on the

performance of DMBs in Nigeria, with a focus on the Maiduguri metropolis. The city, deeply rooted in tradition, presents an interesting case study on the intersection of modern banking systems and indigenous cultural practices. The research investigates how Adhocratic culture influences banking operations, customer behavior, and the overall performance of financial institutions in this region.

In the intervening time, the research problem addressed in this study lies in the apparent gap between modern banking systems and the local cultural values that shape financial transactions. Despite the widespread adoption of formal banking systems in Maiduguri, the continued relevance of Adhocratic culture in financial dealings creates a complex dynamic for Deposit Money Banks. On one hand, DMBs are expected to offer services that meet global banking standards and technological trends. On the other hand, they must also navigate a social and cultural environment where traditional financial practices still hold considerable sway over how people manage and invest their money. This disconnect between the formal and informal financial systems is the crux of the research problem, as it challenges banks to reconsider their strategies for customer engagement and service delivery.

Consequently, Adhocratic culture presents both challenges and opportunities for DMBs in Maiduguri. While the culture fosters customer loyalty, it also makes customers resistant to adopting certain banking services, especially those that they perceive as too formal or disconnected from their community-oriented financial practices (Al-Muhrami, et. al. 2021). This resistance can significantly impact on the performance of banks, especially in terms of customer retention and the expansion of their service offerings. Banks in Maiduguri need to find ways to blend traditional practices with modern banking services to thrive in this complex environment. Furthermore, the study's findings will highlight the importance of cultural sensitivity in banking operations, providing insights into how DMBs can adapt to local cultural expectations while maintaining profitability and operational efficiency.

This study contributes to the extant literature on organizational culture and financial institution performance in emerging economies by examining the impact of Adhocratic culture on the performance of Deposit Money Banks (DMBs) in Maiduguri metropolis, Nigeria. Specifically, the research investigates the influence of Adhocratic culture on customer banking behaviors, explores the intersection of traditional practices and modern banking services, identifies challenges faced by DMBs in adapting to local cultural expectations, and provides recommendations on incorporating cultural sensitivity into banking operations.

Ultimately, this study's findings will contribute to the development of strategies to enhance the performance and competitiveness of DMBs in the region, informing policymakers, bank managers, and stakeholders on the best approaches to adopt in promoting Adhocratic culture in the banking sector. By shedding light on the complex relationships between Adhocratic culture and banking operations, the study will provide valuable insights into the ways in which DMBs can navigate the challenges and opportunities presented by this culture, ultimately enhancing their performance and competitiveness in the Nigerian banking sector

### **Literature Review**

In exploring the efforts of *Adhocratic culture* on the performance of Deposit Money Banks (DMBs) in Maiduguri metropolis, it is essential to consider existing research, theories, and perspectives that provide insights into the intersection of culture and banking in Nigeria.

## Conceptual Review

### Understanding Adhocratic Culture

Adhocratic culture is a dynamic and entrepreneurial organizational culture that emphasizes adaptability, innovation, and rapid response to changing environments. Characterized by a flat structure, decentralized decision-making, and a focus on experimentation and risk-taking, adhocracy is often associated with start-ups, tech firms, and organizations in rapidly changing industries. Coined by Robert H. Waterman Jr. and Tom Peters in their 1982 book "In Search of Excellence", adhocratic culture fosters a sense of community, collaboration, and shared ownership, empowering individuals to take initiative and drive change. This culture values experimentation, learning from failure, and continuous learning, prioritizing customer needs and market trends.

According to Alsamawi, et. al. (2019) Adhocratic culture is built on decentralization, flexibility, and adaptability, allowing teams and individuals to respond quickly to changing circumstances. In banking and financial services, adhocratic culture can enable institutions to respond effectively to changing market conditions, regulatory requirements, and customer needs. By empowering employees to think creatively and take calculated risks, banks can innovate new products and services, improve operational efficiency, and enhance customer service (Ekanem, et. al. 2017). However, implementing adhocratic culture in traditional banking institutions can be challenging, requiring significant cultural and organizational changes. Banks must balance innovation and adaptability with stability, security, and regulatory compliance, making it a complex but potentially game-changing move.

### The Relevance of Adhocratic Culture in Nigerian Banks

The Nigerian banking sector is undergoing significant transformations driven by technological advancements, evolving customer demands, and increasing regulatory requirements (Harrison, & Duesenberry, 2018). In this dynamic environment, Adhocratic culture has become crucial for banks to respond effectively to changing market conditions. By embracing Adhocratic culture, Nigerian banks can foster innovation, experimentation, and risk-taking, allowing them to stay competitive and responsive to customer needs. This culture can facilitate new product development, improve operational efficiency, and enhance customer satisfaction, while also enabling banks to leverage technology and data analytics to drive business decisions and improve risk management (Williams, & Ogege, 2019).

Adhocratic culture can position Nigerian banks for success in a rapidly changing financial landscape, attracting and retaining top talent, and driving innovation and entrepreneurship (Oguntoke, et. al. 2021). As the banking sector evolves, Adhocratic culture can enable banks to stay agile and responsive to changing customer needs, regulatory requirements, and market trends. By empowering employees to think creatively and take calculated risks, Adhocratic culture can facilitate innovation, improve customer experience, and increase financial inclusion (Nwakoby, et. al. 2019). It can also help Nigerian banks navigate regulatory complexities, leveraging technology and innovation to meet compliance requirements. By embracing Adhocratic culture, Nigerian banks can achieve sustainable growth and success, foster collaboration and knowledge-sharing, and build a strong brand and reputation, attracting customers and investors who value innovation, entrepreneurship, and customer-centricity (Jamali, et. al. 2022).

### Cultural Influence on Banking Practices

Cultural factors significantly shape banking practices in Nigeria, influencing how financial institutions operate, interact with customers, and deliver services (Nwakoby, et. al., 2019). The cultural context is characterized by a strong emphasis on personal relationships, trust, and

community, with concepts like "ubuntu" or communalism prioritizing relationships and networks over formal processes (Oguntoke, et. al., 2021). Cultural attitudes towards money, savings, and investment also impact banking practices, with some cultures emphasizing saving and investing in family and community (Olubunmi, et. al., 2020).

The cultural influence on banking practices in Nigeria is evident in how banks operate in different regions and communities. Banks may prioritize building relationships with local leaders or focus on specialized services for specific industries, reflecting the importance of cultural sensitivity in banking (Peters & Waterman, 2012). Cultural factors also shape product design, financial inclusion approaches, risk management, and innovation strategies. To succeed, banks must understand and adapt to the local cultural context, prioritizing relationships, trust, and community engagement. This involves designing tailored products and services, investing in community development, and embracing cultural awareness and sensitivity to navigate regulatory complexities and manage risk effectively.

### **Challenges in Adapting to Informal Financial Practices**

Adapting to informal financial practices is a significant challenge for formal financial institutions in Nigeria, particularly in the banking sector (Olubunmi, et. al., 2020). Informal practices like moneylending, savings clubs, and ROSCAs are widespread, preferred for their flexibility and cultural relevance, but often lack formal recognition and regulation. This creates challenges for banks, including lack of documentation, concerns around money laundering and consumer protection, and vulnerability to exploitation (Peters & Waterman, 2012).

To overcome these challenges, banks must develop new products and services tailored to informal sector clients, such as microfinance loans and mobile money services (Polychroniou & Trivellas, 2018). This requires significant investment and adaptation, but can help banks expand their customer base, improve financial inclusion, and drive growth (Quinn & Cameron, 2011). To succeed, banks must understand the informal economy and adapt their risk management and compliance frameworks. They must also invest in financial literacy and partnerships with informal sector operators, fintech companies, and microfinance institutions.

By adapting to informal financial practices, banks can reduce financial exclusion and promote equitable access to financial services. Decentralizing decision-making, empowering frontline staff, and developing flexible risk management frameworks are also crucial for success in this area.

### **Impact of Informal Systems on Bank Performance**

Informal systems, such as moneylending and savings clubs, significantly impact Nigerian bank performance (Oguntoke, et. al., 2021). They can be a source of competition, attracting customers who prefer informal financial services, potentially leading to market share and revenue loss for formal banks, especially in rural areas (Olubunmi, et. al., 2020). However, informal systems also offer opportunities for banks to expand their customer base and improve financial inclusion by partnering with informal sector operators to reach underserved populations (Peters & Waterman, 2012).

Informal systems affect bank risk management and compliance, operating outside formal regulatory frameworks and raising concerns around money laundering and consumer protection (Polychroniou & Trivellas, 2018). This increases non-compliance risk for formal banks. Yet, informal systems provide valuable insights into underserved populations' financial needs, enabling banks to develop effective risk management and compliance strategies. Nigeria's government initiatives, like the National Financial Inclusion Strategy, aim to promote financial inclusion and regulate informal practices. Banks must adapt to informal financial

practices and leverage technology to reach underserved populations, managing risk, improving compliance, and promoting financial inclusion.

### **Integration of Modern Banking and Cultural Practices**

The integration of modern banking and cultural practices is crucial for financial inclusion and sustainable development in Nigeria (Alsamawi, et. al., 2019). Modern banking practices like digital payments and mobile banking can increase access to financial services and promote economic growth, but they must be adapted to the local cultural context (Dave & Jeanne, 2011). In Nigeria, cultural practices such as communalism and social relationships shape financial transactions and social relationships influence banking behavior (Ekanem, et. al., 2017). The concept of "ubuntu" or communalism, which emphasizes community and social relationships, can inform banking products and services that prioritize social connections and community development (Erikson & Kovalainen, 2008).

To integrate modern banking and cultural practices, banks must understand the cultural context and adapt their products and services to meet specific cultural needs. This involves using local languages and cultural symbols, partnering with local communities, and prioritizing community engagement and social responsibility. By doing so, banks can build trust, increase financial inclusion, and promote economic growth. This integration also promotes social cohesion and community development, as financial services are designed to meet local needs. Banks must shift from a one-size-fits-all approach to a more nuanced and culturally-sensitive approach, investing in cultural awareness and sensitivity training, and developing tailored products and services. This integration can promote innovation and creativity in banking, leveraging cultural practices to develop new products and services that meet local needs.

### **Challenges of Adhocratic Culture in Nigerian Banks**

Implementing an adhocratic culture in Nigerian banks is challenging due to the country's cultural and institutional context (Fekete & Skei, 2011). The hierarchical and bureaucratic nature of Nigerian organizations can make it difficult to adopt a decentralized and flexible approach to decision-making, and the emphasis on rules and regulations can stifle innovation and creativity (Han, et. al., 2008). Adhocratic culture emphasizes empowerment, autonomy, and risk-taking, which may conflict with traditional hierarchical structures and power dynamics (Harrison & Duesenberry, 2018). The lack of clear policies and procedures can lead to confusion and uncertainty among employees, making it challenging to implement an adhocratic culture (Igbayue to implement an adhocratic culture).

To overcome these challenges, Nigerian banks need to strike a balance between flexibility and structure, and ensure that employees have the necessary skills and competencies to thrive in an adhocratic culture. This requires significant investment in training and development, as well as a commitment to creating a culture of trust and empowerment. The country's cultural values and norms, such as collectivism and group harmony, can also influence the implementation of an adhocratic culture (Igbayue, 2020). Nigerian banks need to develop a culture that values and rewards innovation, experimentation, and risk-taking, while promoting community and collaboration. By addressing these challenges, Nigerian banks can create an adhocratic culture that promotes innovation, creativity, and competitiveness, enabling them to thrive in a rapidly changing financial landscape.

### **Risks of Over-Emphasizing Cultural Sensitivity**

Over-emphasizing cultural sensitivity can pose risks to Nigerian banks, particularly if it leads to a lack of clarity and consistency in operations (Jamali, et. al., 2022). Banks may prioritize cultural sensitivity over regulatory compliance, risk management, and financial sustainability, leading to a lack of transparency and accountability (Kotter & Heskett, 2012). This can also

lead to cultural relativism, where banks hesitate to challenge discriminatory cultural practices, undermining financial inclusion and social responsibility (Nwakoby, et. al., 2019).

To mitigate these risks, Nigerian banks must balance cultural sensitivity with other important considerations (Oguntoke, et. al., 2021). They should prioritize transparency, accountability, and fairness, ensuring policies and practices are fair and equitable for all. Over-emphasizing cultural sensitivity can lead to complacency, stagnation, and a lack of diversity and inclusion, undermining innovation and competitiveness. By prioritizing diversity and inclusion, Nigerian banks can promote financial inclusion, social responsibility, and sustainable development while minimizing risks associated with cultural sensitivity.

## **Theoretical Review**

### **Social Capital Theory**

Social capital theory, developed by Pierre Bourdieu (1986) and further elaborated by Robert Putnam (1993), posits that social networks and relationships are a valuable resource for individuals and organizations, enabling them to achieve their goals and improve their well-being. In the context of banking, social capital can be leveraged to build trust, loyalty, and cooperation between banks and their customers. By investing in social relationships and networks, banks can create a sense of community and shared identity, leading to increased customer satisfaction, retention, and loyalty. Social capital theory is relevant to this study as it explains how Adhocratic culture, which emphasizes community-based relationships and trust, can be a valuable resource for banks in Maiduguri.

### **Institutional Theory**

Institutional theory, developed by W. Richard Scott (1987) and further elaborated by DiMaggio and Powell (1983), suggests that organizations are shaped by their institutional environment, which includes cultural, social, and regulatory norms. According to this theory, banks in Maiduguri are likely to adopt Adhocratic culture because it is seen as a legitimate and effective way to operate in the local context. Institutional theory can help explain why banks in Maiduguri may adopt certain practices or structures, such as community-based lending or mobile banking, in response to local cultural and social norms.

The Social capital theory is the most suitable theory for this study because it provides a framework for understanding how Adhocratic culture can be leveraged to build trust, loyalty, and cooperation between banks and their customers in Maiduguri. The theory emphasizes the importance of social relationships and networks, which is consistent with the emphasis on community-based relationships in Adhocratic culture. By adopting social capital theory, this study can explore how banks in Maiduguri can invest in social relationships and networks to create a sense of community and shared identity, leading to improved customer satisfaction, retention, and loyalty.

## **Methodology**

This study employs a mixed-methods approach to capture both qualitative and quantitative data. Primary data was collected through surveys and interviews with employees of Deposit Money Banks and their customers in Maiduguri. The surveys assess customer satisfaction, banking behavior, and attitudes toward both formal and informal financial systems. In-depth interviews provide insights into how Adhocratic culture affects banking decisions and the performance of financial institutions in the city. The quantitative data was analyzed using statistical methods to identify patterns and correlations, while the qualitative data offer deeper contextual understanding.

## Data Presentation, Analysis and Interpretation

Table; 1.1

SN	YEARS	Group Name
1.	Banks with less than 10 years operation	A
2.	Banks with 10 – 20 years operation	B
3.	Banks with 20 – 30 years operation	X
4.	Banks with 30 years and above	Y
5.	Micro finance Banks	Z

Source: *Field Survey, 2025.*

*Adhocratic culture* encourages financial practices grounded in trust and community relationships. In Maiduguri, this culture fosters a loyal customer base that views banks more favorably when they operate in alignment with local values. Through informal networks, many residents of Maiduguri already engage in peer-to-peer lending, savings groups, and other traditional financial practices. Banks that tap into these local dynamics can achieve customer loyalty and satisfaction by aligning their services with cultural expectations. For this purpose, banks were grouped based on their years of operation within the metropolis to avoid mentioning specific names of banks as in table 1.1.

**Table; 1.2 Analysis of Responses from Interview and Questionnaire**

Bank	Community Engagement Strategy	Cultural Element Integrated	Outcome	Impact on Bank Performance	Evidence
Bank X	Community banking initiative	Lending based on social reputation (Adhocratic)	Increased customer trust and loan repayments	Higher customer loyalty and retention rates	Increased loan repayment rates by 15%
Bank Y	Micro-lending programs	Leveraging local networks and informal lending	Expanded financial inclusion and new customer acquisition	20% growth in customer base within one year	25% increase in customer acquisition
Bank Z	Personalized customer service models	Building local relationships through face-to-face interaction	Enhanced customer satisfaction and stronger relationships	Improved customer satisfaction score (85%)	Positive feedback from 80% of clients
Bank A	Collaboration with local savings groups	Peer-to-peer lending integration	Increased community trust and greater banking engagement	Boosted savings and deposit growth by 18%	30% growth in savings deposits
Bank B	Community-based mobile banking initiatives	Adhocratic-driven peer-to-peer financial networks	Better access to banking for the unbanked population	Increased number of active mobile banking users	40% rise in mobile banking users

Source: *Field Survey, 2025.*

Table 1.2 visualize the data collected and its analysis regarding the influence of Adhocratic culture on the performance of deposit money banks (DMBs) in Maiduguri. This table present key metrics and figures that demonstrate the relationship between cultural practices and banking performance:

### Discussion of Findings

Research findings reveal that Deposit Money Banks (DMBs) in Maiduguri, Nigeria, that adopted Adhocratic culture saw significant improvements in performance. For instance, Bank X's trust-based lending practices, which aligned with community-based trust, led to a 15% increase in loan repayments. This demonstrates that customers feel more secure when banks

consider their social reputation, akin to traditional lending practices. Similarly, Bank Y's micro-lending programs tapped into informal financial systems, bringing 20% more customers into the formal banking sector, bridging the gap between the unbanked and formal banking system.

Customer satisfaction also saw a significant boost, with Bank Z achieving an 85% satisfaction rate by adopting personalized services and engaging directly with the community. This approach mirrors the community-oriented financial approach, positively impacting customer retention. Additionally, banks like Bank A incorporated informal savings methods into their offerings, leading to an 18% growth in savings deposits, demonstrating how blending traditional practices with modern banking solutions can enhance customer commitment and financial growth.

Mobile banking innovations also played a crucial role, with Bank B experiencing a 40% rise in active users. This move aligns with Adhocratic's peer-to-peer lending models, contributing to increased customer engagement, especially in underserved communities. These data outcomes reveal that when DMBs in Maiduguri adopt culturally relevant financial practices, they can significantly boost their performance in customer loyalty, acquisition, and satisfaction.

Some DMBs in Maiduguri have successfully implemented community engagement strategies that mirror traditional financial practices, focusing on personalized interactions and strong local relationships. Bank X's community banking initiative, which ties in elements of Adhocratic culture, has resulted in increased customer trust, loyalty, and loan repayments. This demonstrates that Adhocracy can lead to informal credit arrangements that build social capital, which can be harnessed by DMBs to drive growth and financial inclusion.

### **Conclusion**

This study examined the effects of Adhocratic culture on the performance of Deposit Money Banks (DMBs) in Maiduguri, Nigeria, revealing that integrating cultural practices into banking operations can enhance customer trust, satisfaction, and loyalty, ultimately improving overall bank performance (Kotter & Heskett, 2012). However, challenges such as resistance to digital banking and the need for cultural sensitivity in service delivery were identified (Nwakoby, et. al., 2019).

The efforts of Adhocratic culture on DMBs in Maiduguri reflect the profound influence of culture on banking behavior in Nigeria, where cultural factors like trust, loyalty, and community connections significantly affect customer relationships and bank success (Oguntoke, et. al., 2021). To harness the benefits of Adhocratic culture, DMBs in Maiduguri must adopt a balanced approach, aligning modern financial solutions with local cultural values, ensuring both cultural integration and financial sustainability (Olubunmi, et. al., 2020).

This can be achieved by implementing community-centric banking initiatives, tailoring financial products to local needs, leveraging technology with cultural relevance, and strengthening trust through transparent communication. By embracing cultural values and aligning them with modern banking practices, financial institutions can achieve sustainable growth, foster stronger community ties, and contribute to financial inclusion

### **Recommendation**

In as much as Integrating *Adhocratic culture* into the operations of Deposit Money Banks (DMBs) in Maiduguri metropolis offers a strategic avenue to enhance customer engagement, trust, and overall performance; the following recommendations are proposed to effectively incorporate this cultural aspect in banking practices.

Develop specialized units within banks that focus on understanding and serving the unique needs of local communities, offering personalized services to foster trust and loyalty among customers.

Design financial products and services that resonate with local cultural practices and preferences, and train staff in cultural competence to improve customer interactions and satisfaction.

Develop mobile banking solutions and incorporate local languages and symbols into digital platforms to enhance accessibility, convenience, and user engagement, while maintaining transparent communication practices to build trust within the community.

By implementing these recommendations, DMBs in Maiduguri can enhance their performance, foster stronger community ties, and contribute to the broader goal of financial inclusion in Nigeria.

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