

Influence of Organizational Culture on the Lifestyles of Commercial Bank Employees in Benin Metropolis - Edo State, Nigeria

Akintoye Obaide Emily, Ph.D

Department of Sociology and Anthropology
Benson Idahosa University, Benin City, Nigeria
eakintoye@biu.edu.ng

Obire Oghenetajiri Mathias

Department of Sociology and Criminology
Dennis Osadebay University, Anwi, Asaba Delta State
Mathias.obire@dou.edu.ng

Abstract

This study investigated the influence of organizational culture on commercial banks employee's lifestyles in the Benin Metropolis, Edo State- Nigeria. The objective of the study was to ascertain whether or not organizational culture has any significant influence in the lifestyle of employees. To achieve this, the study adopted the descriptive survey type of research design. The major instrument used for primary data collection was a self-designed structured type of research questionnaire. Data collected was analyzed using Tables, Weighted Mean Scores and the Simple Linear Regression. The results of the Simple Linear Regression revealed that the Constant - Organizational culture Unstandardized Coefficient (B) was 40.685, Standard Error: 78.670, t-value: 0.517 and the Significance (Sig.): 0.619. While the Employee Lifestyle Unstandardized Coefficient (B) was 0.540, Standard Error: 0.460, Standardized Coefficient (Beta): 0.383, t-value: 1.174 and the Significance (Sig.) was 0.274. That the Significance (Sig.) of the two variables examined was greater than 0.05, is an indication that there is no statistical significant relationship between organizational culture and employees' lifestyle. Based on this finding, it was concluded that organizational culture does not have any significant influence on the lifestyles of commercial banks employees in the Benin metropolis. The finding of the study shows that employees are human beings and are therefore at liberty to live the kind of lifestyles they choose to live irrespective of their work place culture.

Keywords: Employees, Influence, Lifestyles, Organization Culture

INTRODUCTION

In today's technology-driven competitive business environment, the tasks of an average commercial banks employee have not only become demanding and target oriented but require extra time, commitment and the use of soft skills. Also, the management all such banks expects the employees to be a good ambassador, be regular and punctual at work as well as uphold the values

of the organization. Daily, they are expected to resume work by 8am and start attending to customers from 9am to 4pm, and in the process they are expected to treat their clients politely and empathetically to create a positive image of the organization to the customers, and in most cases many of such employees close from work by 5pm daily. Depending on the tasks assigned and employees' grade level or cadre, while some commercial bank employees close late regularly, others go to work on weekends, holidays and festival periods (including managers, security officers and those in charge of Automated Teller Machines). This trend appears to be normal with commercial banks and many people in the profession believe that if they do not expend energy and effort into their work, their career progression will be negatively affected (Rife and Hall, 2015).

As people become committed to their careers, the amount of time spent at work increases while the time they spend at home decreases (Darcy, McCarthy, Hill, and Grady, 2012), including the time they spend with their loved ones (Rife and Hall, 2015), and when an individual spends too much time at work and not enough time doing things they enjoy, their chances of being stressed up increases (Golder and Wiens-Tuers, 2005), and this without doubt, will require adjustments in ones pattern of life or changes in personal, social and cultural ways of doing things. This means that, with the high expectations and mandatory routine nature of commercial bank employees tasks performance, changes in their erstwhile ways of life is inevitable, for him or her to keep the job, grow and become successful in the profession. Such changes could influence for example, what they like to do, change of attitude, dressing pattern and style, the people they interact with, the time they spend with friends, family members, personal- social activities and the likes. This means that the values, expectations and limitations including the way things are done in an organization could influence employees' lifestyle. Therefore, gathered information about the influence organizational culture has on employees' lifestyle is imperative for a better understanding of the overall influence of the workplace culture on employees in general.

Literature Review

Concept of Organizational Culture

Organizational culture also known as corporate culture refers to a system of shared assumptions, values, and beliefs that shape members appropriate and inappropriate behavior (Chatman and Eunyong, 2003). Scott, Mannion, Davies and Marshall (2003) cited in Bitsani (2013) believe that organizational culture is better seen as a wide range of social phenomena, including the organization's customary dress, language, behavior, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion; all of which defines the character and norms of an organization. In his book titled "Organizational Behavior" Robbins (2016) define organizational culture as a system of values acquired and developed including behavioral patterns and the philosophy of its founder(s) that may not be documented but guides the thinking and actions of its members. Robbins stated further that once a culture is established, it is held and practiced by members and therefore, it constitutes the framework that differentiates one organization from another.

Similarly, Erickson (2020) in his lecture notes affirms the view that every organization has its own culture, whether it's formally defined or not and as a group formed by humans, it has its positive and negative aspects as well as different terminal and instrumental values (Fatirin, Saragih and Indratjahjo, 2018), which serves as a symbol of the workplace (Schneider, Ehrhart, and Macey,

2013). As a symbol, its elements consist of organizational purpose, traits, values, vision, mission and goals (Erickson, 2020) as well as defined standards and limitations that are usually taught to new comers.(Robbins, 2016). This is apparently why, organizational culture has not only been described as an intangible yet strong force that affect the behavior of members (Rasak 2020) but the single most powerful factor that determines the growth, survival and development of organization (Reeves, 2023).

Concept of Lifestyle

The noun lifestyle has been described as a multidimensional variable having behavioral, socio-cultural and economic dimensions (Rashmi, 2018). The lifestyle of an individual is how he or she lives (Oxford Dictionary, 2015), as in culture it means, the way people live at a particular time and place (Merriam-Webster Dictionary, 2016). Given this conceptualization, an employee's lifestyle therefore, is the way he or she lives being a member of an organization. This include, what they choose to do and not to do, attitude, values and habits as well as their taste, materials they like to possess, choice of cars, clothing and housing, residential location among others. Similarly, Katz-Gerro (2004) and Bell and Hollows (2005) in Jensen (2007) believe that the word lifestyle is better understood in its pluralistic form. According to Jensen, an individual can, in the form of different practices express him or herself through many lifestyles. For example, how to eat and what to eat (and drink); how to move around, and where to travel, what to wear and when and where to wear it; where to live, and how to furnish your apartment; what to watch and read; what to work with; choice of education; how to engage; who to associate with; how (where and with whom) to spend leisure time; whether one uses drugs, tobacco or alcohol; and how to communicate (technology and language). However, studies have shown that social-cultural, economic and environmental factors as well as demographic and social processes like migration, urbanization and modernization are the combine set of factors that influences one's lifestyle (Katz-Gerro, 2004, Bell and Hollows, 2005, Jensen, 2007, Rashmi, 2018), and the influence of these exists in all human groups including the workplace.

Influence of Organizational Culture on Employees Behaviour

Organizational culture has been described as a group attitude that evolves over time and becomes resistant to change once established (Reeves, 2023) influences employees' behaviour. Other studies with this view include Schein (2010), Tianya, (2015) cited in Rasak (2020) and Pallathadka, (2020). In these studies, organizational culture was construed as foundational set of beliefs and values shaped by external adaptation and internal integration. For instance, Reeves (2023) believes that organizational culture influences employee's behavior by shaping members interaction and inter relationships and sanctioning acceptable or intolerable behaviors' or by directing their actions including how they interact with clients and significant others (Akhavan, Sanjaghi, Rezaeenour and Ojaghi, 2014, Fatirin et al, 2018).

Recent studies have found out that organizational culture influence employees' behavior, workplace dynamics, and treatment. For instance, during official hours in the workplace, it is the organization that defines the process and determines how individuals relate with one another (managers, employees and supervisors relationship), the way employees dress, behave, and perform their jobs (Rasak 2020), it also determines the kind of clients employees can attract, how long they stay with the organization and levels of engagement. In the near absence of a supportive workplace culture, leadership styles, or the poor attitude of managers and supervisors have been

found to negatively influence employees behavior including low morale, commitment and productivity, environmental health, psych-social and emotional well-being (Cameron and Quinn, 2006). This means that the organization has a culture that could influence the behaviour of employees that is worthy of investigation. It is against this background that the trust of this study is on the influence of organization culture on the lifestyles of commercial banks employees in the Benin metropolis.

In the light of the above literature review and the deductions, the null hypothesis stated to guide the study is

Ho¹ Organizational culture has no significant influence on the lifestyles of commercial banks employees in the Benin metropolis.

Research Methodology

This study adopted the descriptive survey type of research design. The population is all the commercial banks employees in Benin City and its environs. However, in the absence of the total number of commercial bank workers in the study area for the study, one hundred and eighty (180) commercial banks employees were purposively randomly selected from different branches of ten (10) different commercial banks located in the area namely Access Bank, United Bank of Africa, First Bank, Fidelity Bank, Sterling Bank, Union Bank, Keystone Bank, Guarantee Trust Bank, Eco Bank and Polaris Bank and used for the study. The major instrument used for primary data collection was a self-designed structured type of research questionnaire. The questionnaire was designed in two sections: Section A and B. While section A was designed to collect respondents demographic data, section B was designed to reflect eleven (11) items raised on employee's behavioural, socio-cultural and economic aspect of life (*using the pluralistic meaning of lifestyle accredited to Katz-Gerro, 2004, and Bell and Hollows, 2005*) since they joined their different organizations. And it is these behavioural, socio-cultural and economic changes that were used as a proxy of employee's lifestyle. The level of response to the items in the instrument was in the four point Likert Scale format namely: Strongly Agree [SA]; Agree [A], Disagree [D], and Strongly Disagree [SD] and these were sequentially weighted as 4, 3, 2 and 1 respectfully. And to guide the factor selection process, a mean score of 2.50 was intentionally fixed as the yardstick for determining the factor that influences employees' lifestyles. Data collected were analyzed using descriptive statistics and the Simple Linear Regression. All the analysis was done using the Statistical Packages for Social Sciences (SPSS) version 24.

Data Analysis

To examine the influence of organizational culture on employee's lifestyle, the weighted mean scores of respondent's response to the items presented in Table 1 were used. Thereafter, the Simple Linear Regression was computed whereby, organizational culture (is the dependent variable), and lifestyle (was the independent variable). The analysis begins with the presentation of the socio- demographic characteristics of respondents.

Table 1: Demographic Characteristics of Respondents

Socio- Demographic Characteristics of Respondents		Frequency	%
Sex	Male	78	43.3
	Female	102	56.7
Age Bracket	20 - 30	14	7.7
	30 - 40	143	79.4
	40 and above	23	12.7
Marital Status	Single	55	30.5
	Married	123	68.3
	Divorced/Separated/ Others	2	1.1
State of Origin	Edo State Indigene	76	42.2
	Other State	104	57.7
Level of Education	N C E/ OND	45	25
	HND/ BSC	131	72.7
	Master's Degree	4	2.2
Designation	Technical staff	26	14.4
	Bank staff (officials)	132	73.3
	Manager/Supervisor	22	12.2
Years in the service of the Organization	Less than 5years	54	30
	More than 5years	126	70
Number of Respondents		180	

Results in Table 1 show that 43.3% of the sampled respondents were males and 56.7% were females. 7.7 % were within the 20 and 30 years old age bracket, 7.9. % was within the 30 and 40 years old age brackets while 12.7 % were 40 years old and above. 30.5% of the respondents were single at the time of the study, 68.3% were married and 1.1 % indicated others. The majority of the respondents representing 57.7 % were not from Edo State while 42.2 % were indigenes of Edo State. On their educational qualifications, 25 % of the respondents had NCE/ND certificate, 72.7% had HND/BSc and only 2.2% indicated master's degree. Also, 14.4% were technical staff, 73.3% were bank officials and 12.2 % were in the managers/supervisors cadre. On the time they had spent with their organization, 30 % of the respondents indicated below 5years and the majority representing 70 % indicated above 5years. This means that they are old enough to understand the influence his or her organization culture may have had on their lifestyles.

Table 2: Influence of Organizational Culture on Employees Lifestyles

SN	Items	Mean Score
1	Taste and choice of assets	2.90
2	Type of food available and diets pattern	3.00
3	Time spent at home with family members	3.00
4	Attitude to life including financial discipline	2.80
5	Cycle of friends	2.75
6	What they like to do in their spare time	2.76
7	Dress pattern and what to wear at different times	3.40
8	Attendance of socio- cult. functions/ceremonies	3.00
9	Material possession	2.85
10	How to engage and who to engage with	2.95
11	Where to live	2.70

Results in Table 2 showed that the respondent’s responses to all the items raised to measure the influence of organizational culture on employees lifestyles had a mean score that was higher than 2.50. This means that there is the consensus among the respondents that organizational culture has an influence on their personal, social-cultural and economic aspects of life.

To examine the combined influence of organizational culture on employees’ lifestyles as presented in Table 2, the Simple Linear Regression was computed and the results obtained are presented in Tables 3, 4 and 5.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F. Change	df1	df2	Sign .F Change
1	.383 ^a	.147	-.040	20.362	.147	1.377	1	8	0.274

Predictors (Constant), Employee Lifestyle

Dependent Variable, Organization Culture

Table 4: Anova

Model	Sum of Square	Df	Mean Square	F	Sig.
1 Regression	571.053	1	571.053	1.377	0..274 ^b
Residual	3317.047	8	414.631		
Total	3888.100	9			

Dependent Variable, Organization Culture

Predictors (Constant), Employee Lifestyle

Table 5: Coefficients'

Model	Unstandardised Coefficients B	Std Error	Standardised Coefficients Beta	T	Sig.
1 (Constant)	40.685	78.670		0.517	0.619
Employee Lifestyle	0.540	0.460	0.383	1.174	0.274

Dependent Variable: Organization culture

To analyze the regression output presented in Tables 3, 4 and 5 we will focus on the following key components: **the unstandardized coefficients (B), standardized coefficients (Beta), t-values, and significance (Sig.)**. The summary of the Regression Output are as follows:

- Constant: Unstandardized Coefficient (B): 40.685, Standard Error: 78.670, Standardized Coefficient (Beta): Not applicable for the constant, t-value: 0.517, Significance (Sig.): 0.619
- Employee Lifestyle: Unstandardized Coefficient (B): 0.540, Standard Error: 0.460, Standardized Coefficient (Beta): 0.383, t-value: 1.174, Significance (Sig.): 0.274

Interpretation: The Unstandardized Coefficient (B) is 40.685. This represents the expected value of the dependent variable (organizational culture) when the independent variable (employee lifestyle) is zero. The Standard Error is 78.670. This indicates the average distance that the observed values fall from the regression line. A larger standard error relative to the coefficient suggests more variability. Standardized Coefficient (Beta): Not applicable for the constant. The t-value of 0.517 test whether the constant is significantly different from zero. It is calculated as B/Standard Error B/Standard Error. Significance (Sig.) is 0.619. This p-value indicates that the constant is not statistically significant since it is greater than 0.05. On Employee Lifestyle, the Unstandardized Coefficient (B) is 0.540. This suggests that for each unit increase in employee lifestyle, the influence of organizational culture is expected to increase by 0.540 units, assuming all other factors remain constant. The Standard Error is 0.460. This indicates the precision of the coefficient estimate; a smaller standard error relative to the coefficient suggests more reliability. Standardized Coefficient (Beta) of 0.383 shows a moderate positive relationship between employee lifestyle and organizational culture, indicating how many standard deviations organizational culture will change for a one-standard-deviation change in employee lifestyle. The t-value is 1.174. This value tests whether the coefficient for employee lifestyle is significantly different from zero. Significance (Sig.) is 0.274. This p-value indicates that the relationship between employee lifestyle and organizational culture is not statistically significant since it is greater than 0.05. The significance level (Sig.) indicates whether the results are statistically significant. A common threshold for significance is $p < 0.05$ and in this case where it is greater than 0.05 means that there is no statistical significant relationship between organizational culture and employee lifestyles based on this regression analysis.

Also, the intercept (constant) does not significantly differ from zero, indicating that when employee lifestyle has no effect, we cannot reliably predict organizational culture based on this model. Although there is a positive association as indicated by the unstandardized coefficient (0.540) but this relationship is not statistically significant ($p = 0.274$). Thus, we cannot conclude that changes in employee lifestyle will lead to changes in organizational culture based on this analysis. From this regression analysis, it is clear that both components analyzed (the constant and employee lifestyle) yielded significance values greater than 0.05: Constant: $p=0.619$ $p=0.619$ Employee Lifestyle: $p=0.274$ $p=0.274$. Therefore, we conclude that there is no statistical significant relationship between employee lifestyles and organizational culture [Employee Lifestyle Coefficient: $B=0.540$ $B=0.540$, $p=0.274$ $p=0.274$ is not significant.]. This means that organizational culture have no significant statistical influence on employee's lifestyles. Based on this finding, the null hypothesis is retained and the alternate hypothesis is rejected under this circumstance. It is concluded that there is no statistical significant influence of organizational culture on the lifestyles of commercial banks employees in the Benin Metropolis.

Discussion of Results

This result of the descriptive statistics analysis of the eleven items raised to measure the influence of organizational culture on employees' lifestyles had a mean score that was higher than 2.50., indicating that, there was the consensus among the respondents that organizational culture has some influence on their personal, social-cultural and economic aspects of life. However, the result of the combine influence of organizational culture on employees' lifestyles using the Regression model showed that organizational culture has no statistical significant influence on the lifestyles of commercial banks employees in the Benin Metropolis. This finding suggests that if there has been a change in employees' lifestyle since they joined their respective organizations all such changes may have been caused by other factors, or that further investigation may be necessary to better understand if there exist any potential relationships. This finding is at variance with the result of previous studies including Cameron and Quinn (2006), Akhavan, et al (2014), Tianya (2015), Rasak (2020), and Reeves (2023) who found that positive and strong organizational culture construed as shared values, beliefs, and practices shape the behaviour and attitudes of employees.

Conclusion

The study has empirically demonstrated that organizational culture does not have a significant influence on the lifestyles of commercial banks employees in the Benin metropolis. This finding suggests that the relationship between organizational culture and employees' lifestyle is mediated by other factors or that further investigation may be necessary to better understand any potential relationships. However, since changes in employees lifestyle are important components of a life-work balance, there is the need for managers of commercial banks in the Benin metropolis to improve on the mutual existence of values, philosophies and norms known to constitute an integral part of any organization including commercial banks so that they can help develop a strong workplace culture where personal social and cultural needs and activities of employees are not compromised for job commitment and tasks performance

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