

**THE PERFORMANCE OF COMMERCIAL BANKS:  
THE ROLE OF ORGANIZATIONAL CULTURE AS A  
MEDIATOR AND EXTERNAL ENVIRONMENT AS A  
MODERATOR**

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**DOCTOR OF PHILOSOPHY  
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**THE PERFORMANCE OF COMMERCIAL BANKS: THE ROLE OF  
ORGANIZATIONAL CULTURE AS A MEDIATOR AND EXTERNAL  
ENVIRONMENT AS A MODERATOR**

**By**

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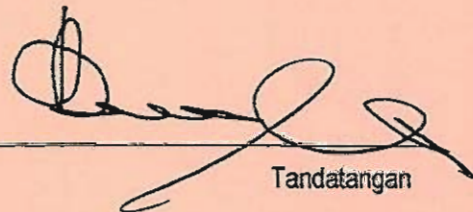
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Tandatangan



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## ABSTRACT

Business environment has become very dynamic and highly competitive. This is occasioned by globalization and massive developments in the technological world, especially advancements in Information and Communications Technology (ICT). As a result, business organizations are faced with a lot of challenges. To cope with the challenges and achieve superior performance, business organizations need to be entrepreneurially inclined, market-oriented, and strategically positioned. Similarly, they need to develop and nurture appropriate and strong organizational culture for them to be entrepreneurially inclined, market-oriented, and strategically positioned. It is against this background that this study investigated the mediating and moderating effects of organizational culture and external environment on the relationship between corporate entrepreneurship, market orientation, strategic orientation, and performance of commercial banks in Nigeria. Data were collected from 297 bank managers through a self-reported questionnaire and data analysis was carried out using SPSS version 19. Findings revealed that corporate entrepreneurship, market orientation, and strategic orientation were positively and significantly related to organizational performance. Further analysis indicated that organizational culture of teamwork mediated the relationship between corporate entrepreneurship, market orientation, strategic orientation, and organizational performance. Also, data analysis showed that external environment (competitive intensity) did not moderate the relationship between corporate entrepreneurship, market orientation, strategic orientation, and organizational performance. Thus, it was concluded that although corporate entrepreneurship, market orientation, and strategic orientation were positively and significantly related to organizational performance, even in the face of competitive challenges, however, the effects of corporate entrepreneurship, market orientation, and strategic orientation on organizational performance will be greater if organizations develop and continuously nurture strong organizational culture of teamwork.

**Keywords:** organizational culture, external environment, corporate entrepreneurship, market orientation, organizational performance

## ABSTRAK

Persekitaran perniagaan telah menjadi sangat dinamik dan kompetitif. Ini adalah disebabkan oleh globalisasi dan perkembangan besar dalam dunia teknologi, terutama kemajuan dalam Teknologi Komunikasi (ICT) dan Maklumat. Hasilnya, organisasi perniagaan berhadapan dengan banyak cabaran. Untuk menghadapi cabaran dan mencapai prestasi yang unggul, organisasi perniagaan perlu mempunyai kecenderungan kepada keusahawanan, berorientasikan pasaran, dan berkedudukan yang strategik. Begitu juga, mereka perlu membangunkan dan memupuk budaya organisasi yang sesuai dan kuat bagi mereka untuk cenderung secara keusahawanan, berorientasikan pasaran, dan kedudukan yang strategik. Berasaskan latar belakang ini, kajian ini menyiasat kesan pengantara budaya organisasi dan kesan penyederhana persekitaran luaran ke atas hubungan di antara keusahawanan korporat, orientasi pasaran, orientasi strategik dan prestasi bank-bank komersil di Nigeria. Data telah dikumpulkan daripada 297 pengurus bank melalui borang soal selidik dan analisis data telah dijalankan dengan menggunakan SPSS versi 19. Dapatan kajian menunjukkan bahawa keusahawanan korporat, orientasi pasaran, dan orientasi strategik mempunyai hubungan positif dan signifikan dengan prestasi organisasi. Analisis selanjutnya menunjukkan bahawa budaya organisasi kerja berpasukan mengantara hubungan di antara keusahawanan korporat, orientasi pasaran, orientasi strategik dan prestasi organisasi. Selain itu, analisis data menunjukkan bahawa persekitaran luaran (keamatan kompetitif) tidak menyederhana hubungan di antara keusahawanan korporat, orientasi pasaran, orientasi strategik dan prestasi organisasi. Kesimpulannya walaupun keusahawanan korporat, orientasi pasaran, dan orientasi strategik mempunyai hubungan positif dan signifikan dengan prestasi organisasi, namun dalam menghadapi cabaran persaingan, kesan-kesan keusahawanan korporat, orientasi pasaran, dan orientasi strategik ke atas prestasi organisasi akan lebih tinggi jika organisasi membangun dan memupuk secara berterusan budaya organisasi kerja berpasukan.

**Kata Kunci:** budaya organisasi, persekitaran luaran, keusahawanan korporat, orientasi pasaran, prestasi organisasi

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understanding”.

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## **LIST OF ABBREVIATIONS**

CBN	Central Bank of Nigeria
CE	Corporate Entrepreneurship
EE	External Environment
EO	Entrepreneurial Orientation
IMF	International Monetary Fund
KMO	Kaiser-Meyer-Olkin
MO	Market Orientation
NDIC	Nigerian Deposit Insurance Corporation
OC	Organizational Culture
OP	Organizational Performance
RBV	Resource-Based View
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
SO	Strategic Orientation
SPSS	Statistical Package for Social Science

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background

Generally, banks play a vital role in the growth and development of the economy of a nation. The health of the economy of a nation depends on the wellbeing of the banking sector. This is because the banking sector provides the oil for the engines that drive the vehicles of economic growth and development of a nation, whether developed, underdeveloped, or developing (George *et al.*, 2013; Otto, Ekine, & Ukpere, 2012; Rotheli, 2010). Similarly, for the purposes of planning and decision-making, banking activities have a lot of implications for the investors, depositors, government, policy-makers, and other stakeholders (Turner, 2013). Therefore, the efficiency or inefficiency of the banking sector as well as its effectiveness or ineffectiveness always have impact on a nation's economy (George *et al.*, 2013). The last global financial or economic crisis of 2007/2008 attests to this fact.

Apart from being intermediaries between institutions or individuals who have surplus funds (those who supply funds) and institutions or individuals who have deficit funds (those who need funds) (Mahmood, 2000), banks also contribute to the growth of GDP of a nation. They provide the enabling financial environment for other sectors of the economy to contribute to GDP, thereby helping to increase the productivity of the real economy (Rotheli, 2010). It is important also to mention that banks provide employments for the youths including graduates, and this helps to reduce the level of unemployment, poverty, and crimes in the society. Thus, given the role banks play in the society, their performance (good or bad) should not only be of concern to



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