Organisational Culture and Employee Engagement in the Banking Industry in Benin City

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Abstract

This study empirically examined the influence of organisational culture on employee engagement in the deposit money banks in Benin City. The specific objectives of the study were to examine the influence of power, role, task, person and innovative oriented culture on employee engagement in the deposit money banks. The study adopted the cross-sectional survey research design. It specifically made use of data collected from three hundred and thirty-one (331) staff of Deposit Money Banks (MDB) in Benin City. This response rate represents 98.8% of the total sample size. Data collected were analysed using descriptive and Ordinary Least Square (OLS) regression. The study revealed that power-oriented culture negatively and insignificantly influenced employee engagement. It also revealed that role and task-oriented culture negatively and significantly influenced employee engagement. However, person and innovative oriented culture positively but significantly influenced employee engagement. From these findings, the study recommended that management of banks place less emphasis on the practices of role-oriented culture by allowing employees use their skills when getting work done; de-emphasize the practices of task-oriented culture by giving employees the flexibility to perform their job, place more emphasis on the practices of person-oriented culture by taking a personal interest in the problems of subordinates as well as encourage employees to take risks and engage in experimentation.

Keywords: Benin, City, Deposit Money Banks, Employee Engagement, Organisational culture

Introduction

Employee's engagement has taken a central stage in explaining the ability of organisations to adjust to the rapidly changing and complex nature of the business environment occasioned by intense competition, technology breakthrough and economic liberalisation to build competitive advantage, outperform rivals and achieve strategic objectives (Sabi'u, & Umar, 2016). Unfortunately, evidence from research has shown that four out of every ten employees globally are not engaged (Lu, Wang, Du, & Bakker, 2014), two out of ten employees globally are actively disengaged (Rivera, Fitzpatrick & Boyle, 2011), globally only 13% of employees are actively engaged at work (Crabtree, 2013), and roughly 63 per cent of the workforce globally are either not fully engaged or disengaged, which leads to what has been termed an engagement gap that is costing businesses billions of dollars in lost productivity (Saks, 2006). Employee engagement is associated with a sense of physical, cognitive and psychological (emotional) availability and presence when occupying and performing assigned roles in an organisation (Biswas, & Bhatnagar, 2013; Kahn, 1990). Building a highly engaged workforce is the responsibility of company managers. Organisations can achieve

worker engagement by recognising and rewarding employees' performance, building collegial environment and robust relationships between managers and subordinates, providing opportunities for creativity and innovation and quality leadership (Das, 2003).

One variable that could be possibly linked to employee engagement is organisational culture. There is a very high positive connection between organisational culture and engagement in the Nigerian banking sector. Schein (2004) defines organisational culture as the pattern of basic assumptions that a group has invented or found in learning to manage with its problems of external adaptation and internal integration, and that has been observed to function well enough to be considered effective and, therefore, to be imparted to new members as the right way to perceive, think, and feel concerning those problems. Culture is a dominant factor for organisational success and functions as the soul of the business organisation, helping to build the organisation's image, boost employee engagement, and by it, an organisation can markedly be differentiated from its competitors (Kehinde, 2012). An appropriate design of organisational culture can enhance employee engagement (Krog, 2014; Niadoo & Martins, 2014). Strong organisational culture also lends itself to reduced turnover and is a good predictor of productivity (Bakker, Schaufeli, Leiter & Taris, 2008). This is because engagement prompts a high degree of employees' identification with their jobs making it hard for them to leave the organisation (ten Brummelhuis, Bakker, & Euwema, 2010; Rich, LePine, and Crawford, 2010). This makes the concept of employee engagement an interesting and worthwhile area of investigation for researchers and managers who seek a better understanding of the construct as well as means of getting workers highly engaged with their jobs. It is against this backdrop that this study attempts to examine the influence of organisational culture on employee engagement in the banking industry in Benin City.

Statement of the Research Problem
The banking industry in Nigeria like every other country is the lubricant that keeps the wheel of the Nigerian economy turning as it provides financial services needed for the development of every other industry in the country. However, its major challenge has remained the high rate of engagement gap evidenced by the majority of employees who are not enthusiastic in performing their duties (Obgoso & Amah, 2016). According to Obgoso and Amah (2016), several employees in the banking industry no longer experience the high level of engagement they once did. Besides poor leadership, inadequate compensations, training and perceived unfairness in appraisal among other causes (Ugwu, 2013), a weak or negative organisational culture has been found to be responsible for disengagement in the banking industry with a resultant effect in low productivity (Obgoso & Amah, 2016). Few studies (Krog, 2014; Niadoo & Martins, 2014) carried out in other countries have attempted to examine the link between the dimensions of organisational culture and employee's engagement. And little attention has been devoted to how the dimensions of organisation culture based on Handy's (1993) and Cameron and Quinn's (1998), organisation culture models could explain or predict the level of disengagement among employees in the banking industry in Nigerian in general and Benin City in particular. This study is aimed at bridging this gap.

Research Hypotheses
The study tested the following hypotheses stated in the null form:

Ho₁: there is no significant relationship between power-oriented organisational culture and employee engagement in the banking industry.

Ho₂: there is no significant relationship between role-oriented organisational culture and employee engagement in the banking industry.

Ho₃: there is no significant relationship between task-oriented organisational culture and

employee engagement in the banking industry.

Ho₄: there is no significant relationship between person-oriented organisational culture and employee engagement in the banking industry.

Ho₅: there is no significant relationship between innovative-oriented organisational culture and employee engagement in the banking industry.

Literature Review
Employee Engagement
Employee engagement is a multidimensional concept that lacks a specific or standard definition as different authors have defined it in different ways. The foremost definition of employee's engagement was put forward by Kahn (1990) who describes engaged employees as those workers who are cognitively, emotionally and physically connected with their work roles. Employee's engagement is a distinct and unique construct consisting of not only cognitive (thought) and emotional states (fully engrossed in and enthusiastic about one's job) but also behavioural state directed toward desired organisational outcomes (May, Gilson & Harter, 2004). The most widely cited conceptualization of employees' engagement was put forward by Schaufeli, Salanova, González-Romá and Bakker (2002). They define engagement as "a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption". In supporting this view, Baker and Demerouti (2014) agree that engaged employees feel a high level of contentment while performing work, experience less burnout and are often fully immersed in their work that time flies. Albrecht (2013) avers that an increase in employee engagement decreases withdrawn behaviour with a resultant effect on overall productivity. Engaged employees have higher intention to remain more creative, more committed, perform better and are less expected to be involved in deviant behaviours unlike non-engaged employees (Adekola, 2011). They are not only more satisfied with their jobs, more productive and willing to engage in citizenship behaviours

but are also the financial backbone of any organisation (Ugwu, 2013).

Concept of Organisational Culture
Culture is the ''pattern of basic assumptions that a group has invented, or discovered in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems'' (Schein, 2004: 63). Organisational culture usually manifests in three levels of layers: basic assumptions, values and artefacts, and each of the layers is hard to change and therefore tends to survive even at the demise of some members of the organisation that developed them (Schein, 2004). Organisational culture also refers to the values shared among members about organisational routines, the belief held in common among members of an organisation about how tasks should be performed and the behavioural norms that are accepted and must be adhered to while performing tasks in the organisation (Jackson, 2001). These values and beliefs shared in common among members of an organisation provide a guide for making a decision, structuring tasks and relating to people within and outside the organisation. It is the collective programming of the mind, which distinguishes the members of one category of people from another. Organisational culture is usually developed/created through the founder and managers of an organisation and through a system of social norms including the interaction with stakeholders outside the organisation, regulatory bodies and other keys elements in the external environment in general, which serve as vital resources for obtaining sustainable organisational dynamics, which is the capacity to continuously strengthen and renew the organisation by mobilizing and enhancing the resources including the competencies embedded in the structures, processes, and members of the organisation (Hampden-Turner, 2004).

Dimensions of Organisational Culture
The study identified power culture, role culture (hierarchical), task-oriented culture (market culture) and person culture (clan culture) and innovative culture (Adhocracy culture) based on

the work of Handy in 1993; O'Reilly, Chatman and Caldwell, in 1991; and Cameron and Quinn in 1998. Each of these is explained below:

Power-oriented Culture
The first dimension of Handy's organisational culture model is the power-oriented culture. Power culture is defined as a web and functions from the centre with little formalities and having a top-down communication style (Handy, 1993). Power culture is an 'organisational culture that is based on inequality of access to resources' (Harrison & Stokes, 1992 as cited in Naidoo, 2014). There is a need to use power in order to exert control and guide behaviour in an organisation. An organisation where power culture is dominant is characterised by respect for authority, high centralisation and low formalisation modes of operation, rationality in procedures and division of labour (Hampden-Turner, 2004). Power-oriented culture is found in both small and larger organisations and leadership resides in a few hands and lies in the ability of power-oriented leaders in small organisations. The unequal treatment associated with power culture has been suggested to account for the poor attitude to work and employee's behaviour (Watson, Kumar, & Michaelsen, 2016), lower employees' engagement (Stewart & Johnson, 2009). And because job resources and reward are often distributed based on power differentiation in power-culture, it has been suggested that the practices of power culture negatively affect work engagement among employees.

Role-oriented Culture
Role culture is associated with mechanistic organisational structure, the type of structure where work norms, rules and regulations are standardized and formalized. Due to its mechanistic procedures, such organisation is time and again categorized as bureaucratic. Thus, the strength of the role culture rests on the functions and specialities (such as finance, production, operations etc.) which can be thought of as a series of pillar as they ensure implementation and they are coordinated and controlled by a small group of high-ranking executives. Leaders here are efficiency-minded and leadership is based on organised coordination and monitoring, with a culture emphasizing efficiency and predictability (Hampden-Turner, 2004). The shared connection between the power-oriented and the role-oriented organisational cultures is that they depend on the use of external rewards and punishments to spur organisational members. Organisations with role-oriented culture do not give individual autonomy or discretion to employees at lower levels because they function on the belief that people are not to be relied on. Role culture could negatively affect employee's wellbeing because it is based on the assumption that organisation is a rational entity where members of the organisation must be controlled to achieve the highest pay off (Lam & Lundvall, 2007). This threatens employees' moral that may lower their level of dedication, job significance, enthusiasm, inspiration, pride and challenges, all which are related to employee engagement (Bakker & Demerouti, 2008).

Task-oriented Culture
Task culture is symbolised with a net or latticework and is defined as the aligned culture which lines people up behind a common vision or purpose (Harrison & Stokes, 1992). Task culture can also be referred to as achievement culture, which requires members of the organisation to focus on competitive actions and realizing the established purpose and measurable goals of the organisation and where power is to some degree dispersed, based on expertise rather than rank or charisma (Brown, 2007). Task culture deals with using teams in an organisation to execute tasks and solve organisation's problems. Individual ranks or work is considered to be less important than the accomplishment of a task using a team to meet its market demand by bringing together a variety of people who are experts in their fields. The task culture is fashioned after the matrix structure which is characterized with multiple reporting lines, uses team comprising of few personnel who are highly proficient and have expertise in their area to establish the high-performance, high-flexibility, and high-commitment organisation.

Person-oriented Culture
Person culture also referred to as clan culture is characterized with loyalty, morale, commitment, tradition, collaboration, teamwork, participation, consensus, and individual development

(Cameron, 2004; Cameron & Quinn, 1998; Tseng, 2010). The structure of an organisation with a person-oriented culture is a generous cluster structure with less hierarchy, which entails less power and control of employees. A culture that emphasizes empowerment, encouraged involvement and participation tend to create positive employee attitudes, thereby making employees feel engaged in their work. This was empirically confirmed by Hartnell et al (2011) when they found that in the clan culture type or clan dominant culture orientation significantly help to improve overall employee engagement. This means that organisation that places value on the person through the favourable treatment of employees and making employees' well-being a top priority tend to increase the level of their engaged employees. Such organisations may have employees with high energy levels and are enthusiastic about their work based on social exchange theory by Blau, 1964 that employees positively reciprocate an organisation's favourable treatment through positive work attitude and behaviour including engagement, commitment and extra-role performance.

Innovative-oriented Culture
An innovative oriented culture is most responsive to the hyper-turbulent, ever-accelerating conditions that increasingly typify the organisational world of the twenty-first century due to its entrepreneurial spirit. According to the Organisational Culture Profile framework, organisations that have innovative cultures are flexible, adaptable, and experiment with new ideas. Central characteristics of innovative culture are adhocracy, fostering creativity, autonomy, variety, and making work challenging and stimulating (Cameron & Quinn, 1998). It is thought that such emphasis will facilitate the growth, development, skill and task variety of employees (Hartnell et al., 2011). Organisations with an innovative culture do not only play an important role in adapting to their external

environment but also stimulate a positive employee attitude. This is because the autonomy and risk tolerance related to the culture type indirectly enhances employee's attitudes towards the organisation (Hartnell et al, 2011). Also, employees who behave innovatively at work are more engaged with their jobs, suggesting that innovative culture influences the extent to which employees are engaged with their job.

Theoretical Framework
This study hinges on an extension of the model developed by Handy (1993) on organisational culture. It went on to include innovative oriented culture as suggested by O'Reilly, Chatman and Caldwell (1991). The model proposed four dimensions of organisational culture namely, power culture, role culture, task culture and person culture. It posits that individuals' actions, cognitions and attitude can be constrained by the culture of an organisation. As such, employee engagement can either be marred or enhanced through organisation culture (Krog, 2014) depending on how employees perceived the culture to be the harbinger for change (Niadoo & Martins, 2014).

Methods
The study adopted the cross-sectional survey research design. This is because the data on the variables of interest were collected at one point in time. This was done using the questionnaire administered to the respondents. This study population consisted of all the permanent and contract staff excluding the security personnel of all Money Deposits Banks (MDB) banks in Benin City. There are seventeen (17) MDBs in Benin City: Access Bank, Diamond Bank, Ecobank, FCMB, Fidelity Bank, First Bank, GTBank, Heritage Bank, Keystone Bank, Skye Bank, Stanbic Bank, Sterling Bank, UBA, Union Bank, Unity Bank, Wema Bank and Zenith Bank.

Table 1: Number of Branches and Population of Selected Banks in Benin City

S/N	Banks	No of branches	Number of Staff
1	Access Bank	7	126
2	Diamond Bank	7	133
3	Ecobank	7	147
4	FCMB	5	96
5	Fidelity	5	102
6	First Bank	16	304
7	GTBank	6	112
8	Heritage Bank	2	33
9	Keystone Bank	5	72
10	Skye Bank	7	132
11	Stanbic Bank	4	69
12	Sterling Bank	5	92
13	UBA	12	252
14	Union Bank	6	98
15	Unity Bank	5	87
16	WEMA Bank	3	53
17	Zenith Bank	9	171
	Total	111	2079

Sources: fieldwork, 2018

The sample size of this study is 335. It was determined using Yamani's formula since the population is finite.

Where $n = \frac{N}{1+N(0.05)^2}$

Where e=0.05,
1=constant,
N=population.

$n = n, = \frac{2079}{1+2079(0.05)^2} = 335.45$

This figure of the sample size was proportionately shared among the banks using Kumar (1976) proportional allocation formula proposed as $n_h = \frac{Nh}{N} \times n$. Through this formula, where n_h = sample size for stratum *h*; N_h = population size for stratum *h*; N = total population, we were able to find the exact number of staff to be surveyed in each of the banks.

Table 2: Administration of Questionnaire

S/N	Banks	No of branches	No. of Staff	Proportionate Sampling
1	Access Bank	7	126	20
2	Diamond Bank	7	133	21
3	Ecobank	7	147	24
4	FCMB	5	96	15
5	Fidelity	5	102	16
6	First Bank	16	304	50
7	GTBank	6	112	18
8	Heritage Bank	2	33	5
9	Keystone Bank	5	72	11
10	Skye Bank	7	132	21
11	Stanbic Bank	4	69	11
12	Sterling Bank	5	92	15
13	UBA	12	252	41
14	Union Bank	6	98	16
15	Unity Bank	5	87	14
16	WEMA Bank	3	53	9
17	Zenith Bank	9	171	28
	Total	111	2079	335

Source: Researcher's construction (2018)

Table 2 shows the number of employees and the proportionate number of employees surveyed in each of the seventeen banks in Benin City. **The** convenience and systematic sampling techniques were used to ascertain the employees in each of the branches of the banks to be administered questionnaires to. This implies that the respondents were chosen based on accessibility and the level of knowledge of organisational culture practices in the Nigerian banking sector. Research assistants were engaged to administer and retrieve the questionnaires after two-five days. A total of three hundred and thirty-one (331) copies of the questionnaires, which represent 98.8% of the total sample size was found usable. The study employed the most widely used questionnaires for measuring engagement developed by Schaufeli et al. (2002) and for organisational culture established by Cameron and Quinn (1998), O'Reilly, Chatman and Caldwell, (1991) and Handy (1993).

Validity and Reliability of the Research Instrument
The questionnaire was critically reviewed by colleagues in the research area to ascertain its validity while the reliability of the instrument was determined by a pilot study which was carried out by administering twenty (20) copies of questionnaires to employees of banks. Data collected from the retrieved questionnaire were tested with Cronbach's Alpha reliability test. Cronbach's Alpha Coefficient of the items ranged from 0.920 to 0.764, with reliability increasing consistently with an increase in value. This helped to determine the internal consistency of the questionnaire items.

Model Specification
In order to examine the effect of organisational culture on employee's engagement, the study employed the following model.
EMGAMT= ƒ (POWOCUL, ROLOCUL, TASOCUL, PEROCUL, INOVACUL)
In this study, the long-run equation is specified as follow:
EMGAMT = β_0 + β_1POWOCUL + β_2ROLOCUL + β_3TASOCUL + β_4PEROCUL + β_5INOVACUL+ Ut…........(2)

EMGAMT	=	Employee Engagement
POWOCUL	=	Power Oriented Culture
ROLOCUL	=	Role Oriented Culture
TASOCUL	=	Task Oriented Culture
PEROCUL	=	Person Oriented Culture
INOVACUL	=	Innovative Oriented Culture
β_0	=	constant

$\beta_1, \beta_5 > 0$ $\beta_2, \beta_3, \beta_4 < 0$ =coefficients and a priori signs of the independent variables
u_t = Error term at time t

Specifically, the coefficients $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are the parameters of the model, and they describe the directions and strengths of the relationship between employee engagement and explanatory variables (power, role, task, innovative, person-oriented cultures) while the t represents stochastic error term or random residual term which captures other factors that may cause variations in the employee engagement but not included in the model. The apriori expectations derived theoretically are $\beta_1, \beta_5 > 0$ $\beta_2, \beta_3, \beta_4 < 0$. This indicated we expected a positive relationship between employees' engagement, and person-oriented and innovative cultures while we expected a negative relationship between employees' engagement, and power, role, task-oriented culture.

Methods of Data Analysis
Descriptive and inferential statistical methods were used in this study. The descriptive statistics comprised means and standard deviations. The inferential statistic was regression, particularly, Ordinary Least Squares (OLS). It was used to test the hypotheses of the study. The regression was

performed using Eview version 8 at 5% level of significance.

Results

Table 3: Pearson correlation coefficients for all research variables

		EMGAMT	POWOCUL	ROLOCUL	TASOCUL	PEROCUL	INOVACUL
EMGAMT	Correlation	1	-.025	-.458**	-.531**	.489**	.458**
	Sig.		.649	.000	.000	.000	.000
	N	331	331	331	331	331	331
POWOCUL	Correlation	-.025	1	.017	.042	-.054	-.043
	Sig.	.649		.756	.449	.329	.439
	N	331	331	331	331	331	331
ROLOCUL	Correlation	-.458**	.017	1	.500**	.039	.028
	Sig.	.000	.756		.000	.479	.609
	N	331	331	331	331	331	331
TASOCUL	Correlation	-.531**	.042	.500**	1	.180**	.099
	Sig.	.000	.449	.000		.001	.072
	N	331	331	331	331	331	331
PEROCUL	Correlation	.489**	-.054	.039	.180**	1	.200**
	Sig	.000	.329	.479	.001		.000
	N	331	331	331	331	331	331
INOVACUL	Correlation	.458**	-.043	.028	.099	.200**	1
	Sig.	.000	.439	.609	.072	.000	
	N	331	331	331	331	331	331

Source: Researcher's fieldwork (2019)

Pearson's correlation coefficients between each pair of variables are shown in table 4.4. Bryman and Cramer (1997) posit that the Pearson's correlation coefficient (r) should not exceed 0.80; otherwise, the independent variables that show a relationship above .80 may be suspected of having multi-collinearity. However, we observed from table 4.4 that none of the correlation coefficients is up to .80, thus ruling out any form of multi-collinearity in the model. Table 4.4 shows that employee engagement is positively and significantly related to task culture person culture (r=0.489, p=000<0.05), innovative culture (r=0.458, p=000<0.05). But negatively and significantly related to role culture (r=-.458,

p=000<0.05) and task culture (r=0.531, p=0000<0.05). Pearson's correlation also shows employee engagement negatively and insignificantly related to power-culture (r=-0.025, p=0.649>0.05).

Regression Analysis
In this section, regression analysis was performed to establish the relationship between organisational culture and employee engagement. It was conducted to test the formulated hypotheses to determine the relationships that exist. The independent variables which include: power, role, task, person, and innovative cultures were regressed on employee engagement

(dependent variable). The decision rule for accepting the hypotheses formulated in establishing a relationship between the independent variables and dependent variables is that if the t-value is less than 2 or calculated p-values (sig) are greater than 0.05(5%) level of significance, the null hypotheses (H_0) would be accepted. But if the p-values (sig) are less than 0.05(5%) level of significance, H_0 reject it. The results are shown in Tables 4.

Table 4: showing the predictive effects of Organisational Culture on Employee's Engagement.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.348722	0.179465	1.943115	0.0529
POWOCUL	-0.007331	0.031068	-0.235955	0.8136
ROLOCUL	-0.190716	0.025938	-7.352844	0.0000
TASOCUL	-0.232164	0.032508	-7.141712	0.0000
PEROCUL	0.208638	0.020855	10.00427	0.0000
INOVACUL	0.247973	0.024811	9.994523	0.0000
R-squared	0.620038	Mean dependent var		3.202417
Adjusted R-squared	0.614192	S.D. dependent var		0.387516
S.E. of regression	0.240700	Akaike info criterion		0.007427
Sum squared resid	18.82931	Schwarz criterion		0.076348
Log likelihood	4.770842	Hannan-Quinn criter.		0.034915
F-statistic	106.0696	Durbin-Watson stat		1.647900
Prob(F-statistic)	0.000000			

The regression result shows that when the independent variables: power culture, role culture, task culture, person culture and innovative culture were regressed on employee engagement, a coefficient of determination (R^2) value of 0. 620038 was obtained. This value indicates that the independent variables, which include: power culture (POWOCUL), role culture (ROLOCUL), task culture (TASOCUL), person culture(PEROCUL) and innovative culture (INOVACUL) jointly explained 62% of the variation in the dependent variable (employee's engagement), while others factors or elements not included in this regression model, but taken care of by the error terms accounted for 28% explanation of employee engagement. The R-squared value after adjustment for the degree of freedom was 0.614192 in the regression model. This value further confirmed that the five constructs of organisational culture, when grouped together explain approximately 0.61% systematic variations in employee's enragement after the elements in the model, have been adjusted to a degree of freedom.

The regression results also show that organisational culture constructs: power culture (POWOCUL), role culture (ROLOCUL), task culture (TASOCUL), person culture (PEROCUL) and innovative culture (INOVACUL) when grouped together has F-statistic of 106.0696 at Prob (F-statistic) value of 0.00000 which is less than 5%. This means that there exists a significant linear relationship between organisational culture and employee's engagement in the banking industry in Benin City at 5% level of significance. Importantly, the regression results confirm the significant relationship between individual dimensions of organisational culture and employee engagement. The results showed that except for power culture (t= -0.235955; p= 0.8136 >0.05), each dimensions of organisational culture: task role culture (t= -7.352; p>0.05); task culture (t= -7.1417; p=0000<0.05); person culture (t= 10.004; p=00000<0.05) and innovative culture (t=9.994; p=00000<0.05) passed the significant test at 5% level. This means that except for power culture, there is a significant relationship between role,

task, person, innovative cultures and employees' engagement in the banking industry in Benin City. Hence, the null hypothesis which states that there is no significant relationship between power culture and employee's engagement at 5% level of significance is accepted while the hypotheses that there is no significant relationship between role, task, person, innovative cultures and employee's engagement at 5% level of significance are widely rejected.

The regression coefficients sign further show the direction of the relationship and magnitude of impact the different dimensions of organisational culture (independent variables) exert on employee engagement in the banking industry, which is relevant for policy formulation for enhancing employee engagement. They show role, task, and power cultures negatively impact on employee engagement while the person and innovative cultures positively impact on employees' engagement in the banking industry. The results imply that increase in the practices of innovative and person culture by 1% stimulate employees' engagement by 24.7% and 20.8% respectively while the increase in the practices of the role, power and task culture by one per cent reduce the level of employee's engagement by 19%, 7% and 23.2% respectively. These results further suggest that the practices of innovative culture have the highest positive impact on employees' engagement, and this is followed by person culture while the practices of task culture had the greatest negative impact on employees' engagement followed by role culture. The Durbin-Watson statistic of 1.64 reveals the absence of first-order serial correlation which further confirms no presence of multi-collinearity in the model as shown by the correlation coefficients in Table 4.3.

Discussion

The findings derived from this study and their policy implications are discussed according to the research objectives. First and foremost, the findings that revealed that power-oriented organisational culture has a non-significant negative influence on employee engagement in the banking industry in Benin City is consistent with our apriority expectations (theoretical framework of the study). The policy implication

of this finding is that increase in the practices of power culture partially decrease employee engagement in the banking industry. These findings confirm Watson, Stewart and Johnson's (2009) and Kumar and Michaelsen's (2016) assertion that unequal treatment associated with power culture account for the poor attitude to work and low employee engagement. The possible reason for the negative impact of power culture on engagement could be the disproportionate treatment associated with power culture. Because more tasks with little resources are usually shifted to subordinates in power-culture, their workload, stress and burnout often increase, which are antipode of employee's engagement. Besides, rule by fear, job insecurity and promotion based on nepotism and favouritism that characterise power culture as also reported in the banking industry may have resulted in the negative impact of power culture on employees' engagement in the banking industry in Benin City.

The second finding of this study that role oriented organisational culture negatively and significantly influences employee engagement in the banking industry is consistent with our apriority expectations (theoretical framework) and the empirical findings of Reis, Trullen and Story (2016) in Brazil that hierarchy culture is negatively associated with authenticity and level of engagement at work. They partially support the study of Krog (2014) that hierarchy culture is negatively related to all of the three dimensions of work engagement but the direction of the relationships was not statistically significant. The policy implication of the findings suggests that an increase in the practice of role culture significantly reduce employees' engagement.

The third finding of this study that task-oriented organisational culture negatively and significantly influences employee engagement in the banking industry is consistent with our apriority expectations (theoretical framework) and the empirical findings of Reis, Trullen and Story (2016). These findings partially support the work of Krog (2014) that market culture is negatively related to all of the three dimensions of work engagement but the direction of the relationships was not statistically significant. The

policy implication of these findings is that increase in the practices of task-oriented culture negatively decrease employees' engagement in the banking industry. These findings are not surprising as many employees in the banking industry are often over tasked due to the excessive workload, time pressures and unpredicted late closing from daily work activities. This makes employees mentally exhausted, experience energy depletion, and all kind of pains associated with psychological and physical demands of the job.

The fourth finding of this study that person-oriented organisational culture positively and significantly influences employee engagement in the banking industry is consistent with our apriority expectations (theoretical framework) and the empirical findings of many studies inclusive of that of Krog (2014) in Norway that found that clan culture is positively and significantly related with dedication dimension of work engagement; Naidoo and Martins's (2014) study in South African that asserts that meeting employee needs is significantly and statistically related with vigour, absorption and dedication. These findings, however, are contrary to the work of Reis, Trullen and Story (2016) that found that clan culture had no effect on work engagement.

Finally, the findings that innovative oriented organisational culture positively and significantly influences employee engagement in the banking industry also confirmed our apriority expectations (theoretical framework) and the empirical findings of most studies. They agreed with the position of Khan (2016) that culture of adaptability plays a significant role in engaging employees. The implication of these findings is that increase in the practices of innovative culture significantly results in an increase in employee's engagement, thus suggesting the need for banks to encourage the employees to take risks, engage in new challenges and celebrate them whether they fail or succeed in the new challenges they undertake.

Conclusion
This study concludes that the engagement gap occasioned by employees who are not unenthusiastic in performing their duties in the Nigeria banking system can be mitigated through the practices of person and innovative culture. It can also be mitigated by de-emphasising the practices of the role and task culture as these dimensions of culture tend to constrain the level of engagement among employees in the banking industry in Benin City. Moreover, the study concludes that the elements of Cameron and Quinn, (1998) and Handy's (1993) models on organisational culture are highly applicable in explaining the level of employees' engagement in the context of the banking industry in Benin City.

Limitation of the Study
The study was limited to banks in the city of Benin only which implies that results obtained may not be necessarily relevant or applicable to other banks elsewhere in the country.

Recommendations
Based on the findings of this study, we made the following recommendations:
1. Management of Banks in Nigeria should place less emphasis on the practices of role culture. This can be done by allowing employees to use their skills when getting work done.
2. Management of bank should de-emphasise the practice of task culture. This can be done by giving employees the flexibility to perform their job. It can also be done by allowing employees to choose the target and deadline to meet the target rather than imposing target and deadline on them.
3. Management of banks should place more emphasis on the practice of the person culture. This can be done by ensuring managers respect, are polite and share positive jokes with subordinates. Person culture can also be stimulated by ensuring managers always act as mentors, take a personal interest in the problems of subordinates, and allow subordinates to be involved in decisions that concerned them. Moreover, the management of banks can enhance person culture through the offering of favourably work-life policies.
4. Management of banks should emphasise the practice of innovative culture. This can be done by encouraging employees to be creative in dealings with problems, finding the solution

on how to improve current activities, taking risks in searching for a leading-edge, and continually engaging in experimentation, acquisition of new ideas, resources, skills and insightful/knowledge.

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