

ABSTRACT

This study examined the relationships between organizational culture (outcome orientation, people orientation, stability, involvement, and flexibility), and employees' performance effectiveness (skills, time management, accountability, and job dedication), in ABC Bank Public Company Limited.

The objectives of the case study were firstly, to determine the perception of employees on organizational culture of ABC Bank PCL; secondly, to determine the perception of employees on their performance effectiveness in ABC Bank PCL; thirdly, to study the relationship between organizational culture and employees' performance effectiveness in ABC Bank PCL; and finally, to study the relationships between demographic profile and employees' performance effectiveness in ABC Bank PCL.

Two hypotheses tested in this particular study were firstly, the relationship between organizational culture and performance effectiveness of employees; secondly, the relationship between demographic profile and performance effectiveness of employees.

Two hundred and twenty eight questionnaires were distributed to first-line managers, including both front and back office managers in ABC Bank. There were 209 respondents who participated in the survey.

The researcher used descriptive statistics for describing the demographic profiles and indicating the perception of respondents on organizational, and performance effectiveness factors. The findings on the perceptions of respondents toward overall organizational culture were rated at “agree level”, this implied that the respondents felt positive about the organizational culture in the company. In addition, the perception of respondents toward overall performance effectiveness was rated at “agree level”, this implied that the respondents also viewed their performance effectiveness in a positive way.

The Bivariate correlation test (Pearson correlation) was used to find out the relationship between organizational culture factors and performance effectiveness factors. Overall, the findings indicated that there was a significant relationship between organizational culture and performance effectiveness at the moderate positive correlation level. There was also a significant relationship between employees' demographic profile and performance effectiveness factors.

The result of findings are summarized and stated. Practical recommendations, and the conduct of further research in other service organizations to reconfirm the trustworthiness of the results, were suggested.