

STUDY OF EMPLOYEE ORGANIZATIONAL IDENTIFICATION AND ITS EFFECT ON ORGANIZATION STRATEGY INTERNALIZATION AND EMPLOYEE PERFORMANCE.

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Abstract

The banking sector is a significant contributor to the economic growth and development of any country. In developing economies especially, banks have become crucial in providing different types of financial and investment support to individuals, businesses and governments. Nonetheless, the banking sector in these environments is saddled with the issue of staff retention resulting in a high level of poaching. This raises a fundamental question about the strategies deployed by banks in order to nurture, motivate and retain their employees and thereby, remain effective and stay relevant in today's competitive business environment. It is against this backdrop that this study seeks to investigate the impact of charismatic leadership, employee training and commitment which results in Employee Organizational Identification (OI) and consequently leads to Strategy Internalization and Employee Performance. The study employed a mixed method approach for data collection; comprising the use of a cross-sectional questionnaire and a case study. Four hundred and ninety-nine (499) respondents participated in the cross-sectional survey and, Ecobank Ghana (head office) was used for the case study.

The study found that Charismatic Leadership, Employee Training and Commitment significantly impacted on Strategy Internalization and Employee Performance. Additionally, it was found that Organizational Identification significantly mediated the effects of Charismatic Leadership, Employee Training and Employee Commitment on Strategy Internalization and Employee Performance.

The study recommends that for any corporate institution, especially one with presence spanning over different countries, and with varied social and cultural orientation, there is the need to build Organizational Identification which will lead to effective Corporate Strategy Internalization and Employee Performance. More so, corporate institutions need to invest in targeted structured employee commitment training programs and focused management training aimed at shaping managers to exhibit charismatic leadership characteristics to serve as a source of inspiration and employee support.