

**RELATIONSHIP BETWEEN NATIONAL CULTURE AND
PERFORMANCE OF SELECTED UNITED NATION'S AGENCIES
IN KENYA**

**BY
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FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF
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DECLARATION

I hereby declare that this project is my own work and has never been submitted for a degree in any other university or institution.

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The project has been submitted for examination with my approval as a university supervisor.

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Although only my name appears on the cover of this project, there are several people who have contributed to my success and are worth mentioning. My utmost gratitude is to God for the strength for the strength and wisdom and having seen me through the course.

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DEDICATION

To the Almighty, most gracious, without you I wouldn't see the daylight

To my father, you believed knowledge is all the wealth I need in this world

To the love of my life, nothing would have been possible without your unwavering support, encouragement and belief that to me even the sky is not the limit.

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ABBREVIATIONS AND ACRONYMS

UN-United Nations

HRMS- Human Resource Management Services

E-PAS- Electronic Performance Appraisal System

GLOBE- Global Leadership and Organizational Behavior Effectiveness

UNDP-United Nations Development Program

UNESCO-United Nations Educational, Social and Cultural Organization

ICAO-International Civil Aviation Organization

UNICEF-United Nations Children's Fund

UNOPS-United Nations Office for Project Services

WFP-World Food Programme

FAO-Food and Agriculture Organization for the United Nations

UNIDO-United Nations Industrial Development Organization

IOM- International Organization for Migration

WHO- World Health Organization

ILO-International Labor Organization

UNEP-United Nations Environment Programme

UNSOA- United Nations in Support of Amisom

ABSTRACT

The aim of this study was to examine whether there was a relationship between national culture and performance of United Nations agencies operating in Kenya. 25 agencies operating in Kenya were used for the study. Cross-sectional survey was used because the research problem required a comparative data analysis. Both primary and secondary data was used in this study. The primary data which was on elements of national culture was collected through structured questionnaires. The questionnaire from Naveen & Yoo (1998) which is concerned with assessing the cultural values of individuals in consistence with Hofstede's renowned five-dimensional typology of culture. Performance was measured using secondary data on agencies' result based performance management and Programme delivery in Kenya. The results of this study revealed that there is a relationship between national culture and performance. The results implied that the dominant culture in the UN agencies was that of uncertainty avoidance which define a culture characterized by strong emphasis on laws, regulations, and controls that are designed to reduce uncertainty. Although the results imply that Uncertainty Avoidance is the dominant element, there also exist low levels of power distance which could indicate high respect between higher and lower level authority, high trust in delegating important tasks to lower staff levels, liberal democracy and organizations lean towards egalitarianism.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Culture has a strong effect on many elements of an organization including performance, teams, ethics, change, strategy among others. Many academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared. According to Hofstede (1993), national culture is the patterns of feeling, thinking and acting acquired by growing up in a particular country. The environment within which one grows up will therefore mold one's personal behavior and attitudes towards different aspects of living.

Several empirical studies have supported the positive link between culture and performance (Tega 2012; Denison 1980; Ghemawat & Reiche 2011; Kotter & Heskett, 1992). These studies have contributed significantly to the field of culture and performance studies whereby culture is being treated as variable for a specific research purpose. The pioneering work on cultural measurement could be credited to Hofstede (1980) who identified five dimensions of culture; Schwartz (1994) proposed a cultural value symbolizing the relationship between personality and cultural factors. Similarly, Trompanaar (1993) identified seven dimensions while project GLOBE expanded the dimensions into nine as will be discussed in the literature.

UN agencies, like many other organizations are affected by different culture including that of national culture in which they operate in. When thinking about UN Coherence, Effectiveness and Relevance, it ought to be kept in mind that each agency will have its own organizational culture, and that the key challenge is to build on the specificities of each culture to create and strengthen one that promotes a collaborative and coordinated way of working together. UN hence promotes a culture of high performance and recognizes successful performances.

1.1.1 Concept of Culture

The culture of an organization eminently influences its myriad decisions and actions. A company's prevailing ideas, values, attitudes, and beliefs guide the way in which its employees think, feel, and act, quite often, unconsciously. For some, culture is considered the "glue" that holds an organization together and for others, the "compass" that provides direction(Hersh , Tharp, & Soleste, 2006). In addition, Schein (2004), has defined culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which 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"

The term culture is derived from social anthropology as a framework for understanding "primitive" societies (Kotter & Heskett, 1992)which has recently been widely used in the context of organizations. In particular, organizational culture was used to explain the economic successes of Japanese over American firms, through the development of a highly motivated workforce committed to a common set of core values, beliefs and assumptions. (Furnham & Gunter, 1993).

Furthermore, UNESCO defines culture as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs (UNESCO, 2006).

1.1.2 National Culture

McSweeney (2002) defines national culture based on Hofstede findings and explains that as nations are 'sub culturally heterogeneous', individuals do not all share common 'subcultures', but most or all are said to share a common national culture. Thus, a unique national culture is assumed to be individually carried by everyone in a nation. Hofstede (2001) defined national culture as "the collective programming of the mind which distinguishes the members of one group or people from another". He suggested that people share a collective national character that represents their cultural mental programming. This mental programming shares values, beliefs, assumptions, expectations, perceptions and behavior.

National Culture is in this paper defined "as the basic and shared practices and values that shape communities to find solutions to external adaption" (Javidan, 2004). A culture may be described by a set of cultural dimensions (House et al., 2004; Hofstede, 2001). Nine cultural dimensions are presented in the GLOBE study (House et. al, 2004). Five of those are according to the theory (House et. al, 2004) and previous research (Tosi&Greckhamer, 2004) particularly relevant with regard to explaining CEO compensations; performance orientation, uncertainty avoidance, institutional collectivism, future orientation and power distance (House et. al., 2004).

1.1.3 Organizational Culture

Management scholars have proposed a number of definitions for the organizational culture concept. Schein (2004) states that the concept refers to “the climate and practices the organizations develop around their handling of people, or to the espoused values and credo of an organization”. McKenzie(2010) argues that while there is no single widely accepted definition, there appears to be some agreement that definitions should emphasize a range of social phenomena, including a common pattern of values, beliefs, symbols, meanings, behaviors, and assumptions held by organizational members’ that help to shape the ways in which they respond to each other and to their external environment.

From Culture management’s notes, attempts to define organizational culture have adopted a number of different approaches. Some focus on culture as manifestations of the heroes and villains, rites, rituals, myths and legends that populate organizations while other have socially constructed culture and reflects its meaning as those that are constituted in interaction and that form commonly accepted definitions of the situation. Furthermore, culture is symbolic and is described by telling stories about how we feel about the organization. A symbol stands for something more than itself and can be many things, but the point is that a symbol is invested with meaning by us and expresses forms of understanding derived from our past collective experiences.

The sociological view is that organizations exist in the minds of the members. Culture is unifying and refers to the processes that bind the organization together. Culture is then consensual and not conflictual. The idea of corporate culture reinforces the unifying strengths of central goals and creates a sense of common responsibility.

All of the above elements are interlocking; culture is rooted deep in unconscious sources but is represented in superficial practices and behavior codes. Because organizations are social organisms and not mechanisms, the whole is present in the parts and symbolic events become microcosms of the whole.

1.1.4 Organizational Performance

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Most researchers used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack 1996). Yesley (1984) identified several factors that contribute to performance such as organization structure, knowledge, resources, strategic positioning and human process. Most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals and efficiency in deploying resources. NGOs, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group such as the refugees.

Organizations have patterns of behavior that creates an ideology of commonly held set of doctrines, myths and symbols which influences decision making, resource utilization and environmental response. It is said that organizational culture is manifested in the behavior of its employees, and is entrenched in the everyday working lives of cultural members. With these assertions, organizational culture could in fact influence a firm's productivity and their overall performance (McKenzie, 2010).

1.1.5 The United Nations

The United Nations is an international organization founded in 1945 after the Second World War by 51 countries committed to maintaining international peace and security, developing friendly relations among nations and promoting social progress, better living standards and human rights. Due to its unique international character, and the powers vested in its founding Charter, the Organization can take action on a wide range of issues, and provide a forum for its 193 Member States to express their views, through the General Assembly, the Security Council, the Economic and Social Council and other bodies and committees.

The work of the United Nations reaches every corner of the globe. Although best known for peacekeeping, peace building, conflict prevention and humanitarian assistance, there are many other ways the United Nations and its System (specialized agencies, funds and programmes) affects lives and make the world a better place. The Organization works on a broad range of fundamental issues, from sustainable development, environment and refugees protection, disaster relief, counter terrorism, disarmament and non-proliferation, to promoting democracy, human rights, gender equality and the advancement of women, governance, economic and social development and international health, clearing landmines, expanding food production, and more, in order to achieve its goals and coordinate efforts for a safer world for this and future generations.

1.1.6 UN Agencies in Kenya

The United Nations Office at Nairobi, the UN headquarters in Africa, was established by the General Assembly in 1996. The office is headed by a Director-General. It performs representation and liaison functions with permanent missions, the host-country and other Governments, and intergovernmental and non-governmental organizations in Nairobi, as well as other organizations of the United Nations system in Kenya. Furthermore, it provides administrative and other support services as well as joint and common services to other organizations of the United Nations system in Kenya.

Each of the 25 United Nations agencies in Kenya operates under a different mandate. UNEP and UN-HABITAT have their global headquarters located in Kenya at UNON. Others include WFP, UNDP, WHO, UNICEF among others. Notwithstanding their global focus, both programmes place great emphasis on working for the benefit of their host country. Of the other United Nations entities with offices and programmes in the country, their specialized focus ranges from reducing poverty and fighting hunger to promoting good governance and human rights, especially for women and children. The United Nations has also helped to combat communicable diseases and HIV/AIDS, conserve and protect the environment and manage natural and man-made disasters.

1.2 Research Problem

The role of national culture on performance of multinationals is one that has been debated by scholars and researchers. Some see the role of culture as being overstated and insignificant to the performance of multinationals, some believe multinationals cannot be successful without taking cultural diversity into consideration and others identify a positive or negative effect of national cultural differences on the performance of multi-nationals but an analysis of various cultural diversity has an impact on the performance of multinationals (Tega, 2012).

UN embraces the importance of the link between culture and development and it is receiving greater recognition from aid agencies and specialists. Culture is seen increasingly as both a means for development and as an effect of development. Most agencies have acknowledged that culture influences people's behavior, their contribution to the process of economic development, their social development and their well-being through various programmes as well as research projects such as the one carried by UNESCO in 1995.

Many authors have addressed the topic of national culture but little rigorous research has actually been undertaken. Ghemawat & Reiche (2011) study suggested that emphasizing individual contribution can improve profitability in more individualistic cultures and worsen it in more collectivistic cultures. Kotter and Heskett (1992) four studies led them to suggest that there was a positive correlation between corporate culture and performance of organizations, but it was extremely weak. Furthermore, Denison (1980) research studies came up with different aspects of organization's culture that have an impact on its own performance.

In Kenya, no studies have been done on relationship between national culture and performance of UN. Yagan (2007) carried out a study on the relationship between organizational culture and performance of selected government corporations while Wamuyu (2002) also carried out a study on the relationship between organizational culture and human resource practice in the Kenya manufacturing industry which was based on the private sector and the results may not be applicable as the UN lacks profit-making objective. Thus, the question for investigation is whether there is a relationship between national culture and performance among selected UN agencies.

1.3 Research Objectives

To determine the relationship between national culture and performance of UN agencies operating in Kenya.

1.4 Value of the Study

The study is expected to contribute to theory development in predicting the impact of national culture and its elements on performance of various organizations in different sectors of the economy. It is also expected to increase knowledge on the topic as well as intrigue further research studies on other aspects of culture and performance.

The findings and recommendations of the study will be important to the country directors of the various UN agencies in terms of policy development in line with strong but positive national culture which could in turn strengthen their performance.

The study could also outline best practices for other international non-governmental organizations as well as multinational corporations in order to synchronize national culture with organizational culture and promote high standards of performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The analysis of cultural factors, as discussed by Popa (2012), has been frequently used in the past four decades in trying to understand the success or failure of an organization. Culture is seen as the patterned ways of thinking, feeling, and reacting that are reflected in traditional ideas and values that differentiate members of one human group from other human groups (Hofstede 1980).

2.1 Theoretical foundation

There exist variations in existing culture both on national as well as organizational culture level. Hence, consideration of organizational culture is important as it impacts on the behavior of its employees and their day-to-day activities within and outside the organizations. Culture can be viewed as consisting of two levels: national culture is the one that is attributable to specific country and organizational culture which is restricted to specific company.

2.1.1 Organizational Culture Theory

Schein (1990) defined organizational culture as a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valuable, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. It is said that organizational culture is manifested in the behavior of its employees, and is entrenched in the everyday working lives of cultural members.

Culture is claimed to affect employee's job attitudes, efficiency and productivity, and can impact the ability to carry out an organizations plans and meet strategic goals. With these assertions, organizational culture could in fact influence a firm's productivity and their overall performance (McKenzie, 2010).

Harrison-Handy culture

Handy suggests that organizations can be classified into a broad range of four cultures. The formation of culture will depend upon a whole host of factors including company history, ownership, organization structure, technology, critical business incidents and environment. Handy (1996) describes the power culture as a 'web'. He suggests that this reflects the concentration of power of a family-owned business, which can either be extremely large or small. The important point to note is that, because power and decision-making is concentrated in so few hands, the strategists and key family members create situations which others have to implement. It is difficult for others outside the 'family network' to influence events.

The role culture has been typified as a Greek temple and has often been stereotyped as portraying bureaucracy in its purest form. Harrison (1993) explains that an authority is not based on personal initiative but is dictated by job descriptions. He states that the job description is more important than the skills and abilities of the people. Performance beyond the role prescription is not required or encouraged. The culture functions well in a steady-state environment, but it is insecure in times of change and is typified in government departments, local authorities, public utilities and the public sector in general.

The task culture is characterized by organizations which are involved in extensive research and development activities. They are constantly subject to change and have to create temporary task teams to meet their future needs. Information and expertise are the skills that are of value here. The dangers for this culture exist when there is a restriction in resources causing it to become more 'power' or 'role' orientated(Harrison & Stokes, 1992).Lastly, the person culture is characterized by consensus model of management, where the individuals within the structure determine collectively the path which the organization pursues. Handy (1985) states that if there is a formalized structure, it tends to service the needs of the individuals within the structure.

Toxic versus Healthy Organizational Cultures

Toxic organizational cultures are those in which people feel that they are not valued and are typically defined as destructive and highly ineffective for their employees, reflected in historically poor performance and poor decision making (Bacal, 2000). In fact, toxic organizations rely on control and thrive on disasters, constant chaos, and crisis in order to make changes and have a short- term focus solutions. Some of the most common characteristics among toxic organizations as presented by Appelbaum & Roy-Girard (2007) include inefficient internal communication, internal working relationships developed on manipulative and selfish agendas, difficulty in achieving organizational goals and commitments as well as utilizing problem solving methods which feed off of fear.

2.1.2 National Culture Theory

National culture is absorbed early in life when the individual is still unconscious of its influence. Organizational culture, on the other hand, is acquired much later in life at a conscious level (Chen, 2002). Hence, national culture is more deep-rooted in the individual than organizational culture. Cross-cultural research has demonstrated that national culture explains between 25% and 50% of variation in attitudes (Gannon & Newman, 2003).

Hofstede Culture Theory

Hofstede developed his original model as a result of using factor analysis to examine the results of a world-wide survey of employee values by IBM in the 1960s and 1970s. The original theory proposed four dimensions along which cultural values could be analyzed: individualism-collectivism; uncertainty avoidance; power distance and masculinity-femininity. A fifth dimension, Long-term orientation, was added in 1991 based on research by Michael Bond who conducted an additional study.

The masculinity dimension represents a preference in society for achievement, heroism, assertiveness and material reward for success. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. The masculinity-femininity dimension of a culture refers to the degree to which values associated with stereotypes of masculinity and femininity is emphasized (Hofstede 1980a, 2001). Secondly, Individualism-collectivism refers to whether individual or collective action is the preferred way to deal with issues.

In cultures oriented toward individualism, people tend to emphasize their individual needs, concerns, and interests over those of their group or organization (Tossi & Greckhamer, 2004). The opposite is true in countries high on collectivism where an individual is expected to interact with members of his or her group (Brislin, 1993).

Furthermore, Williamson (2007) explains the uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known. Countries exhibiting strong uncertainty avoidance maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas while the weak societies maintain a more relaxed attitude in which practice counts more than principles. Last but not least, the long-term orientation dimension can be interpreted as dealing with society's search for virtue (Chui & Kwok, 2008). Societies with a short-term orientation generally have a strong concern with establishing the absolute truth. They are normative in their thinking and exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results while the opposite is true for societies with a long-term orientation.

Criticism of Hofstede Theory

Many researchers eluded the survey not being appropriate instrument for accurately determining and measuring cultural disparity hence lacks relevancy. This is especially apparent when the variable being measured is a value which is culturally sensitive and subjective (Schwartz & Sagiv, 2007). Hofstede addresses this criticism saying that surveys are one method, but not the only method that was used (Hofstede 1998).

Furthermore, Hofstede's study assumes the domestic population is a homogenous whole and tends to ignore the importance of community, and the variations of the community influences (Jones, 2007). In addition, some researchers have claimed that the study is too old to be of any modern value, particularly with today's rapidly changing global environments, internationalization and convergence (Olie, 1995). Hofstede countered saying that the cross-cultural outcomes were based on centuries of indoctrination, recent replications have supported the fact that culture will not change overnight.

GLOBE theory

The GLOBE (Global Leadership and Organizational Behavior Effectiveness) project defines culture as the shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of collectives and are transmitted across age generations (House et al, 2002). Project GLOBE uses nine cultural dimensions. The first six dimensions had their origins in the dimensions of culture identified by Hofstede. The seventh dimension i.e. future orientation is from Kluckhohn and Strodtbeck's framework and the eighth, performance orientation, is similar to McClelland's concept of need for achievement while the ninth, humane orientation is similar to his need for affiliation.

Future Orientation is the degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future, and delaying gratification (Shore & Cross, 2005). While, Performance Orientation refers to the extent to which an organization or society encourages and rewards group members for performance improvement and excellence.

In addition, the dimension of Human Orientation is the degree to which individuals in organizations or societies encourage and reward individuals for being fair, altruistic, friendly, generous, caring, and kind to others (House et al. 2002).

Trompenaars' cultural theory

This theory was established by Trompenaars & Hampden (1997) who defined a set of seven cultural dimensions termed as “The Seven Dimensions of Culture”. In their study, the 7 dimensions identified were: Universalism versus particularism; Individualism versus communitarianism; Specific versus diffuse; Neutral versus emotional; Achievement versus ascription; Sequential time versus synchronous time and Internal direction versus outer direction.

Universalism is defined as a culture that is focused on rules, codes, values and standards and takes precedence over friendships and personal relationships while the opposite is true for particularism (Gutterman, 2011). Trompenaars defined individualism as a culture where people believe in personal freedom and achievement. They believe that you make your own decisions, and that you must take care of yourself. People believe that the group is more important than the individual.

Ascription distinguishes societies on the basis of how they distribute status and authority, neutral is based on display of emotions, specific is based on how individuals engage their colleagues in various aspects of their lives while outer direction defines the degree in which members of society can exert control over external environment (Gutterman, 2011).

Hofstede's theory of cultural dimensions describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis. Without question, Hofstede has developed by far the most influential cultural framework, with over 1,100 citations to his work reported in just the decade between 1987 and 1997 (Sivakumar & Nakata, 2001). The theory has been widely used in several fields as a paradigm for research, particularly in cross-cultural psychology, international management, and cross-cultural communication.

It is obviously that every cultural model has to be approached with great caution and an uncritical reading of cultural dimensions can lead to false conclusions. But even if Hofstede's conceptualization of culture has attracted some criticism he is though one of the most renowned and most cited experts. The continuity of his researches can be observed over decades and the approach of his scientific school is still being applied and improved.

2.2 Organizational Performance

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about performance. Mostly researcher's used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack, 1996). Most studies have generally used performance to refer to 'economic performance' often stating it as high and low economic performance. Yagan (2007) argues that this is because of the scarcity of data concerning other indicators of effectiveness.

Culture is among the various factors that affect an organization's performance. Many factors can be said to affect performance as outlined by Ogeto (1994) as: clear objectives; competitive environment; competent managers; motivation; viability of the business undertaking; pricing policy; labor policy; commercial policy and financing policy. Furthermore, Yesley (1984) identified several factors that contribute to performance. These include organization structure, knowledge, non-human resources, strategic positioning and human process.

Ostroff (1992), studying a sample of 364 schools, investigated the relationship between employees' attitudes and organizational performance. Ostroff found that aggregated teacher attitudes such as job satisfaction and organizational commitment were concurrently related to school performance, as measured by several performance outcomes such as student academic achievement and teacher turnover rates.

2.2.1 Performance Measurement

According to Kotter and Heskett (1992) organizational performance is defined in terms of average returns on invested capital, annual growth in net income and appreciation in the stock price. Tangen (2004) supports a much broader measurement that includes various strategic as well as stakeholder satisfaction measures. A concept that has gained much popularity in recent time is triple bottom line reporting, which includes reporting on financial, social as well as environmental indicators thereby more accurately measuring the sustainability of a business.

Schneider, et al. (2003) explored the relationships between several facets of employee satisfaction and organizational financial performances i.e. return on assets (ROA) and market performance i.e. earnings per share (EPS). Their results showed consistent and statistically significant positive relationships over varied time lags between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS).

Kaplan & Norton (1996) developed the Balanced Scorecard to address some of the traditional limitations of performance measures by integrating the various perspectives of the business into a single report. The perspectives include financial, customer, internal business process and human resources. These perspectives ensure that companies select measures that not only focus on short term financial health but also on long term sustainable growth. The intention of the Balanced Scorecard is to ensure that there is a balance between the financial and nonfinancial aspects of the business and that there is a link between these measures and the strategic objectives of the organization.

2.2.2 Empirical studies

The literature on national culture is rich and much of it is founded on the claim that it is linked to organizational performance. Popa (2012) presented a study on the relationship between culture and performance which led him to conclude that employees' attitude towards work is influenced by both organizational culture and style of management. A further study was done by Alajmi (2011) presented results showing that the differences in national culture of power distance and uncertainty avoidance have an effect on service provision through service delivery gaps in terms of information flow, style of management, control, communication policy, specification driver and boundary system.

On the other hand, Lilies (2008) study concluded that the only variable that had a purely direct effect on performance was innovative culture while the competitive culture had both a direct and indirect effect on performance. While Taras(2011) study suggested that companies that make even moderate adjustments to selection, training and work design systems based on national cultural value differences in a normally functioning organization are likely to yield 10-20 percent improvement in performance which may translate into several million dollars of additional revenue annually.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter covers the research design used for the project, target population and sampling design, data collection method and data analysis technique used to process the data for the final eventual report.

3.2 Research Design

The purpose of this research was to determine the relationship between national culture and performance of selected UN agencies. Therefore, a cross-sectional survey method was used. Rossi et al (1983) supports the use of survey by stating that it is an important tool for collecting and analyzing information from selected individuals and it is widely accepted as a key tool for conducting and applying basic social science research methodology.

Both GLOBE (2002) and Hofstede (1980) used quantitative methods for their data collection with questionnaires that have scales. The main advantage of this research design is the ability to collect large amounts of data from sizeable population in a highly economical way.

3.3 Population of the study

The population of this study consisted of 25 major UN agencies that are currently operating in Kenya. Therefore, census study was carried out on the target population. Since UN agencies are governed by common rules and policies, it was not necessary to study the whole population. For this reason, 5 heads of department from each agency both national and expatriates were selected as the representative sample.

Random sampling was used to choose the head of agencies. Gay (1987) reports that random sampling is the best single way to obtain a representative sample. He further states that, no technique, not even random sampling, guarantees a representative sample, but the probability is higher for this procedure than for any other.

3.4 Data Collection

Both primary and secondary data were used. Primary data was collected through a self-administered quantitative survey questionnaire that was administered on a drop and pick basis. Hofstede's (1984) theory and cultural dimensions were used as the theoretical base for the questions and are supported by other authors (Triandis, 1982). Cultural value Scale (CVS) questionnaire adopted from Naveen & Yoo (1998) which was also used by Kriengsin(2009) was used for primary data collection. It consists of 26-items that assesses the cultural values of individuals in consistence with Hofstede's (1980, 1991) renowned five-dimensional typology of culture.

The questionnaire utilized in this research has been attached as Appendix II. The questionnaire consisted of two separate sections; Section A included biographical data such as age, gender, length of service, and level of education. Section B was aimed at measuring the national culture. 5 heads of department from each agency both national and expatriates were selected as the representative sample. The study also employed documentary analysis to extract and confirm some information such as financial performance of agency and operational performance.

3.5 Data Analysis

The study applied the qualitative and quantitative data analysis techniques to analyze data. This ensured that the data was analyzed in a systematic way in order to come to some useful conclusions and recommendations. Data obtained was coded, organized and presented using frequency tables and percentages.

Coding was done with the help of SPSS (Statistical Package for Social Sciences) package which is specifically designed to analyze quantitative data from social sciences research. Hence making conclusions from numerical values through the process of quantification that has allowed reliability, comparability, and validity of the findings.

3.6 Reliability and validity

Cultural value Scale (CVS) questionnaire adopted from Naveen & Yoo (1998) which was also used by Kriengsin(2009) was used for primary data collection. It consists of 26-items that assesses the cultural values of individuals in consistence with Hofstede's (1980, 1991) renowned five-dimensional typology of culture. In addition, it was surveyed in four different countries which consistently achieved satisfactory psychometric properties.

According to the results from the study conducted by Naveen, Yoo, & Tomasz, (2011) which showed that the tool allows consumer researchers and business practitioners to assess the cultural dimensions and to use primary data instead of cultural stereotypes. CVSCALE exhibited reliabilty and validity.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Data was collected from the various UN agencies and the research realized 70% response which was 87 respondents out of the set target of 125 respondents.

4.2 Data Analysis

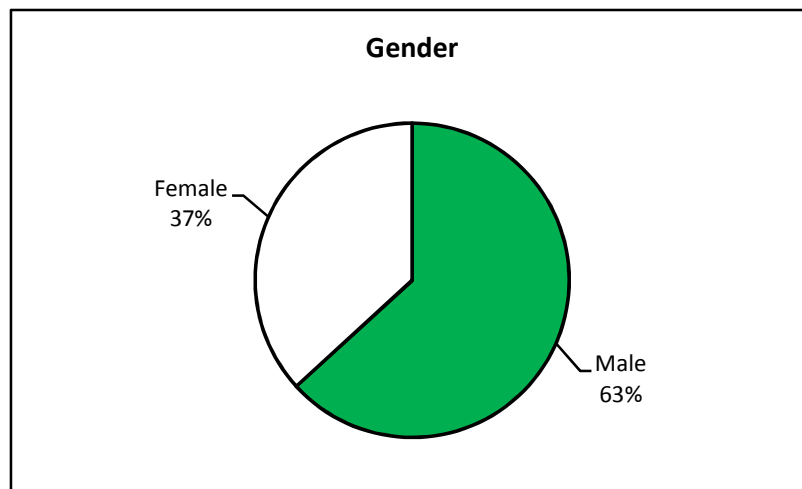
Cross sectional survey was used with the use of structured questionnaire adopted from Naveen & Yoo (1998) which is concerned with assessing the cultural values of individuals in consistence with Hofstede's renowned five-dimensional typology of culture namely: power distance, masculinity, uncertainty avoidance, collectivism and long-term orientation.

The researcher sought to determine from the respondents their level of agreement with several statements about various UN agencies on a scale of 1-5 as follows: 1 -strongly disagree, 2-tend to disagree; 3 undecided; 4- tend to agree; and 5 strongly agree. The means of the responses given were calculated using the following formula: $\text{Mean} = \frac{\sum \text{scores}}{N}$. Where \sum scores is the summation of all responses given and N is the total number of respondents. The findings were interpreted using the following criterion: mean of 1.00-0.49=strongly disagree; mean of 1.50 – 2.49=tend to disagree; mean of 2.50-3.49=undecided; mean of 3.5 to 4.49= tend to agree; and mean of 4.50-5.00 strongly agree.

4.2.1 Analysis of biographical data of respondents

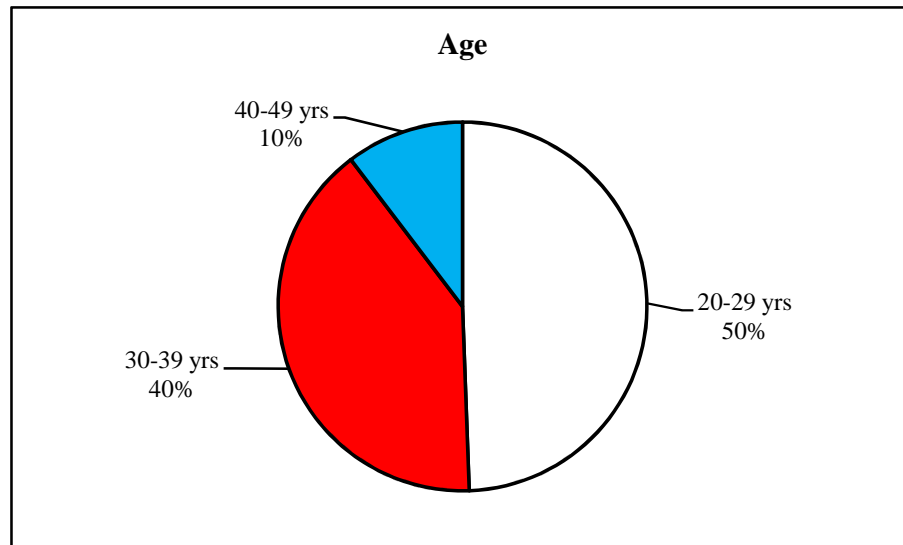
The biographical data has been analyzed in this section by means of descriptive statistics, utilizing bar charts in order to understand the sample under consideration. Figure 1 illustrates the gender of the respondents indicating that 63% (55) of the respondents were male and 37% (32) of the respondents were female.

Figure 4.1: Gender Analysis Data



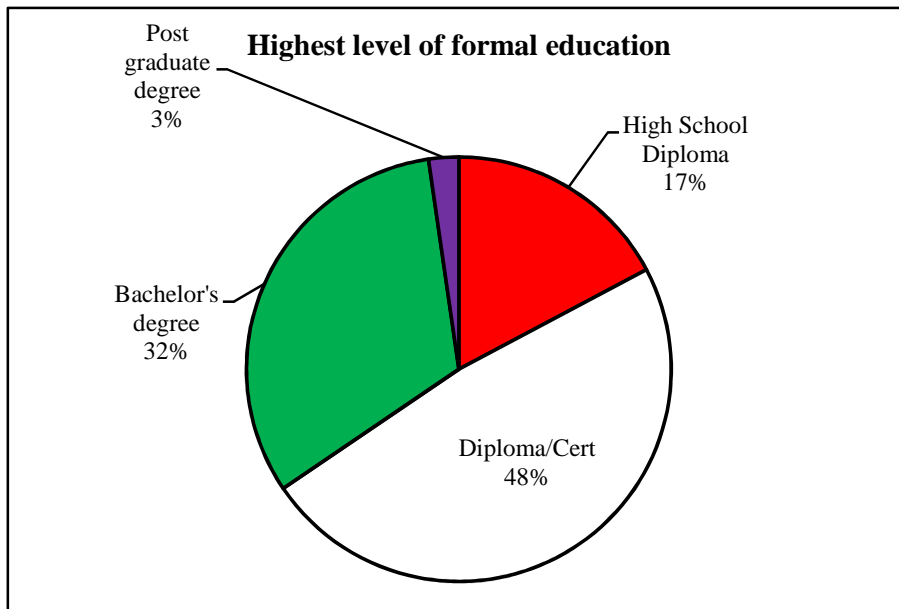
The age of the respondents is illustrated in Figure 2 and indicated that there were 49.7% (43) respondents in the 20 to 29 year bracket, 40.1% (35) in the 30 to 39 year bracket and 10.2% (9) in the 40 to 49 year bracket.

Figure 4.2: Age Analysis of Respondents



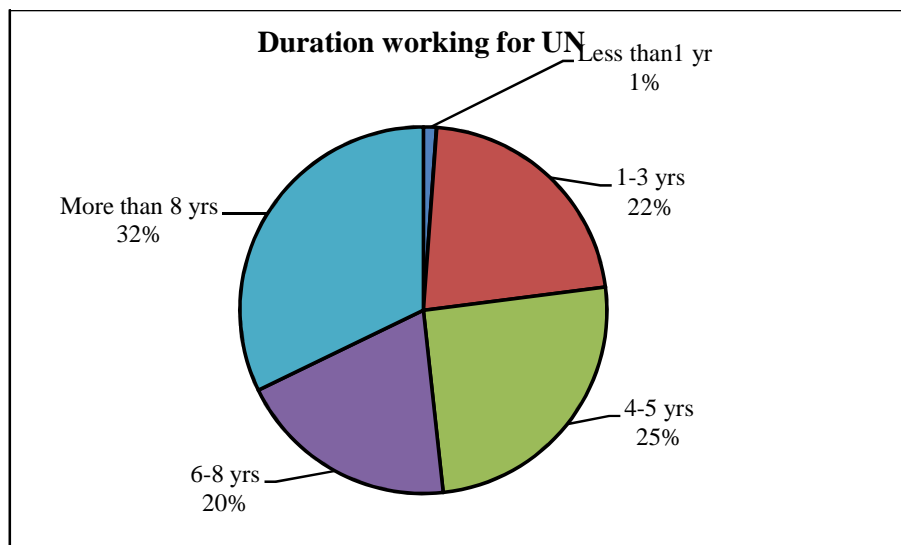
The level of education of the respondents is shown in Figure 3. There was 18.1%, (15) respondents, with High school Diploma Certificate, 47.76% (42) respondents with college diploma, 31.9% (28) respondents holding bachelor's degree while 2.4% (2) respondents holding a post graduate degree. This indicated that the respondents in general are well educated.

Figure 4.3: Highest level of Formal Education



In terms of the number of years of service as illustrated in Figure 4 there was 1 respondent who was in service for less than one year. There were 21.2% (19) respondents with 1 to 3 years of service, 25.3% (22) respondents with 4 to 5 years of service, 20.1% (17) respondents with 6 to 8 years of service and the majority of respondents 32.2% (28) with more than 8 years of service.

Figure 4.4: Duration working for UN



4.2.2 Analysis of National Culture Elements

Table 1-5 shows the analysis of national culture elements

Power distance

This refers to the power inequality between superiors and subordinates. In high power distance organizations, organizational hierarchy is obvious. There is a line between managers and subordinates. Different from high power distance organizations, low power distance organizations tend to have a flat organizational structure(Ming-Yi, 2006).

Table 4.1: Power distance

Agency	Power Distance (P)					
	Mean					
	N	P1	P2	P3	P4	P5
UNDP	5	1.60	1.80	2.40	1.80	2.20
UNESCO	5	2.40	2.60	3.80	3.00	2.80
ICAO	6	1.33	1.67	2.00	2.33	2.00
UNICEF	5	1.20	1.20	1.00	1.20	1.60
UN-WOMEN	5	1.20	2.60	1.00	1.00	1.80
UN-HABITAT	5	1.40	1.40	1.80	1.20	1.40
UNOPS	5	1.00	1.50	1.00	1.00	1.75
WFP-REGIONAL BUREAU	5	1.20	2.00	1.40	1.60	2.40
WFP	6	1.33	1.83	1.17	2.00	2.33
FAO	5	1.80	2.60	1.80	2.20	3.00
UNIDO	5	1.20	1.20	1.00	1.60	2.60
IOM	5	1.00	1.80	2.00	2.00	2.00
WHO	5	1.50	1.25	1.50	2.00	2.50
ILO	5	1.40	1.60	1.00	1.60	2.00
UNEP	5	1.60	1.20	1.60	1.60	2.20
UNSOA	5	1.20	2.40	1.40	2.00	2.60
WFP-Somalia	5	1.43	1.43	1.86	1.71	2.00
Total/Average mean	87	1.40	1.77	1.63	1.76	2.19

Key: P1& P2: measuring decision making
P3: Measures social Interaction
P4: centralization
P5: Delegation of authority

An organization with high power distance is characterized by centralized decision making structure, strong hierarchical structures, and large gaps in compensation and authority among various levels within the organization. On the other hand, lower power distance organizations are characterized by decentralized decision making system, less hierarchies in the organization's structures and equality among various levels within the organization.

This element was tested using five questions as indicated in the key to measure the various characteristics associated with power distance culture. A score of 1.40 in P1 and P2 indicate decision making is decentralized since a low score could be interpreted as lower power distance. The same applies to social interaction which also had a low score of 1.63 implying that there is equality among subordinates and supervisors as seen by the respondents. However, delegation of authority, P5 scored the highest which could indicate that supervisors are reluctant to delegate important tasks hence being cautious and taking decisions at the higher levels of management.

On average, power distance scored 1.75 which is the lowest score among the 5 elements. This has been interpreted as an indication that the UN agencies have a lower power distance as opposed to a high power distance.

Uncertainty avoidance

Williamson (2007) explains that uncertainty avoidance expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known. Organizations with high uncertainty avoidance are characterized by formal structures with strict rules and regulations, outlined policies, high levels of expressions and emotions and avoidance of differences at any cost. On the other hand, organizations with lower uncertainty avoidance have an informal business attitude, concerned with long term rather than short term strategies and are flexible as well as accept risks.

Table 4.2: Uncertainty avoidance

Agency	Uncertainty avoidance (U)					
	N	U1	U2	U3	U4	U5
UNDP	5	4.40	4.60	4.40	4.00	4.00
UNESCO	5	4.00	4.80	4.80	4.80	4.60
ICAO	6	4.00	4.67	4.67	4.67	4.67
UNICEF	5	4.40	5.00	4.80	4.80	4.80
UN-WOMEN	5	4.60	5.00	5.00	5.00	5.00
UN-HABITAT	5	4.60	4.80	4.80	4.60	4.60
UNOPS	5	4.75	5.00	5.00	5.00	5.00
WFP-REGIONAL BUREAU	5	4.40	4.80	4.80	5.00	4.40
WFP	6	4.83	4.67	5.00	4.50	4.50
FAO	5	2.00	4.60	4.40	4.80	5.00
UNIDO	5	4.40	4.80	4.80	4.80	4.60
IOM	5	4.40	5.00	5.00	5.00	4.60
WHO	5	4.25	4.50	4.75	4.50	4.50
ILO	5	4.60	4.80	5.00	4.80	4.67
UNEP	5	4.20	3.80	4.20	4.20	4.20
UNSOA	5	4.60	4.80	4.80	4.80	4.80
WFP-Somalia	5	4.57	5.00	4.71	4.29	4.57
Total/Average mean	87	4.29	4.74	4.76	4.68	4.62

Key: U1: measures needs for formal structures

U2: measures needs for guidelines

U3: measures set rules and regulation

U4: standardized work procedures

U5: measures needs for formal structures

From the results, U1 which measures formal structures scored the lowest although the difference in scores is of small margins. A score of 4.29 from an average of 5 still indicates high levels of need for formal structures. Furthermore the scores for U2-U5 which are high also indicate high needs for guidelines, rules and regulations and standardized work procedures. All these scores give a mean of 4.62 being the highest score among the 5 elements. This indicates that UN agencies are characterized by high uncertainty avoidance.

Collectivism

Individualism-collectivism refers to whether individual or collective action is the preferred way to deal with issues. In cultures oriented toward individualism, people tend to emphasize their individual needs, concerns, and interests over those of their group or organization (Tossi & Greckhamer, 2004). The opposite is true in countries high on collectivism where an individual is expected to interact with members of his or her group (Brislin, 1993).

Table 4.3:Collectivism

Agency	Collectivism (C)						
	Mean						
	N	C1	C2	C3	C4	C5	C6
UNDP	5	1.80	3.40	3.40	3.40	4.00	3.40
UNESCO	5	2.60	2.80	3.00	2.40	1.80	3.00
ICAO	6	2.50	4.17	3.83	4.00	2.33	2.33
UNICEF	5	2.40	3.80	3.00	2.00	2.40	1.60
UN-WOMEN	5	1.80	3.00	1.80	2.20	2.20	2.40
UN-HABITAT	5	4.40	4.20	4.40	4.80	4.20	3.20
UNOPS	5	2.75	4.00	3.25	2.25	2.75	2.25
WFP-REGIONAL BUREAU	5	3.80	4.00	4.80	4.20	3.40	3.60
WFP	6	3.17	4.33	4.00	4.00	4.00	3.17
FAO	5	3.80	4.00	4.00	3.40	2.40	4.60
UNIDO	5	3.00	4.00	3.60	2.80	2.80	2.40
IOM	5	3.20	2.60	3.20	2.80	2.80	3.80
WHO	5	4.25	3.40	4.50	4.75	4.50	4.25
ILO	5	3.00	4.00	4.50	2.80	2.80	2.80
UNEP	5	3.80	3.80	4.00	4.00	2.80	3.80
UNSOA	5	3.00	4.00	3.60	4.00	3.20	3.00
WFP-Somalia	5	4.00	2.86	3.86	3.57	2.57	2.57
Total/Average mean	87	3.13	3.67	3.69	3.37	3.00	3.07

Key: C1-C2: Group cohesion

C3-C4: Rewarding

C5-C6: Group loyalty

Organizations characterized with collectivism portray high value for people's time and their need for freedom; employees enjoy challenges and have expectations for rewards on their hard work as well as seeking for respect and for privacy. In contrast, organizations with individualism portray an emphasis on skills, intrinsic reward for their hard work and preference on harmony over honesty.

From the result, group cohesion measured by C1-C2 had a mean score of 3.4, C3-C4 measuring rewards scored 3.53 and C5-C6 measuring loyalty had the least mean score of 3.03. The margin between the 3 scores is minimal and the average as compared to other elements is 3.32 placing Collectivism element as the middle culture that is neither preferred nor discouraged. Therefore, UN agencies could be portraying both individualism as well as collectivism.

Masculinity

The masculinity dimension represents a preference in society for achievement, heroism, assertiveness and material reward for success. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. The masculinity-femininity dimension of a culture refers to the degree to which values associated with stereotypes of masculinity and femininity is emphasized (Hofstede 1980a, 2001).

Organizations with masculinity culture are characterized by association of physique in carrying out tasks, distinction and expectations in roles played by men and women, and decisions made based on logic and not emotions. On the other hand, feminine organizations portray gender equality whereby a notion of “a woman can do anything a man can do” is emphasized as well as high respect and admiration for powerful and successful women in the organization as well as the society in general.

Table 4.4: Masculinity

Agency	Masculinity (M)				
	Mean				
	N	M1	M2	M3	M4
UNDP	5	1.20	2.00	1.60	3.20
UNESCO	5	1.20	1.60	1.60	2.20
ICAO	6	1.17	1.33	1.50	2.17
UNICEF	5	1.20	1.80	2.60	1.20
UN-WOMEN	5	2.60	2.60	2.60	2.80
UN-HABITAT	5	1.40	1.20	1.40	3.00
UNOPS	5	1.00	1.75	2.00	1.00
WFP-REGIONAL BUREAU	5	1.80	2.40	1.60	2.80
WFP	6	1.83	2.83	1.83	3.50
FAO	5	1.40	1.80	2.60	1.80
UNIDO	5	1.40	2.20	2.80	1.80
IOM	5	1.60	1.80	1.80	3.40
WHO	5	3.00	2.75	3.00	3.25
ILO	5	1.60	2.00	2.80	2.20
UNEP	5	2.80	3.20	3.00	4.20
UNSOA	5	1.20	1.80	1.60	2.80
WFP-Somalia	5	2.14	4.00	3.00	3.14
Total/Average mean	87	1.68	2.18	2.20	2.62

Key: M1- societal expectation

M2&M3- defined distinction between men’s work and women

M4-Men are masculine

From the table, M1 being societal expectations on gender difference scored the lowest, a mean of 1.68, which can be interpreted as there is low expectation for men to have a more professional career than women. M2, M3 and M4 scored averages of 2.18, 2.20 & 2.62 respectively. These are low scores which could be interpreted as the agencies portraying lower levels of masculinity. Instead they value women, the roles they play in the organizations and little difference in carrying out tasks based on gender.

Long-term orientation

Long-term oriented society has been defined by Chui & Kwok (2008) as a society dealing with the search for virtue while Societies with a short-term orientation generally have a strong concern with establishing the absolute truth. Societies with a short-term orientation generally have a strong concern with establishing the absolute truth. They are normative in their thinking and exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results while the opposite is true for societies with a long-term orientation.

Table 4.5: Long-term orientation

	Long-term orientation (D)						
	Mean						
Agency	N	D1	D2	D3	D4	D5	D6
UNDP	5	2.80	2.80	3.40	2.80	3.40	3.40
UNESCO	5	3.00	2.80	3.60	3.60	3.40	3.20
ICAO	6	1.50	2.83	3.50	3.33	4.67	5.00
UNICEF	5	3.80	4.20	3.40	4.40	5.00	3.20
UN-WOMEN	5	4.00	4.00	4.00	4.80	4.80	4.40
UN-HABITAT	5	2.40	4.40	3.60	2.00	4.60	4.60
UNOPS	5	4.00	4.00	3.50	4.75	4.75	4.25
WFP-REGIONAL BUREAU	5	2.80	3.40	4.20	3.80	3.20	4.60
WFP	6	3.67	3.17	3.67	4.33	3.50	4.33
FAO	5	3.20	3.60	4.80	2.60	3.60	3.60
UNIDO	5	3.60	2.80	4.00	4.80	4.80	3.20
IOM	5	2.80	3.00	4.00	2.40	3.40	3.20
WHO	5	4.25	3.75	3.75	3.75	4.50	4.25
ILO	5	3.40	3.40	4.00	4.40	4.60	4.20
UNEP	5	3.00	2.60	2.80	3.40	3.40	3.40
UNSOA	5	3.40	4.00	3.60	4.00	4.20	4.40
WFP-Somalia	5	3.14	2.71	3.86	3.29	2.57	3.86
Total/Average mean	87	3.22	3.38	3.75	3.67	4.02	3.95

Key: D1-D2-D4: measures Long term planning
D3-D6: measures strong work ethics
D5: measures family time

Furthermore, Long-term oriented organizations give more emphasis on family values, strong work ethics and more value on education and training. In contrast, short-term oriented organizations focus on promoting equality, creativity, individualism and self-actualization.

Except D4 which had a score of 4.02 being the highest, the other measures scored average mean of between 3.22-3.95. D4 together with D1 & D2 were measuring emphasis on long-term planning. These scores could be interpreted as the agencies emphasizing on long-term planning as well as focus on strong work ethics. D5 which was measuring family values scored the highest therefore showing that the agencies are characterized by strong family values. This element of Long-term orientation in general had a mean score of 3.67 placing it as the second strongest element, but it could still be a balance off between long-term and short-term orientation within the UN agencies.

4.3 Results

From the findings in table 1-5 and analysis, the following represents the distribution of the 5 elements of national culture and of the dominant cultures in the United Nations.

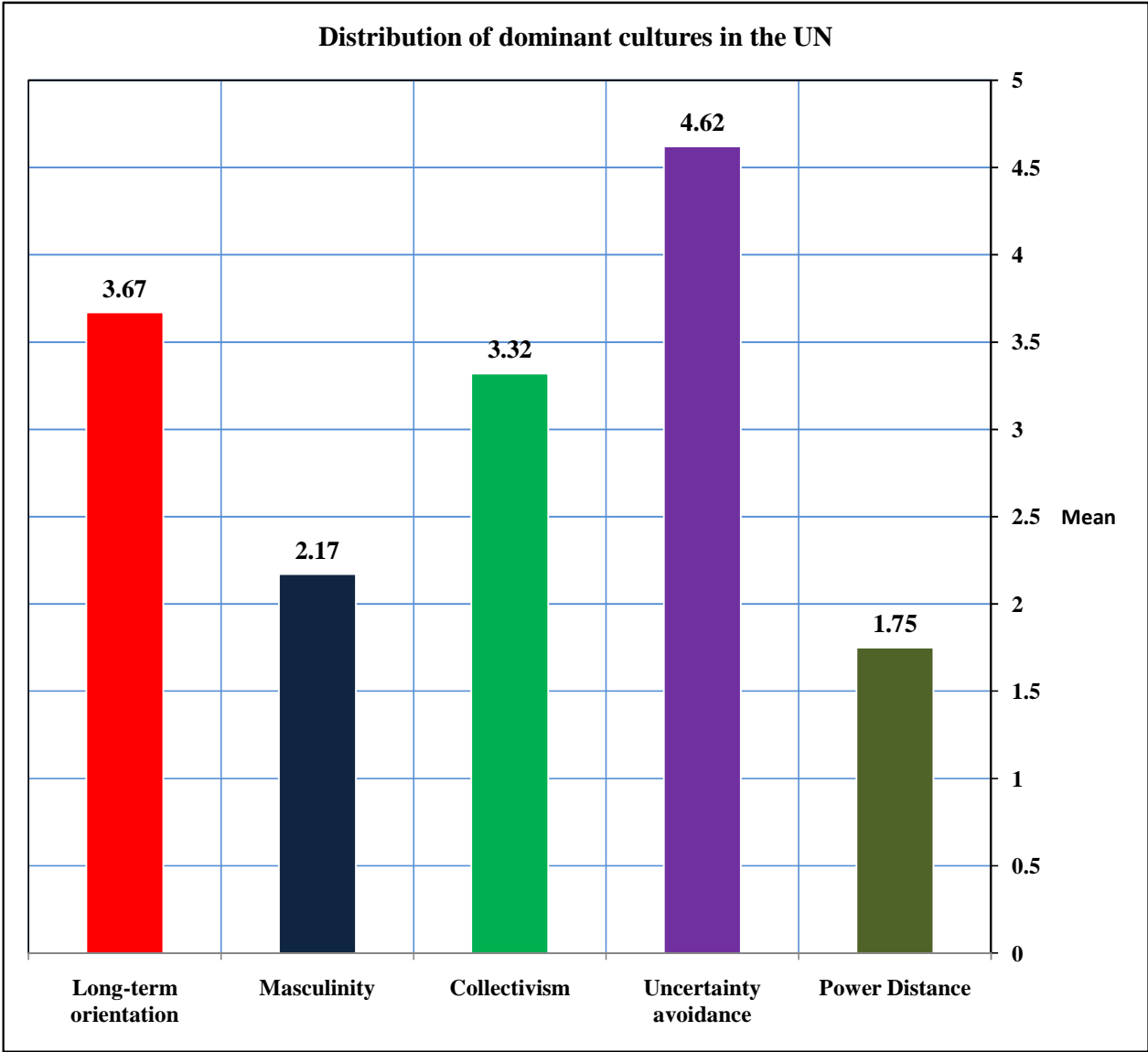
Table 4.6: Distribution of Dominant culture in the UN

	Distribution of dominant cultures in the UN				
Element	Power Distance	Uncertainty avoidance	Collectivism	Masculinity	Long-term orientation
Mean	1.75	4.62	3.32	2.17	3.67

from the table above, the strongest element with the highest score of 4.62 is that of Uncertainty avoidance followed by Long-term orientation, collectivism, masculinity and finally power distance in that chronological order. Although power distance has the least score, it does not indicate it's the least culture but indicates that Low power distance is the preferred culture within the agencies.

Figure 5 below shows in a nutshell the distribution of these five elements. This has been summarized as the average/mean from each element i.e. Long-term orientation scored an average of 3.67, masculinity 2.17, Collectivism 3.32, Uncertainty avoidance 4.62 and Power distance an average of 1.75.

Figure 4.5: Distribution of Dominant Cultures in the UN agencies



This indicates that the dominant culture in the UN agencies in Kenya is Uncertainty Avoidance. This is because majority of the respondent strongly agreed with the statements in support of uncertainty avoidance in the questionnaires.

Performance Analysis

The United Nations use a vital tool for performance management called E-PAS which involves analyzing staff member's performance on specific performance indicators set during the work plan period, followed by review period in the middle of the year and finally the overall performance at year end based on performance expectations, core values achieved and competencies. According to United Nations HRMS an example is given in communicating, organizing as well as supervising, how effectively the staff member performs advance preparation for carrying out assignments, and demonstrates the ability to anticipate what might otherwise be overlooked in the planning process.

Since performance scores of agencies were not available publicly, the researcher obtained the actual programme delivery in Kenya. These programmes could only be possible through human resource aspects among other contributions from various stakeholders such as the donors and government support.

Table 7 below shows the programme delivery in Kenya between the years 2010/2011-2011/2012 which an annual report is provided by UNDP as part of its reporting process. The report indicates the performance of agencies in Kenya in various segments/units as indicated.

Table 4.7: programme delivery in Kenya

UNIT	DELIVERY 2010/2011(USD)	DELIVERY 2011/2012 (USD)
Economic growth	1,527,567	1,820,968.27
Democratic governance	17,426,360.00	24,588,509.87
Risk reduction and recovery	2,127,761.00	3,750,709.87
Energy environment and climate change	2,030,652.00	6,182,404.01
Strategic policy advisory unit	638,751.00	847,938.83
Programme oversight management unit		627,836.31
Peace building & conflict prevention	15,317,989	6,094,332.84
Communications and advocacy	414,163.00	151,200.68
Others agency support		8,471,929.83
Total	41,404,000.00	52,535,829.72

Source: UNDP Annual report 2010&2012

The above table indicates an improvement in performance between the years 2010-2012. Economic growth saw an increase of 16%, Democratic governance saw an increase of 29%, Risk reduction and recovery improved by 43%, Energy environment and climate change showed 67% while Strategic policy advisory unit recorded 24%.

4.4 Relationship between National Culture and Performance

The objective of this study was to determine whether there was a relationship between national culture and performance of selected United Nations agencies operating in Kenya. From the findings in table 5, it is evident that the dominating culture is Uncertainty Avoidance. The fundamental issue here is how a society deals with the fact that the future can never be known. Countries exhibiting strong uncertainty avoidance maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas while the weak societies maintain a more relaxed attitude in which practice counts more than principles.

It can therefore be generalized that most of the UN agencies try to minimize occurrence of unusual circumstances and proceed with careful changes by planning and implementing rules, laws and regulations. This is supported by HRMS of United Nations which states that “in-depth knowledge of the job can demonstrate a good understanding of the technical, managerial and organizational aspects and help them in their development plan, continuous learning activities planned for the e-PAS cycle in the achievement of staff goals, for example: analyzing and building on this understanding to set goals that are meaningful to the job profile, prioritize goals, define daily exercise which helps to overcome the mental blocks associated with the achievement of the goals, track the progress, and motivate as needed to stick to the goals, Document feedback, training, and support over the course of the goal”.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research was sought to determine whether there was a relationship between national culture and performance in selected UN agencies operating in Kenya. A cross sectional survey was carried out to determine whether this relationship existed. The research was built on the theory of Hofstede on national culture elements namely: power distance; uncertainty avoidance; Masculinity; long-term orientation and collectivism. Both primary data and secondary data were collected to help in data collection and statistical inferences with the help of SPSS data analysis tool was used to analyze the data and obtain results to help in concluding the findings.

The findings were that the dominant culture prevailing in the UN agencies was that of uncertainty avoidance which in simple terms can be defined as the culture of avoiding the unknown. Based on Programme delivery in Kenya as well as the performance management system of the UN, a relationship was linked between their performance and the culture prevalent in the agencies which is that of uncertainty avoidance. The policy set by HRMS therefore shows the practice of defining the knitty gritty of all activities to be carried out in order to avoid unknown eventualities. The researcher therefore may generalize that because of these set rules, regulations, work manuals and “sticking to the book” attitude by UN agencies, this has contributed to its improved performance hence a link between national culture and performance of the agencies.

5.2 Conclusion

From the findings, the researcher can conclude that there exists a relationship between national culture and performance of the UN agencies. Although uncertainty avoidance was the dominant culture, other cultures could also be contributing to the performance of the agencies such as low level of power distance which had the lowest score.

5.3 Implication on policy, theory and practice

This research will have implication on policy development for the UN agencies as well as other organizations reflecting the same cultural elements which would help them formulate policies that consider flexibility to reduce uncertainty avoidance and encourage risk taking attitudes as well as appreciation for gender inequality.

The study will also contribute to theory development in predicting the impact of national culture and its elements on performance of various organizations in different sectors of the economy. It is also expected to increase knowledge on the topic as well as intrigue further research studies on other aspects of culture and performance.

5.4 Recommendation

Based on the findings from the study, some recommendations for management are proposed towards the management of national cultural elements in order to reduce the negative impact it has on the performance and build on the elements that have a positive impact on performance of organizations. (Tega, 2012) explains how the differences in culture, norms, practices, economy and history, managers and both senior members of organizations and subordinates must understand that these cultural differences affect the way employees relate and behave in the work place and should therefore make room for the existence of such differences while taking into consideration the possible problems that it could generate and have procedures on how to effectively deal with these problems should they arise.

Furthermore more, knowledge of culture and its impact on performance can help managers in implementing proper strategies that will build on their strong values and give the organization that competitive edge in achieving its goals and strategies as well as set objectives. In addition, managers and senior members of multinational organizations have to appreciate the fact that they have to co-exist with the national culture of the country in which they are operating in. Tega, in his research quoting (Trezemes, 2008) argues that that multinationals cannot exist in isolation from the cultures of the countries within which they operate. This is so because the national culture defines the way of life of the people multinationals intend to target; therefore selling to them with an approach which is different from what their cultural environment accepts would not appeal to them. Hence organizations will have to embrace the cultural difference and accept the influence it will have in its performance and plan for it accordingly.

5.5 Area for Further Research

Various suggestions can be outlined to assist in future research projects. One, future research could involve determining whether there exists a relationship between national culture and performance of state corporations and private sectors. In addition, other performance indicators to measure organizational performance to link with culture.

Furthermore, future research work could consider other performance indicators in the UN agencies and utilization of standardized employee performance measures. Lastly, future research in United Nations could include other elements such as commitments, strategy formulations in relation to national culture and performance.

5.6 Limitations of the Study

The study had various limitations encountered such as difficulty in obtaining employee performance ratings for individual agencies as well as for all the agencies in general due to strict policies of the agencies being studied. Time constraint was also a limiting factor during the data collection and analysis stage.

Furthermore, the data used for performance evaluation was for programme delivery in Kenya which was linked to the HRMS policies and procedures of the United Nations due to lack of information regarding staff performance. This could have had an impact in the relationship between performance and national culture of the various agencies.

The study has outlined best practices for other international non-governmental organizations as well as multinational corporations in order to synchronize national culture with organizational culture and promote high standards of performance.

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APPENDICES

Appendix I: List of UN Agencies

1. United Nations Environment Programme (UNEP)
2. United Nations Human Settlements Programme (UN-Habitat)
3. United Nations Centre for Regional Development (UNCRD)
4. Food and Agriculture Organization for the United Nations (FAO)
5. International Civil Aviation Organization (ICAO)
6. International Labor Office (ILO)
7. International Maritime Organization (IMO)
8. International Monetary Fund (IMF)
9. United Nations Children's Fund - Kenya Country Office (UNICEF-KCO)
10. United Nations Children's Fund - East and South Africa Regional Office (UNICEF-ESARO)
11. United Nations Children's Fund Somalia (UNICEF-Somalia)
12. United Nations Development Fund for Women (UNIFEM)
13. United Nations Development Programme (UNDP)
14. United Nations Drug Control Programme (UNODC)
15. United Nations Educational, Social and Cultural Organization (UNESCO)
16. United Nations High Commission for Refugees (UNHCR)
17. United Nations Industrial Development Organization (UNIDO)
18. United Nations Office for Project Services (UNOPS)
19. United Nations Population Fund (UNFPA)
20. United Nations Programme on HIV/AIDS (UNAIDS)
21. World Bank
22. World Food Programme (WFP)
23. World Health Organization (WHO)
24. The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
25. United Nations Common Services Kenya (UNCSK)

Source: www.un-kenya.org (2013)

Appendix II: Questionnaire

Section A: Biographical Information

Instructions:

If completing the form electronically please make your selection in **bold**.

Agency:

Department:

Designation:

1. Please indicate your gender.

Male

Female

2. Please indicate your age.

20-29

30-39

40-49

50 and older

3. Please indicate your highest level of formal education.

High School Diploma

Diploma (s) / Certificate

Bachelor's degree

Post graduate degree

4. How long have you been working for UN?

Less than one year

1-3 years

4-5 years

6-8 years

More than 8 years

Section B

Please indicate your level of agreement to the following statement about your agency using the scales 1-5

1 Strongly Disagree	2 Tend to Disagree	3 Undecided	4 Tend to Agree	5 Strongly Agree
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Power distance		1	2	3	4	5
P1	People in higher positions should make most decisions without consulting people in lower positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P2	People in higher positions should not ask the opinions of people in lower positions too frequently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P3	People in higher positions should avoid social interaction with people in lower positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P4	People in lower positions should not disagree with decisions by people in higher positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P5	People in higher positions should not delegate important tasks to people in lower positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Uncertainty avoidance		1	2	3	4	5
U1	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U2	It is important to closely follow instructions and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U3	Rules and regulations are important because they inform me of what is expected of me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U4	Standardized work procedures are helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U5	Instructions for operations are important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Collectivism		1	2	3	4	5
C1	Individuals should sacrifice self-interest for the group (either at school or the work place).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C2	Individuals should stick with the group even through difficulties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C3	Group welfare is more important than individual rewards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C4	Group success is more important than individual success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C5	Individuals should only pursue their goals after considering the welfare of the group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C6	Group loyalty should be encouraged even if individual goals suffer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Masculinity		1	2	3	4	5
M1	It is more important for men to have a professional career than it is for women.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M2	Men usually solve problems with logical analysis; women usually solve problems with intuition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M3	Solving difficult problems usually require an active, forcible approach, which is typical of men.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M4	There are some jobs that a man can always do better than a woman.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Long-term orientation		1	2	3	4	5
D1	There is careful management of money among staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D2	Emphasis is more on persistence rather than quick results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D3	Relationships are fostered by status among staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D4	Long-term planning is a priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D5	Leisure time is important among staff members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D6	Working hard for success in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix III: Letter to Respondents

Abdallah Salma Issa

P.O. Box 44482-00100, Nairobi.

September, 2013.

Addressee

Dear sir/Madam.

REF: QUESTIONNAIRE.

The attached questionnaire has been designed to gather information on the relationship between national culture and performance among UN agencies operating in Kenya. This information will be used to complete a research project, in partial fulfillment of the requirement for the award of the degree of master of business administration (MBA) at the University of Nairobi.

Your agency has been selected to take part in this survey. Kindly assist by circulating the questionnaires to 5 of your officers and have them filled. All information provided will be handled with utmost confidentiality and findings will be presented in general and for academic purposes only.

Your assistance will highly be appreciated.

Yours faithfully

Salma Issa