

**EFFECTS OF ORGANIZATIONAL CULTURE ON
EMPLOYEE PERFORMANCE AT AON LIMITED,
NAIROBI, KENYA**

BY:

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

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This research project has been submitted for examination with my approval as the university Supervisor.

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DEDICATION

I dedicate this research project to my beloved husband Victor Odari and my son GaviOthniel. You both are my inspiration.

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ABBREVIATIONSAND ACRONYMS

ROI	Return on investment
OC	Organizational Culture
ROE	Return on equity
SWOT	Strengths, Weaknesses, opportunities and threats
MNE'S	Multi National Enterprises
USA	United States of America

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Every organization is influenced by the existing culture which varies from organization to organization. Researchers like Ogbor (2003), Schein (2004) and Alvesson (2003) concluded that the productivity of an organization is greatly affected by its culture. When you walk in different companies, one will experience a certain atmosphere, feeling, style personality, a charm, a feel that is unique to it, this as a result influences the way the employees relate to their clients. At AON, for example, with its over two hundred and twenty (120) branches and business offices worldwide, a visitor experiences a kind of business focus in the ways employees attend to the customer; there is an attitude among them which exudes passion, energy and enthusiasm, and creativity in its environment. At Serena Hotel, the ambience is not only seductive but customers feel a sense of been in an oasis. The founders or the management of these successful organizations have instilled these cultural values in the companies and have been embedded in the ways business is conducted. Organizations should take keen attention to its culture as pointed out by Denison (1990), “decisions made without awareness of the operative cultural forces may have unanticipated and undesirable consequences.”

In this proposal, the aim is to explore how the organizational culture of an organization affects their productivity of its staff. I will use the terms “organizational culture” and “corporate culture” interchangeably because the two concepts refer to the same phenomenon. In Kenya, most parastatals and government institutions are faced with performance issues, which according to research, are caused by a number of factor including: Unclear vision: where the organization’s mission and vision do not motivate

it's staff, there is no clear direction of the company on exactly what it wants to achieve and the means of doing that. Lack of leaders with good skills to lead: change and its fears come in as a factor here, where people are afraid of change and it's uncertainties that come with embracing change. Lack of entrepreneurial skills and leadership skills, too much bureaucracy, micro managing and lack of top management support are some of the reasons.

Discouraging culture: this is a result of lack of common values, mistrust, there is a lot of blame games and people lack drive to take on new opportunities. Such cultures have a lot of bureaucracy, employees are very rigid in their work and failing is not permitted at all. Employees lack confidence in their leaders and diversity is not a common component in such culture, these leads to lack of creativity and growth in an organization. Organizations with bureaucratic structures are characterized have very tall structures leading to very close management of employees, there are too many reporting lines and more often, decision making is such a slow process because of consultations that have to be made across the hierarchy. These discourage creativity and innovativeness by employee who end up not taking strategic actions and marketing initiatives.

Lack of initiative: these are cultures that does not encourage employees to be entrepreneurial and take risky initiatives Here, employees are mostly demotivated, there is no or limited inclusion in management decisions and employees feel their contributions are not important. The employees work defensively as there is lack of creativity and they do their job only. Poor communication: An evidence of a problem culture is when there is poor vertical communication and management insulate themselves from the rest of the employees in terms of accessibility. In such a culture, people have no idea about the clear

picture of the organization and feel that their contributions are not appreciated; there is a lot of uncertainty on what top-managers are thinking and planning. The consequence of such an organization communication system is that management are out of touch with prevailing market conditions and customer expectations.

Poor cross-functional collaboration: A sign of problem culture may be related to departmental mindset; lack of inter-departmental teamwork and similar goals to work on, lack of organization-wide business process management and the missing inter-department working committees. Another evidence of a problem culture is when there is lack of commitment to team culture; absence of strong leaders to guide the team, lack of shared mission and vision; individualist individuals in the group, very large groups can also be an issue and well as lack of shared rewards. Finally, a problem in the culture of the organization may manifest itself when exchange of ideas is not facilitated; when there are no strategies for managing knowledge in the organization; when there is the predominance of management's "know-it-all" attitude; and an attitude of "not invented here" syndrome.

As pointed out above, the purpose of the study was to examine the effects of organizational culture on employee performance of AON Kenya.

1.1.1 Concepts of International Business

Globalization is the center key of the current world economy. This has been brought by the immense movement of people, services, assets, companies and assets across the world. As explained by Amboni and Meyer (1999) explain that globalization affects the economic, social, technological faces impacting all companies and societies working as MNE's, but does not favor all stakeholders in the sector. The major focus of globalization

is in sectors of economic activity and some specific areas and countries. With the domain flattening day by day, it's becoming easier to do business across the globe; this is encouraged by increased educational opportunities, technological and global politics. Businesses as well as states, non-profit organizations and social corporate keeps changing at a rapid speed compared to days before the internet and fibreoptics cabling across the world. Business leaders ought to understand the above factors to enhance growth and more importantly, the cultural influences that result to the success of a business globally. Globalization has resulted to reduced transport cost, faster communication increased inter-countries interactions boosting MNE's.

As a consequence, MNE's, are mandated to adhere to the ruling laws and orders, behaviors and likings of the people in a particular region so as to remain relevant. These features can be clear views of a nation's culture but to a new person may not be so clear and needs to be explained to and as a result cultural differences is a major challenge for organizations operating in international markets. The purpose of the study therefore was to evaluate the significance of understanding culture of a company and its effects on performance.

1.1.2 Organization Culture

Atkinson defines organizational culture to be the underlying assumptions about how work is performed; the acceptable and un-acceptable and behavior or actions encouraged or discouraged in an organization. A more detailed definition is 'the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization. Most organizational cultures will be derived from the individual characteristics and beliefs of the founder and the top

management team and this for many organizations are out of the control of the organization. An organization can, however develop and implement cultural values to help manage members behavior. Dessler (2007) defines organizational ethics as the moral values, beliefs, and rules that establish the appropriate way for organizational members to deal with one another and with the various stakeholders it has.

For culture to be developed in the organization, top managers and influential key staffs need to make choices on the appropriate things to be done. Managers should always decide on a course of action that has a balance on the interests of the organization and the interests of the stakeholder groups. To make these decisions managers must make use of the ethical instrumental values embodied in the organizations culture which outlines the best possible action to be taken in circumstance which an action may help one person but harm the other. Based on ethical theory of utilitarianism, the action or decision should actual sense result to majority's happiness (Laurie, 2007).

Ethical values and the rules and norms they embody are an inseparable part of an organizations culture because they help shape the values that individual and group members of the organization use to manage situations and make decisions. The management has a responsibility of ensuring that organizational members obey the laws or rules of the organizations and they can be held accountable for the misconduct of their subordinates. This according to Campbell et al (1999) helps to create an organizational culture that instills ethical actions or behaviors.

Organizational culture reflects the organizations vision, values, business ethics, beliefs, personalities and even the traits of the organizations founders, the management, shareholders and its employees and these influences the way business within an

organization is done in every way. These system of shared meanings and believes is the set of characteristics that are valued in the organization. Robert and Angelo (2008), explains that organization culture promotes social system stability in an organization that reflects the extent to which the work environment is perceived as positive and reinforcing and the extent to which conflict and change are effectively managed.

Both managers and academic researchers believe that organizational culture can be a driver of employee attitudes and organizational effectiveness and performance. To test this possibility, various measures of organizational culture have been correlated with a variety of individual and organizational outcomes. For example, organizational culture has been correlated with employee commitment by Shili (2009), and the outcome proves that there is a relationship between the two variables concluding that corporate culture directly influences employee commitment in the organization.

1.1.3 Employee Performance

Armstrong (2006) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. In addition, Armstrong argues that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organization. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps.

1.1.4 AON

Aon is the leading global provider of risk management, insurance and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than colleagues worldwide, Aon unites to empower results for clients in over countries via innovative and effective risk and people solutions and through industry-leading global resources and technical expertise. Aon has been named repeatedly as the world's best broker, best insurance intermediary, reinsurance intermediary, captive's manager and best employee benefits consulting firm by multiple industry sources.

Aon Kenya is a leading provider of risk management, insurance brokerage, and human capital resources. It is part of Aon plc (NYSE: AON), a leading global provider of risk management, insurance brokerage and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 72,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative risk and people solutions. They stand ready to draw on their international network and the knowledge of local experts to give its clients the best advice, proven solutions and attentive service.

It believes that all its clients have a vision they wish to achieve and they work in partnership with their clients while encouraging them to always point out whether they are meeting their requirements for service and in this way helping them to attain set goals. In addition to this, its staffs are encouraged to obtain the highest insurance qualifications to give the leading edge in technical insurance expertise for the benefit of its clients.

1.2 Research Problem

In a business environment that is characterized and driven by numbers, corporate culture is often seen as a 'soft' or too vague and too difficult to grasp concept simply because it has not been empirically proven to have any effect or contribute to an organizations financial performance. In addition, corporate culture seems to elude precise definition or measurement since it is not financially quotable and has not been considered by many managers and supervisors as well as the top organizational leaders as a factor that need consideration even when dealing with profitability issues and organizational performance at large (Jones, 2007).

The management is in most cases concerned with the leading financial indicators, and tends to forget or assume the role that other lagging non-financial indicators like corporate culture have in shaping behaviors believes and value systems that are critical in achieving the needed performance. In this note, organizations have been faced with the challenge of improving their employee performance which has gone down irrevocably, even with up to date employee motivation initiatives. Initiatives to improve employee performance have been left in the hands of human resource managers, who undermine and sometimes perceive corporate culture to have very minimal influence on employee and organizational performance (Cascio, 2006).

Poor employee and organizational performance may not be as a result of poor recruitment strategies and selection processes, lack of employee motivating strategies, poor management and leadership or any other employee well-being initiatives, but the failure of employees, supervisors and managers and organizational leaders to understand the

profound effect that corporate culture has on employee as well as organizational performance.

Most insurances companies globally have a sound risk culture effectively supporting the long term goals and in particular the risks vision set by the company. Risk cultures are influenced or influences by various forces. Organizations should have a clear vision for their risk cultures, actively manage and monitor it and take necessary steps should there be deviation from a target state. Insurances companies consider risk culture as asintegral part of the holistic risk management framework. An organization may have a various risk management tools, models, processes and functions, but if its culture is not aligned to the agreed goals of the organization, these tools, models and processes will not achieve its objective. Major culture at AON include; enabling people to contribute and lead to their highest potential, connecting strategy, goal and meaningful purpose, delivering values efficiently to the customers and discovering better ways of working, more importantly a culture of trust and mutual respect is emphasized.

The study intended to address the research question:How culture at AON Kenya influenced employee performance.

1.3 Research Objective

The objective of the study was to determine the influence of corporate cultures on employee performance at AON Kenya.

1.4 Value of the Study

Corporate culture is an important component in the field of organizational behavior and business ethics. This study will create more insight and greater need for organizational

members to better understand the context of corporate culture and its effect on employee performance. More significance of this research is to the organization under study and more importantly all Multi National Organizations to appreciate the phenomenon of culture and its effect on employee performance and organizational efficiency.

The information that will be obtained will be useful to the Government and research institutions that may want to advance the knowledge and literature on intellectual capital. It will also add to literature on the subject as reference material and stimulate further research in the area. This study will be very valuable to the area of study of Corporate Cultures and Management in Public, Private, Corporates and Non-Governmental Sectors in Kenya.

The study will be useful to academicians as it will provide information that can be used as a basis for further research. The study will also propose areas for further research which will be very important to researchers who will easily get to know what needs to be done in the area of study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter emphasizes the importance of corporate culture and employee performance, different cultures in organizations and various techniques used to manage these cultures as advanced by a number of scholars. The chapter also focused on the theoretical foundation of culture, elements of culture and empirical literature review of the study.

2.2 Theoretical Foundation

The following theoretical models on organizational culture underpin this study;

2.2.1 Deal and Kennedy's (1982) Model for Organization Culture

Deal and Kennedy's model of culture is based on differentiating four types of organization, based on their perception to feedback and reward after they have done something and if they are risk averse or not. Most employees appreciate when they receive positive feedback when they have done well in their jobs; they are also motivated with specific rewards that come with good performance. Action plans and corrective measures are effective when feedback is provided immediately leading to effectiveness and the existence of a consistent culture. Delayed feedback can leave mistakes uncorrected but on the positive note, it also lets people look further out into the future. By nature, most people do not like uncertainties and taking risk but this can be a motivating factor to others. This leads to people managing uncertainties and risk depending on their reasons either to avoid them or take actions. In situations where the expected risk is moderate, many may be willing to take up the risk but when the risk is high, then it needs to be managed or accepted.

The four cultures outlined by Deal and Kennedy are as explained below: work-hard, play-hard culture, this culture is characterized by organizations that provide immediate feedback and also are not keen on taking risky ventures. Such organization gets pressure from the high quantity of workload rather than uncertainties because they are minimal or not there at all. A good example of such cultures is found in restaurants and software industries. Tough-guy macho culture: here feedback or reward is speedy and high risk, stress is felt coming from the high risk and probability of losing or gaining reward. The focus in this type of culture is in the short term, example include the people in the following profession; police, surgeons and sports persons.

Process culture: This type of culture has slow feedback/reward and low risk, resulting to low stress, slow working, relaxation and security at work. Stress may come from internal politics and stupidity of the system. This culture can result to development of bureaucracies so as to maintain the status quo, example of companies in this culture include banks and insurances. Bet-the-company culture: slow feedback or reward and high risk are some of the characteristics of this type of culture leading to stress coming from high risk and delay before knowing the success of the outcome.g aircraft manufactures and oil companies.

Therefore, top managers and key decision makers need to understand what culture its organization has and find come up with better approach of handling the team under them.

2.2.2 Edgar Schein, (1992) Model for Organizational Culture

Edgar Schein discusses the direct and indirect mechanisms within organizations. The organizational culture model is directly influenced by direct mechanisms that include the behavior, status of the staffs, opinions among others. Indirect mechanisms indirectly influence the organizational culture; this includes the mission and vision of a company, rules and regulations, corporate identity, rituals and design. Edgar Schein divided organizational culture into three different levels discussed below: Artifacts and symbols; this is the first culture discussed here and they are the detectable features in the organization including logos, corporate clothing, structures, processes and architecture. This marks the surface of the organization and is visible by all stakeholders.

The second culture under discussion is espoused values; these concerns set standards, values and code of conduct. This guides how the organization expresses strategies, objectives and philosophies and how the same are made public. Basic underlying assumptions is the last culture discussed by Edgar; these are the assumptions that are rooted in the organizational culture and are experienced as self-evident and unconscious behavior. Such assumptions are hard to recognize internally.

The three cultures models can be exemplified as an onion based on different layers with the outer layer being fairly adjustable and easy to change for example the artifacts and symbols. Surrounding in the core of the onion we find the assumptions which states how things are done based on the people who belong to the organization and is a result of previous experience and perception. And values are around the core and considered the most important.

2.2.3 Charles Handy (1985), Model for Culture

Charles Handy, a leading authority on organizational culture outlined four different kinds of culture: Power Culture; this is where in the organization power is held by just a few individuals whose influence is felt in the whole organization. Here rules and regulations are very minimal and decision making is quick and are made by the influential people. Employee's success is based on their achievements than their actions. As a result of bureaucratic decision making, sometimes the decisions made are not in the best long-term interests of the organization. Power culture is also a strong culture and though good, can quickly work against the organization.

Role Culture; these are cultures are based on rules and are highly monitored with all the staffs knowing their expectations at work with their roles and responsibilities clearly stated out for them. Power in a role culture is determined by a person's position in the organizational hierarchy, which are normally tall with a long chain of command. Such organizations are very bureaucratic in nature and decision made though less risky, takes a lot of time before being made.

Task Culture; are formed when teams in an organization are formed to address specific problems or progress projects. In this culture, the task at hand is the most important thing, therefore power keeps shifting depending on the mix of the team members and the status of the project being handled. The task is the important thing, so power within the team will often shift depending on the mix of the team members and the status of the problem or project. Team dynamics, right mix of skills, personalities and leadership are the main determinant of the success of the project.

Person Culture; these organization has individualist employees who see themselves as unique and superior to the organization and other colleagues. In this culture, employees are there for one major purpose; to work.

2.3 Elements of Organizational Culture

Various factors create the culture of an organization or a country through time, Griffin and Pustay (1999) listed six components of culture in any region or country: communication, values and attitudes, religion, social constructions and language. The interactions of these components create the beliefs and principles of a place, which MNE's will have to incorporate in their work. In a social structure, this defines the role of individuals, its stratification and the mobility in the society. The major aspect in this element is the role of family in a society, whether the focus is on nuclear family only like the USA or extended family as emphasized in the Arab and Asian countries. The nature of individualistic versus collectivist is also discussed under social structure, in individualistic societies success is rewarded on an individual's effort example in USA and Germany organizations. Collectivist societies on the other hand, focuses on group effort and teamwork are recognized more for example in countries like Japan and Tanzania

Language classifies how participants of a social group view the world see the world and gives important clues about the cultural values. Some countries like the Asian countries have the same language but this does not mean that they have the same culture. Understanding a language or the countries linguistic gives an MNC a competitive advantage since communication is very vital element in doing business.

The other element is communication that comes from the necessity for understanding between two or more people. Communication barrier is a major challenge especially when people from various cultures interact. Communication is seen in both verbal and non-verbal, as a symbol or a term in one culture may mean something totally different in the other culture.

Religion is another key element especially in the African context. The power of religion in the business context differs from one country to another based on the authority of the land, the similarity of the spiritual principles and their lenience with other religions. Religion also influences the variety of goods and services that buyer's purchase and when they do so as well as their availability to work on some days for example pork business cannot succeed in the northern part of Kenya and Arabic counties and they will also not be available to work on Fridays and certain days in the year due to religious believes. Christians in many countries will be unwilling to work on Sundays while Adventist will do the same for Saturdays as they believe it's their Sabbath day.

Values and attitudes varies from societyto society are depending on the culture. Some countries, especially in Europe and America value time so much and are keen to keeping appointments as per agreed timings, other countries like Kenya, and most African countries have no much value for time and tend to delay for meetings or even fail to show up for appointments. The same is applied during negotiations, where in the Europetraders are more direct and faster in dialogues unlike in African countries where people tend to be more watchful requiring more time to seal a deal.

Different cultures have diversebeliefs and approachesfor age. In Asian and Arab societies, age is given a lot of respect and the elderly are mostly heads of the companies

or final decisions are from the elderly. The case is different in USA, where decisions will be from the experts regardless of their age. When workers from these companies with these different cultures meet it can be disastrous if there is no clear understanding of each other and appreciating each other's culture.

In conclusion, for a business to thrive in any environment, it's vital for the top management to understand the culture of the people in that community and where there is diversity, trust and mutual respect should be established so as to ensure good inter relations among the employees for the success of that company.

2.4 Empirical Literature Review

Corporate culture is an area that has not been fully researched on especially for Kenyan based organizations. Notably, literature in the area of corporate culture "reveals no clear pattern of effect and relationship between corporate culture and organizational outcomes, such as service quality, customer satisfaction and organizational performance" (Jones, 2007. P. 206). This established the basis of this study's objective that sought to establish the correlation of organizational values and employee output. This study will offer findings on such a relationship based on empirical evidence from this case study at AON Kenya.

To remain competitive and to achieve sustainable competitive advantage, organizations should constantly evaluate their corporate core values and practices to ensure that they are aligned with their corporate strategies and business strategies. A research in the area of corporate culture would justify the need to assess the leadership, management style and how far an organization's employee behavior matches its corporate core values, and how this affected on their performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Kothari (2004) defines research methodology as a systematic way of resolving a research problem. The chapter aimed at to giving a comprehensive analysis of the techniques that were used in carrying out this study, including the research design, data collection tools, data analysis and presentation.

3.2 Research design

Research design is defined as a broad plot that strategizes the means used in the collection and analysis of data and this must be harmonized with the objectives of the study. The research design of the study was a case study. A case study method allows the researcher to go into details in context and holistically. It is a way of organizing educational data and looking at the object to be studied as a whole. It helped bring about a deeper insight and better understanding of the challenge faced by employees in regards to the culture of the organization and how this affects their performance.

3.3 Data collection

According to Mugenda (2009), the purpose of a tool or instrument in research is “to measure the variables of the study, and these tools used should be developed by the researcher, and must yield accurate and meaningful data for decision making.” The study used an interview guide as the means of data collection and it required the researcher to identify respondents whose cooperation was required to answer certain questions as outlined in the interview guide.

3.4 Data analysis

The data collected was processed, analyzed, interpreted and presented in such a manner that it will be clear, precise and unambiguous. The researchers used content analysis which will examine the intensity with which certain words have been used. In content analysis, a classification system is developed to record information. In interpreting the result, the frequency in which the idea appears was interpreted as a measure of importance or emphasis. The results are descriptive but will also indicate the trends or issues of interest. Pragmatic content analysis will be used as it emphasis on why something is said and to understand people's perception and beliefs. The summarized data was further visually presented in frequency tables, histograms, bar charts, pie charts and polygons.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

The aim of this study was to investigate corporate cultures effect on employee performance at AON Kenya. The purpose of this chapter is to analyze and present the results of the study.

4.2 Data Results

In carrying out the research study, the researcher had targeted to interview a total number of 92 staff but only 57 were available to answer the question. The achieved response rate for the research study was thus at 62%. Mugenda and Mugenda (2003), assert that a response rate of 50% is adequate for data analysis and reporting of findings. They also indicate that over 60% response rate is good (The researcher attained a 62%) and a response rate of 70% and above is very good.

The table below shows how the respondents from the three cadres of the organization responded in the research study.

Table 1: Respondent analysis

Category of staff	No of staff	40% sample proportion	Responses	Failed responses
Top management	4	2	2 \approx 100%	0
Middle management	28	11	7 \approx 64%	4
Low level staf	198	79	48 \approx 61%	31
TOTAL	230	92	57 \approx 62%	35

As depicted in the table 4.0.1 above, the researcher achieved a 100% response rate from the top management. The table also shows that the research obtained 7 responses (64%) response from the middle management that was composed of 11 subjects based on the 40% sample proportion. Notably, in this cadre of staff there were four failed responses. The researcher obtained 48 responses (61%) from the junior staff which were composed of 79 subjects based on the 40% sample proportion. Notably, there were 31 failed responses from this cadre of staff. The total non-response was at 38%. Therefore, the researcher is justified to draw conclusions based on the 62% response rate, which was adequate for drawing conclusions on the area of research.

4.2.1 Category of age of the respondents

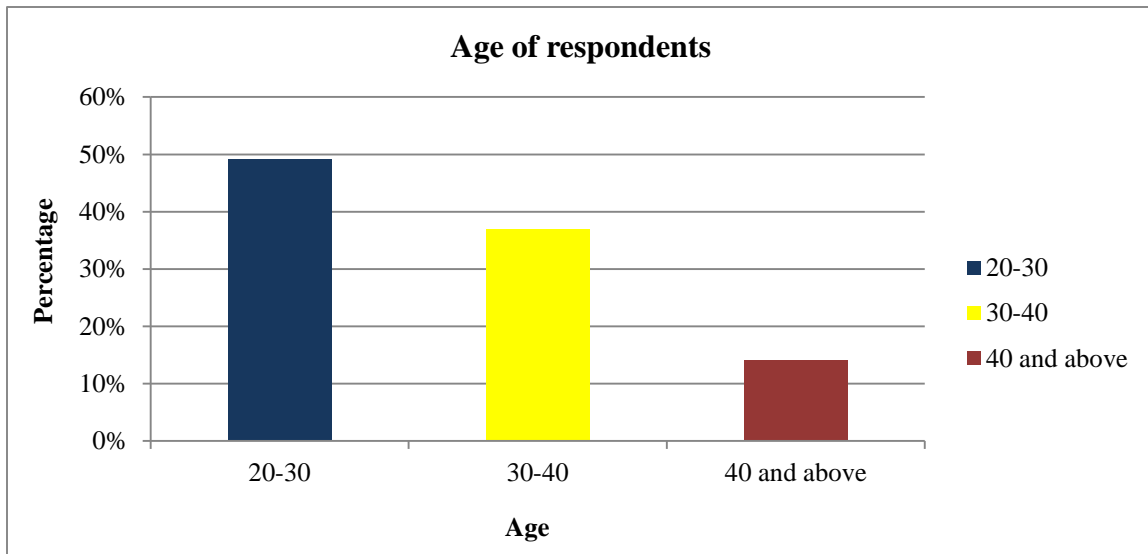
The respondents were asked to state their age when completing the questionnaire. The table below shows the responses of 57 respondents from AON Kenya.

Table 2: Age distribution

	Age	Frequency	Percent	Valid Percent
Valid	20-30	28	49%	49%
	30-40	21	37%	37%
	40 and above	8	14%	14%
	TOTAL	57	100%	100%

Source: Field work, (2016)

Figure 1: Age distribution of respondents



As depicted in table 2 above, out of the 57 respondents, 28 respondents (49%) were aged between 20 and 30 years of age. The age group between 20 and 30 years formed majority part of the responses. The organization under study has a young workforce that has the capability of promoting and steering the existence of the desired corporate culture at AON Kenya. Also, a young workforce is career and performance oriented, and not resistant to change. There is a probability of a very competitive work environment at AON Kenya, and the adoption of new working methods, as well as constant change that is characterized by this age group.

The first majority age group is closely followed by respondents aged 30 to 40 years which was indicated by a 37% response rate. The respondents analysis based on age, indicates that the organization under study is not only composed of a youthful generation of employees but also, there are elder employees which have gathered the reluctant experience in the organization and from outside the organization. It was then expected that the mixed age groups will offer different and valid views about corporate culture and its elements and how they impacted on employee performance.

4.2.2 Duration worked at AON

The respondents were requested to state the time or period in years or months in which they had served at AON. The aim of this question was to inquire about the period that each respondent involved in the study had shared the values, norms and practices at AON. This was instrumental in evaluating whether the respondents had stayed at AON well enough to not only know the core values, believes, norms and practice, but also if they had shared them and would acknowledge them in everyday life in the organization. The table below shows the responses from the 57 respondents.

Table 3: Duration in years working at AON Kenya

	Duration	Frequency	percent	valid percent
Valid	Below 1 year	3	5%	5%
	2-5 years	21	37%	37%
	6-10 years	27	47%	47%
	Above 10 years	6	11%	11%
TOTAL		57	100%	100%

Source: Field work, (2016)

Figure 2: Duration worked at AON Kenya

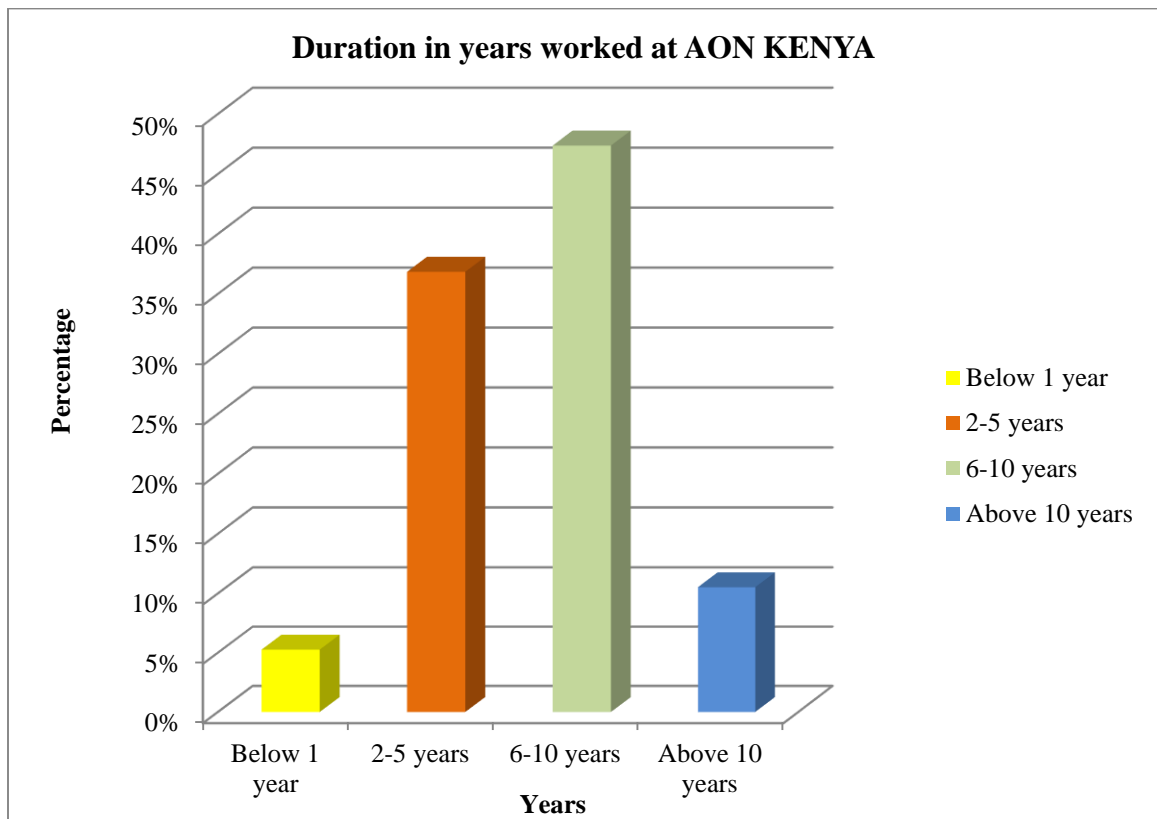


Table 3 above shows 5% of the respondents indicated that they had served at AON for a period less than 1 year, 37% between 2 to 5 years, 47% between 6 and 10 years, while

11% indicated that they had worked at AON for more than 10 years. Majority of the respondents (47%) longer serving employees (five years and above) at AON Kenya were well aware of the shared core values, norm, and practices and interacted very well with the questionnaire questions unlike the respondents who had worked at AON for a period less than one year. This justified the scope of the study that was aiming at using information from AON for a preceding period of five years.

4.2.3 Core corporate values shared at AON Kenya

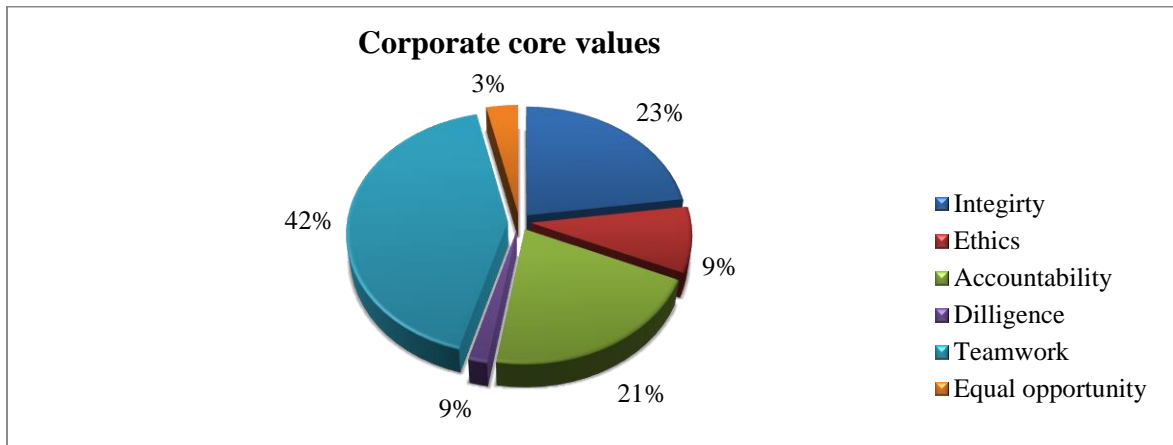
The objective of the study was to determine the culture at AON Kenya and how it influenced employee performance. To find out the type of corporate culture at AON Kenya and how it influenced on employee performance, the respondents were asked to state the shared core values at AON which are the primary sources of corporate culture.

The responses were as shown below

Table 4: Shared core corporate values at AON Kenya

	Core values	Frequency	Percent	valid percent
Valid	Integrity	13	22%	22%
	Ethics	5	9%	9%
	Accountability	12	21%	21%
	Diligence	1	2%	2%
	Teamwork	24	42%	42%
	Equal opportunity	2	4%	4%
	TOTAL	57	100%	100%

Figure 3: Core corporate values at AON Kenya



As depicted in table 5 above, Majority of the respondents (42%) indicated teamwork as one of the core corporate values, 21% indicated accountability, 22% indicated integrity, 9% ethics, 2% diligence, and 4% equal opportunity as a core value at AON Kenya.

Thus it was established that AON Kenya had shared core corporate values that are a basis of any corporate culture. This findings justified the need to assess how the above mentioned core values influenced performance.

4.2.4 Core Corporate Values and Influence of Employee Performance

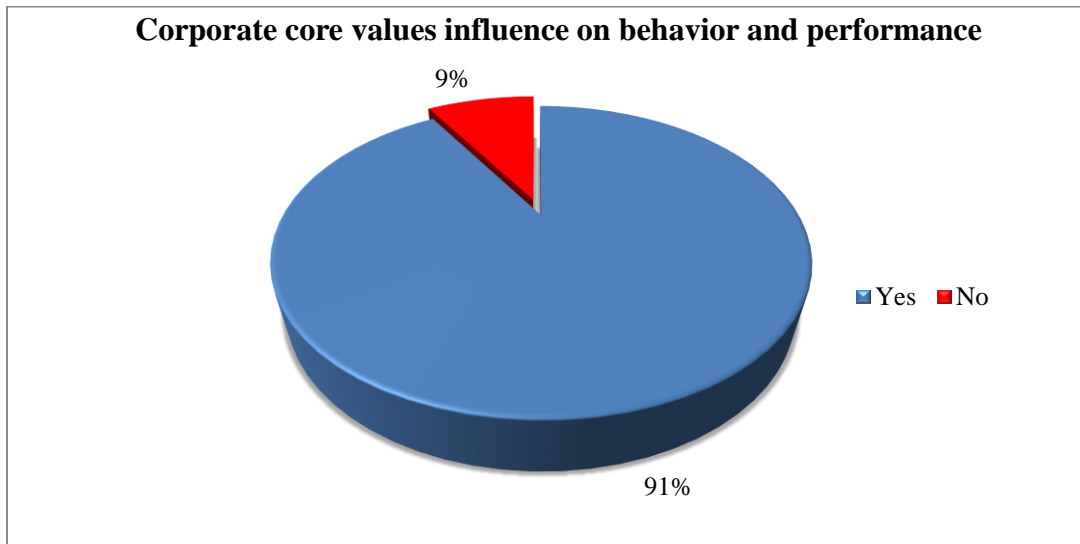
The responses were as shown in table 5 below

Table 5: Core corporate values and employee performance

		Frequency	percent	Valid percent
Valid	Yes	52	91%	91%
	No	5	9%	9%
TOTAL		57	100%	100%

Source: Fieldwork, (2016)

Figure 4: Core corporate values and employee performance



As shown in table 5 above, majority of the respondents (91%) indicated that the core values influenced their behavior performance while 9% indicated that core corporate values did not influence their behavior and performance. Therefore, it can be observed that shared corporate culture being a pattern of shared values that give members of an institution meaning, and provide them with the rules for behavior in their organization has impact on their performance.

4.2.5 The emphasis of corporate core values through constant communication

The respondents were asked whether the shared core corporate values at AON were emphasized through constant communication. The responses were as shown below in table 6.

Table 6: Core corporate values emphasis through constant communication

Valid	Frequency	percent	Valid percent
Yes	36	63%	63%
No	21	37%	37%
TOTAL	57	100	100

Source: Fieldwork, (2016)

Figure 5: core corporate values emphasis through constant communication

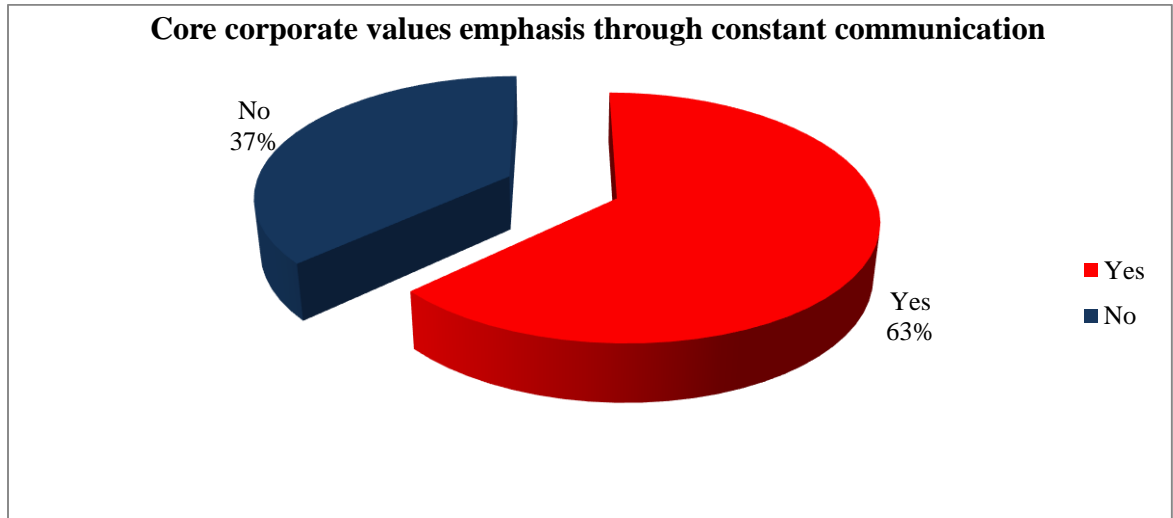


Table 6 above shows that majority of the respondents (63%) stated that core corporate values were emphasized through constant communication while 37% of the respondents indicated that the shared core corporate values were not emphasized through constant communication. Constant emphasis of core corporate values through communication indicated the role and need for top management and leadership for employees to uphold the core values. Communication is also important because it enables new organizational members to know which values the organization lives by. Thus, the intent of promoting the core values by top management was seen from the constant communication.

4.2.6 Practice of free and open communication

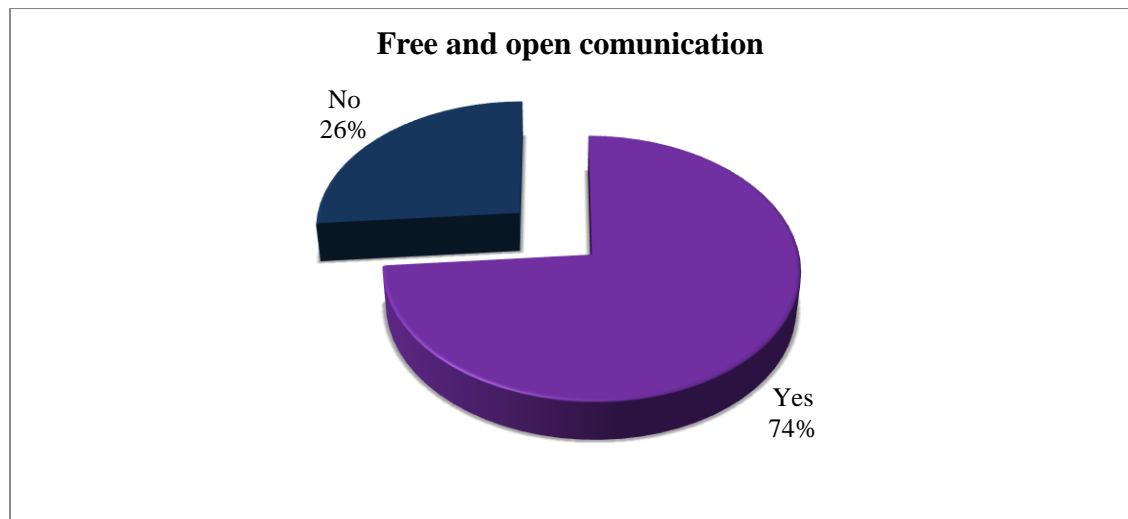
The respondents were also asked whether there was the practice of free and open communication at AON Kenya. Free and open communication would mean that there is willful sharing of values as well as ideas on the business activities, and that a present culture would be learnt and passed on from employee to employee. Table 7 below shows the responses.

Table 7: The practice of free and open communication

	Frequency	Percent	valid percent
Yes	42	74%	74%
No	15	26%	26%
TOTAL	57	100	100

Source: Field work, (2016)

Figure 6: The practice of free and open communication



As shown in table 7 above, 74% of the respondents indicated that there was free and open communication at AON, while 26% stated there was no free and open communication at

AON Kenya. Thus, communication is a key integral part of any culture, since it promotes the sharing of the core corporate values, believes, and practices.

4.2.7 The presence of a commonly accepted way of doing things

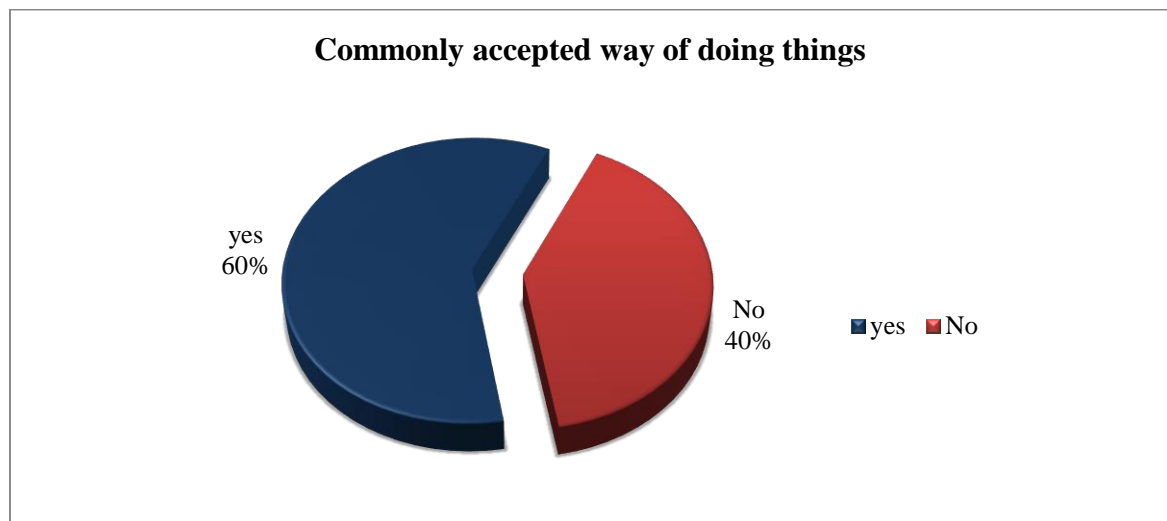
One of the definitions of corporate culture is that, it is the commonly accepted way of doing things (Deal & Kennedy, 1992). The respondents were asked if there was a commonly accepted way of doing things at Aon Kenya. The responses were as shown in table 8 below:

Table 8: A commonly accepted way of doing things

		Frequency	percent	Valid Percent
Valid	Yes	34	60%	60%
	No	23	40%	40%
TOTAL		57	100	100

Source: Fieldwork, (2016)

Figure 7: A commonly accepted way of doing things



As shown in table 8 above, 60% of the respondents indicated that there was a commonly accepted way of doing things, while 40% indicated there was none. The researcher therefore concluded that there was a culture at AON, since there was a commonly accepted way of doing things at AON.

4.2.8 The relationship between core corporate values and employee performance

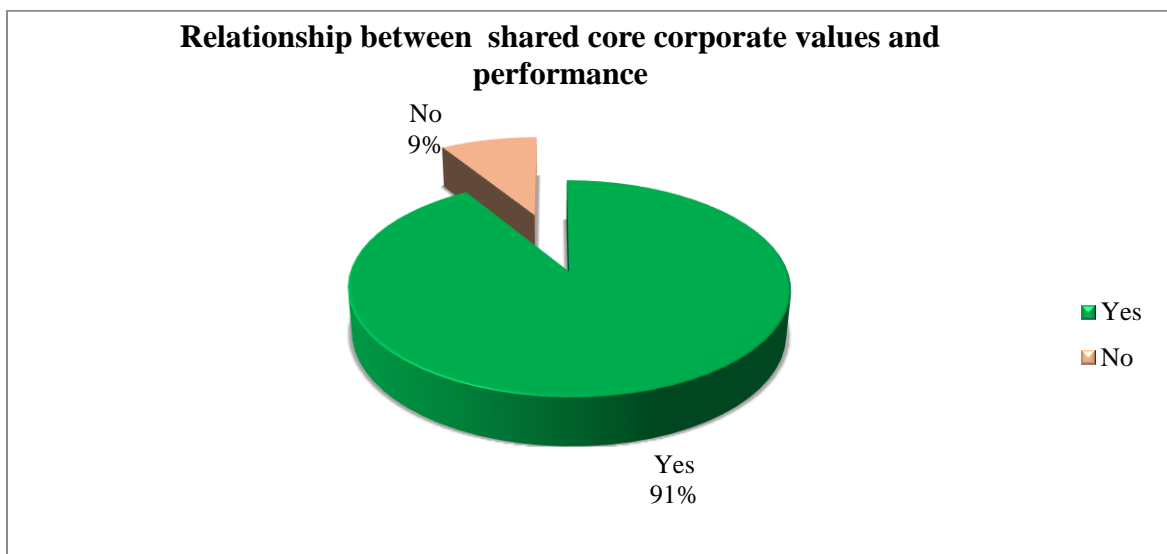
The researcher inquired whether there was any relationship between core corporate values and employee the respondent’s performance.

Table 9: Relationship between shared corporate core values and performance

	frequency	percentage	valid percentage
Yes	52	91%	91%
No	5	9%	9%
TOTAL	57	100	100

Source: Fieldwork, (2016)

Figure 8: Relationship between corporate core values and performance



4.2.9 Upholding and living up to AON'S values

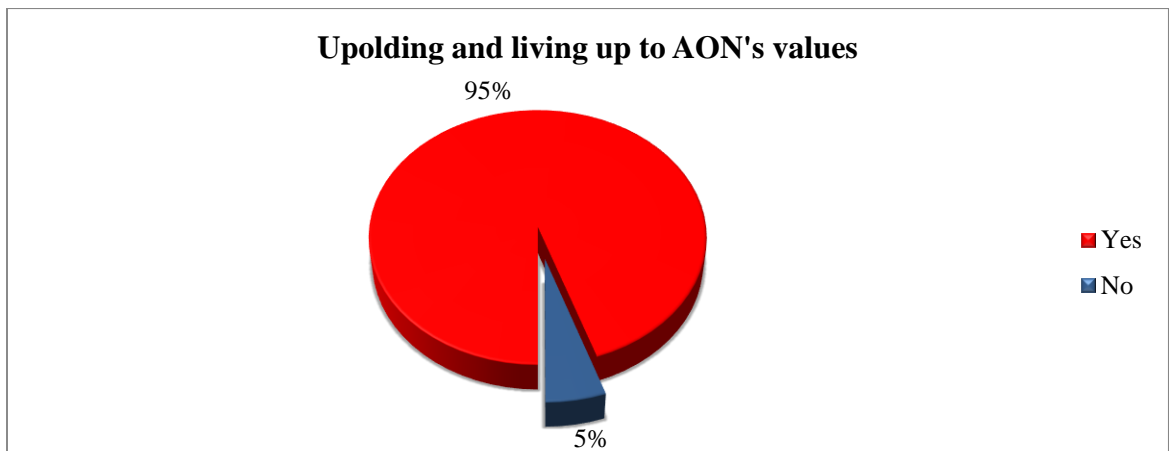
As shown in table 9 above 91% of the respondents indicated there was a relationship between shared corporate core values and employee performance, while 9% indicated that there was no relationship between shared corporate core values and employee performance. Armstrong, (2006) defines employee performance as the ability to achieve set goals and also the will and ability of an employee to promote the organizations values. The respondents were asked if they were motivated to uphold and live up to AONS core values

Table 10: Motivation to uphold and live up to AON's values

Valid	Frequency	Percentage	Valid percent
Yes	54	95%	95%
No	3	5%	5%
TOTAL	57	100	100

Sourced: Field work, (2016)

Figure 9: Motivation to uphold and live up to AON's values



As shown in table 10 above, 95% of indicated that they were motivated to uphold AON’S values, while 5% indicated that they were not motivated to uphold and live up to the core corporate values of AON.

4.2.10 Desire to promote AONS core values

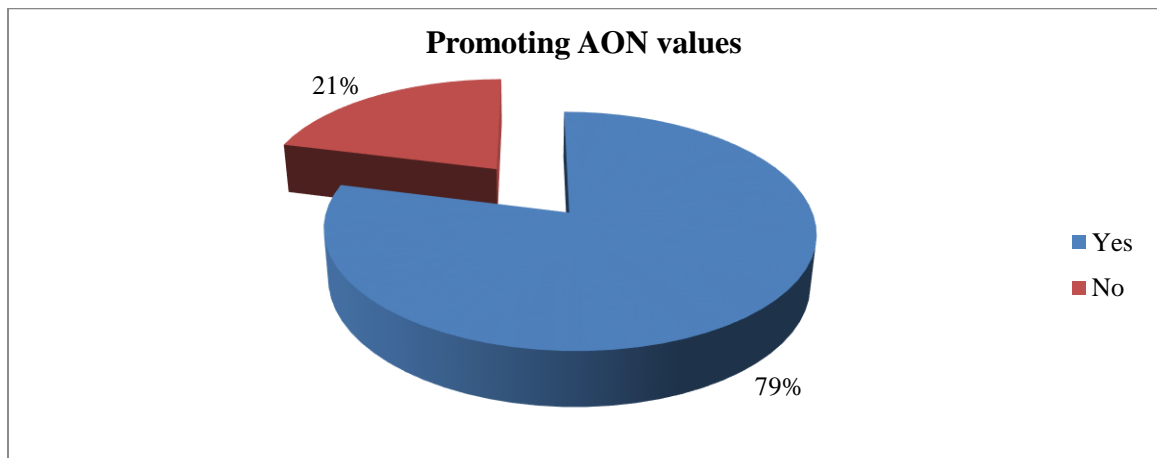
The respondents were also asked whether they had the desire to promote AONS values

Table 11: Desire to promote AON core corporate values

Valid	Frequency	Percentage	Valid percent
Yes	45	79%	79%
No	12	21%	21%
TOTAL	57	100	100

Source: Fieldwork, (2016)

Figure 10: Desire to promote AON core corporate values



As shown in table 11 above, 79% of the respondents indicated that they had the desire to promote AONS values, while 12% indicated otherwise. Thus the employees at AON had the motivation to uphold and promote the values of the organization.

The respondents were asked if there was any relationship between corporate culture and employee performance. The section was based on the Likert scale of assessing responses from respondents, where the respondents were asked to state if they strongly agreed, agreed, disagreed, strongly disagreed or didnt know how corporate culture through its elements related with their performance.

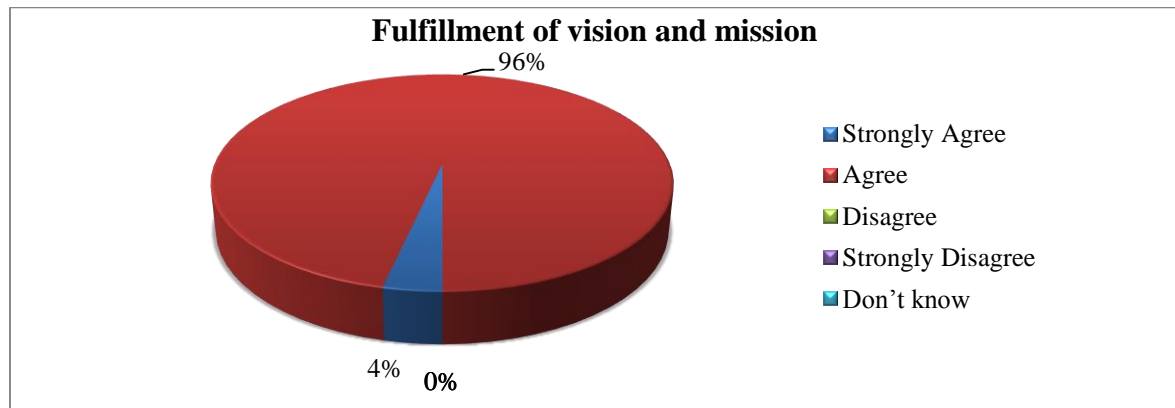
4.2.11 Fulfilling of Vision and Mission

Table 12: Fulfilling Vision and mission

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	2	4%	4%
	Agree	55	96%	96%
	Disagree	0	0%	0%
	Strongly Disagree	0	0%	0%
	Don't know	0	0%	0%
TOTAL		57	100	100

Source: Field work, (2016)

Figure 11: Fulfilling vision and mission



As depicted in table 12 above, majority of the respondents (96%) agreed that AON Kenya was good at fulfilling its vision and mission. Vision and mission are key elements of corporate culture, that influence employee behavior, as well as dictate the different activities that will be undertaken in the organization. On the other hand, 4% of the respondent strongly agreed that AON Kenya was good at fulfilling its vision and mission.

4.2.12 Corporate culture at AON following its Vision and mission

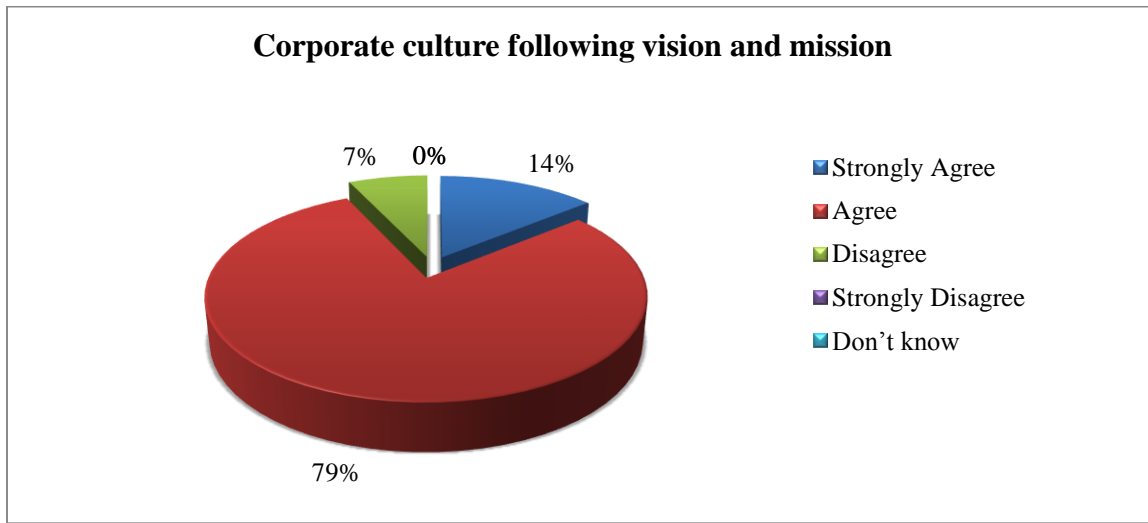
The respondents were asked whether the culture at AON was in line with its vision and mission

Table 13: Corporate culture at AON following its vision and mission

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	8	14%	14%
	Agree	45	79%	79%
	Disagree	4	7%	7%
	Strongly Disagree	0	0%	0%
	Don't know	0	0%	0%
	TOTAL	57	100	100

Source: Fieldwork, (2016)

Figure 12: Corporate culture at AON following its vision and mission



As shown in the table above, 14% of the respondents strongly agreed, 79% agreed while 7% of the respondents disagreed, that the culture at AON follows its vision and mission.

Majority of the respondents (79%) indicated that the culture at AON Kenya followed its vision and mission, and thus the culture at AON is related or linked to the vision and mission.

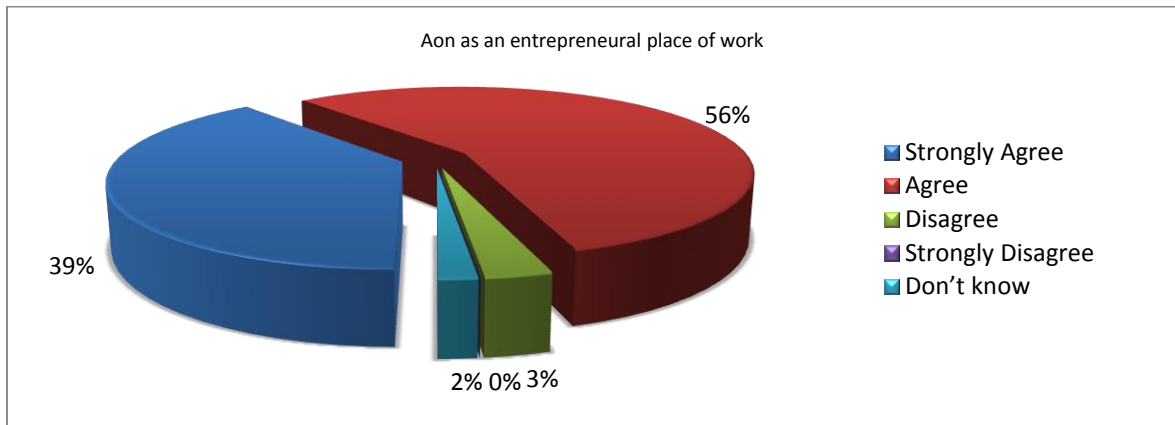
4.2.13 AON being dynamic and an entrepreneurial place and employees were ready to bring in innovation

Table 14: AON as an entrepreneurial place of work

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	22	39%	39%
	Agree	32	56%	56%
	Disagree	2	3%	3%
	Strongly Disagree	0	0%	0%
	Don't know	1	2%	2%
TOTAL		57	100	100

Source: Field work, (2016)

Figure 13: AON as an entrepreneurial place of work



As shown in table 14 above, 39% of the respondents strongly agreed, while 56% of the respondents agreed, 3% of the respondents disagreed, and 2% indicated they didn't know whether Aon was a dynamic place of work, and employees if they were willing to bring in innovation.

There are corporate cultures that are supportive of innovation and new ideas, which has an impact on employee performance. The culture at AON can thus be said to be supportive of innovation from employees and impact on their performance.

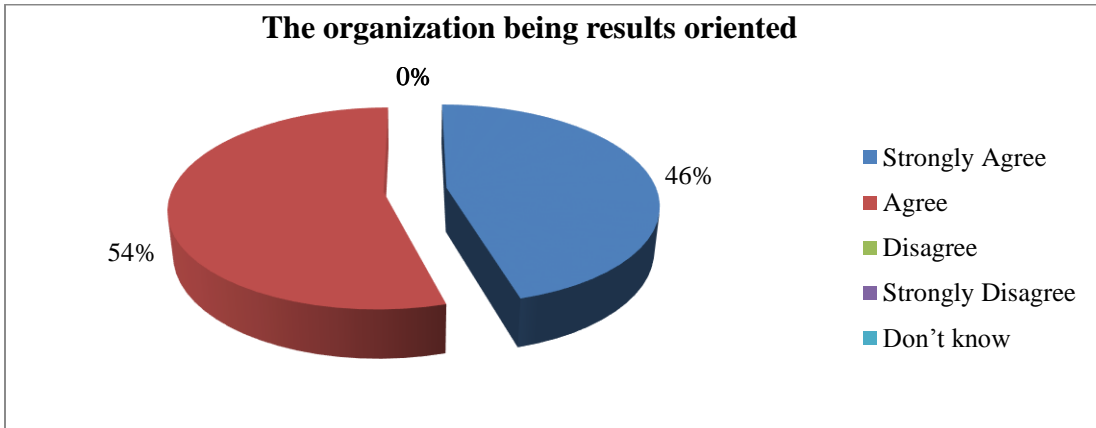
4.2.14 The organization being results oriented

Table 15: The organization being result oriented

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	26	46%	46%
	Agree	31	54%	54%
	Disagree	0	0%	0%
	Strongly Disagree	0	0%	0%
	Don't know	0	0%	0%
TOTAL		57	100	100

Source: Field work, (2016)

Figure 14: The organization being results oriented



4.2.15 The organization being a very controlled structured place

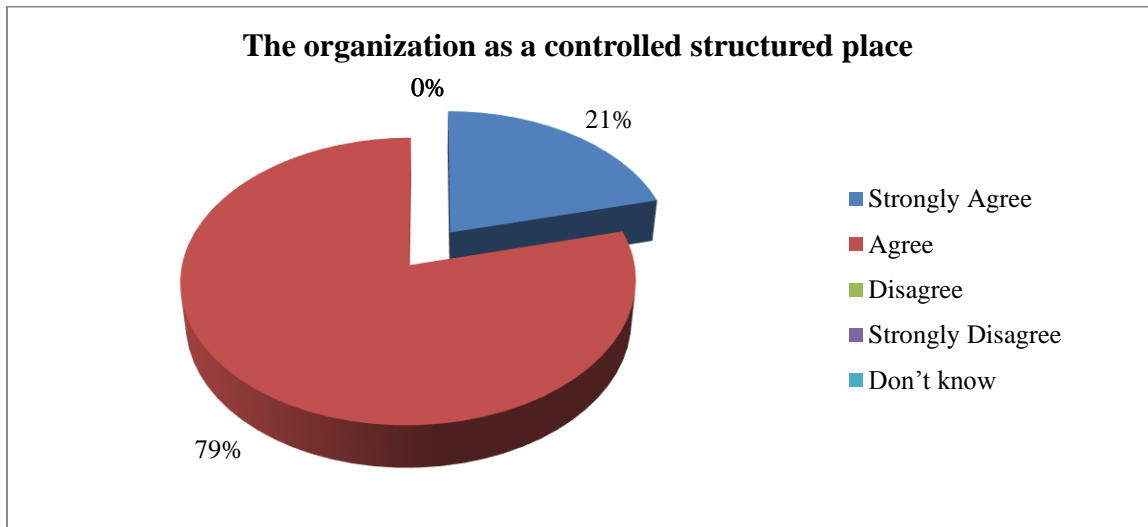
As shown in table 15 above, 46% strongly agree, while 54% agreed that Aon was very results oriented organization. A corporate culture that is performance oriented will have an impact on employee performance. The employees are bound to give more effort so that they can keep the pace and remain competitive in an organization.

Table 16: AON being a very structurally controlled place

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	12	21%	21%
	Agree	45	79%	79%
	Disagree	0	0%	0%
	Strongly Disagree	0	0%	0%
	Don't know	0	0%	0%
TOTAL		57	100	100

Source: Fieldwork, (2016)

Figure 15: AON being a very structurally controlled place



As table 16 above illustrates, 21% of the respondents strongly agreed, 79% agreed that Aon was a controlled structural place of work; formal procedures generally governed what employees did. Employee’s behaviors are controlled and governed by structures (hierarchies) which also influence the extent to which they can make decisions. Majority of the respondents (79%) agreed that AON was a very structured and controlled place which meant that their decisions and actions were on check.

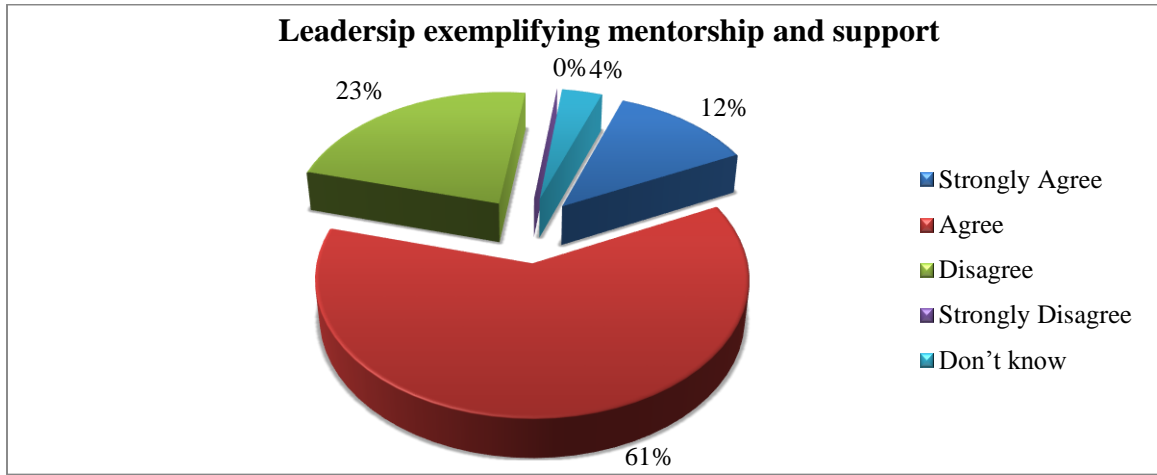
4.2.16 The leadership in the organization exemplifying mentorship and support

Table 17: Leadership exemplifying mentorship and support

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	7	12%	12%
	Agree	35	61%	61%
	Disagree	13	23%	23%
	Strongly Disagree	0	0%	0%
	Don't know	2	4%	4%
TOTAL		57	100	100

Source: Fieldwork, (2016)

Figure 16: Leadership exemplifying mentorship and support



As depicted in table 17 above, 12% of the respondents strongly agreed, 61% agreed, 23% disagreed while 4% indicated that they don't know if the leadership at Aon could be considered to exemplify mentoring and support. The type of leadership in an organization shapes the type of culture in the organization. A leadership style that exemplifies mentorship and support creates a culture that is willing to learn and share knowledge through mentorship.

4.2.17 The management style in the organization being characterized by teamwork, consensus and participation

Table 18: Management style at AON being characterized by teamwork, consensus, and participation

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	15	26%	26%
	Agree	41	72%	72%
	Disagree	1	2%	2%
	Strongly Disagree	0	0%	0%
	Don't know	0	0%	0%
TOTAL		57	100	100

Source: Field work, (2016)

Figure 17: Management style at AON being characterized by teamwork, consensus, and participation

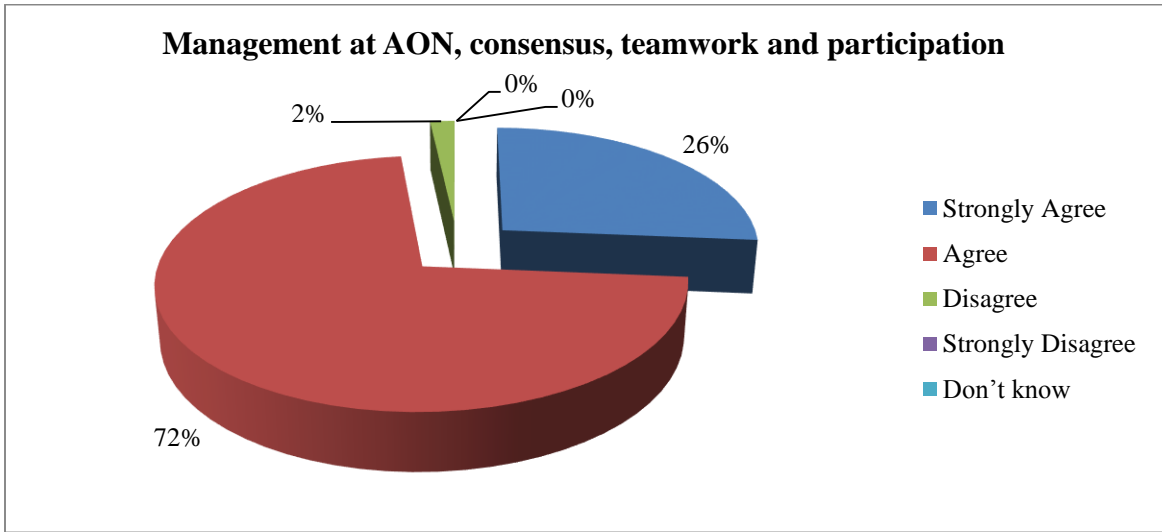


Table 18 overleaf shows that 26% of the respondents strongly agreed, 72% agreed, while 2% disagreed, that AON management style was characterized by teamwork, consensus and participation. Thus it would be right to indicate, that the culture at AON is team oriented and a participative type of culture.

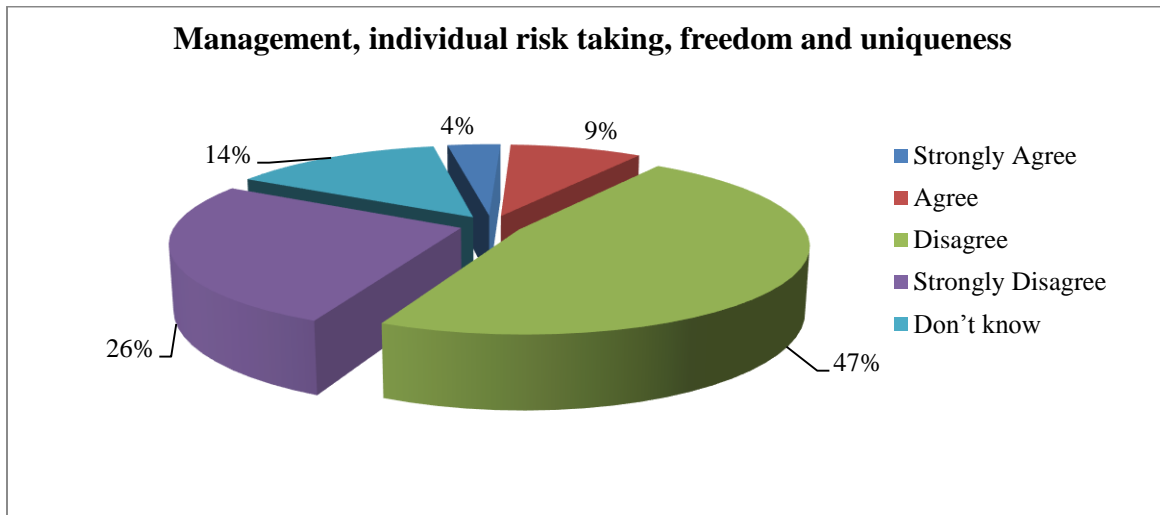
4.2.18 The Management style being characterized by individual risk taking, freedom and uniqueness

Table 19: Management style, risk taking, freedom and uniqueness

		Frequency	Percent	Valid Percent
Valid	Strongly Agree	2	4%	4%
	Agree	5	9%	9%
	Disagree	27	47%	47%
	Strongly Disagree	15	26%	26%
	Don't know	8	14%	14%
	TOTAL	57	100	100

Source: Field work, (2016)

Figure 18: Management style, risk taking, freedom and uniqueness



As shown in table 19 above 4% of the respondents strongly agreed, 9% agreed, while 47% disagreed, 26% strongly disagreed, and 14% indicated they didnt know if management at AON can be characterized by individual risk taking, freedom and uniqueness.

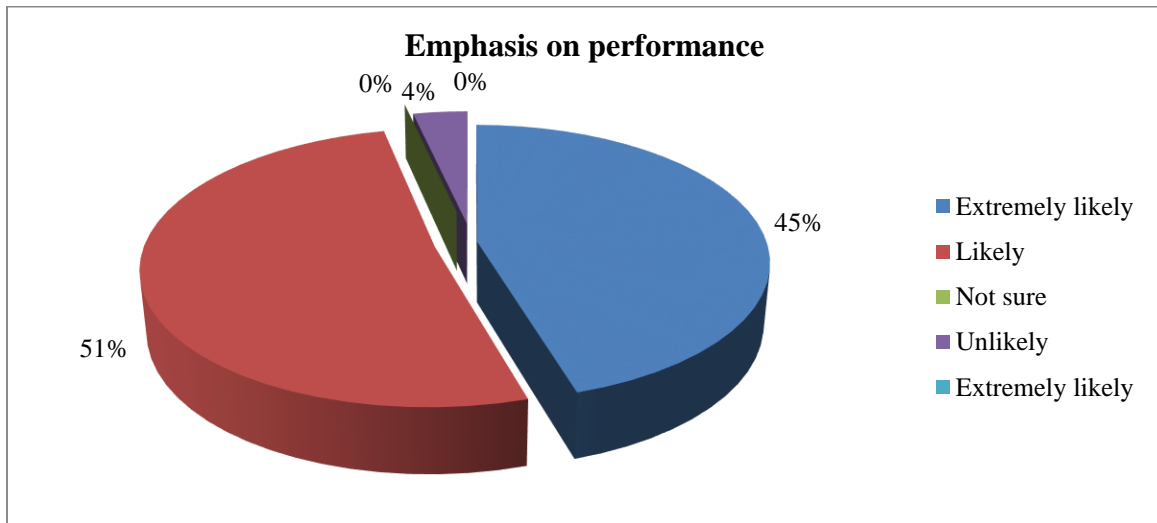
4.2.19 The organizations emphasis on performance

Table 20: Emphasis on performance

		Frequency	Percent	Valid Percent
Valid	Extremely likely	26	45%	45%
	Likely	29	51%	51%
	Not sure	0	0%	0%
	Unlikely	2	4%	4%
	Extremely unlikely	0	0%	0%
TOTAL		57	100	100

Source: Field work, (2016)

Figure 19: Emphasis on performance



As shown in table 20 above, 45% indicated extremely likely, 51% likely and 4% unlikely for emphasis on performance to influence their personal performance.

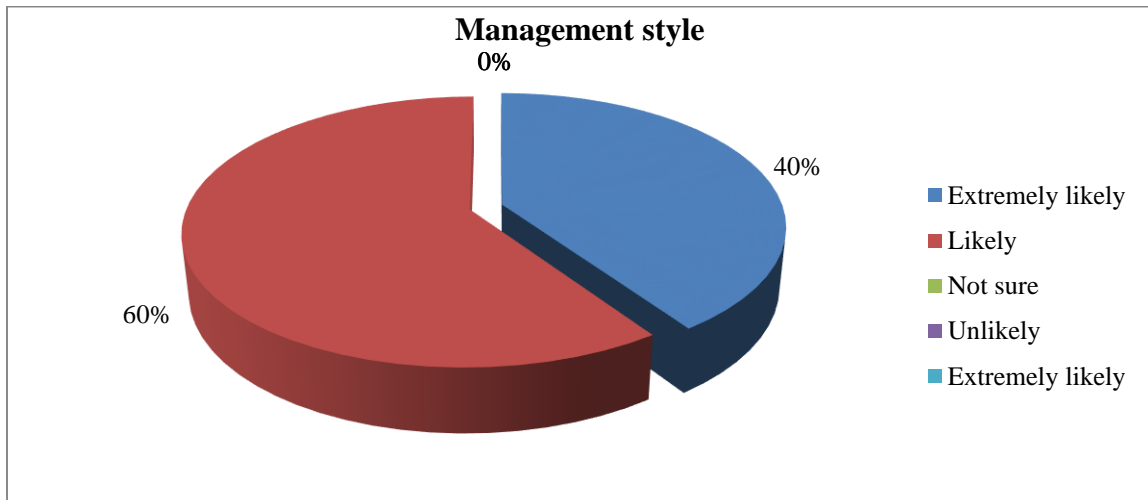
4.2.20 Influence of management style on performance

Table 21: Influence of Management style on performance

		Frequency	percent	Valid Percent
Valid	Extremely likely	23	40%	40%
	Likely	34	60%	60%
	Not sure	0	0%	0%
	Unlikely	0	0%	0%
	Extremely unlikely	0	0%	0%
TOTAL		57	100	100

Source: Field work, (2016)

Figure 20: Influence of Management style on performance



As shown in table 21 above, 40% stated extremely likely, while 60% likely for the management style to influence their performance.

4.3 Summary

This chapter has given the findings of the research, through analysis and interpretation and presentation of findings.

CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the researcher provides a discussion and summary of the empirical findings based on the research objectives, conclusions on findings and recommendations, as well as suggestions for further study.

5.2 Summary of research findings

The study examined corporate cultures effect employee performance at AON Kenya. The interview guide was used by the researcher and thoroughly followed. This boosted the response rate. Validity and avoidance of bias was done with the help of a research assistant.

The questionnaire involved both closed ended and open-ended questions. Data analyzed was summarized in tables and presented in bar charts and pie charts.

5.3 Discussion on the Summary

Based on the findings in this research, 91% of the respondents indicated that AON Kenya had shared core corporate values, and also, 60% of the respondents indicated that there was a commonly accepted way of doing things at AON. These two observations indicate the presence of a corporate culture at AON.

Based on the research study findings, 63% of the respondents indicated that the core corporate values at AON Kenya were emphasized through constant communication. In addition, 74% of the respondents also indicated that there was a presence of open and free

communication. This meant that employee could interact freely and share information which could lead to organizational learning and promoting of the shared core corporate values.

Based on the empirical findings, 95% of the respondents indicated that they were motivated to uphold the organizations core corporate (shared) values. In addition, 79% of the respondents indicated that they had the desire to promote AON'S core values. In this regard, the link between corporate culture based on shared core corporate values can be established.

Armstrong (2006), defines employee performance as the ability to achieve set goals and objectives. Notably, he adds that employee performance does not only have to deal with what the employee achieves, but also the motivation and desire the employee has to uphold, promote and sell an organizations core values.

Hence, corporate culture through core values has an effect on employee's performance. This is because the presence of core corporate values that are widely shared by organizations members and constantly communicated by the organizations leads to the desire of employees to uphold the core values of an organization is reflected in overall performance of the organization.

The functions of corporate culture as identified by Jones (2007), and based on the findings from this research that was conducted at AON Kenya are manifested in creating the feeling of identity among employees and increased their commitment to the organization. This is indicated by 95% of the respondents who indicated that they were motivated to uphold and live up to the values of the organization. In addition, 79% of the respondents indicated that they had the desire to promote the values of the organization.

When the respondents were asked whether the corporate culture at AON was in line with the vision and mission, 79% indicated that they strongly agreed that the culture at AON was in line with the organizations vision and mission. 60% of the respondents also indicated that, at AON Kenya there was a commonly accepted way of doing things.

This research can thus adopt Deal and Kennedy (1982), definition of organizational culture as a system of shared values and norms that define appropriate attitudes and behaviors for organizational members. Consensus surrounding shared corporate values increases organizational effectiveness. Moreover, AON'S culture can be considered a strong corporate culture because of its shared values that are widely shared and intensely held throughout.

5.3.1 The relationship between corporate culture and employee performance

There lacks a generally agreed relationship between corporate culture and employee performance. It is the objective of this study to establish empirically the type of relationship between corporate culture and employee performance at AON Kenya. Other researchers have tried to investigate and prove empirically the relationship between these two variables.

The earliest relationship analysis or the study on the link between corporate culture and employee performance was steered by Denison (1984), from his study of 34 American organizations through a period of five years. In his study, he established the features of organizational culture in these organizations and trailed how they affected their performance over the period and this was done through use of data on the profits made sales volume, and correlated the two factors between leadership, shared values, believes and norms which constitute corporate culture. Denison found that organizational culture

is weak- negatively correlated with employee performance, and also some of his measurement indicators differed in the strength of the relationship between culture and performance.

The relationship between corporate culture and employee performance was empirically tested by the use of correlation. Fredrick and Larry (2009), observe that correlation is one of the most common and most useful statistical measures of relationship between variables. A correlation is a single number that describes the degree of relationship between two variables, and ranges from -1 to +1. The relationship test was based on core values, norms and practices which constitute corporate culture, and findings that corporate culture influenced employee behavior and performance.

The relationship between corporate culture and employee performance depends on how the strong-culture organization learns from and responds to both its own experiences and changes in both the internal and external environment (task environment). A strong corporate culture, defined as “a set of norms and values that are widely shared and strongly held throughout the organization” Cameron and Quinn (1999, P.16), has been proved in this study to enhance an organizations performance. This study established that corporate culture is linked to employee performance.

The above findings also support Ojo (2009), findings on his study on corporate culture and how it influenced employee job performance. He found out that corporate culture influenced employee performance, and that there is a positive relationship between corporate culture and employee performance.

5.3.2 The extent to which corporate culture influences employee performance

Based on the findings of this research study, it was established that corporate culture offers a system of shared meanings through the shared core corporate values, which forms the basis of communication and mutual understanding at AON Kenya (Schein, 2004). This was depicted by 60% respondents who indicated that the shared core corporate values at AON were likely to influence their performance.

Employees get feedback from the top management as well as their immediate supervisors. Organizational communication is a key part of corporate culture since it relates to sharing of information and promoting of an organizations core values. Based on the empirical findings, 84% of the respondents indicated that it was likely for the rate of feedback to influence their performance. Also, 56% of the respondents indicated that it was likely for norms and practices to influence their performance. In addition, 60% of the respondents indicated that the management style of the organization was likely to influence their performance while 51% observed that it was likely for leadership in the organization to influence their performance. Also, 86% of the respondents also indicated that it was likely for team work and interdependence to influence their performance.

Thus, it can be observed that corporate culture through its elements is likely to influence an employee's performance, as well as organizational productivity. AON values of accountability, integrity and teamwork can be referred to as terminal values. Based on the findings of the research, the researcher reviewed the findings in line with the objectives of the study. The summary of research findings can be classified as follows;

From the research findings it can be established that there is a strong corporate culture at AON and has influence on employee performance. The culture is strong, because there is

a high degree of agreement and commitment to organizational values and norms, found evidence by majority of responses in favor of the motivation to uphold and promote AON'S core values. Also, 60% of the respondents indicated that there was a commonly accepted way of doing things at AON. The top management also indicated that there was a strong corporate culture at AON Kenya. In order to increase employee performance, the importance of culture should not be neglected because culture has an effect on employee performance. Majority of the respondents agreed to the fact that employees output is affected by culture.

Corporate culture influences employee performance. This is indicated by the core corporate values, management style, leadership, as well as teamwork and organizational structures to influence employee performance.

5.4 Conclusion

As a matter of fact and appreciation, it's good to note that different organizations have their own unique culture that must be understood by both management and employees for the success of that organization. In order to achieve a successful culture, managers should not ignore organizational culture and its themes such as dominant characteristics, leadership and employee participation and management. Corporate culture if well comprehended by all can work to the advantage of the organization because it's been established that it directly affects employee performance. It is through employee performance that an organization can increase its productivity and thus be able to offer distinctive client or customer value for competitive advantage.

Corporate culture can also be useful during organizational development, and a strong culture can also offer much advantage, such as cooperation, control of behaviors through

structures, communication or commitment to promoting the shared values of the organization. Developments in areas like employee empowerment, organizational leadership and talent management, and the cultural dimensions like values, norms and practices has led to growth of organizational culture and these factors can be used as a measure of the same. When introducing change to the current culture in an organization, its important to inform the employees in good time, actively involve them throughout the process and educate them intensively on the modifications to be made. This will help minimize resistant and avoid negative effects on the overall production of the company as culture will influence the performance of the employees which has influence on the production of the organization. Lastly, all members and staffs of an organization must be binded to corporate culture of that organization as this will encourage consistency and thus enhance commitment through upholding of corporate values and employee performance. With the ever changing dynamism, industries, task environments and situations vary significantly; this study can- not be usedto justify its application in all organization. However, the study proposes that if an organization's culture is to improve an organizations performance and effectiveness, then the existing culture must be strong and provide a strategic competitive advantage and its beliefs and values must be widely shared and firmly upheld.

5.5 Recommendations

Based on the research findings AON Kenya should embark on carrying out cultural audits. These audits should be done regularly to check whether the culture in the organization is still relevant, and whether the corporate values are shared in between the organizations members. Culture has been established as a factor that has effect on

employee performance, and thus it should be considered as a more critical factor since it will result influence organizational productivity.

Corporate culture has been established to have an effect on employee performance. Thus, it is important that the human resource department at AON to establish a corporate culture profile, just as the research department has a SWOT profile for the organization. A corporate culture profile will provide an in-depth analysis of the core values, as well as believes and norms that have been practiced in the organization, and how they influence employee behavior and performance. In addition, a corporate culture profile will be of use in establishing the desired change as well as implement the desired culture that will promote the desired value systems, and create the desired work environment.

Lastly, corporate culture has been proven to have a positive relationship with employee performance, and thus the management and leadership at AON should consider using its culture as competitive advantage tool against the competitors who do not have such cultures in their organizations. As Ogbonna and Harris (2002) indicate, each organization has its unique type of culture that leads to its unique performance in the market.

5.6 Research gaps

More research remains to be done in the area of corporate culture especially for Kenyan based organizations. This study has empirically illustrated the effect of corporate culture through its dimensions on employee performance. Several research gaps exist in the study. First, the study population only included the employees at AON Kenya, which may not represent the culture and views of employees in other organizations. Thus, there is need for more research, at the industry and national level.

Not all part of a culture is relevant to any given issue that the organization is facing. For example a division that in an organization that is facing challenges in improving employee performance might not necessary need to study the culture but also check the facets that are tangible and not the values, believes, norms and practice. The employee might be poorly job placed or lacks the skills anyway.

In any cultural assessment, the process should also be sensitive to the presence of subcultures and be prepared to do separate assessments of them in order to determine their relevance to what the organization is trying to do (Schein, 2004). This study did not include assessment of subculture and the societal culture that might be influencing on performance. Corporate culture in an organization cannot in its own self be a problem. Corporate culture being an intangible asset initial focus should be on where performance needs to be improved. Corporate culture research is a relatively new area in Kenyan based organizations. There is a need for organizational leaders, managers and other members to appreciate the role of culture, and come up with the right culture for their organizations. There is room for more research on how corporate culture effects or influences other areas of the organization, for example employee commitment, employee retention among others human resource aspects of the organization

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APPENDIX I: LETTER OF INTRODUCTION

Dear Respondents,

Please do not write your name anywhere in this interview guide, the information you give will be treated with utmost confidentiality and will only be used for academic purposes. It may also be used for the improvement of the Corporate Management in Kenya. I will greatly appreciate your co-operation by answering the questions very honestly and to the best of your knowledge. Kindly, answer all the questions.

Kind Regards,

AntonnetteAldinne

Thank you very much for your time and support.

APPENDIX II: INTERVIEW GUIDE

1. In what category does your age belong?
2. How long have you worked for this organization?
3. What are some of the corporate core values shared in your Organization?
4. Do the above stated corporate core values influence your behavior and performance in the course of work?
5. Are the corporate core values emphasized by constant communication?
6. Is there Practice of free and open communication?
7. In your organization, do you share a commonly accepted way of doing things?
8. Is there any relationship between your corporate core values and your performance?
9. Are you motivated to uphold and live up to your organizations values?
10. Do you have the desire to promote your organizations core values?
11. Is AON fulfilling its Vision and Mission?
12. Does the culture at AON following its vision and Mission?
13. Your organization is a dynamic entrepreneurial place. People are willing to bring in innovation.
14. Is AON result oriented?
15. Do you Consider AON a very structurally Controlled place?
16. The leadership in your organization is generally considered to exemplify mentoring and support.

17. Is the management style in your organization characterized by teamwork, consensus and participation?
18. The management in the organization can be characterized by individual risk taking, freedom and uniqueness
19. Does your organization emphasis on performance and is it result oriented?
20. Does the Management Style influence performance?

NB: From Question 11 to 20, respond with either; strongly Agree, Agree, Disagree, Strongly disagree or Don't know.