

**INFLUENCE OF ORGANIZATIONAL CULTURE ON
PERFORMANCE OF COMMERCIAL BANKS IN KENYA**

**BY
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DECLARATION

Declaration by Student

This research report is my original work and it has not been submitted for consideration in other university.

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Recommendation by the Supervisor

This research report has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research report is dedicated to my loving family for their financial support and immense spiritual advice.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES.....	viii
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Organizational Culture.....	3
1.1.2 Organizational Performance.....	5
1.1.3 Organizational Culture and Performance.....	6
1.1.4 Commercial Banks in Kenya.....	7
1.2 Research Problem.....	8
1.3 Research Objective.....	10
1.4 Value of the Study.....	11
CHAPTER TWO: LITERATURE REVIEW	13
2.1 Introduction.....	13
2.2 Theoretical Foundation.....	13
2.2.1 Schein's Theory of Organizational Culture	13
2.2.2 The Theory of Organizational Excellence	14
2.2.3 Equity Theory.....	15

2.3 Organizational Culture and Performance	16
2.4 Empirical Studies	18
2.5 Summary of Literature Review	20
CHAPTER THREE: RESEARCH METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Population of the Study	23
3.5 Sampling Design and Procedure	23
3.6 Data Collection	24
3.7 Data Analysis	25
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION.....	26
4.1 Introduction.....	26
4.2 Response Rate	26
4.3 Objective of the Study	27
4.4 Descriptive Statistics	27
4.4.1 Distribution of Respondents by Gender	27
4.4.2 Distribution of respondents by Age	28
4.4.3 Distribution of Respondents according to Level of Education.....	29
4.4.4 Respondents' Length of Service.....	30
4.4.5 Organizational Culture in Commercial Banks	31

4.4.6 Organizational Performance.....	34
4.5 Correlation Analysis.....	36
4.6 Regression Analysis	37
4.7 Discussion.....	39
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS...	42
5.1 Introduction.....	42
5.2 Summary of Findings	42
5.3 Conclusion	43
5.4 Recommendations	44
5.5 Limitations of the Study	45
5.6 Areas for Further Research	45
REFERENCES	46
APPENDICES	52
Appendix 1: Introduction Letter	52
Appendix 2: Questionnaire to the Respondents.....	53

LIST OF TABLES

Table 4.1: Response Rate.....	26
Table 4.2: Respondents by Gender.....	27
Table 4.3: Distribution of the Respondents by Age	28
Table 4.4: Distribution of Respondents by Level of Education	29
Table 4.5: Distribution of Respondents According to Length of Service	30
Table 4.6: Organizational Culture	31
Table 4.7: Organizational performance	34
Table 4.8: Organizational Culture and Organizational Performance	36
Table 4.9: Model Summary.....	37
Table 4.10: ANOVA ^a	38
Table 4.11: Coefficients ^a	39

ABSTRACT

For a long time organizational culture has been considered important to organizations. However, research on organizational culture has been relatively narrow in scope and frequently failed to link organizational culture to organizational performance. This study sought to establish the relationship between organizational culture and organizational performance in commercial banks in Kenya. The study was based on a descriptive survey design. The target population consisted of employees of 42 commercial banks in Nairobi County. The study sample was selected through stratified random sampling techniques. A sample of 120 respondents was picked for the study. A questionnaire was used to collect data. Data was analyzed using descriptive and inferential statistics and the results presented in Tables. The study concludes that commercial banks had organization culture that determined how things were done, employees were like-minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and commercial banks had clearly spelt out work ethics. The study also concludes that employees of commercial banks in Kenya observed acceptable personal habits while at work, were guided by the organizations' overall strategic plan in carrying out their work, completed work assigned to them as per the desired standards, and committed maximum efforts to their work. The study also concludes that there was a positive significant relationship between organizational culture and organizational performance in commercial banks in Kenya. It is recommended that organizational culture should be enhanced in commercial banks in Kenya since it influences organizational performance. The findings of the study are expected to provide a source of information for policy makers, researchers and human resources professionals to understand link between organizational culture and organizational performance in commercial banks in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Over the last two decades, there have been phenomenal changes in organizational management in the world (Schein, 2011). This has been attributed to new aggressive competition in the marketplace alongside the growing diverse employees in many organizations (Rhine & Christen, 2012). The complexity of business environment has also forced organizations to search for more efficient management strategies. As a result, a focus on organizational culture is getting great importance in the business sector. According to Kotter (2012) organizational culture has a direct impact on a variety of organizational variables. Research also shows that if employees are guided by the same norms and values in their organization, their performance would improve (Hofstede, 2007).

The study was guided by the Schein's theory of organizational culture, the equity theory and the theory of organizational excellence by Thomas Peters and Robert Waterman. Schein's theory of organizational culture focuses on the basic underlying organizational assumptions, espoused values and artefacts and how their linkages can influence performance (James & Jones, 2005). Equity theory maintains that individuals make comparison by looking at how their efforts are rewarded in respect to those of people in similar positions. The view of individuals on the fairness of rewards they get relative to others affects their level of work drive hence their performance. The theory explains how organizations can improve the performance of employees by adopting organizational culture that rewards employees appropriately. The theory of organizational excellence by

Thomas Peters and Robert Waterman (2014) states that a good organization is characterized by a preconceived notion leaning toward its accomplishment, being focused on the customer, self-sufficiency and skills of doing business. The theory also considers culture as a component of an integrated social system serving the common good, thereby promoting organizational performance and the well-being of all its stakeholders (Smelser, 2005).

A focus on organizational culture is increasingly becoming a major component of everyday organizational functioning because performance depends on its culture. A sturdy culture within the organization shows that workers think the same way and are guided by the same ideas about the business (Racelis, 2010). Thus, organizations can only meet their goals if they make their culture work in harmony with their management coordination. By putting in place appropriate culture, an organization can allow the workers have control over their own work and this will no doubt make them work well. Therefore, organizational performance is dependent upon the culture of the organization, since it is a clear indicator of the survival of the business (Racelis, 2010). Some studies found that there is strong link between organizational culture and performance (Muhammad & Muhammad, 2011) and his makes it relevant to study organizational culture and performance.

The study was situated in Kenya with a focus on commercial banks in Nairobi County. This is because the County hosts the headquarters of nearly all commercial banks, many commercial banks inevitably are concerned about organizational culture. In addition, Nairobi hosts people from different walks of life thus providing valid setting for a study on the relationship between organizational culture and performance. As work environment gets more competitive and dynamic organizations are more concerned about corporate cultures that can translate into positive results such as strengthening of human capacity, multi-skilling and staff empowerment, enabling technology and knowledge management and care for customers.

1.1.1 Organizational Culture

According to Magee (2002) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2003). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

Organizational culture has a pervasive effect on an organization because it defines who its relevant employees, customers, suppliers, and competitors are, and how to interact with these key actors (Barney, 2012). The culture's intensity or strength, and its adaptiveness are the components that enable organizations to meet the twin demands of internal consistency and external flexibility (Schein, 2011). When employees are made aware of the culture of their company they will appreciate both the organization's past and present system of operation. This gives direction about the way to behave in the future and also promote the organization's way of life by enhancing shared feelings. Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals.

In Hofstede's (2007) view, the actions of an individual at work are often dependent on national, industrial and organizational cultures. Organizations often have their own distinctive cultures, however unlike a society, an organization is defined largely by its purpose and this is a further influence on its culture. According to Peters and Waterman (2011) the dominance and coherence of culture is an essential feature of an organizational culture. In most cases, cultures often function based on a structure of invisible, theoretical and emotional forms which enable workers to meet their physical and social needs. Besides increasing employee's commitment, organizational culture gives workers a sense of identity, reinforces work based values and serves as a control mechanism for work based ethics (Nelson & Quick, 2011). This facilitates acceptable solution to known problems as employees learn to set principles, norms and patterns of behaviour that promote work accomplishment (Schein, 2011).

1.1.2 Organizational Performance

According to Cascio (2014) organizational performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. According to Kaplan and Norton (2001) organizational performance is the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner & Larcker, 2012).

Although there is a range of behaviors that could be used for measuring performance, Borman and Schmit (2012) emphasize judgmental and evaluative processes that take a great deal of action when defining performance. According to Ittner and Larcker (2012) organization performance is a broader concept whose indicators include productivity, quality, consistency, efficiency as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers (Richard, 2002). Organizational performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Kotter, 2012). According to Richard (2013) organizational performance covers financial performance which includes profits, return on assets, return on investment, sales volumes, market share and shareholder return.

1.1.3 Organizational Culture and Performance

There is a close link between organisational culture and performance. However, this link has not been exhaustively researched (Schneider, 2012). Barker (2004) observes that organisational culture and performance are related to some extent. Kotter (2012) contends that the variables influence organizational performance include level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

Moran and Volkwein (2011) argue that while organizational culture and performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational performance (Kotter, 2012). In this respect organizational culture consists of empirically accessible elements such as behavioural and attitudinal characteristics which do not directly lead to organizational performance (Drexler, 2010). This is because organizational culture consists of shared perceptions while performance covers individual attributes that can be measured using different parameters (Campbell, 2010). Although the established guidelines about the key components of organizational performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link organisational culture to performance (Moran & Volkwein, 2011). Thus, Middlemist and Hitt (2000) appear to favour a multidimensional approach to assessing this link. According to Middlemist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness.

1.1.4 Commercial Banks in Kenya

Commercial banks are financial institutions approved by the Central Bank of Kenya to provide financial services. In Kenya, there are 42 registered banks offering financial services (CBK, 2016). Kamau (2013) observes that the commercial banks in Kenya have undergone many regulatory and financial reforms. These have brought many structural changes in the sector and have also allowed foreign banks to operate in Kenya.

According to Ngugi (2014) commercial banks dominate the financial sector in Kenya. They hold the country's economy together. However, some commercial banks have embraced some cultural practices that have made them be riddled with irregularities thus preventing them from achieving their main objective of achieving financial profitability. In addition, some commercial banks have experienced weak management with reports of widespread financial mismanagement. This has led to poor performance, and in some cases some banks put under receivership or closed down.

Although recent studies show that commercial banks are gradually gaining momentum in their competitive advantage, something still needs to be done to make them more competitive, profitable, and effective and efficient in serving the financial needs of many Kenyans (Ngugi, 2014). However, some banks are still not able to adopt efficient cultures and instead have succumbed to the pressure to boost revenues. Lack of culture of open communication and consideration of the best interest of the shareholders and the customers are other barriers to effective organizational performance (Hofstede, 2007).

According to Kitaka (2011) the relationship between organizational culture and performance in commercial banks has been questioned. Recent studies suggest that a better functioning organizational culture can stimulate higher performance. For a long time commercial banks have been posted favourable profit margins. This has been attributed to team work, collaboration and general organizational motivation. Despite this positive rating, commercial banks still experiences organizational challenges. Regular staff turnover, unsatisfactory working condition, fear of going under and lack of organizational involvement in decision making are key challenges that have affected the overall performance of commercial banks (Ngunjiri, 2014).

1.2 Research Problem

Organizational culture is important in enhancing organizational performance. Therefore, there is need to promote a culture of urgency, teamwork, trust and aligning organizational aspirations with the corporate objectives (Byrne & Hochwarter, 2012). Although organizational culture has been correlated with performance, it has received relatively inadequate empirical investigation especially in commercial banks (Mckinono, 2003).

In Kenya, different commercial banks are guided by different cultural standards and norms that are shared by both the employees and customers. These differences which constitute organizational culture are quite evident due to the fact that different banks serve a variety of clientele. As a result this has a pervasive effect on the performance of the banks because it spells out who its legitimate employees and other stakeholders are alongside the way they should interact with these key actors (Njugi & Agusioma, 2014).

Zain (2013) examined the effect of teamwork and communication on performance of organizations in Malaysia and found that these aspects of organization culture were significant determinants of general organizational performance. Shakil (2012) studied organizational culture in Pakistan in order to ascertain association between organizational culture and the practices adopted by the management. Using regression and correlation analysis, the study found out that organizational consistency and adaptability had significantly positive influence on performance management practices.

Lorraine, Dorai and Zubair (2011) investigated the influence of organizational culture on performance management in insurance industry. The results established some link between organizational culture and performance management. However, the study reported that different types of organizational cultures had different levels of acceptance of performance management. In Nigeria, Aluko (2004) studied the perceived effect of culture on performance of textile companies. Using both qualitative and quantitative methodologies, the study reported that despite the kind of cultural backgrounds, workers appeared to have affirmative beliefs about work, organizational principles and personal attitudes.

In a study in a government parastatal in Kenya, Musioka (2015) found a positive effect of organization culture on organizational performance. Kamau (2013) noted the existence of a significant relationship between organization culture and efficiency of service delivery. However, Lagat (2013) reported a weak association between organization culture and performance of SACCOs in Kericho County. Wambugu (2014) studied the effect of

organizational culture on worker performance in a Power Plant and found that organizational values had a more significant effect on organizational performance than other variables. Although the study reported some significant association between organizational culture and performance, the influence seemed to vary significantly amongst the attributes investigated. Nevertheless, work processes and systems were reported to be having notably high influence on organizational performance compared to other variables.

In the studies reviewed, it is evident that there are knowledge gaps that were not addressed. The studies ignored commercial banks in Kenya. Also the variables in these studies are markedly different from the variables in this study. Therefore, these studies did not address the effect of organizational culture on organizational performance in commercial banks in Kenya. Thus, inadequate knowledge exists about how organizational culture impacts on organizational performance. In view of these limitations, an attempt was made in this study to provide answers to the question: what is the influence of organizational culture on performance of commercial banks in Kenya?

1.3 Research Objective

The objective of the study was to establish the influence of organizational culture on the performance of commercial banks in Kenya

1.4 Value of the Study

The study on the culture-performance relationship should be of interest to bank managers, policy makers, employees, students and researchers. By investigating the purported link between organizational culture and organizational performance in the context of Kenyan financial institutions, the findings of the study may enable the managers of commercial banks understand the role of organizational culture in increasing employees' performance, productivity and profits as well as compete in the market level thus help to achieve organizational objectives.

For policy makers, the findings may be used as a reference point in formulating policies on organizational culture in the financial sector in Kenya. For the employees of commercial banks, the study may reveal the areas within the management that need to be improved to ensure that higher performance is achieved and the welfare of the employees maintained. The study may give an opportunity to employees to suggest ways that can enhance their performance.

The study may also be useful to other researchers who may benefit by replicating the study to determine how organizational culture could be influencing organizational performance in other organizations. The study may also benefit the academia through understanding of the factors that influence organizational performance as it is expected to advance knowledge on the area of organizational performance in commercial banks. It is projected the study findings may make modest contributions to knowledge.

The findings may shed more light on the relevance and credibility of the theories upon which the study is based. In the context of commercial banks, the performance can be traced cultural attributes which include continuously developing innovative ways of meeting customers' needs, encouraging innovation and risk taking among employees, demonstrating how to involve the workers in shared decision making, listening to and using employees and customers' points of view and paying explicit attention to employees' and customers' cultural values. Thus, it is within the expectation of this study that the tenets of the theories guiding the study may be verified. In addition, since organizational culture is based on diversity the study may help to ascertain the theoretical interplay between organizational culture and performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines various studies concerning organizational culture and its influence on organizational performance. The chapter also discusses the theories that relevant to the study. Specifically, the chapter highlights the dimensions of organizational culture and their relation to performance. The chapter also presents the theoretical review and conceptual framework to show the relationship of the various variables in the study.

2.2 Theoretical Foundation

Several theories have been formulated to show the inherent connection between organizational practices and performance. Some theoretical models assert that organizational culture create a positive impact on employees' attitudes and behaviors which in turn influence their performance (Ferris, 1998). In this study, the theories that informed the study and helped to describe, explain, predict and control the problem under investigation included Schein's theory and the theory of organizational excellence.

2.2.1 Schein's Theory of Organizational Culture

The theory consists of three domains: basic underlying assumptions, espoused values, and artefacts. Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies (James & Jones, 2005). Espoused beliefs and values include strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders.

According to James and Jones (2005) basic underlying assumptions are the base level of organizational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others Any challenge of these assumptions will result in anxiety and defensiveness. This theory has been chosen to guide this study because it postulates that the basic underlying assumptions, espoused values and artefacts should be reflected in an organizational culture so as to promote organizational performance.

2.2.2 The Theory of Organizational Excellence

This study will also be guided by the theory of organizational excellence by Thomas Peters and Robert Waterman (2014). The theory maintains that the culture that an organization adopts is directly linked to its success. Therefore, successful companies are characterized by cultural practices which put emphasis on action, closeness to customers, entrepreneurship, productivity, value based effort, simplicity, lean staff and economic utilization of resources. This implies that organizations are likely to stay in businesses if their cultural values provide individuals associated with the organization room to perform.

Organizational excellence in commercial banks in Kenya can be traced to its corporate cultural attributes which include continuously developing innovative ways of meeting customers' needs, facilitating novelty and risk employee's risk taking undertakings via incentives for both the customers and employees and showing a conviction in the employees' ability to be involved in the process of making decisions, avoiding rigidity in the command process and trusting the subordinates. This also involves listening to and

adopting employees and customers' suggestions, paying attention to their cultural variables and promoting and clarifying the core values of the organization to the workers (Anis, 2011). This theory has been selected to guide this study because many commercial banks in Kenya have embraced some of these characteristics which are lead to improved financial performance. In addition, strong cultural values in an organization that emphasizes high achievement levels for employees can provide individuals throughout the organization room to perform.

2.2.3 Equity Theory

This theory was developed by Stacey Adams (1845). The equity theory points out that people are encouraged by their beliefs about the fairness of the reward structure in their organization. Generally, workers tend to use prejudiced judgment to balance their contribution and benefit in the relationship to compare themselves with other employees. If they perceive that they are not justly compensated they either lessen the quantity or quality of work or quit their present organizations. On the hand, when they perceive that they are favourably rewarded, they may be encouraged to become committed (Reiss, 2004).

Discrimination exists when individuals perceive that the ratio of their efforts to rewards they get is inversely proportional than it is for their peers. When this occurs, workers may try to diminish inequity in many ways. These include putting minimal efforts, request to be promoted, change the behaviour of the worker among other available options (Robbins, 2012). One of the challenges confronting equity theory concerns how

organizations handle inconsistencies in equity that come out when these comparisons are present. For instance, when there is a high disparity in remuneration, those employees who are considered key performers recognize high equity when making self-comparisons as compared to average and low performers who recognize low equity when making social comparisons. However, in some circumstances, the outlays of perceived unfairness among the latter group can outweigh the benefits of perceived equity among the former group (Bloom, 2000). This theory was considered appropriate in guiding this study because it would help to ascertain the conditions under which Kenya commercial bank can create equitable culture for different categories of employees.

2.3 Organizational Culture and Performance

Shakil (2012) studied the impact of organizational culture on management practices in Pakistan with the aim of expanding understanding and testing the relationship between the components of organizational culture and performance. Using regression and correlation analysis, the study found out that consistency and adaptability were some of the cultural attributes which significantly influenced management practices. Lorraine, Dorai and Zubair (2011) investigated the influence of organizational culture on performance management in insurance industry. The study focused on five variables namely adaptive perspective, communal, network, mercenary and fragmented culture. The study established a link between organizational cultures and management practices. However, the study reported that different types of organizational cultures had varied acceptance levels of performance management.

In Nigeria, Aluko (2004) sought to establish how culture influenced organizational performance in textile companies. The study also attempted to determine the nature of the relationship, the determinants of performance and the ways in which culture interacted with other factors within the companies. Using both qualitative and quantitative methodologies, the study found out that irrespective of their cultural backgrounds, workers appeared to have imbibed the industrial way of life. The study further indicated a strong association between the cultural variables and level of commitment, staff attrition, and positive attitude towards work. But these cultural variables did not translate directly to improved organizational performance. In another study, Mba, Okechukwu and Agwu (2013) investigated the effect of organizational culture on employees' performance in the National Agency for Food and Drugs Administration and Control in Nigeria, and reported that there was a significant relationship between organizational culture and increased employees' commitment and productivity.

In Mogadishu-Somalia, Abdulkadir, Takow, Abdifitah and Osman (2014) studied the effect of organizational culture on organizational performance at Telecommunication Firms. Using correlation coefficient, the study found that academic achievement had significant positive influence on competitive culture, entrepreneurial culture and consensual culture. In another study by Fakhar, Iqbal and Gulzar (2014) on the impact of organizational culture on employees' job performance in Software Houses in Pakistan, customer service, risk-taking and communication system, participation, reward system and innovation were found to have a positively significant impact on organizational job performance.

In Kenya, Njugi and Agusioma (2014) studied the effect of organization culture on organizational performance in non-financial institutions with a specific focus on World Vision Kenya. Using a linear regression analysis to find out how organizational culture correlated with organizational performance, the study established that organizational culture significantly influenced performance by enhancing organizational philosophy, work atmosphere, performance targets and organizations stability. Wairimu (2013) investigated the effect of organizational culture on organizational performance based on a case study of Wartsila-Kipevu II Power Plant in Kenya. The study concluded that organizational ideals had a more significant influence on organizational job performance, than the organization organizational performance as was hypothesized. Although the study established an overly positive relationship between organization culture and organizational performance, the effect differed in terms of work procedures and systems having a significant impact on employees' performance. In a study by Muya, Ng'ang'a, Wesonga and Nyongesa (2011) on the impact of organizational culture on performance in learning institutions reported that every organization had a culture which influenced people's attitudes and behavior at work.

2.4 Empirical Studies

Some studies have been conducted in relation to organizational culture and employee performance in different organizations. A study by Byrne and Hochwarter (2012) on the factors influencing employees' belief in the care by their organization in Canada reported that employees' felt that their organization cared about their success and this increases their commitment to the organization, help the organization accomplish its goals and

make them to be more loyal to their organizations. Hence, the felt organizational culture is seen in job enrichment, organizational rewards, promotions, appreciation and involvement in policy formulation. A study by Noruzy (2013) investigating the link between workplace justice and organizational performance in Pakistan revealed that organizational culture significantly influenced the organizational citizen behaviour and had mediating role between organizational justice and organizational citizenship behaviour.

However, Eisenberger (2002) meta-analysis revealed a small association between organizational culture and employee work performance. In a study by Yang (2010) on the influence of job satisfaction on employee work performance in commercial banks in India revealed minimal influence of salary on job satisfaction. However, the study exposed a strong link between job satisfaction and happiness in comparison to salaries. This relationship suggested that rank was a stronger predictor of employees' professional achievements. In another study conducted among bank employees in Brazil by Nicanor (2014) established that employees' performance was influenced by income and job satisfaction. A study by Dorman (2010) on the factors influencing employee performance in Britain revealed that organizational culture that embraced job satisfaction often declined with increase in employees' level of education. This suggests that employees' level of education negatively impacted on job satisfaction.

In a study by Wanyoike (2014) about the determinants of employee performance in banks in Kenya, psychological empowerment and organizational learning were found to have significant influence. The study recommended that bank's managers needed to understand the motivations of their employees, their commitment's level to the organization and ways of improving job performance. A study by Korir (2012) about the factors determining employee performance in commercial banks in Uasin Gishu County reported that organizational culture as one of the many explanations for human behavior including job performance. The study also suggested that organizational culture was related to employees' felt duty of helping the organization but the responsibility was superior among employees who approved the tradition of reciprocity in employee-employer relationship. Wamalwa's (2011) study on the effect of organizational culture on work outcomes in selected commercial banks in Bungoma County demonstrated the need for financial institutions to support employees. The study also found that employee response to organizational culture depended on the levels of employee commitment, professional needs and attitudes.

2.5 Summary of Literature Review

From the above, the issue of the interrelation between organization culture and organizational performance is not brought out clearly as far as the variables under investigation are concerned. Several researchers have described organizational culture and organizational performance from other wider dimensions in other countries such as Nigeria, Pakistan and Somalia (Shakil, 2012; Lorraine, 2011; Aluko, 2004; Mba, 2013; Abdulkadir, 2014; Fakhar, 2014).

It is also evident that most of the studies done on the context of organizational culture have endeavored to examine mainly the impact of culture on non-financial performance (Njugi & Agusioma, 2014; Wairimu, 2013). This leaves many rooms for new research to be under-taken to examine the influence of organizational culture on performance. There is also need to establish the impact of specific culture related factors on organizational performance particularly in the financial sector in Kenya. Hence, a major gap in relevant literature is missing. The research intends to bridge this gap by establishing the influence of organizational culture on organizational performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

A methodology is a framework that provides guidelines about how research is done in the context of a particular paradigm. This chapter outlines the methodology that was used to guide the study. It presents the research design, target population, sample size and sampling procedures. It also highlights the data collection instruments, reliability and validity of instruments. It also describes the data analysis procedures.

3.2 Research Design

The study was based on a descriptive survey design. The descriptive survey design aims at obtaining information that can be analyzed for the purpose of establishing a basis for making decisions. The descriptive survey design enables the researcher to explore and describe the relationship between variables in their natural setting.

This design was used because the problem of investigation has been defined and would enable the researcher to establish certain facts about that problem. The descriptive survey design often results in the generation of solutions to significant problems that are more than just a collection of data analysis and interpretation. This design was also found more appropriate because it enabled the researcher to formulate important principle of knowledge. The research approach adopted was quantitative in nature and relied on primary data.

3.3 Population of the Study

Cooper and Schindler (2001) define population as the total collection of entities to whom the researcher seeks to make inferences. The population of a study refers to a complete set of individuals with some similar observable characteristics. Thus, population is the collection of all entities that conform to a given study condition. In this study the target population represented employees in commercial banks in Nairobi County. The target population consisted of 42 banks. There were about 257 employees distributed in different cadres of management in commercial banks in Nairobi County.

3.5 Sampling Design and Procedure

In this study, the sample size was drawn from employees of commercial banks in Nairobi County. To obtain the study sample size, Nassiuma's (2000) formula for estimating a sample size n from a known population, N was used:

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where n = Sample size
 N = Population, 257 in this case
 C = co-efficient of variation (30% for survey research)
 e = standard error, taken to be 0.02

By replacing these values in the equation, the anticipated sample size was:

$$n = \frac{257 \times 0.3^2}{0.3^2 + (257 - 1) 0.02^2} = 120$$

This gave 120 study respondents. Stratified random sampling was then applied in selecting the study participants. The respondents were stratified according to level of management. The different cadres were senior management, middle level and junior management.

3.6 Data Collection

Primary data was collected by the use of a questionnaire. It was considered a suitable tool of data collection since a questionnaire often eliminates subjectivity which is common with other tools of data collection such as interviews. The questionnaire also accords the respondents adequate time to think or reflection before responding (Kothari, 2004). The questionnaires contained structured items which enabled the researcher to tabulate and analyze data with ease.

The questionnaires consisted of close ended questions where respondents were required to tick the questionnaire items in the spaces provided. The questionnaire consisted of three sections. Section one sought data on the respondents' demographic characteristics. Section two sought to gather data from the senior managers on organizational culture while section three sought to collect information from the employees on organizational performance. The questionnaire items were based on a 5 Likert's scale to make it easier to measure levels of agreement or disagreement on certain variables.

3.7 Data Analysis

The raw data was cleaned, coded and analyzed to ensure accuracy, consistency and completeness. The data was analyzed using quantitative data analysis methods. Data from the questionnaires was coded and entered into the computer using Statistical Package for Social Science version 23.0. This helped to run simple descriptive analyses which were presented using frequency Tables.

Both descriptive and inferential statistics were employed in data analysis. According to Mugenda and Mugenda (2003) descriptive statistics facilitates relevant description of results. It also enables the researcher to summarize and categorize the research findings conclusively. This helps to describe the research data by condensing the results into understandable form. Descriptive statistics involved the use of measures of central tendency such as mean standard deviation and percentages. Pearson correlation analysis and regression analysis were used to determine if there was any correlation between the variables. Pearson correlation analysis was also used to test the strength of the association at 95% confidence level ($\alpha = 0.05$).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The study sought to establish the influence of organizational culture on organizational performance in commercial banks in Kenya. The data was collected using self administered questionnaires. This chapter presents the findings of the study. It also discusses the results of the study.

4.2 Response Rate

This section presents the questionnaires issued and the ones that were returned to the researcher for analysis. The response rate from the study as per the questionnaires received is presented in Table 4.1.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent (%)
Distributed	120	100
Returned	84	
Response Rate	84/120	70

Source: Research Data (2016)

As shown in Table 4.1, 120 questionnaires were distributed to the respondents. Out of the total number of questionnaires distributed 84 were duly filled in and returned. This represented a response rate of 70%. This response rate was considered adequate and consistent with Mugenda and Mugenda (2003) who suggests that any response rate above 50% is generally representative for a descriptive study. Therefore, the response rate of 70% as reflected in this study was adequate to enable the researcher to draw conclusion and generalize the research findings.

4.3 Objective of the Study

The objective of the study was to establish the influence of organizational culture on the performance of commercial banks in Kenya. The study results are presented in accordance with the study objective.

4.4 Descriptive Statistics

This section presents the results on the descriptive analysis. The results presented are about the distribution of respondents by gender, age, length of service and highest level of education, organizational culture and organizational performance. Demographic characteristics were considered important in providing relevant background of the respondents from whom data was generated. They were also important because they had a bearing on the respondents' understanding of the relationship between the study variables.

4.4.1 Distribution of Respondents by Gender

The classification of the respondents according to gender is presented in Table 4.2.

Table 4.2: Respondents by Gender

Gender	Frequency	Percent
Female	48	39%
Male	80	61%
Total	84	100%

Source: Research Data (2016)

It is evident that out of 84 respondents who participated in the study, 80(61%) were males while 48(39%) were females. This means that majority of the employees in commercial banks in Kenya were males. Gender was considered as an important attribute of the respondents because both men and women have different perceptions on organizational culture.

4.4.2 Distribution of respondents by Age

The distribution of the respondents according by age is presented in Table 4.3.

Table 4.3: Distribution of the Respondents by Age

Age in years	Frequency	Percent
Below 30	10	12%
31-40	32	38%
41-50	24	28%
Above 50	18	22%
Total	84	100%

Source: Research Data (2016)

From the findings as shown in Table 4.3, the study established that 38% of the respondents were aged between 31-40 years, 28% fell in the age bracket of 41-50 years, and 22% were over 50 years while 12% were below 30 years respectively. It is evident that majority of the employees in commercial banks in Kenya were aged between 31 and 40 years. This implies that that majority of the respondents were mature enough to provide reliable data regarding organizational culture.

4.4.3 Distribution of Respondents according to Level of Education

The findings in regard to the education levels of respondents were obtained and the results are presented in Table 4.4.

Table 4.4: Distribution of Respondents by Level of Education

Qualification Level	Frequency	Percentage (%)
O' Level	4	5
Diploma	14	17
Bachelor's	37	44
Master's	23	27
Others	7	8
Total	84	100

Source: Research Data (2016)

As shown in Table 4.4, 44% of the respondents had bachelor's degree, followed by master's degree at 27%, diploma (17%), others (8%) and O'level (5%). This is an indication that majority of the respondents had bachelor's degree. This implies that the respondents were adequately qualified to provide reliable data in regard to the study variables. Further interpretation pertaining to the education level of the respondents is that the largest cluster of personnel is educated up to graduate level and thus presenting an opportunity to embrace organizational culture in commercial banks in Kenya.

4.4.4 Respondents' Length of Service

The distribution of the respondents according to length of period in years served in commercial banks in Kenya is presented in Table 4.5.

Table 4.5: Distribution of Respondents According to Length of Service

Length of Service	Frequency	Percentage (%)
Below 1 year	6	7
1- 5 years	26	31
6-10 years	22	26
11-15 years	17	20
Above 15 years	13	15
Total	84	100

Source: Research Data (2016)

From the findings in Table 4.5, it is evident 31% of the respondents had served for a period of 1-5 years followed by 26% who had worked for 6-10 years (26%), then 11-15 years (20%), above 15 years (15%) and below 1 year (7%). This shows that majority of the respondents had served for between 1-5 years. This can further be interpreted to imply that majority of employees were recently employed.

4.4.5 Organizational Culture in Commercial Banks

The study set out to establish the respondents' level of agreement with selected indicators of organizational culture. Analysis was done using means and standard deviations and the results presented in Table 4.6.

Table 4.6: Organizational Culture

Indicators of Organizational Culture	N	Mean	SD
My organization is guided by values of consistency adaptability and effective communication system	84	4.01	0.83
My organization has a culture that determines how things are done	84	4.07	0.84
All employees in my organization are valued	84	3.27	1.03
My organization has asset of principles that defines who its employees, customers and suppliers and how to interact with each other	84	2.59	0.81
My organization has vision, mission and goals that guide all stakeholders	84	2.89	0.88
Employees in my organization have a sense of identity which increases their commitment to work	84	3.99	0.54
My organization stands for clearly stipulated work ethics	84	4.00	0.84

Employees in my organization are guided by similar customs	84	4.03	0.51
Rules set out within the organization are practical and fair	84	3.31	0.33
My organization enables workers to understand how the organization operates	84	3.52	0.49
I am encouraged to be innovative within my role	84	2.71	0.98
I am empowered to perform my role to the best of my ability	84	2.19	0.85
My supervisor trusts and does not micro managing me	84	3.69	0.48
I always think independently when carrying out my work duties	84	2.99	0.79

Source: Research Data (2016)

As shown in Table 4.6 there was a higher response rate in regard to whether employees' believed that their organization had a culture that determined how things were done, employees were guided by similar customs, the organizations were guided by values of consistency, adaptability and effective communication system and whether employees' organizations stood for clearly stipulated work ethics as revealed by mean responses of 4.07 (SD=0.84), 4.03 (SD=0.51), 4.01 (SD=0.83) and 4.00(SD=0.84) respectively. There was also a moderately higher response rate with regard whether the supervisors trusted and did not micro managing employees, the organization enabled workers to understand how the organization operated and whether there was a culture in which all employees were valued as indicated by mean responses of 3.69(SD=0.48), 3.52(SD=0.49) and 3.27(SD=1.03) respectively.

The results also show slightly lower response rate in regard to whether the organization had vision, mission and goals that guided all stakeholders, employee were encouraged to be innovative within their role, their organization had a set of principles that defined who its employees, customers and suppliers were and how to interact with each other and whether thought independently when carrying out their work duties as indicted by mean responses of 2.99(SD=0.79), 2.89(SD=0.88), 2.71(SD=) respectively. The results also show slightly lower response rate in regard to whether employees were empowered to perform their role to the best of their ability as indicted by a mean of response of 2.19 (SD=0.85). These findings clearly indicate that to a large extent commercial banks had developed a culture which determined how things were done, enabling employee to become like-minded and to hold similar beliefs and values. It is also evident that commercial banks were guided by a culture of consistency, adaptability and effective communication system. Employees had a sense of identity which increased their commitment to work and commercial banks had stipulated work ethics which guided employees.

4.4.6 Organizational Performance

The study sought to determine whether the respondents agreed with different statements relating to the organizational performance in commercial banks in Kenya. The findings are presented in Table 4.7.

Table 4.7: Organizational performance

Organizational Performance	N	Mean	SD
The level of productivity of employees in my organization is high	84	2.26	0.67
Employees commit maximum efforts to their work	84	3.90	0.87
My work is guided the organizations' overall strategic plan	84	4.04	0.63
I am actively involved in helping my organization to achieve its objectives	84	3.03	0.59
Employees in my organization are guided by performance contracting	84	2.36	0.45
Employees observe acceptable personal habits while at work	84	4.07	0.91
My organization has succeeded in creating value for money	84	2.23	0.37
My organization always meet the needs of customers on time	84	2.31	0.77
Employees complete work assigned to them as per the desired standards	84	3.89	0.97

In my organization every employee work towards the same goal	84	2.14	0.73
In my organization every worker is accountable for organizational performance	84	3.73	0.69
Employees comply with the company's policies and professional code of conduct	84	3.56	0.43
Employees in my organization always work proactively to any organizational threats	84	3.57	0.99
Employees in my organization often find better ways to do things	84	2.33	0.29

Source: Research Data (2016)

From the findings shown in Table 4.7, higher responses were reported in regard to whether employees observed acceptable personal habits while at work and whether employees were guided by the organizations' overall strategic plan in carrying out their work, employees completed work assigned to them as per the desired standards, and employees committed maximum efforts to their work as indicated by mean of 4.07(SD=0.91), 4.04(SD=0.63), 3.90(SD=0.87) and 3.89(SD=0.97) respectively. The results also show relatively moderate response rate in regard to whether every worker was accountable for organizational performance, employees always worked proactively to any organizational threats, employees complied with the organizational policies and professional code of conduct and whether employees I am actively involved in helping my organization to achieve its objectives as indicated by mean responses of 3.73(SD=0.69), 3.57(SD=0.99), 3.56(SD=0.43) and 3.03(SD=0.59) respectively.

From the findings in Table 4.7, there were relatively responses in relation to whether employees were guided by performance contracting, employees often found better ways to do things and whether organization always met the needs of customers on time as reflected by a mean of 2.36(SD=0.45), 2.33(SD=0.29) and 2.31(SD=0.77) respectively. It is also evident that there was a lower responses with regard whether the level of employees' productivity was high, organizations succeeded in creating value for money and whether every employee worked towards the same goal as indicated by mean responses of 2.26(SD=0.67), 2.23(SD=0.37) and 2.14(SD=0.73) respectively. This indicates that organizational performance was relatively high and possibly demonstrated brought about by organizational culture.

4.5 Correlation Analysis

This section presents the results on inferential statistical analyses. Pearson correlation analysis was applied to establish the relationship between organizational culture and performance in commercial banks in Kenya. The findings are presented in Table 4.8.

Table 4.8: Organizational Culture and Organizational Performance

		Organizational Culture
Organizational Performance	Pearson Correlation	.301
	Sig. (2-tailed)	.004
	N	84

* $\sigma=0.05$ (Correlation is significant at 0.05 level (2-tailed))

Source: Research Data (2016)

As presented in Table 4.8, there was a positive relationship between organizational culture and organizational performance ($r=0.301$; $p<0.04$). This suggests that organizational culture positively influenced organizational performance in commercial banks in Kenya. This implies that the issue of the interrelation between organization culture and organizational performance is brought out clearly in this study.

This concurs with other researchers who have established the relationship between organizational culture and organizational performance in different organizations. This further implies that as far as commercial banks in Kenya are concerned, to some significant extent has been felt on such organizational performance dimensions as teamwork, employee productivity and financial performance.

4.6 Regression Analysis

The study sought to establish a regression model to show the relationship between the independent variables and the dependent variable. Linear regression analysis was performed and the results presented in table 4.9.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.327 ^a	.107	.083	.53084

a. Predictors: (Constant), Organizational Performance

Source: Research Data (2016)

The model summary indicated the presence of a weak positive correlation ($R=.327$) between the independent variable and the dependent variable. Further, the R-squared value of 0.107 indicated that the independent variable accounted for 10.7% of the total variance in organizational performance (dependent variable). Therefore the researcher observed that the independent variables and the dependent variable were not mutually exclusive. The analysis of variance yielded the results presented in table 4.10.

Table 4.10: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.1557	1	0.789	2.979	.002 ^b
	Residual	21.416	83	0.282		
	Total	24.571	84			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Organizational Culture

Source: Research Data (2016)

The study established that the F-ratio ($F_{(1, 83)} = 2.799$, $p=.002$) was statistically significant at $p<.05$ level of significance. This showed that organizational culture significantly influenced organizational performance in commercial banks in Nairobi County. The model's coefficient values from the regression are presented in Table 4.11.

Table 4.11: Coefficients^a

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.547	.743		3.381	.001
	Organizational Culture	0.149	.165	.043	0.332	.003
a. Dependent Variable: Organizational Performance						

Source: Research Data (2016)

From the model's coefficient table, the model was fitted as $Y = 2.547 + 0.048X_1$; Where Y= Organizational Performance; X_1 =Organizational Culture. From the derived model, with all the other factors remaining constant, organizational performance in commercial banks is a constant value of 2.545. However, the influence of organizational culture when all the other factors remained constant is a 0.149.

4.7 Discussion

In this section, the results were discussed in line with the objective of the study and the existing literature on the relationship between the study variables. The findings indicated that employees' believed that their organization had a culture that determined how things were done. This is in agreement with Aluko (2004) who established that irrespective of their cultural backgrounds, workers appeared to have enjoined in the industrial way of life. The study further found a strong association between the cultural variables such as level of commitment, positive beliefs about work and positive work values.

The findings show that majority of the respondents agreed that employees were guided by similar customs. This is in agreement with Magee (2002) who established that in an organization with clearly established organizational culture, employees tended to share similar assumptions. Robbins (2012) concurs that with organizational culture employees tend to adopt a relatively uniform perception of organization with common characteristics distinguishing one organization from another. Consequently, the employees adopt the common values and norms which control their interaction among themselves and with the outsiders.

It is also evident that the commercial banks were guided by a culture of stability, consistency and effective communication system. This is in agreement with Shakil (2012) who found that consistency and adaptability are key determinants of organizational culture which led to favourable management practices. Schein (2011) further opines that the strength of the culture of an organization and its adaptive ability are some of the factors that enable organizations to attain its performance goals. Peters and Waterman (2011) concurs that the coherence of culture in an organization gives members a sense of identity and this increases their commitment towards their assigned responsibilities. In addition, this reinforces the cherished values and serves as a method of altering behaviour.

From the findings it is evident that employees had a sense of identity which increased their commitment to work and stood for clearly stipulated work ethics. This is in agreement with Abdulkadir, Takow, Abdifitah and Osman (2014) who found that academic achievement had significant positive influence on ethical competitive, entrepreneurial and consensual culture. From the findings employees observed acceptable personal habits while at work. This is in tandem with Muya, et al (2011) who found out that every organization had a culture which influenced people's attitudes and behavior at work.

The findings revealed that commercial banks were guided by the organizations' overall strategic plan in carrying out their work and employees completed work assigned to them as per the desired standards. It is also evident that employees committed maximum efforts to their work. These findings concur with Hefferman and Flood (2000) whose indicators of organizational performance included the ability to achieve its goals using available resources. According to Ittner and Larcker (2012) indicators of organization performance included productivity, quality, consistency and efficiency.

The results also show that there was greater accountability for end results in the organization, complied with the organizational policies and professional code of conduct and were highly involved in achieving organizational objectives. These findings concur with Middlemist and Hitt (2000) who observed that organizational leadership, supervisory support, professionalism, job challenge and trustworthiness were often determinants of organizational performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to establish the perceived relationship between organizational culture and organizational performance in commercial banks in Nairobi County. This chapter presents a summary of the major findings, conclusions drawn from the findings and the study recommendations. It also presents the study limitations and areas suggested for further research.

5.2 Summary of Findings

The study's response rate was 70%. It is evident that 61% of the respondents were males while 39% were females. The study established that majority of the respondents (38%) were aged between 31-40 years while those aged 41-50 were 28%. Also majority of the respondents (44%) had bachelor's degree while 27% had master's degree. It is evident 31% of the respondents had worked in the banking sector for a period of 1-5 years while 26% had worked for 6-10 years.

Concerning organizational culture employees' believed that their organization had a culture that determined how things were done, employees were like-minded and held similar beliefs and values, the organizations were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and employees' organizations stood for clearly stipulated work ethics. The findings show that to a large extent commercial banks had developed a culture which influenced employees' behaviour at work.

In regard to organizational performance, employees observed acceptable personal habits while at work, employees were guided by the organizations' overall strategic plan in carrying out their work, employees completed work assigned to them as per the desired standards, and employees committed maximum efforts to their work. In addition, there was greater accountability for end results in the organization, employees always worked proactively to any organizational threats, complied with the organizational policies and professional code of conduct and employees were highly involved in achieving organizational objectives. From the findings, there was a positive relationship between organizational culture and organizational performance ($r=0.301$; $p<0.04$). This suggests that organizational culture positively influenced organizational performance in commercial banks in Kenya.

5.3 Conclusion

The study examined the relationship between organizational culture and organizational performance in commercial banks in Kenya. The study conclude that commercial banks had organization culture that determined how things were done, employees were like-minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and commercial banks had clearly spelt out work ethics.

The study also concludes that employees of commercial banks in Kenya observed acceptable personal habits while at work, guided by the organizations' overall strategic and committed maximum efforts to their work. In addition, there was greater accountability for end results as employees always worked proactively to any organizational threats, complied with the organizational policies and professional code of conduct and were highly involved in achieving organizational objectives. Therefore, the study concludes that there was a positive significant relationship between organizational culture and organizational performance ($r=0.301$; $p<0.04$) in commercial banks in Kenya.

5.4 Recommendations

The organizational culture should be enhanced in commercial banks in Kenya since it enhances organizational performance. In particular, commercial banks should encourage employees to pull towards a common goal. The commercial banks should also encourage a culture in which employees are allowed to understand how the organization operates, vision, mission and goals that guide all stakeholders.

Commercial banks should also strengthen the organizational set of principles that define who its employees, customers and suppliers were and how to interact with each other and whether thought independently when carrying out their work duties. The commercial banks also need to encourage employees to have a sense of identity which increases their commitment to work since this will positively influence organizational performance.

5.5 Limitations of the Study

The researcher encountered some limitations during the process of conducting the study. Some of the respondents who were in the management level were generally busy and this made it difficult to get the questionnaires filled in on time. However, the researcher made several visits and communicated through e-mail to contact them so as to get favourable responses. Some respondents were also reluctant in divulging information about their organizational culture and organizational performance as this was viewed as being confidential. However, the researcher reassured them that the information obtained from them would be used for the purposes of the study only.

Generalizing the findings to other organizations was a limitation in that since every commercial bank had its own unique set of cultural variables. The study was limited to the use of structured questionnaires as data collection tools. The questionnaires were closed ended and this denied the respondents a chance to express their opinions which may be outside the structure.

5.6 Areas for Further Research

The study recommends that a similar study to be done on the relationship between organizational culture and performance in non financial organizations in Kenya. This would allow for generalization of the study findings to other organizations. The researcher also recommends a further study be undertaken to explore cultural policies and programs in organizations in Kenya. It is also pertinent to study the manifestation of organizational culture in different organizations and encourage more studies on different approaches used in entrenching organizational culture in these organizations.

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APPENDICES

Appendix 1: Introduction Letter



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Nairobi, Kenya

DATE... 06/10/2016

TO WHOM IT MAY CONCERN

The bearer of this letter MARIJA JOTICE WANGUI

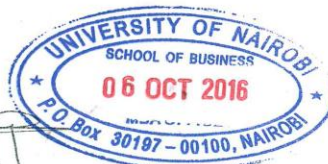
Registration No. D61/71865/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.




PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

Appendix 2: Questionnaire to the Respondents

This questionnaire seeks information on the influence of organizational culture on employee performance in the Commercial Banks in Kenya. You are kindly requested to complete this questionnaire by filling in the blanks with a tick [] against the most appropriate answer.

Section One: Demographic Data

1. Gender: Male [] Female []
2. Your age? Below 30 yrs [] 31-40 yrs [] 41-50 yrs [] Above 50 yrs []
3. Level of Education: O' level [] Diploma [] Bachelor's [] Master's [] Others []
4. Years worked? Below 1yr [] 1-5 yrs [] 6-10 yrs [] 11-15 yrs [] Above 15 yrs []

Section Two: Organizational Culture

5. To what extent do you agree with the following statements about organizational culture in your organization, ranging from strongly agree to strongly disagree?
Where; 1= strongly disagree; 2= disagree; 3= not sure; 4= agree and 5= strongly agree

No	Statements	5	4	3	2	1
1	My organization is guided by values of consistency adaptability and effective communication system					
2	My organization has a culture that determines how things are done					
3	All employees in my organization are valued					
4	My organization has asset of principles that defines who its					

	employees, customers and suppliers and how to interact with each other					
5	My organization has vision, mission and goals that guide all stakeholders					
6	Employees in my organization have a sense of identity which increases their commitment to work					
7	My organization stands for clearly stipulated work ethics					
8	Employees in my organization are guide by similar customs					
9	Rules set out within the organization are practical and fair					
10	My organization enables workers to understand how the organization operates					
11	I am encouraged to be innovative within my role					
12	I am empowered to perform my role to the best of my ability					
13	My supervisor trusts and does not micro managing me					
14	I always think independently when carrying out my duties					

Section Three: Organizational Performance

6. Please rank the following statements about the performance of your organization on a Likert Scale ranging from not at all to a very great extent: Where; 1= strongly disagree; 2= disagree; 3= not sure; 4= agree and 5= strongly agree

No	Statement	5	4	3	2	1
1	The level of productivity of employees in my organization is high					
2	Employees commit maximum efforts to their work					
3	My work is guided the organizations' overall strategic plan					
4	I am highly involved in achieving the objectives of my organization					
5	Employees in my organization are guided by performance contracting					
6	Employees observe acceptable personal habits while at work					
7	My organization has succeeded in creating value for money					
8	My organization always meet the needs of customers on time					
9	Employees complete work assigned to them as per the desired standards					
10	Every employee work towards the same goal					
11	In my organization every worker is accountable for organizational performance					
12	Employees comply with the company's policies and professional code of conduct					
13	Employees work proactively to any organizational threats					
14	Employees in my organization often find better ways to do things					

