EFFECT OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY.

BY

JAMES MUTUNGA MWAU

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE IN HUMAN RESOURCE MANAGEMENT, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.

NOVEMBER, 2016

DECLARATION

This Research Project is my original work and has not been presented for an award of a degree in any other university or institution of learning.

Signature:.. Date: …………………………………

MR. JAMES MUTUNGA MWAU

D64/72949/2014

This Research Project has been submitted for examination with my approval as the University supervisor.

Signature:.. Date: …………………………………

DR. FLORENCE MUINDI

Department of Business Administration
School of Business,
University of Nairobi

DEDICATION

The research project is heart fully dedicated to my dear friend and loving wife Mrs. Ruthcaster James and my sons, Ethan James and to be Junior. I wish to acknowledge the sacrifices they made for me throughout the program and research. Only through their love, patience, motivation, support and understanding was this lifelong dream made possible. Further to my parents, Mr. and Mrs. Joseph Kilonzo for the challenging remarks they made about education. And finally to my entire family and friends for their moral support during the period of study.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

ABBREVIATIONS

3E   Economy, Efficiency, and Effectiveness

BSC   Balance Score Card

KenGen   Kenya Electricity Generating Company

KETRACO   Kenya Electricity Transmission Company

KP   Kenya Power

KPLC   Kenya Power and Lighting Company

MEC   Mombasa Electric Company

REA   Rural Electrification Authority

SPMS   Strategic Performance System Measurement

TANESCO   Tanganyika Electricity Supply Company Limited

UEB   Uganda Electricity Board

ABSTRACT

The study objective was to establish the effect of organizational culture on performance at Kenya Power. The study adopted descriptive survey design. The target population of the study was employees of Kenya Power and a representative sample of 250 employees was used. Stratified random sampling was used to choose the actual elements of the study sample from three types of occupational groups i.e top management, middle level management and operational staff. The study used primary data that was collected using Denison culture model. The questionnaires were the only primary data collection instruments used in the study. The collected questionnaires were inspected for completeness and coded in Statistical Package for Social Sciences (Version 20) for analysis and presentation. Regression analysis model was used to determine the causal relationship between the organizational culture and performance. The study established that there exists a strong and positive relationship between organizational culture and performance and that consistency, involvement, adaptability and mission greatly determine the organizational performance. This study concludes that for organizational performance to improve, organizational culture should be supportive and compatible with intended strategies and day to day running of activities of employees and should not only put more emphasizes on organizational cultures that improve organizational performance but also cultures that support the overall wellbeing of the employees. The study recommends that all organizations should put more efforts on the adoption of good a organizational culture since culture has today become a strategic tool in the market for attaining a sustainable competitive advantage and also facilitate trainings and learning for the employees to be able to adapt to new changes, strategies and policies that directly involve the employees in the organization. In addition, organizations should ensure that the organizational culture is well aligned with the organizational strategies and policies There is need for further research to establish the effect of group culture, regional culture and professional culture on organizational performance. There is also need for further research to establish the effect of organizational culture on performance in other State Corporations and also in the private sector for comparison purposes.

.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational culture is one of the main factors that provide a difference in organizational performance (Denison 2000). Organizational culture is broadly seen as a key aspect of organization's sustainable competitiveness and performance. Current turbulent and changing environment provides a challenge for managers on how to effectively manage organizational culture to aechieve organizational goals. The components of organizational culture have previously been used to improve performance management practices (Farashahi et al., 2005). Cultural aspects of excellence and a strong culture distinguish high and low performing organizations (Peters and Waterman 1982).

Today, the competitive nature of the business environment and the need for organizational effectiveness has pushed organizations to review and redefine their practices and how they do things in order to achieve the organizational goals. Organizational culture has thus become one of the recent strategic tools used by organizations to achieve organizational effectiveness. It is possibly the single most influential force for cohesion in today's organization (Goffee and Jones, 1998). Organizational culture is a significant factor in achieving organizational effectiveness (Balogun and Johnson, 2004). A 'strong culture' in an organization enables it to gain a competitive advantage through its high performance (Barney, 1986). Organizational culture interlaces people in any organizations and this allows them to overcome challenges hence achieve success (Quick 1992).

Several theories have been brought forth regarding organization culture and performance. This study will be enforced by Schein and Denison theories of Culture. Schein (1985) sees

organizational culture in three distinct levels which have a strong link with the organizational performance. He identifies the three levels as basic assumptions; values, and behaviours. In his theory, Denison's (1990) sees culture in four main traits which are; involvement, consistency, adaptability and mission as key forces to organizational performance (Denison 1990).

The focus of this study will be Kenya Power Company, a Kenyan government owned parastatal. The company is a monopoly with a history that dates back to 1922. It has previously been characterized with inefficiencies, laxity among staff members, mismanagement that led the company to record habitual losses. In the year 2009, the company undertook a strategic measure of organization culture change and re-branding programme in order to improve service delivery and gain competitive edge. The scope of the culture change programme entailed developing new Company Vision and Mission statements and core values, automation of various services like staff payroll, electricity billing, and electricity payment, automation of Human resource administration services, performance management, mission leadership programme composed of changing both management and ordinary employee behavior and work processes through Staff training and development and employee communication programmes.

1.1.1 Concept of Perception

Perception is a cognitive factor of human behavior and lies at the base of every human behavior (Khanka, 2014). The concept has been defined differently by various behavior scientists and authors. Kotter, 2004; Robbins, 1996; Luthans, 1995; sees perception as the progression from selection, organization and interpretation of information inputs to create a

meaning of the environment around. Perception is subjective and hence people behavior is based on their perception of reality (Nzuve 1999).

Perception is the root of all organizational behavior (Mullins, 2010) and is a complex process and varies from one person to another or from organization to organization depending on the needs, values and expectations of the person. The three stages of perception which are selective attention, selective distortion, and selective retention give rise to the variety of perceptions by people and organizations (Kotler, 2004). Perception influences decision making in individuals and organizations (Kotler, 2003). The function of the whole perception process is influenced by the individual doing the perceiving, the objects or events being perceived, and the environment in which perception occurs.

1.1.2 Organizational Culture

The concept of organizational culture it is a complex notion to study, develop and scrutinize (Ogbonna and Harris, 1998)**.** The meanings attributed to the concept of organizational culture range from behavioural to cognitive, from explicitly stated to tacitly followed, from being consciously enacted to being unconsciously felt and so on (Khanka, 2014). The ambiguity of the concept makes its definitions more complex (Schein, 1990). Schein (1992), a researcher in the investigation of organizational culture, considers culture to be a case of key suppositions devised by a given group as it makes sense of how to adjust to its outer adjustments internal amalgamation.

These presumptions that have worked in the organization are subsequently thought to be central in taking care of the organization's issues. The organization's inward surroundings is spoken to by the way things are done in the firm and is deciphered by the suppositions and

viewpoints supervisors and members of staff (Aycan et al., 1999). Culture appears in feelings and suppositions, qualities, attitudes and practices of its people and is a source of organization's high standing in the market (Hall, 1993; Peteraf, 1993) since it shapes definitive systems, unites various capacities into a firm whole, gives answers for the issues firm's go through and, along these lines, enhances the firm's achievement of its goals (Yilmaz, 2008).

Different other authors have also defined the concept of organizational culture. (Kotter and Heskett, 1992) considers it to be shared convictions and values inside the firm that shapes the conduct of workers and boost effectiveness. As indicated by (Strewart, 2010), firm's standards and principles greatly affect the individuals who are completely committed to the organization. As indicated by him standards can't be seen yet in the event that the organization needs to raise its income and efficiency of the workers, standards become primary things out to be considered. Deal and Kennedy (1982) sees culture as the focal ideals advocated by the organization and which shape the general population's conduct. Schwartz and Davis (1981) consider culture as a guide of ideas and prospects that produce standards that shape the conduct of people. Armstrong (2006) describes hierarchical or corporate culture as feelings, qualities, norms, mind-sets and suppositions that may not be expressed but strong shape employees behavior. Essentially, organizational culture is not just an imperative component of a firm; it is, additionally, the crucial power which drives unrivaled business performance (Gallagher and Brown, 2008). Gallagher and Brown said that the way of life of a company impacts each action which an organization performs. It is the center of what the organization is defined, how it does its things, what it concentrates on, and how it handles its clients, workers and different partners. Like Gallagher and Brown, (Armstrong

4

2006) views hierarchical culture as influencing the way individuals and workers collaborate with each other, with customers, and with partners.

Denison (1990) sees authoritative culture as that gives the basic traits, convictions and rule that serve as an establishment for an association's administration framework. His definition seems to sum up what different authors have said about organizational culture. Organizations with clear core values that are intensely held and widely shared to the extent of similar behavior have strong cultures (Lussier, 2010). The level of sharediness is by two main considerations i.e. orientation and rewards (Armstrong and Taylor, 2014). Culture is viewed as positive when it has standards that add to the company's effectiveness and efficiency while it is negative if it holds back organizational effectiveness. In this regard, therefore, a strong and a positive culture is more appropriate.

1.1.3 Organizational Performance

Characterizing, conceptualizing, and measuring performance have not been a simple undertaking and specialists have distinctive sentiments and meanings of execution, which is a desirable issue among researchers (Barney, 1997). Armstrong and Baron (1998) characterizes it a way to deal with conveying managed accomplishment to associations. This definition underpins the possibility that it is the organization human faculty that makes an aggressive edge in the organization as opposed to capital. As per Javier (2002), the performance of an organization is proportional to the acclaimed 3Es (economy, efficiency, and effectiveness) of a particular program or development. Regardless, as demonstrated by Daft (2000), performance is the firms' ability to accomplish its targets by using resources. Completely like Daft (2000), Ricardo (2001) portrayed organizational performance as the capability of the company to attain its goals and targets. Ricardo (2001) sees a distinction between

performance and output. Output is an extent portraying the volume of work completed in a given measure of time. Performance is a more broad pointer that could combine output and moreover excellence, consistency and diverse factors. Along these lines, the expression "performance" should be more broad based which fuse ampleness, capability, economy, quality, consistency actions and institutionalizing measures (Ricardo, 2001).

It is imperative to have a performance estimation framework in any organization in light of the fact that such an execution framework assumes a key part in creating key arrangements and assessing the realization of the organizational goals (Ittner and Larcker, 1998). In this study, the a balanced score card (BSC) proposed by Kaplan and Norton (1992) to gauge the organizational performance will be used. Measurements of the balanced score are fiscal point of view; client viewpoint; interior business point of view and learning viewpoint. Balanced Scorecard is one of most basic instrument which gives assistance or edge work to guarantee that the procedure is converted into sound arrangement of execution estimation (Kaplan and Norton, 1992). The BSC gives a more far reaching perspective of a business, which helps associations act in the best ways for organizational effectiveness. The vital administration framework helps managers concentrate on execution measurements while adjusting money related destinations with client, process and workers points of view.

1.1.4 Kenya Power Company Limited

Kenya Power and Lighting Company (KPLC) which is a Limited organization was built up in 1922 as the East African Power and Lighting Company (EAPL) Limited after the merger of Nairobi Electric Power and lighting Syndicate (NPLS) and Mombasa Electric Company with the command of creating, transmitting and appropriating electric power (KPLC site, 2016). The EAPL extended outside Kenya in 1932 when it procured control for the Tanganyika

Electricity Supply Company restricted (TANESCO) and later gained producing and circulation permit in Uganda in 1936. As indicated by the KPLC site, EAPL left Uganda in 1948 when the Uganda Electricity Board (UEB) was built up to assume control dissemination of power in the nation and in 1964 left Tanzania by offering its stake in TANESCO to the Government of Tanzania. In 1970's, East Africa Community split and the Company was re-organized to cover Kenya and hence re-named (KPLC). The Government of Kenya possesses KPLC with 50.1 percent shareholding and private financial specialists with a 49.9 percent shareholding and is recorded on the Nairobi Securities Exchange. A noteworthy power division rebuilding exercise in 1997 saw the KPLC's center capacities split into two i.e control era to be overseen by the then recently framed organization, Kenya Electricity Generating Company (KenGen) and transmission and dispersion of force was left to KPLC (KPLC website, 2016). The Rural Electrification Authority (REA) was created in 2007 to build lines in the rural areas and upon completion hand them over to KPLC for operational and maintenance. In 2008, Kenya Electricity Transmission Company (KETRACO) was formed to build high voltage transmission network (KPLC website, 2016).

Preceding the major power area rebuilding exercise in 1997, Kenya Power dealt with all producing stations for the benefit of the government. At present, the Company just deals with some diesel and power producing stations which are possessed by the management, and which are not associated with the National network. Kenya Power is the national supply of electricity. The Company's key role is to get ready for adequate power era and transmission ability to take care of demand; building and keeping up the power appropriation and transmission system and retailing of power to its clients. The vision of the company is "to provide world-class power that delights our customers" while its mission is "Powering people for better lives".

1.2 Research Problem

An organization with solid culture with all around coordinated and viable arrangement of qualities, convictions and practices is probably going to show elite performance (Kotter and Heskett, 1992; Cameron and Quinn, 1999; Deal and Kennedy, 1982; Denison, 1990). Regardless, various authorities saw that culture would remain associated with unrivaled effectiveness just if the lifestyle can conform to changes in common conditions. Furthermore, the lifestyle must be comprehensively shared, and additionally have phenomenal qualities, which can't be imitated (Lewis, 1998; Ouchi, 1981). A couple of trial studies have reinforced the positive association among culture and effectiveness (Calori and Sarnin, 1991; Kotter and Heskett, 1992). The studies have contributed by and large to the field of culture and effectiveness whereby various leveled culture is being managed as component for an examination reason. Studies show that the affiliation between many cultural aspects and high performance has not been constant over time (Denison, 1990).

The KPLC has undergone various transformations since 1997 as earlier mentioned and this has forced the management to change the organizational culture in order for the company to remain relevant to their mandate. As a result therefore, there was a deliberate effort to redefine the company's vision, Mission and core values. Under the circumstance, in 2009 the Board of Directors, undertook several strategic measures to help the Company remain in business and among them was a culture change and rebranding programme in order to improve delivery of service by staff and hence improve customer satisfaction. These changes and transformations which are mainly linked to cultural change have brought out a different corporation all together. A customer satisfaction and corporate reputation surveys undertaken by the company during the year, revealed that customers where more satisfied by its operations and it established a customer satisfaction index of 71.2% and corporate reputation

index of 74%. (KPLC Annual report, June 2014). Further, the company's profits have been increasing from loss making in 2003 to profitability (KPLC Annual report, June 2015). The researcher is therefore keen to understand whether there exists a link between organizational culture and organizational performance.

A standout amongst the most broad studies on performance interface was led by Kotter and Heskett (1992) to discover the association between solid cultures and long term performance in firms discovered just an irrelevant relationship between's solid culture and performance. However consequent studies demonstrated that organizations with cultural fit to their market surroundings have more advantageous performance than the fixed ones. Ogbonna and Harris (2002) examined the linkage between organizational culture and effectiveness in the hospitality business in UK and built up that hierarchical culture was connected somehow with the corporate effectiveness. A study by Mashal Ahmed and Saima Shafiq (2014) in various Bahawalpur based establishments of telecom organizations to decide the effect of the culture of the organization on the performance demonstrated that all the aspects of culture impact on performance. It also uncovered that if the standards and estimation of representatives are as indicated by organizations then it is helpful for accomplishing the organizational target.

In other studies, Odoul (2015), in her examination on the impact of culture on effectiveness of auxiliaries of chosen business Bank Headquarters in Kenya, found out that culture affects performance of Banks and observed that comparative studies on the impact of authoritative culture on company's execution in various areas of the economy should be done keeping in mind the end goal to analyze the discoveries. Owino and Kibera (2015) in their study on the impact of a firm culture and market orientations on performance of microfinance establishments in Kenya discovered that the impact of culture and market introductions on performance is more conceivable for developed ventures regarded as diverse in terms of

customer needs. Jumba (2003) in his examination on the impact of corporate culture on project effectiveness at Nation Media Group (NMG) Mombasa Road branch set up a solid connection between corporate culture and effectiveness. Onyambu (2013) in his research on organizational culture change at KPLC and the challenges encountered during the process established that the organizational culture change was as a result of internal and external environment and that the process was supported by the management and championed by a team of change agents.

The studies highlighted above underpin the fundamental fact that organizational performance has been one of the central issues for every organization and portrays organizational culture is an indispensable factor influencing organization's performance. Despite the fact that many studies conducted show a positive relationship between organization culture and organization performance, Kenya Power provides a clear study gap on the subject of organization culture on one hand and organization performance on the other. While these studies have been done on organizational culture relative to different variables, various contexts and time, none has focused on the effect of organizational culture on organizational performance at Kenya Power. This study will therefore attempt to fill this knowledge gap by answering the question: What is the effect of organizational culture on performance at Kenya Power?

1.3 Research Objective

The objective of the study was to establish the effect of organizational culture on performance at Kenya Power.

1.4 Value of the Study

The study would be important in policy formulation by the management of Kenya Power in that it will lead to creation of a body of knowledge on effect of organizational culture on

organizational performance in Kenya Power and this would guide policy makers in designing appropriate culture change strategies that would enhance organizational performance. This study would also be useful to the government of Kenya, since it would shed light on the management of culture on other state owned corporations. The results obtained from this study could be used to assess the performance of other state owned corporations and hence appropriate actions undertaken.

In practice, this study would be of importance to the Kenya Power because they would know the gains of their organizational culture on performance. Further, the findings and recommendations of the study would be used to enhance its implementation of an appropriate organizational culture to achieve higher performance. Finally, the study would contribute to baseline information for further research in this area to researchers, scholars and academicians. The study would further be vital to future scholars and researchers as it will provide empirical literature on organizational culture and organizational performance for improved results.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part outlines the theoretical and empirical literature of the study. The chapter begins by reviewing theories that support the study; it then proceeds by providing a discussion on the dimensions of organizational culture, organizational performance measures and lastly the conceptual literature on direct and indirect relationships between organizational culture and organizational performance.

2.2 Theoretical Foundation of the Study

Theories form the basis on which a study is undertaken. This study will be based on two main theories namely Schein's (1985) theory of organization culture and Denison's (1990) model of organizational culture. An understanding of the theories will provide a major contribution to the study and a deeper understanding of the concept of organizational culture, and how such organizational culture influences organizational performance.

2.2.1 Schein's Three Layer Organizational Model

This theory was created in 1980 by American professor Edgar Schein. He created the organizational culture model with the goal of making culture more perceptible in an organization. Schein (1985) separates the components of culture by regarding essential suppositions as the heart of culture. In his model, culture is seen in three levels .These levels go from the instantly recognizable indications that one can see and feel to the profoundly implanted, oblivious, fundamental presumptions that are the fundamentals of culture and in the middle of these layers are different embraced convictions, ideals, standards, and

principles of conduct that individuals use as a method for portraying the way of life to themselves as well as other people (Schein 2004).

In level one, which is most noticeable level of culture, Schein (1985) identified artifacts and symbols that mark the surface of the organization. It is not difficult to watch artifacts yet it is hard to make sense of what they mean, how they interrelate and what more profound examples, assuming any, they reflect. The second level is made of upheld values. As indicated by Schein (1985), numerous standards stay cognizant and are unequivocally enunciated in light of the fact that they serve as the ethical capacity of managing individuals and a guide on how to manage certain circumstances. Values endow people with objectives to make every effort for and worthy approaches to accomplish the objectives (Feldman and Arnold, 1983). Edgeman and Frahm (2013) proved the applicability of Schein cultural model on a case study of Hempel's Subsidiary in Indonesia by studying the effective strategy for lean implementation under a culturally diversified environment.

The last level is composed of indispensable underlying assumptions and as indicated by Schein (1985), the core of a firm's culture lies in this level. Facts are gathered by watching conduct conscientiously to assemble fundamental assumptions since they are at times underestimated and not acknowledged (Luthans, 1985). Essential presumptions turn out to be so underestimated that one discovers little variety inside a social unit and guide conduct and advise individuals how to make out, ponder and experience about work, objectives, human relations and the effectiveness of workers (Schein, 1985). According to Schein, the three elements of corporate culture are central to any firm's effectiveness.

2.2.2 Denison's Culture and Effectiveness Model

Denison's (1990) model of organizational culture is founded on four cultural attributes, which are; involvement, consistency, adaptability, and mission. He expressed that these elements have an impact on organizational effectiveness. The model places interest on the significance of relating administration approaches with core assumptions and viewpoints when exploring culture and efficacy. The principles and perspectives of an association offer a set of organization practices, which are actual activities generally entrenched in the ideals of the firm. These activities originate from and reinforce the prevailing principles and viewpoints of the association. The model portrays involvement and participation to entail building of human capability, ownership and a sense of accountability and consequently meet the firm's objectives and dedication (Denison, 1990). Successful organizations empower their workers and develop their relationship around groups (Lawler, 1996). People at all levels feel that they have, in any occasion, some commitment to decisions that will impact their work and that their work is particularly connected with the targets of the affiliation (Katzenberg, 1993; Spreitzer, 1995). Consistency on the other hand is seen to develop a mindset of legitimate structures that make an inward plan of organization in light of consensual support and it gives a central wellspring of blend, coordination and control. Firms tend to propel in light of the way that they have strong social orders that are dependable and steady, all around, encouraged and particularly organized (Davenport, 1993; Saffold, 1988). Individual and group conduct is root in essential ideals and is capable of accomplishing targets despite having shifting viewpoints (Block, 1991). This kind of consistency is a basis for firmness and inner amalgamation that results from a universal approach and compliance (Senge, 1990).

Flexibility clarifies how standards and convictions that improve an organization's capacity to obtain decipher and interpret signals from its surroundings into interior authoritative and

behavioral changes will advance its survival, development and improvement (Denison, 1990). Paradoxically, organizations that are soundly incorporated are frequently the most complicated ones to change because of the profound levels of flexibility gained after some time (Kanter, 1993). Versatile organizations are driven by their clients and gain from their faults and have the ability and knowledge of making change (Nadler, 1998; Senge, 1990). Such organizations are consistently changing their frameworks to advance enhancements and give esteem to their clients (Stalk, 1988). The last cultural attribute is mission, which comprises of the meaning of a significant long–period bearing for the organization by characterizing a social responsibility and exterior objectives for the organization. It gives a distinctive route and objectives that serve to identify a suitable strategy for an association and its individuals (Denison, 1990).

A common feeling of reason, bearing and approach can **s**ynchronize and stimulate individuals toward group objectives (Baker, 2002). Effective organizations have an apparent purpose and bearing that identifies the firm's objectives and envisages the future of the firm (Mintzbert, 1994; Hamel and Prahalad, 1994). When a firm's mission changes, similar changes, as well , happen in various parts of the affiliation's lifestyle (Ahmad, 2012). These four cultural traits concentrate on various parts of culture, yet more imperatively, they focus on diverse elements of culture. Consistency and mission have a tendency to advance firmness while participation and adaptableness permit change and versatility. Consistency and participation consider culture to be concentrating on firm's inner changes while mission and flexibility consider culture to be tackling the connection of the firm to its outer surroundings (Baker, 2002).

2.3 Dimensions of Organizational Culture

There have been numerous endeavors to order or classify organizational culture as a reason for examination and for making a move to support or change them (Armstrong, 2014). These arrangements have been articulated by various authors in different ways. Hofstede (1980; 2001; 2005), a re-known proponent to the subject of culture and working environment diversities, distinguished five measurements of culture: power distance, uncertainty avoidance, masculinity/feminity, individualism /collectivism and long/short-term orientation. The first category alludes to the degree to which individuals of a general public acknowledge and expect that power in establishments and organizations is circulated unequally. It is basically used to sort levels of disparity in organizations which Hofstede contends will rely on the administration style, eagerness of subordinates to differ with superiors, and the instructive lever gathering to specific tasks. Independence versus communalism depicts the degree to which people are coordinated into gatherings. Hofstedes construct of manliness/feminity is the direction towards an inclination for accomplishment, bravery, decisiveness, material reward for achievement or for interactions, and humility, rather than seeing men and ladies as equivalents.

Ambiguity avoidance alludes to how much people feel undermined by uncertain conditions and endeavors to avoid them. Individuals in instability dodging societies are more passionate and are spurred by internal apprehensive vitality. Vulnerability tolerating societies are more tolerant of conduct and suppositions that vary from their own and attempt to have as few guidelines as could be allowed. Long-versus fleeting acquaintance is the degree with which an overall population shows a conventional future masterminded perspective rather than a traditionally vital or transient point of view. Values fused into whole deal presentation are consistency, asking for relationship by status thrift and having a sentiment disfavor. In

transient acquaintance there is close with home reliable quality and soundness, and respect for custom.   A lower level of this manifestation demonstrate that customs are esteemed and reserved and dedication cherished while a high degree manifestations sees adjustment and contingent, realistic problem-solving as a necessity.

Harrison (1972), Schein (1984), and Handy (1985) all recognize four essential measurements of culture. Harrison's dimensions of culture are described in terms of "orientations" and include power, role, task and people. As indicated by Harrison power oriented culture is common of little entrepreneurial ventures and is focused and receptive to identity instead of ability. Role orientation culture is centered on lawfulness, and portrayed by solid techniques, esteeming request, consistency and consistency. Task orientation culture concentrates on competency, and qualities groups, accomplishment and inborn inspiration. Support orientation culture values connections and Bonding and is described by "a "family" feel." Schein's (1984) dimensions of culture are power, role, and achievement and support. As per Schein, power culture is one in which initiative lives in a couple and lays on their capacity and has a tendency to be entrepreneurial. Role culture is the place power is adjusted between the pioneer and the bureaucratic structure. The environment is probably going to be steady and laws and principles are unmistakably characterized. Then again achievement culture is the place individual inspiration and duty are focused and activity, fervor and effect are esteemed. To Schein, a support culture is the place individuals contribute out a feeling of duty and solidarity.

Handy (1981) relates his four dimensions of culture to the established world. He sees power culture as one with a focal power source that control activities. There are few tenets or techniques and it is focused, control arranged and political (Armstrong, 2014). Like

Harrisson, 1972 and Schein, 1984, Handy notes that role culture is the place work is controlled by strategies and rules and the position is more essential than the individual who fills it. Power is connected with position not individuals (Armstrong, 2014). Task culture is the third measurement as indicated by Handy (1981). Impact is founded more with respect to master control than in positions or individual power. The task culture is versatile and cooperation is vital (Cole, 1995). Handy (1985) utilizes the expression "person culture" for his last facet and notes that the individual is the main issue and organizations exists to serve and help people in it.

2.4 Measures of Organizational Performance

The idea of performance has been articulated by Brumbrach (1988) to mean both practices and results in which practices exudes from the individuals who change effectiveness from reflection to movement and that practices are instruments for results. (Henri, 2006) see it as the method whereby a firm sets up the parameters inside which activities, endeavors, and acquisitions are accomplishing the fancied results. It has included both capability related measures, which relate to the data/yield relationship, and sufficiency related measures, which oversee issues like business advancement and laborer satisfaction. Additionally, performance has moreover been conceptualized using cash related and non-money related measures. The performance estimation lattice proposes a harmony amongst inner and outside measures and between cost based and non-cost based measures (Keegan et al., 1989).

Customarily, organizations have constantly measured performance in same route through the money related Performance, be this accomplishment by benefit or failure through liquidation. Bourne et al (2000) guaranteed that since the late 1980s, conventional Performance Management Systems (PMSs) have been condemned because of their deficiencies and by the

mid-1980s there were numerous vocal and very much regarded commentators of old performance measures frameworks (Johnson and Kaplan, 1987). Kaplan (1987) trusted that incorporating the non-money related information by assembling into the current administration bookkeeping frameworks is, in itself, a huge and vital test. Kaplan (1991) found that conventional outline measures are unsafe and ought to be killed, since they struggle with endeavors to enhance quality, diminish inventories and increment adaptability. Coordinate estimation is required for quality, delivery Performance and whatever other working execution basis that should be enhanced (Kaplan, 1991). In any case, performance estimation has now moved far from a solitary concentrate on nearby level estimation to grasp more key, methodical, incorporated and authoritatively engaged ways to deal with the all encompassing administration of exercises, or the aggregate execution framework (Julie and Amanda, 2014).

Today, numerous performance measures can be viewed as the most critical ideas in a dynamic and evolving environment (Marrow, 1992). Complete comprehension on different performance measures is conceivable with the BSC created by Kaplan and Norton in 1992. BSC can be communicated as the name of a model or component which changes a company's authoritative technique to operational ideas (Kaplan and Norton, 2001; Kaplan and Norton, 1992). The model accentuates, specifically, the terms of "adjust" and "estimation". Here, "adjust" is clarified through four coveted variables of the model: long and transient purposes; money related and non-budgetary estimations; operation and result markers, and interior and outer points of view of the organization. The "estimation" gets its importance in the brief articulation of Kaplan and Norton (1996). "In the event that you can't quantify, you can't oversee". It gives directors a quick and far reaching perspective of the business. The BSC permits supervisors to take a view at the performance of the business from four essential

points of view: Financial, client, interior business, and learning and development point of views (Kaplan and Norton, 1992).

Fiscal performance measures show whether the organizations approaches, realization and execution are adding to the attainment of the objectives (Kaplan and Norton, 1992) and are the point of convergence for the objective and measures of the other three viewpoints in BSC. It gives the administration a complete perspective of the authoritative execution and empowers them to settle on sound vital choice. Consequently, each chosen measure should be a part of the circumstances and end results relationship prompting to a change in fiscal performance. Financial perspective measures incorporate elements, for example, gainfulness, deals sum, piece of the overall industry, new clients, shareholder esteem, new markets, income and profit for capital (Morrow, 1992). Besides, the client measures are a vital vision and mission marker on the grounds that being client centered is one of fundamental estimations of today. How an organization is performing from its client's point of view is turning into a need for the top administration. As indicated by Kaplan and Norton (1992), the balance scorecard stresses that supervisors convert their general statement of purpose on clients into particular measures that replicate the variables that truly matter to the clients with a specific end goal to execute the organization mission, particular measures reflecting basic elements including time, quality, and cost of which clients know ought to be resolved. Henceforth, it is plausible to list these fundamental measures as consumer loyalty, client faithfulness, increasing new clients, client productivity, and market and client partakes in focused extension (Morrow, 1992).

Thirdly, the inner operation measures are acquired by concentrating on activities and processes leading enabling shareholders and consumer fulfillment (Keegan et al., 1989). Client loyalty is gotten from procedures, choices, and activities happening all through the

firm. Nonetheless, the most imperative key point that must not be disregarded here is the need of characterizing and assessing a correct internal operation value in the segments of improvement, generation and commercializing with a specific end goal to make esteem for both client and shareholder (Kaplan, 1992). These measures of BSC come from the business forms that have the best effect on consumer loyalty (Dalkir, 2005). These inner operation measures incorporate the span spent showing another item to the market, number of new items, deals rate of new items, rate of imperfection, term of generation, creation cost and in the nick of time conveyance. At last, learning and development measures constitute the possibility that accomplishing the objectives related with fund, client and inside operations extraordinarily relies on upon the learning and development capacity of the organization. Learning and development measures particularly address the subject of what kind of course ought to be followed all together for inner operation techniques to be make strides. These measures are representative fixated and concentrated on worker fulfillment, efficiency and manageability (Van,2013).

2.5 Organizational Culture and Organizational Performance

Literature regarding organizational culture is rich and different. A lot of its abundance is established on the claim that culture is connected to performance. Research of the connection between organizational culture and performance had expanded generously amid the previous two decades (Lim, 1995). Despite the fact that there are a few scholars that scrutinized the way culture and performance connect (Ogbonna and Harris, 2000). The relationship between the two has been set up, and an extending gathering of affirmation support a linkage between culture and effectiveness. A firm's culture and performance linkage has been broken down by various examiners who have found a positive relationship between the two (Ogbonna and Harris, 2000; Rousseau, 1990; Kotter and Heskett, 1992;).

21

Kotter and Heskett (1992) found that organizational culture has a considerable outcome on performance. They found that firm with social orders that focused on all the key administrative levels (clients, stockholders, and workforce) and power from heads at all levels, beat firms that did not have those social traits by a monster edge. Denison's (1990) gives observational affirmation that the social and behavioral parts of affiliations are associated with both transitory and whole deal survival. It is against this foundation that the present study looks to examine the relationship between organizational culture and performance at Kenya Power.

Organizational culture assumes an essential part in forming conduct and performance of individuals. As per Deal and Kennedy (1982), performance change is connected to deliberate endeavors by administration towards creating authoritative culture. Organization performance and culture are unmistakably affiliated (Kopelman et al., 1990), however the affirmation concerning the ideal nature of this relationship is different. The effect of organizational culture on worker conduct and performance depends on four critical thoughts (Bulach et al., 2012). Firstly, knowing about the organization culture licenses representatives to comprehend the history and working of the organization. This learning gives information about anticipated future practices. Also, a firm's culture raises obligation to the association's sanity and qualities. This commitment makes shared opinions of finishing shared targets and associations can gain more vital ground exactly when laborers share values. Thirdly, culture, with its customs, act as a control tool to direct practices toward expected practices and hinder unfavorable practices (Schein, 2011). Finally, certain sorts of hierarchical social orders may be associated clearly to more important suitability and productivity than others.

As showed by Kandula (2006) the best approach to achieving targets is a strong culture. He asserts that in light of refinement in hierarchical culture, same methodology don't bear same outcome for two associations in a comparative business and in a comparable zone. A positive and strong culture can make a typical individual perform and fulfill magnificently however a negative and fragile culture may demotivate a phenomenal specialist to neglect to get desires and twist together with no achievement. Along these lines various leveled culture has a dynamic and direct part in effectiveness. Magee (2002) indicates that without bearing in mind the impact of customs, hierarchical practices, for instance, firm's effectiveness performance could be counter-productive in light of the way that the two are dependent. Supervisors should fathom the impact of various leveled culture to get the most performance (Magee, 2002). There is a high likelihood of culture impacting on effectiveness, satisfaction and problem solving mechanism (Kotter, 2012).

Culture will stay connected to predominant performance just if the way of life can adjust to changes in ecological conditions (Stewart, 2010). Organization culture influences how workers act in the organization towards the accomplishment of hierarchical destinations. As per Kaufman (2002), a positive organizational culture strengthens the center convictions and practices that a pioneer wishes while debilitating the qualities and activities the pioneer rejects. Peters and Waterman (1982) assert that 'a negative culture gets the opportunity to be unsafe, hurting the life of the firm and hindering any future potential for improvement. Knowing the lifestyle of an organization grants specialists to appreciate both its history and current methodologies for operation (Yilmaz and Ergun, 2008).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This part shows a depiction on how the research was carried out including the design used, population, sampling and data collection.

3.2 Research Design

Descriptive survey design was utilized for the study. Kothari (2004) recommends this design because of its characteristics of allowing recording, analysis, reporting, as well as portrayal of conditions which exist. The study took into consideration an inside and out comprehension on how the corporate social viewpoints influence organizational performance at Kenya Power. The current conditions were replied through the question of the study by establishing if a relationship exists between dependent and independent factors.

3.3 Target Population

The population of the study was representatives of Kenya Power. Kenya Power has ten areas and as indicated by the Kenya Power Annual report 2014/2015, the organization has 10,845 workers. For convenience and time, the researcher narrowed down to three area within Nairobi i.e. Central office, Nairobi west and Nairobi South and a total of 2500 members of staff.

3.4 Sample Design

Mugenda and Mugenda (1999) describe a representative sample as at least 10% of the populace. In this way a sample of 250 representatives was concentrated on. Stratified random sampling was utilized to pick the real components of the study test. Representatives from

three occupational groups were represented. The three groups comprised of top administration, center level administration and operational staff.

Table 3.1: Table summarizing sample size

Staff levels	Population	Sample size (at least 10% of population)
Top Management	100	10
Middle level Management	250	25
Operational Staff	2150	215
Total	**2500**	**250**

3.5 Data Collection

The study used primary data that was collected through questionnaires personally distributed to respondents. An authorization letter from Kenya Power was attached to each distributed questionnaire. The questionnaire had three parts i.e. the general information, the corporate culture adopted from Denison culture survey model and performance parts. Organizational culture was measured on a five-point Likert scale from 1- "strongly disagree" to 5-"strongly agree".

The performance measures included financials, client satisfaction, and bigger share of market, employee satisfaction, better service and enhanced innovation. The respondents were requested to assess their satisfaction as pertains to their firm based on a scale one 1= no extent to 5= very great extent.

3.6 Data Analysis

The collected questionnaires were inspected for completeness and coded into Statistical Package for Social Sciences (SPSS) tool for analysis. Orodho (2003) argued that percentage table is a simple way of representing information or data. Descriptive statistics including mean, standard deviation, and regression were used. Regression analysis model to determine the causal affiliation between culture and performance was used. The regression analysis model was used and the equation below presents the algebraic expression of the analytical model.

$Y = a + (X_1 + X_2 + X_3 + X_{4)}$

Y = Depended variable, Organizational Performance

a = Constant

X_1 = Adaptability

X_2 = Consistency

$X_3 =$ Involvement

$X_4 =$ Mission

.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

The objective of the study was to establish the effect of organizational culture on performance at Kenya Power. The chapter discusses the results of analysis, presentations and discussions of the study.

4.2 General Information

The researcher sought to establish general information from the respondents of the study. The specific general information collected included the gender of the respondent, age group, level of staff, the period they had worked in the organization and the level of their education. The results are indicated in the sections below:

4.2.1 Response Rate

The study had targeted 250 employee of Kenya power. A total of 250 questionnaires were administered, however, the researcher obtained responses from 182 filled questionnaires. This translated to a response rate of 72.8% and was adequate since it was representative of the target population. This response rate concurs with stipulations by Mugenda and Mugenda (2003) that a response rate which is above 50% is representative for the target population.

Table 4.2: Response Rate

Category	Frequency	Percentage
Returned questionnaire	182	72.8%
Unreturned questionnaire	68	27.2%
Total	**250**	**100%**

4.2.2 Gender of the Respondents

The researcher sought to find out the gender distribution of the respondents. The findings are as shown in table 4.3.

Table 4.3: Gender Distribution

Category	Frequency	Percent
Male	111	61.0
Female	71	39.0
Total	**182**	**100.0**

The results in table 4.3 revealed that 61% of the respondents were male while the female respondents were 39%. These findings imply that there were more male compared to female respondents in the study.

4.2.3 Age group of the Respondents

The study sought to determine the age group of the respondents. The findings were presented in table 4.4.

Table 4.4: Age group of the Respondents

Category	Frequency	Percent
20-30	29	15.9
31-40	102	56.1
41-50	36	19.8
Older than 50	15	8.2
Total	**182**	**100.0**

Table 4.4 shows that 56.1% of the respondents were between 31 and 40 years. 19.8% of the respondents were aged between 41 and 50 years while 15.9% of the respondents were between 20 and 30 years. 8.2 % of the respondents were between 50 years or more. The findings imply that most of the respondents of the study were between 31 and 40 years and hence this could also indicated that they had experience and knowledge on the effect of organizational culture on performance of Kenya Power and Lighting Company.

4.2.4 Level of staff of the Respondents

The respondents were asked to indicate their staff level and the findings were tabulated below:

Table 4.5: Level of staff the Respondents

Category	Frequency	Percent
Top management	7	3.8
middle level management	22	12.1
Operational staff	153	84.1
Total	**182**	**100.0**

Table 4.5 reveals that 84.1% of the respondents were operational staff; 12.1% in middle level management employees while 3.8% of the respondents were in the top management. The findings imply that the operational staffs were adequate in providing insight on the perceived effect of organizational culture on performance of Kenya Power and Lighting Company.

4.2.5 Level of education of the Respondents

The respondents were asked to indicate their level of education. The findings were displayed in table 4.6.

Table 4.6: Level of education of the Respondents

Category	Frequency	Percent
Diploma	96	52.7
Bachelors	55	30.2
Post graduate	31	17.1
Total	**182**	**100.0**

Table 4.6 reveals that 52.7% of the respondents had attained diploma level of education; 30.2% of the respondents were graduates while 17.1 % of the respondents had attained post graduate level of education. The findings imply that the respondents were educated and were best placed to provide insight on the effect of organizational culture on performance of Kenya Power and Lighting Company.

4.2.6 Period Worked

The study enquired on the period with which the respondents had worked at Kenya Power. The research findings were represented in Table 4.7.

Table 4.7: Period Worked at Kenya Power

Category	Frequency	Percent
0-5 years	5	2.7
6-10 years	50	27.5
11-15 years	78	42.9
More than 15 years	49	26.9
Total	**182**	**100.0**

As shown in Table 4.7, the research findings shows that 2.7% of the respondents have worked in Kenya Power for a period of 5 years and below followed by 27.5% and 42.9% of the respondents who have worked for a period of between 6 to 10 years and between 11-15 years respectively. The 26.9% of the respondents had worked in the organization for duration of more than 15 years. The findings show that a sizeable number of the respondents had worked for a period of 11 to 15 years with the organization whereas the least proportion of 2.7% had worked for less than 5years. These findings show that the respondents had adequate experience and knowledge necessary to respond to the questions in the study. This helps validate the research findings.

4.3. Organizational Culture

The study sought to establish the levels of agreement by employees on various cultures adopted by the Kenya Power. The study focused on the four organizational cultural traits as stipulated by Denison model of organizational culture ie. Consistency, involvement, adaptability and mission.

A five point Likert scale was used where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The findings are explained in the sections below.

1. Strongly disagree   - (0.0 – 1.8)   2. Disagree   - (1.81 – 2.6)

3. Neutral   - (2.61 – 3.4) 4. Agree   - (3.41 – 4.2)

5. Strongly agree   - (4.21 – 5.0)

A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents.

4.3.1 Consistency

The study sought to establish the levels of agreement by the employee in respect of the organizational culture trait of consistency. The findings are illustrated in the Table 4.8 below:

Table 4.8: Consistency at KP

Statement	Mean	Std. Dev
There is clear and steady standards that direct the way we carry out business activities.	3.88	0.522
Overlooking core values will get you into problem	3.91	0.990
There is a moral code that aides our conduct and lets us know what is right from what is wrong	3.98	0.811
Our way of doing business is extremely reliable and conventional	3.66	0.907
It is easy to coordinate projects across different parts of the organizations	3.47	0.890
There is great arrangement of objectives at all levels	3.60	0.996
Individuals from various parts of the association share a standard viewpoint.	3.62	0.876
There is an unambiguous understanding about the correct way and the wrong approach to get things done.	3.52	1.076
It is not difficult to achieve accord, even on issues that are considered difficult	3.35	1.001
We regularly experience difficulty achieving concurrence on very important issues	3.45	1.090
When differences occur, we endeavor to accomplish 'win-win' arrangements.	3.77	0.893
There is a "strong" culture	3.83	0.957

As shown in the table 4.8, the dominating elements of consistency at Kenya Power as supported by high mean scores included: there is a moral code that aides our conduct with a mean of 3.98 and standard deviation 0.811. This was followed by overlooking core values will get you into problem with a mean of 3.91 and standard deviation of 0.990. The third most important culture element under consistency is clear and steady standards that direct the way employees at KPLC carry out business activities with a mean of 3.88 and standard deviation of 0.522. There being a 'strong culture' and working hard to achieve solutions when disagreement occur are at four and firth with means of 3.83 and 3.77 and standard deviations of 0.957 and0.893 respectively. The results further indicate that the least adopted elements of consistency at Kenya Power are experiencing difficulties in reaching agreement on key issues and in coordinating projects across different parts of the organization with a mean of 3.45 and 3.47 respectively. The respondents moderately agreed on the easiness of reaching consensus even on difficulty issues. From the analysis, it can be concluded that consistency at KPLC is supported by the existence of clear and consistent set of values that govern the way the staff carries out their activities and also by the fact that there is an ethical code that guides behavior and defines what is right and wrong. Employees at KPLC are also neutral on how easy it is to reach consensus on difficulty issues.

4.3.2 Involvement

The study further sought to establish the levels of agreement by the employees in respect of involvement at Kenya Power and results are shown in the Table 4.9 below:

Table 4.9: Involvement at KP

Statement	Mean	Std. Dev
Most employees are highly involved in their work	3.50	1.106
Information is broadly shared so that everybody can get the information he or she needs when it is required.	3.42	1.003.
Employees participate in determining their performance levels.	3.65	1.044
Everybody trusts that he or she can have a positive effect.	3.82	0.811
Managers include workers in decision making.	3.34	1.172
Work is structured so that every individual can see the relationship between his or her occupation and the objectives of the association.	3.60	0.866
Cooperation across different parts of the organization is actively encouraged.	3.57	1.005
Employees value team work to individualism.	4.10	0.725
People work like they are part of a team.	3.97	0.800
There is continuous investment in the skills of employees	3.20	1.079
The 'bench strength' (capacity of people) is constantly improving	3.46	0.950
Authority is delegated so that people can act on their own	3.63	0.918
Problems often arise because we do not have the skills necessary to do the job.	3.10	1.199

Table 4.9 establishes that the most three dominating elements of involvement at Kenya Power as supported by high mean scores are: employees valuing team work to individualism with a mean of 4.10 and standard deviation of 0.725; employees working as part of a team with a mean of 3.97 and standard deviation of 0.800; and employee believing that they can have a positive impact to the organization with a mean of 3.82and standard deviation of 0.811.

Low levels of involvement at Kenya Power as indicated in the table above are in the continuous investment in the skills of employee with a mean of 3.20 and standard deviation of 1.079 and managers involving employees in decision making at 3.34 and 1.172. Majority of the respondents at KPLC are not sure problems arise because they do not have the skills necessary to do the job with a mean of 3.10 and standard deviation of 1.199. From the results, it can be concluded that employees at KPLC agree that they are deeply involved in their work, value team work, cooperate and work as a team, participate in their performance management and that information is widely shared to them whenever it is needed. It can also be concluded that the organization does not actively involve employees in decision making and also in the continuous investment of their skills.

4.3.3 Adaptability

The study further sought to establish the agreement levels of adaptability at Kenya Power and findings are illustrated in the Table 4.10 below:

Table 4.10: Adaptability at KP

Statement	Mean	Std. Dev
The way things are done is very flexible and easy to change.	3.02	1.132
Different parts of the organization often cooperate to create change.	3.56	0.966
Change is usually meet with resistance.	3.62	1.027
New and enhanced ways to do work are continually adopted.	3.69	0.894
Customer comments and recommendations often lead to changes.	3.50	0.846
All employees have a deep understanding of customer wants and needs.	3.80	0.996
The interests of the customer get ignored in our decisions.	2.98	1.194
Customer input directly influences our decisions.	3.57	0.948
We encourage direct contact with customers by our people.	3.69	1.006
We view failure as an opportunity for learning and improvement.	3.81	0.991
Learning is an important objective in our day- to –day work.	3.90	0.943
Creativity among employees is promoted	3.58	1.153
Innovation and risk taking is encouraged and rewarded.	3.66	1.301

As show in table 4.10, learning as an important objective in day- to –day work with a mean of 3.90 and standard deviation of 0.943; viewing failure as an opportunity for learning and improvement with a mean of 3.81 and standard deviation of 0.991, and employees having a deep understanding of customer wants and needs with a mean of 3.80 and standard deviation of 0.996 are seen to be the leading elements of adaptability at Kenya Power. On the other hand, the respondents agreed that attempts to create change usually meet with resistance with a mean of 3.62 and standard deviation of 1.027. The Kenya Power takes into consideration

the interests of customers during decision making as indicated at 2.98 and 1.194 and customers comments and recommendations often lead to change with a mean of 3.50 and standard deviation of 0.846. Respondents were neutral on whether the way things are done in the organization is very flexible and easy to change. The respondents agreed that different parts of the organization often cooperate to create change with a mean of 3.56 and standard deviation of 0.966; the respondents agreed that new and improved ways to do work are continually adopted with a mean of 3.69 and standard deviation of 0.894; the respondents agreed that customer input directly influences their decisions at 3.57 and standard deviation of 0.948; the respondents agreed that they encourage direct contact with customers at 3.69 and standard deviation of 1.006; the respondents agreed that creativity among employees is promoted at 3.58 and standard deviation of 1.153 and lastly, the respondents agreed that innovation and risk taking is encouraged and rewarded with a mean of 3.66 and standard deviation of 1.301. It can be concluded that in KPLC employees were neutral on whether the way things are done in the organization are flexible and easy change. Further, from the analysis, it can be concluded that at KPLC employee perceive learning as a crucial in their day to day activities, have clear understanding of their customer's needs and interests and considers their input in decision making. Although change at KPLC is met with resistance, different parts of the organization cooperate to create change and customers comments and recommendations often lead to change. The organization continually adopts new and enhanced approaches in carrying out their activities and creativity and innovation is promoted and encouraged.

4.3.4 Mission

The study further sought to establish the element of mission at Kenya Power and results are in the Table 4.11:

Table 4.11: Mission at KP

Statement	Mean	Std. Dev
The organization's strategic direction is clear to me.	3.99	0.807
We have long term purpose and direction.	3.82	0.881
There is clear mission that gives meaning and direction to our work.	3.79	0.787
There is a clear strategy for the future	3.59	0.957
There is a general agreement about goals.	3.71	1.140
Leaders set goals that are ambitious but realistic.	3.57	0.918
Managers ensure clear instructions are availed to staff concerning their tasks and duties	3.62	0.997
We continuously track progress against stated goals.	3.63	0.881
People understand what needs to be done for us to succeed in the long run.	3.59	0.898
We have a shared vision of what the organization will be like in the future.	3.78	0.864
Our vision creates excitement and motivation to the employees.	3.61	1.091
I have a good understanding about my role in the organization and how it relates to the mission and vision.	4.14	0.917
\We are able to meet short-term demands without compromising our long-term vision	3.87	0.994

As outlined in table 4.11 above, respondents concurred that the KPLC's direction is clear with a mean of 3.99; that there is long term purpose with a mean of 3.82; there is clear mission that gives significance bearing to their work with a mean of 3.79; there is a clear strategy for the future with a mean of 3.59; there is a widespread agreement about goals with

a mean of 3.71; managers set objectives that are ambitious but realistic with a mean of 3.57; managers ensure clear guidelines are provided to staff concerning their tasks and obligations with a mean of 3.62; they continuously track goals against set goals with a mean of 3.63; individuals comprehend what should be accomplished for them to prevail over the long term with a mean of 3.59; they have a mutual vision of what the organization will be like in future with a mean of 3.78; the vision creates excitement and inspiration with a mean of 3.61 and that they are able to meet the organization's short-term requirements without compromising the long- term vision with a mean of 3.87. The respondents strong agreed that they have a clear comprehension about their role in the organization and how it identifies with the mission and vision with a mean of 4.14. From the above analysis, it can be concluded that in KPLC, employees agreed that there is a clear shared strategy, vision and mission that gives meaning and direction to their day to day work, shared objectives and that employees understand their roles in the organization and how its aligned to the attainment of the KPLC'S strategy, mission and vision. Further, managers set ambitious but realistic goals, provide clear instructions to the employees who continually track their progress against the set goals.

4.4 Organizational Performance

The study sought to determine the extent to which the following statements expressing organizational performance are reflected at Kenya Power since the culture change and re-branding programme in 2010. A five point Likert scale was used where 1- no extent, 2= little extent, 3= moderate extent, 4= great extent and 5= very great extent.

Table 4.12: Organizational Performance

Statement	Mean	Std. Dev
The level of team work among employees has improved.	3.71	0.978
Timely achievement of set goals has been promoted.	3.62	0.972
Increased service delivery at Kenya power.	3.92	0.786
Promoted the level of customer satisfaction in Kenya power	3.66	0.900
Improved new products development in the company.	3.65	0.877
Effectiveness of operations at Kenya power	3.65	0.778
Profitability Levels at Kenya power.	3.43	0.982
Level of innovations at Kenya Power.	3.48	0.944
Growth in market share and customer base.	3.66	1.100
Reduced level of customer complaints.	3.79	0.975
Improved Levels of Employee Satisfaction	3.53	1.206

As shown in table 4.12 above, level of team work among employees has improved with a mean of 3.71; timely achievement of set goals has been promoted with a mean of 3.62; increased service delivery at Kenya power with a mean of 3.92; improved new products development in the company with a mean of 3.65; effectiveness of operations at Kenya power with a mean of 3.65; profitability levels at Kenya power with a mean of 3.43; level of innovations at Kenya Power with a mean of 3.48; growth in market share and customer base with a mean of 3.66; reduced level of customer complaints with a mean of 3.79 and improved levels of employee satisfaction with a mean of 3.53 have been, to a great extent, reflected at Kenya Power since the culture change and re-branding programme in 2010. It can therefore be concluded that since the culture change and re-branding programme at KPLC in 2010, there has been, to a great extent, improvement in levels of team work, timely

achievement of set goals, increased service delivery, employee and customer satisfaction, new products, effectiveness, profitability levels, innovation levels, growth in market share and customer base, and reduced levels of customer complaints.

4.5 Inferential Statistics

The table below shows the correlation coefficient matrix of the predictor variables. The findings were presented in table 4.13.

Table 4.13: Pearson correlation coefficient matrix of the predictor variables

	Consistency	Involvement	Adaptability	Mission	Organizational Performance
Consistency	1	0.215	0.124	0.238	0.624
Involvement	0.356	1	0.219	0.216	0.611
Adaptability	0.271	0.349	1	0.334	0.538
Mission	0.256	0.398	0.482	1	0.598
Organizational Performance	0.624	0.611	0.538	0.598	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.13 demonstrated that there was a solid positive connection amongst consistency and performance (relationship coefficient of 0.624); there is a solid positive relationship amongst involvement and performance (relationship coefficient of 0.611); there is a positive connection amongst adaptability and performance (connection coefficient of 0.538) and a positive connection of mission and performance (connection coefficient of 0.598).

4.5.1 Relationship between organizational culture and organizational performance

In order to establish the effects of organizational culture on organizational performance, the study conducted a correlation analysis. The findings are as shown in the Table 4.14 below:

Table 4.14: Correlation on organizational culture and organizational Performance

Variables		Organizational culture	Organizational Performance
	Pearson Correlation 1		.772[**]
Organizational Culture	Sig. (2-tailed)		.000
	N	182	182
	Pearson Correlation .772[**]		1
Organizational Performance	Sig. (2-tailed)	.000	.000
	N	182	182

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.14 reveals that there is a strong positive correlation between organizational culture and organizational performance (correlation coefficient of 0.772). These findings imply that organization culture is related to organization performance at Kenya power.

Table 4.15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.793[a]	.628	.620	.341	2.238

Predictors: (Constant), Mission, Adaptability, Consistency, Involvement
Dependent Variable: Organizational performance

Table 4.15 demonstrates a direct relationship between the dependent and independent components used in the study. This shows a strong coefficient of determination between organization culture and performance (R=0.793). Further, it is evident from the table that coefficient of determination was strong and significant ($R^2 = 0.628$, $P < 0.05$). This implies that 62.8 % of variation in performance is by organizational culture.

Durbin Watson test was used as one of the preliminary test of whether there is any autocorrelation inside the model's residuals. Given that the Durbin Watson value was close to 2.238, no autocorrelation in the model's residual.

Table 4.16: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.701	4	8.675	74.791	.000[b]
Residual	20.531	177	.116		
Total	55.232	181			

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Mission, Adaptability, Consistency, Involvement

The ANOVA measurements exhibited in table 4.16 was utilized to show the model centrality.

A F-importance estimation of p = 0.000 was set up demonstrating that the model fit.

Table 4.17: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.127	.213		.595	.552
Consistency	.106	.086	.091	1.232	.219
Involvement	.099	.095	.090	1.049	.296
Adaptability	.583	.088	.514	6.651	.000
Mission	.186	.065	.186	2.846	.005

a. Dependent Variable: Organizational performance

Using the above finding findings, regression equation can be fitted as follows:

$$Y = 0.127 + 0.106X_1 + 0.099X_2 + 0.583X_3 + 0.186X_4 \qquad P = 0.05$$

From the model, when other factors (Mission, Adaptability, Consistency, and Involvement) are at zero, the organizational performance will be 0.127. Holding other factors constant, a unit raise in consistency would lead to 0.106 (p=.219) increase in organizational performance. Holding other factors constant, a unit increase in involvement would lead to a 0.099 (p=0.296) increase in organizational performance.

Table 4.17 also shows that holding other factors constant, a unit increase in adaptability would lead to a 0.583 (p=0.000) increase in organizational performance. The findings further show that unit increase in mission would lead to a 0.186 (p=0.005) increase in organizational performance.

4.6 Discussion of Findings

The study established that organizational culture greatly affected organization performance in terms of profitability, timely achievement of goals and improved service delivery. These findings are in agreement with Kotter (2012) that culture can possibly upgrade authoritative execution, representative employment fulfillment, and the feeling of sureness about critical thinking. Strong organizations cultures will motivate employees to thoroughly attend to their tasks thus improve on performance of the organization as whole. This is due to the fact that they will be satisfied due to the comfort, good work environment at the office and respectful interactions with one another. The research findings that organizational culture affects performance to a great extent concur with Daft (2010) who insisted that a positive culture underpins adjustment and upgrades representatives' occupation execution by persuading, molding their practices towards the achievement of corporate targets.

The study indicated that a positive relationship existed between culture and performance as shown by the high coefficient 0f 0.772. These findings uphold Kotter (2012)'s attestation that culture can possibly improve firm's effectiveness, representative employment fulfillment, and the feeling of conviction about critical thinking. Positive culture in the organization is exceptionally useful to upgrade the individual and organizational effectiveness that prompts to the objective accomplishment and builds the general benefits of the firm (Deal and Kennedy, 1982).

The findings on the cultural aspect of involvement was that employees at KPLC are highly involved in their work, value team work to individualism, cooperate and work as a team, participate in their performance levels and that information is widely shared to them

whenever it is needed. This is in line with Dension (1990) perspective that involvement and participation, at all levels, creates a sense of ownership and commitment among the employees and will have a positive impact on the organization's performance. The findings also established that KPLC does not fully involve employees in decision making and also in the continuous investment of their skills. Consistency in organizations has a far reaching effect on employee and organizational performance as it allows for internal integration, fairness and a shared way of carrying out activities (Senge,1990). Senge's argument is reflected in the findings of the study which established that consistency at KPLC is supported by the existence of clear and steady set of values that govern the way the staff carries out their activities and also by the fact that there is an ethical code that guides behavior and defines what is right and wrong. However, Employees at KPLC were neutral on how easy it is to reach consensus on difficulty issues.

The study found out that employees at KPLC employees perceive learning as a crucial in their day to day activities, view failure as an opportunity for learning and improvement, have clear understanding of their customer's needs and interests and considers their input in decision making. Further, the study established that KPLC continually adopts new and enhanced approaches in carrying out their activities and creativity and innovation are promoted and encouraged. The results were found to be consistent with Nadler, 1998 and Senge, 1990's assertions that adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change. Although change at KPLC is met with resistance, different parts of the organization cooperate to create change and customers comments and recommendations often lead to change.

The findings on the cultural trait of mission at KPLC was that there is a clear shared strategy, vision and mission that gives meaning and direction to their day to day work, shared

objectives and that employees understand their roles in the organization and how its aligned to the attainment of the KPLC'S strategy, mission and vision. Further, managers set ambitious but realistic goals, provide clear instructions to the employees who continually track their progress against the set goals. The results reflect Denison, 1990, and Baker, 2002 assertions that an organization's mission defines a meaningful long-term direction for the organization, provides clear goals that dictate the approaches to be undertaken by the organization and its workforce and directs members toward collective goals..

CHAPTER FIVE: SUMMARY, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the key findings, conclusions and recommendations drawn based on the research findings. The chapter also discusses limitations of the study and the researchers' suggestions for further research are also discussed.

5.2 Summary of Findings

The purpose of this study was to build up the literature on the apparent of organizational culture on organizational performance at Kenya Power. The study concentrated on four social attributes i.e; consistency; contribution; versatility and mission and their apparent impact on performance at KPLC. The study built up that the four social characteristics have a solid and positive effect on the hierarchical execution. As delineated from table 4.8, it can be derived that larger part of the respondents consented to the vast majority of the announcements under this social attribute. Greater part of the respondents concurred that there is clear and reliable arrangement of qualities that administer the way they work together and that there is a moral code that aides conduct at KPLC. Lion's share of the respondents have concurred that KPLC has a culture of association and that representatives esteem collaboration to independence. Power is designated so workers can follow up on their own and that collaboration crosswise over various parts of the association is energized. The study established that the cultural element of adaptability is keZy to the organizational performance at KPLC. The findings further established that, at KPLC, new and improved approaches of doing work are continually adopted, customer interests, commends and recommendations are taken in consideration during decision making processes. Creativity, innovation and risk taking are

48

promoted and rewarded. In addition, learning at KPLC is taken is a significant objective in their day- to -day work. The findings revealed that majority of the respondents agree to the statements on mission at KPLC. Having a shared and clear strategy, vision, mission for an organization greatly influences its performance. This enables employees at KPLC to set realistic goals and have a good understanding on what need to be done in order to achieve organizational effectiveness.

The research findings established that the existence of organization culture at KPLC since the culture rebranding programme in 2010 led to reported improved profitability and growth in market share and customer base. Additionally, it has promoted timely achievement of set goals, increased service delivery, improved employee and customer satisfaction and reduced levels of customer complaints at KPLC.

5.3 Conclusion

Based on the results of the study, it can be said that there exists strong correlation between organizational culture and performance and that organizational culture is a powerful tool for organizational effectiveness. At KPLC, the social characteristics of consistency, contribution, flexibility and mission are seen to have a solid and constructive outcome on the performance. A good organizational culture will inculcate strong employee behavior that is in turn conducive for good policy and strategy implementation.

This study concludes that for organizational performance to improve, organizational culture should be supportive and compatible with intended strategies and day to day running of activities of employees.

In addition, organizations should not only put more emphasizes on organizational cultures that improve organizational performance but also cultures that support the overall wellbeing of the employees. This is because employees are key assets to the organization and also have goals to achieve in terms of career growth besides working to ensure the organizations attains desired objectives.

5.4 Limitations of the study

The researcher relied heavily on personal views of the targeted employees of KPLC on the organization's culture and performance. Therefore, it is difficult to entirely validate the legitimacy of the responses made by the respondents regarding the organizational corporate performance.

The research project was limited to KPLC, whereas there are many other stakeholders such the customer, suppliers, government and other bodies in the energy sector that might influences organization performance.

5.5 Recommendations

The study recommends that all organizations should put more efforts on the adoption of good a organizational culture since culture has today become a strategic tool in the market for attaining a sustainable competitive advantage.

The study recommends that organization should facilitate trainings and learning for the employees to be able to adapt to new changes, strategies and policies that directly involve the employees in the organization. In addition, organizations should ensure that the organizational culture is well aligned with the organizational strategies and policies.

5.6 Suggestions for further studies

There is need for further research to establish the effect of group culture, regional culture and professional culture on organizational performance. There is also need for further research to establish the effect of organizational culture on performance in other State Corporations and also in the private sector for comparison purposes.

The study looked at the perceived effect of organizational culture on performance of KPLC majorly focusing on the four cultural traits. However there are other aspects of organizational culture such as leadership; organizational structure; innovation & development that can have impact on organizational performance and hence the need for studies to establish the extent of their effect on organizational performance.

.

REFERENCES

Armstrong, M. (2006). *Human Resource Management Practice. 10th Edition*. Kogan Page Limited, London UK

Armstrong, M., and Baron, A. (1998). *Performance Management: The New Realities.* London: Institute of Personnel and Development.

Armstrong, M., and Taylor, S. (2014). *A Handbook* of *Human Resource Management Practice. 13*th *Edition.* Kogan Page Limited, London UK

Aycan, Z., Kanungo, R.N., and Sinha, J.B.P. (1999). Organizational Culture and Human Resource Management Practices: The Model of Culture Fit. *Journal of Cross-Cultural Psychology,* 30(4), 501-526.

Baker, K. A. (2002). *Organizational Culture.* San-Francisco: Jossey-Bass Publishers.

Barney, J.B. (1986) "Organizational Culture: Can it be a Source of Sustained Competitive Advantage?." *Academy of Management Review* 11(3): 656-665.

Bourne, M., Mills, J., Wilcox, M., Neely, A. and Platts, K. (2000), "Designing, implementing and updating performance measurement systems", *International Journal of Operations and Production Management,* Vol. 20 No. 7, pp. 754-71.

Brumbach, G. B. (1988). *Some ideas, issues and predictions about performance management, and Public Personnel Management*. Prentice-Hall, Englewood Cliffs

Cole, G.A (1995). *Organizational Culture: Theory and Practice.* South-western Cengage Learning, UK.

Dalkir, K. (2005). *Knowledge Management in Theory and Practice*. Butterworth Heinemann.

Daft, R.L.(2000). *Organization Theory and Design. (7th ed*.) South-Western College Publishing, Thomson Learning. U.S.A.

Deal, T.E. and Kennedy, A.A. (2000). *Corporate Cultures*. New York, Perseus Books.

Deal, T.E. and Kennedy, A.A. (1982): *Corporate Cultures: The rites and Rituals of corporate Life*: MA: Addison Wesley.

Denison, D.R. (1990). *Corporate culture and organization Effectiveness*. New York, YK: Wiley and Sons Ltd.

Denison, D. R. (2000). Organizational culture: Can it be a key lever for driving organizational change. In S. Cartwright and C. Cooper (Eds.), *The handbook of organizational culture.* London: John Wiley and Sons.

Dwivedi, R. K. (1995). *Organizational Culture and Performance*. MD Publications PVT LTD New Delhi.

Farashahi, M., Hafso, T. and Molz, R. (2005). Institutionalized norms of conducting research and social realities: a research synthesis of empirical works from 1983 to 2002. International Journal of Management Review, Vol. 7 No. 1, 1-24.

Furnham, A. and Gunter, B. (1993). *Corporate Assessment: Auditing a Company's Personality*. Routledge, London.

Feldman, D.C and H.J Arnold (1983). *Managing Industrial and Group Behaviour in Organizations.* Mc Graw Hill, New York

Luthans, F. (1995). *Organizational Behaviour.* Mc Graw-Hill, New York

Gallagher, S. Christopher, B. and Linden B. (2008): A strong market culture drives organizational performance and success. *Employment Relations Today,* Volume 35, Issue 1, Pp. 25–31.

Goffee, R. and Jones, G. (1998). *The character of a corporation: how your company's culture can make or break your business*. New York: Harper Collins.

Hall, R. (1993). A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic Management Journal*, 14(8), 607–618.

Hamel, G., and C. K. Prahalad. 1994. *Competing for the Future*. Harvard Business School Press, Boston, MA.

Handy, C.B. (1985). *Understanding organizations*. England: Penguin Books

Handy, C.B. (1981. *Understanding organizations*. Hormondsworth, Penguin Books

Henri, J.-F. (2006).Organizational culture and performance measurement systems. Accounting. *Organizations and Society*, Vol. 31, pp. 77-103.

Harrison. R (1971). Understanding your organizations character. Harvard Business Review . 119-28

History-and-Milestones of Kenya Power. Obtained on 15th July 2016 from *http:// www.kplc.co.ke/content/item/61/History-and-Milestones*

Hofstede, G. (1980): *Culture's Consequences: International Differences in Work Related Values*, Beverly Hills, CA, Sage Publications.

Ittner, C. D., and Larcker, D. F. (1998). Innovations in Performance Measurement: trends and research implications. *Journal of Management Accounting Research* . Vol.10,pp.205-38.

Javier. D.M. (2002). A Review Paper on Organizational Culture and Organizational performance. *International Journal of Business and Social Science.*

Johnson, H.T. and Kaplan, R.S. (1987). *Relevance Lost - The Rise and Fall of Management Accounting.* Harvard Business School Press, Boston, MA.

Jumba C. M (2013). The effect of corporate culture on project performance at Nation media group. *Unpublished MBA project, Kenyatta University.*

Kandula, S. R. (2006). *Performance Management.* New Delhi: Prentice Hall of India private limited.

Kanter, R. (1983). *The change masters: Innovation for productivity in the American corporation.* New York: Simon and Schuster.

Kaplan, R.S. and Norton, D.P. (1992), "The balanced scorecard - measures that drive performance", Harvard Business Review, pp. 71-9.

Kaplan, R. S., and Norton, D. P. (2001). *The Strategy focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment.* Harvard Business School Press.

Kaplan, R.S. and Norton, D.P (1996). *The Balance Scorecard: Translating Strategies into Action.* Harvard Business School Press, Boston, USA.

Keegan, D.P., Eiler, R.G. and Jones, C.R. (1989), "Are your performance measures obsolete?",*Management Accounting*, June, pp. 45-50.

Kothari, C. R., (2004). *Research Methodology: Methods and Techniques.* 2nd Edition, New Age International Publishers.

Kotter, J. (2012). *Corporate Culture and Performance.* New York, NY: Free Press.

Kotter, J.P. and Heskett, J.L. (1992). *Corporate Culture and Performance*. New York: Macmillan.

Lawler, E. E., (1996).*From the Ground Up: Six Principles for Building the New Logic Corporation.* Jossey-Bass, San Francisco, CA.

Magee, K. C. (2002). The impact of organizational culture on the implementation of performance management. (Doctoral dissertation). Available from Dissertations and Theses database (UMI No.3047909).

Mashal A. and Saima S.(2014). The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector. *Global Journal of Management and Business Research: A Administration and Management* . 21-30.

Mintzberg, H. (1987), "Crafting strategy", *Harvard Business Review*. 65–75.

Morrow, M. (1992) *Activity Based Management: New Approaches to Measuring Performance and Managing Costs.* New York: Woodhead-Faulkner.

Mugenda, A. G., (2008). *Social Science Research Theory and Principles*. Nairobi: Arts Press.

Mugenda, D. M., Mugenda, A. G. (1999). *Research Methods, Qualitative and Quantitative Approaches*. Nairobi: Arts Press.

Mullins, L. J. (2003). *Management and organizational behaviour*. New Delhi, India: Prentice-Hall.

Nadler, D. (1998). *Champions of Change: How CEOs and their Companies are Mastering the Skills of Radical Change*. Jossey-Bass, San Francisco, CA.

Nzuve N.M (1999). *Organizational Behaviour*. University of Nairobi Press.

Ogbonna, E and Harris, L. (2000). Leadership style, organizational culture and performance: Empirical evidence from UK companies. *International Journal of Human Resources Management, 11(4), Pp. 766-788.*

Ogbonna, E and Harris, L. (2002). Managing organizational culture: Insights from the hospitality industry. *Human Resource Management Journal*, 12(1), Pp. 22-53.

Ogbonna, E. and Harris, L.C. (1998). Organizational culture: it's not what you think. *Journal of General Management,* 23(3), 35-47.

Onyambu, S. G. (2013). Organizational culture change at Kenya Power and Lighting. *Unpublished MBA Project*. University of Nairobi

Oduol S. M (2015). Effects of Organizational Culture on Performance of Subsidiaries of Selected Regional Commercial Banks Headquartered in Kenya. *Unpublished MBA Project*. University of Nairobi

Ouchi, W.G. (1981). *Theory Z.* Reading, MA: Addison-Wesley

Owino, A. and Kibera, F. (2015). The influence of organizational culture and market

Orientation on Performance: A Case Study of Telecom Sector . *Global Journal of Management and Business Research: Administration and Management*. 21-30

Peteraf, M. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal,* 14(3), 179–191.

Peters, T.J. and Waterman, R.H. (1982). *In search of excellence*. New York: Harper and Row.

Porter, M.E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance.* Free Press, New York.

Prahalad, C. K., and Hamel, G. (1994). Strategy as a field of study: Why search for a new paradigm? *Strategic Management Journal*, 15(S2), 5–16.

Quick, J.C. (1992). Crafting an organizational culture: Herb's hand at Southwest Airlines. *Organizational Dynamics*, 21(2), 45-56.

Ricardo,R.,and Wade,D.(2001). *Corporate Performance Management: How to Build a Better Organization through Measurement Driven Strategies Alignment*. Butterworth Heinemann.

Robbin S. P. (1996). *Organizational Behaviour.* Printice Hall of India, New Delhi

Saffold, G.S. (1988). Culture traits, strength and organizational performance: moving beyond a strong culture. *Academy of Management Review,* 13(4), 546-558.

Schein, E.H. (1985). *Organisational Culture and Leadership*. Jossey Bass, San Francisco.

Schein,E.H.(1984). *Organizational Culture and Leadership: A Dynamic View*. San Francisco: Jossey-Bass.

Schein,E.H.(1990). *Organizational Culture and Leadership: A Dynamic View*. San Francisco: Jossey-Bass

Senge, P. (1990). *The Fifth Discipline: The Art and Practice of the Learning Organization*. Doubleday/Currency, New York.

Spreitzer, G. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Acad Management J.*38 1442–1465.

Khanka, S.S. (2014). *Organizational Behaviour: Text and cases*. S.Chad and Company PVT Ltd New Delhi

Stalk, G. (1988). Time - the next source of competitive advantage. *Harvard Business Review,*1988, Jul-Aug, 41-51.

Stewart Douglas (2010), Growing the Corporate Culture, obtained from https://www.wachovia.com/foundation/v/index.jsp?vgnextoid=ab411f07760aa110Vg nVCM1000004b0d1872 on 20th August 2016

The Kenya Power and Lighting Company Limited: Annual Report and Financial Statements Financial Years Ended 30 June 2013, 2014, & 2015.

Verbeeten, F. H. M. (2008). Performance management practices in public sector organizations: Impact on performance. *Accounting, Auditing and Accountability Journal*, 21(3), 427-454.

Van Vliet, V. (2013). Organizational culture model by Edgar Schein. Retrieved 20th August 2016 from ToolsHero: <http://www.toolshero.com/organization/organizational-culture-model-schein>

Yilmaz, C. and Ergun, E. (2008). Organizational culture and firm effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. *Journal of World Business, 43, 290–306*

APPENDICES

APPENDIX I: QUESTIONNAIRE

Kindly assist in the completion of this study by responding to the attached questionnaire. The information you provide will be treated with high level of confidentiality and used for academic purposes only. To ensure anonymity, please do not write your name anywhere.

Kindly answer all questions.

Section A: General Information

1. Please indicate your gender.   Male ☐   Female ☐

2. In which age group do you fall?

    20-30 ☐

    31-40 ☐

    41-50 ☐

    Older than 50years ☐

3. Which level of staff do you belong to?

    Top Management ☐

    Middle Level Management ☐

    Operational Staff ☐

4. Please indicate the period you have worked with Kenya power??

    0-5 Years ☐

    6-10 Years ☐

    11-15 Years ☐

    More than 15 Years ☐

5. What is your level of education?

    Primary education ☐

    Secondary education ☐

    Diploma ☐

    Graduate ☐

    Post graduate ☐

SECTION B: ORGANIZATIONAL CULTURE

6. Below are several statements on various organizational cultural traits. Please indicate your level of agreement with each of this statement in regard to the influence of Culture at Kenya Power. Please use the scales of 1-5 where 1- strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

x

Organizational Cultural trait	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree
A. CONSISTENCY (Core values, Coordination and Integration, and Agreement)					
There is clear and consistent set of values that governs the way we do business.					
Ignoring core values will get you in trouble					
There is an ethical code that guides our behavior and tells us right from wrong					
Our approach to doing business is very consistent and predictable					
It is easy to coordinate projects across different parts of the organizations					
There is good alignment of goals across levels					
People from different parts of the organization share common perspective.					
There is a clear agreement about the right way and the wrong way to do things.					
It is easy to reach consensus, even on difficult issues					
We often have trouble reaching agreement on key issues					
When disagreements occur, we work hard to achieve 'win-win' solutions					
There is a 'strong' culture					

B. INVOLVEMENT (Empowerment, Team orientation and Capacity Development)					
	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree
Most employees are highly involved in their work					
Information is widely shared so that everyone can get the information he or she needs when its needed.					
Employees participate in determining their performance levels.					
Everyone believes that he or she can have a positive impact					
Managers involve employees in decision making.					
Work is organized so that each person can see the relationship between his or her job and the goals of the organization					
Cooperation across different parts of the organization is actively encouraged.					
Employees value team work to individualism					
People work like they are part of a team					
There is continuous investment in the skills of employees.					
The 'bench strengh' (capacity of people) is constantly improving					
Authority is delegated so that people can act on their own					
Problems often arise because we do not have the skills necessary to do the job.					

C. ADAPTABILTY (Creating change, Customer focus and Organizational Learning)					
	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree
The way things are done is very flexible and easy to change					
Different parts of the organization often cooperate to create change					
Change usually meet with resistance					
New and improved ways to do work are continually adopted					
Customer commends and recommendations often lead to changes					
All employees have a deep understanding of customer wants and needs					
The interest of the customer get ignored in our decisions					
Customer input directly influences our decisions					
We encourage direct contact with customers by our people					
We view failure as an opportunity for learning and improvement					
Learning is an important objective in our day- to –day work					
Creativity among is employees promoted					
Innovation and risk taking is encouraged and rewarded					

D. MISSION (Strategic Direction, Goals and Objectives, and Vision)					
	1 **Strongly disagree**	**2** **Disagree**	**3** **Neither agree nor disagree**	**4** **Agree**	**5** **Strongly agree**
The organizations strategic direction is clear to me					
There is long term purpose and direction					
There is clear mission that gives meaning and direction to our work.					
There is a clear strategy for the future					
There is widespread agreement about goal					
Leaders set goals that are ambitious but realistic					
Managers ensures clear instructions are availed to staff concerning their tasks and duties					
We continuously track progress against stated goals					
People understand what needs to be done for us to succeed in the long run					
We have a shared vision of what the organization will be like in the future.					
Our vision creates excitement and motivation to the employees					
I have a good understanding about my r ole in the organization and how it relates to the mission and vision					
We are able to meet short-term demands without compromising our long-term vision					

SECTION C: ORGANIZATIONAL PERFORMANCE

Below are several statements expressing organizational performance. Kindly indicate the extent to which each has been reflected at **Kenya Power since the culture change and re-branding programme in 2010.** Use the scales of 1-5 where 1- no extent, 2= little extent, 3= moderate extent, 4= great extent and 5= very great extent.

Statement	1 No extent	2 Little extent	3 Moderate extent	4 Great extent	5 Very Great extent
The level of team work among employees has improved.					
Timely achievement of set goals has been promoted.					
Increased Service delivery at Kenya power					
Promoted the level of customer satisfaction in Kenya power					
Improved new products development in the company.					
Effectiveness of operations at Kenya power					
Profitability Levels at Kenya power.					
Level of innovations at Kenya Power.					
Growth in market share and customer base.					
Reduced level of customer complaints.					
Improved Levels of Employee Satisfaction					

END.

THANK YOU FOR TAKING YOUR VALUABLE TIME TO ANSWER THE

QUESTIONNAIRE QUESTIONS.

APPENDIX II: AUTHORIZATION FROM KPLC

Kenya Power

The Kenya Power & Lighting Co. Ltd.
Central Office - P.O. Box 30099 Nairobi, Kenya.
Telephone - 254-20-3201000 - Telegrams 'ELECTRIC'
Fax No. 254-20-3514485
STIMA PLAZA, KOLOBOT ROAD

Our Ref:

Your Ref:

KP1/SBA/42D/JWK/ls

11th October 2016

TO WHOM IT MAY CONCERN

RESEARCH APPROVAL – JAMES M. MWAU

Reference is made to the subject matter mentioned above.

Kindly allow the above student from University of Nairobi to collect data in the Company on *"Perceived Effects of Organisational Culture On Organisational Performance: A Case Study of Kenya Power"*.

This authority notwithstanding, discretion must be exercised in the use of company information including business strategies and policy documents.

The Research Project should also not disrupt normal working hours and Company's flow of work.

A soft copy of the final Research Project saved in a Compact Disc should be forwarded to the Learning & Development Department.

Yours faithfully,
For: KENYA POWER & LIGHTING CO. LTD.

JOYCE W. KOSKEY (MRS.)
FOR: MANAGER, LEARNING & DEVELOPMENT