CULTURAL DYNAMICS AND ORGANISATIONAL PERFORMANCE OF SOUTH AFRICAN AIRWAYS, NAIROBI STATION IN KENYA

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DECLARATION

This research project is my work that is original and has never been provided in any other institution for the award of a degree.

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D61/81865/2015

This research project has been provided to the university with my approval as the student's supervisor.

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DEDICATION

This project is dedicated to my son Yakim, my parents and siblings for their prayers, support and encouragement as I worked on the project.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM: Human Resource Management

KQ: Kenya Airways

RBV: Resource-Based View

SAA: South African Airways

UK: United Kingdom

ABSTRACT

In a competitive1market place understanding and responding to cultural dynamics has become1an imperative factor to an organization's performance. An organization with solid culture with all around coordinated and viable arrangement of qualities, convictions and practices is probably going to show elite performance. South African Airways has cultural dynamics and has shown dwindling performances in recent years. The study sought to determine the effect of cultural dynamics on organizational performance of South African Airways, Nairobi Station. The study adopted a case study research design based on primary data gathered through an interview guide. The data was gathered from four senior management staffs at South African Airways, Nairobi Station. The senior management staffs were three heads of department (marketing, operations and finance department) as well as the Regional Manager for East Africa. Data analysis was done through content analysis. From the interviews, the organization had employees from different cultures working within it, hence, there is cultural dynamism within South African Airways, Nairobi Station. The interviewees stated that gender diversity enhanced the performance of their organization. From the interviews, the interviewees indicated that company values played a key role in their organization performance. The interviews showed that the company values were not in line with their personal cultural values. The outcomes showed that teamwork boosted output and productivity within the organization. Based on the interviewees, cultural dynamics influenced performance of their organization. From the outcomes, the study concludes that cultural dynamics influence performance of South African Airways Nairobi Station negatively while gender diversity enhanced the performance of South African Airways station in Nairobi. On the company language, the interviews depicted that language barrier affected organizational performance. The interviews showed that language barrier reduces employee productivity hence reduction in the organizational performance. On the organization performance, the interviewees indicated that their organization was not performing well. The study concludes that company values of South African Airways are not aligned to the employee personal values. The study also concluded that company values influence the performance of South African Airways station in Nairobi. Further, team work increased organizational performance of South African Airways station in Nairobi. On the other hand, it concludes that language barrier affects performance of South African Airways station in Nairobi negatively. Finally, the study concludes that South African Airways station in Nairobi is not performing. The study recommends that South African Airways station in Nairobi have in place cultural events, team building events as well as cultural dressing among the employees for improved performance. Similar research is needed in other airlines like Kenya Airways; other influencers of performance; other measures of cultural dynamics and organization performance; and based on employees other than managers to collect data.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In international business management literature, cultural dynamics play a key role in the performance of organizations operating in international markets. When an organization has a management team that easily adjusts to the cultural dynamics, they enable the organization to fit into the foreign culture and improve its performance with time (Beardwell, 2014). It is important to understand the culture of a country as it influences how people within that country interact with each other. Cultural dynamics define the decision making, values, thinking patterns and behavior in international business markets. To effectively compete against major international competitors while enhancing their performance, international organizations need world class managers, who can utilize the cultural dynamics to the organization's advantage, in the global business environment (Harvey, 2017). It can be a difficult situation in trying to fit in to a new global cultural environment and not all managers succeed when accepting the relocation assignment.

The investigation was anchored by Schein's model of organizational culture and resource-based view which were brought forth regarding organization culture dynamics and organizational performance. As Schein (2004) notes, culture exists in three levels namely basic assumptions, values and artifacts. According to resource-based view (RBV) of a firm, an organization can achieve a competitive advantage if the resources available

for the firm are used efficiently and effectively and managed properly such that they lead to results that can't be duplicated by the firm rivals. (Hitt, Ireland & Hoskisson, 2005).

South Africa Airways (SAA) is the main South African carrier whose customers include those travelling for leisure or business. The carrier flies to more than 36 destinations including countries in South America, Africa, Australia, Europe, Asia and the Middle East. The airline is one of the leading operator in the East Africa region and has been instrumental in ensuring tourism and trade thrives in this region.

Initiatives made by the airline have seen South Africa become a famous destination for Kenyans who are looking to go for vacations. More than 150,000 Kenyans visit South Africa every year. The airline has a dynamic and professional product specialist who have come up with unique and value-adding services and goods that encourage customers to choose to travel with the airline (South African Airways Group, 2018).

1.1.1 Cultural Dynamics

Cultural dynamics is said to be the psychology comfort levels achieved based on different factors of the host nation (Weihrich & Koontz, 2013). In instances where the close cultural backgrounds are closely related, there is easier cultural adjustments by both parties and this makes the expatriates attracted to the foreign nation (Mullins, 2013). Weihrich and Koontz (2013) note that expatriate selection should be characterized seeking the cultural dynamic capacities of the expatriates since expatriates who can't adjust to the host countries culture will find it difficult to work and will also opt to terminate their stay sooner. Cultural dynamics are also related to the behavior of

individuals in global firms and help such individuals gain skills on how to work with various customers and employees from different global cultures (Adler, 2016).

In order to increase company's general performances, multinationals businesses must create cultural dynamics that align not just with strategic requirements of its company but equally alongside desires of those people who operate therein (Tjosvold & Kwok, 2013). Cultural dynamics such as gender, employee value system and language are said to be important and strategic capacities that increases the firm value and acts as advantages in competitive business environments (Delery & Doty, 2014). Kraiger, Ford and Salas (2014) explain that that humans have differing goals and their work expectations are not similar and are often based on the firm culture they work for. Language affects almost any aspect of a business. It does not only encourage communication but is often used as an identity aspect. One communicates their feelings, views and expectations through language and also provides knowledge and rely messages to others using language (Khanna & Palepu, 2016).

1.1.2 Organizational Performance

Cascio (2014) explains that the companies' performances are the extent to which the company has achieved its goals and mission which is quantified in terms of product quality, the satisfaction levels of clients, intangible assets and the results of employee's hard work. As noted by Kaplan and Norton (2011) the performances of an institution relates to its ability in meeting its objectives effectively using the resources at hand. Many organizations aim to achieve quality continuous performance since performance is a global quantifier of the firm's development and growth. In addition, firm performance

is also used as a vital variable in management studies and in evaluation of the development and growth of organizations (Upadhyay, Upadhyay & Palo, 2013).

Organizations also strive to increase their market share by coming up with products that are on high demand and selling these at customer friendly prices (Youkyung, 2016). Firms also aim to create value for the shareholders by working on continually growing the shareholders returns (Busienei, 2013). As explained by Ittner and Larcker (2012), enterprise performances are broad in nature as it is made up of factors such as efficiency, consistency, quality, productivity and other measures including the development of the management and training of leaders to help them achieve proper attitudes and skills to push for the firm's growth. Organizational performance can be measured in the lines of efficiency, savings in costs and the quality of service or goods produced. Other concepts that can be used to conceptualize the performance of a firm include sustainability in finances, an increased market share, the employee's numbers, physical expansion, profits and net income (Kotter, 2012).

1.1.3 Airline Industry

The Airline industry in Kenya has grown in this last decade. In Kenya there are 29 airlines with 20 of them being international airlines. In the Kenyan market, the SAA is the longest servicing international airline. However, six are regional airlines while three are airlines perating locally. Kenya Airways is the largest local airline in Kenya. The airlines operate in major airports in Kenya including JKIA, Momabasa and Kisumu airports. At Jomo Kenyatta International Airport alone, 39 airlines operate and serve flights to and from 64 destinations. The biggest national airline is Kenya Airways. It

leads the list with 59 flight destinations. Small airlines operate from small airports like Wilson Airport.

For the airlines to be competitive globally, it must reach its customers and meet the needs of the growing middle-class population in the African continent. The airline is expanding its footprint by building partnerships with other airlines and deploying new aircrafts. This has led to interline and codeshare relationships and agreements which has resulted to growth of its markets. The belief of the airline is that its members of staff can use their efforts, passion and skills to guide the airline to success. The airline culture involves constant engagement between the management and the employees ensuring they are productive, motivated and strongly connected to the airline brand. The Human resources managers come up with the firm culture that is valuable and performance based to ensure the employees deliver quality sustainable results that meet the Group goals (South African Airways Group, 2018).

1.1.4 South African Airways Nairobi Station

The organization of the study was South African Airways – Nairobi. South African Airways was used as the context of the study since it offers the convenience of direct flights to Nairobi and has employed diverse employees from various cultures and thus they would be suited to participate in the study. As the capital of Kenya, Nairobi city plays host to an exciting range of business and tourist opportunities. The Nairobi offices are two with one in International house while the other is located International Departures Terminal at the Jomo Kenyatta International Airport.

Nairobi is a melting pot of tourism and industry and hence it provides a best market for the South African Airways to operate. It's the sole city in the entire world with a game reserve inside its boundaries, and it boasts the biggest economy in both East Africa and among the top ten countries in all of African. Nine times per week are when SAA flies into Nairobi. South Africa has easy accessibility to airplanes. Passengers may take comfort in knowing these flights to Nairobi offer top-notch timeframes, superior dispatching dependability, and first-rate amenities (South African Airways Group, 2021).

1.2 Research Problem

In a competitive market place understanding and responding to cultural dynamics has become an imperative factor to an organization's performance (Geert & Hofstede, 2015). The management of employees is a challenge for many global firms. The managers of the human resources need to be aware of the cultural problems common in organizations to improve the productivity and motivation of the employees and in turn enhance organizational performance. An organization with solid culture with all around coordinated and viable arrangement of qualities, convictions and practices is probably going to show elite performance (Dwivedi, 2015). Richard (2015) explains that cultural diversity has both pros and cons for firms. The impact is dependent on the diversity climate in the organization and not on the diversity as a factor (Cascio, 2014).

South African Airways entered the Kenyan market with an attempt to widen its wings and exploit the large East African aviation market. Despite this, the airline has been experiencing increased competition from the already existing international and local airlines which have adapted to the East African way of doing business. The competition

has created performance challenges for the airline in Kenyan market. This led to the airline having a strategic alliance with KQ in an attempt to stay afloat in the turbulent Kenyan aviation sector.

Ensuring that employees competently do their roles requires that the talent in these employees is managed and used as an important strategic resource. SAA ensures that potential job seekers seek it through reaching out to young people from different dynamic cultures who can then contribute to the sustainability and competitiveness of SAA. SAA has managed to attract a workforce possessing diverse characteristics with regard to gender, ethnicity, disability, age and value systems. The management has come up with strategies that ensure there is diversity in the workplace by allowing for diversity among the group teams, the employees are made of different nationalities and age and that the workers whose profiles are different have varying traits and strengths (South African Airways Group, 2018). Despite the cultural dynamics at South African Airways, it's not yet clear whether the performance has been accrued to cultural dynamics within Kenyan Market.

Globally, Eriksson, Shoai and Lampou (2016) studied cultural diversity and the best ways to manage cultured employees in Swedish and Indian firms where a strong organizational culture enhanced organizational performance. However, this study focused on managing a cultural workforce while present study focused on cultural dynamics and organization performances in Kenya. Atuahen (2016) looked at the firm culture among Ghanaian construction firms and found a hierarchical culture was adopted. The survey was based on construction firms with the current focusing on an airline case study.

Locally, Jepkorir, Lagat and Ng'eno (2017) studied influence of firm culture on the performances of employees in Kenyan banks. It was noted that organizational culture enhanced job performance of organizations. Nevertheless, above studying context was in the banking industry and focused on organizational culture impact on job performances while we focused on cultural dynamics and organization performances in the airline industry.

Kemunto (2016) studied the influence of employee cultural diversity on performances of Oil Libya where cultural values favorably affected performance. This study was done in the energy sector with the current research focusing on airlines. The studies show that conceptual, contextual and methodological gaps exist in the area of cultural dynamics and organization performance in aviation sector in Kenya. What is the effect of cultural dynamics on organizational performances of South African Airways Nairobi Station.

1.3 Research Objective

To determine the effect of cultural dynamics on organizational performances of South African Airways, Nairobi Station.

1.4 Value of the Study

The research will assist in theory as Schein's model will help explain the role of cultural diversity in enhancing competitive advantage of firms. RBV provides that a firm is able to get a sustainable advantage by having non-substitutable, non-tradable, inimitable, valuable, rare and unique resources.

The findings will also help policy makers such as the government and public institutions to use the knowledge from this study to come up with reliable policies for the management of cultural issues in their organizations. The study finding will enlighten the policy makers in the telecommunication industry on the expected effect and benefits of cultural dynamics on organizational performance.

South Africa Airways is one of the leading airlines in Africa. The findings on the study will help the managers of South Africa Airways as they will be aware of the relation between cultural dynamics and organizational performance. The study will further assist the management in the airline industry manage their employee's cultural diversity effectively so as to enhance organizational performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section on literature reviews focuses on previous literatures related to effect of cultural dynamics on organizational performances. It also covers theoretical perspectives related to the parameters and the summary of reviewed studies.

2.2 Theoretical Foundation

This is the research theoretical foundations. The outcomes of any research are often based on existing hypothesis and theories. The theoretical foundation focused on major theories that include Schein's model of organizational culture and resource-based theory of diversity management.

2.2.1 Schein's Model of Organizational Culture

This model was established in 2004 by Schein. Schein (2004) explains that culture exists in three levels including basic assumptions, values and artifacts. Assumptions are beliefs that are taken for granted which relate to human nature and reality. Values are the social goals, standards, philosophies and principles. These are said to be valuable. Artifacts are audible, tangible and visible outcomes of activities related to assumptions and values. This model is based on the organizational culture concept which was extremely popular in the 1980s. The roots or organizational culture are found in the early human relations views that were developed in the 1940s. Theorists in the human resources field looked at the informal, interpersonal, moral and non-material views on commitment and

cooperation as more vital compared to the formal, instrumental, and material control views provided by rational systems scholars. The perspective provided on human relation was based on early sociological and anthropological work that was related to societies and existing groups (Geertz, 2002).

Organizations often use two differing cultural concepts from two different disciplines of sociology and anthropology. The principles provided are paradigms that have led to the development organizational culture theories and concepts used in the available literature. Anthropology relates to the interpretive view and culture is seen as a metaphor for the firm and thus organizations in this case are the cultures. The sociology aspect takes the functionalist view and culture in this case is regarded as a thing that a firm possesses. Although the definitions of organization culture based on these views are different, there is a move towards a standard agreement on the definition (Grey, 2016).

Due to the growing interest on culture, many theories that hope to explain firm culture and how it affects firm performance have come up. The most popular organization culture model is that of Schein (2004). Schein takes up the functionalist view describing culture as a pattern of assumptions developed, discovered, and invented by a known group due to adaptation made by the group as it devises ways to cope with its challenges of internal integration and external adaptation, that has successfully worked to be seen as valid and teachable to other firm members as the right way to feel, think, perceive and solve existing problems. Yang (2015) adopted the Schein's model and came to the conclusion that the firm culture affects greatly the effective operations of Western Cape Banking Industry. This model helped the current study explore the interaction of cultural dynamics with organizational performance.

2.2.2 Resource Based View

A resource-based view (RBV) provides that organization can achieve a competitive edge if it uses its resources effectively. These resources should be difficult to imitate by rivals, which leads to enhanced competitiveness (Hitt, Ireland & Hoskisson, 2005). RBV provides that the secret to the firm achieving a sustainable competitive advantage relates to the firm resources being unique, non-substitutable, inimitable, valuable and rare and also the firm having firm-specific abilities (Makadok, 2014). The theory human strategic management view states that a competitive advantage is achievable if the resources are hard to buy on the market, can't be copied by others, they are valuable and rare (Heltaf & Peteraf, 2013).

The focus of the RBV of Diversity Management is on the way the use of diversity impacts the firm resources. The resources are said to be in the form of corporate capital, human capital, financial capital and physical capital resources. The resources can be an advantage or a disadvantage for the firm depending on how they are used. Firms often try to utilize these resources in a way that will bring productivity and the growth of their business. The business view report that firms that embrace diversity have an advantage compared to homogenous firms (Mahoney & Pandian, 2012).

Yang (2015) noted that organizations that have diversity management practices in place had reduced turnover rates and these practices favorably interacted with improved performance, productivity and innovativeness. Firms that allow for diversity have more advantages compared to firms that shun diversity. As was previously said, a resource should be precious, uncommon, and difficult to duplicate in order to provide a

competitive edge. When it comes to enterprise, multiculturalism could be perceived as adding value by giving the company fresh perspectives and by better reflecting the demographics of interested parties. Diverse personnel resources have traditionally become a unique quality for numerous businesses, which implies there is significant opportunity to achieve a competitive advantage (Barney, 2011). The theory was thus crucial in explaining the role of cultural diversity in enhancing competitive advantage of firms and in turn enhancing organizational performance of firms.

2.3 Cultural Dynamics and Performance

Gender diversity is one of the cultural dynamics in international business. The gender parity and appreciation of male and female workers throughout all organizational ranks is referred to as gender diversification at work (Arokiasamy, 2019). High organizational performance was one of the advantages of more labor diversity, according to Ozturk and Tatli (2016). Because varied people have a range of experiences and perspectives, diversity benefits a corporation's bottom line. According to Shemla et al. (2016), the majority of workforce diversity adheres to the idea that people exist inside a male-dominated environment. As a consequence, numerous businesses choose to recruit males rather than women since men are thought to perform effectively and be superior at managing respective work, while women are stereotyped against in those characteristics.

If gender concerns really aren't initially acknowledged and then controlled, a major portion of workplace diversity recruiting would stay unsuccessful, claims Arokiasamy (2019). Awang et al (2014) assert that improving organizational performances requires giving women equivalent employment opportunities. Such social requirements,

nevertheless, resulted in the elimination of official rules that prejudiced towards specific employee categories and increased the costs for businesses which disregarded just labor standards.

Due to gender-based employment discriminatory practices, businesses have hired employees who've been paid more than other employees, but somehow are no more productive which has an impact on organization performance (Ahmad, Rehman & Ali, 2019). According to Atiyah (2016), women are more likely to be missing from job than males are, which calls for the creation of programs to managing diversity and address those issues, like adaptable workhours programs and teamwork to improve organizational performances. Mathenge (2016) emphasized the benefits of gendered diversification within the employees of a business for traits like creativity, invention, and problem-solving. Nevertheless, the difficulties posed by variety may have certain unfavorable effects, such as an increase in disagreements, a decline in team effectiveness, and a breakdown in unit cohesion, all of which have an adverse effect on an organization's performances. Researchers also believed that gender heterogeneity did not inevitably lead to benefits like increased motivation, improved abilities, increased commitment, and decreased conflict.

Employee value system is another cultural dynamic in international business. Brislin (2013) points out that employee's goals and expectations vary depending on the culture they work in. An assertion by Hofstede (2001) states that the beliefs and values of a particular group of people affect behaviors of institutions, groups and individuals and the extent to which they are seen as effective, acceptable and legitimate. Soares, Farhangmehr and Shoham (2015) also note that individuals with weak ethics and values

can perform unethical activities that can impact on organization performance. Although the firm may not influence the aspects that shape individuals' behavior and values before they come to work at the firm, the firm can try to impact the behavior of an employees at the workplace.

Kibet (2014) notes that having a reward and punishment system in place can help encourage the workers to perform activities that are in line with the management expectations and this helps filter behavior through the process of conditioning. According to Ringov (2007), when there is unity between the firm and its members on standard values, there is less bureaucracy, less hierarchical levels, more flexibility and improved ability to achieve collective action. In instances where the employees share a similar vision and firm values, organization performance is bound to improve.

Employee Language is the other cultural dynamic in international business. Language is often used to identify an individual and it is also a tool that enhances communication and understanding. The definition of language is a way of symbols that aids communication (Imberti, 2014). The association between corporate language and the cultural or natural language often poses challenges to businesses. The language the firm decision makes use shapes the focus of the firm and how the strategic decisions are articulated to other firm members. This is why language has the ability to restrict or promote the growth and performance of firms. Language barriers often limit the ability of information to reach management on how customers feel about their products. It also prevents the firm from making suitable decisions for their target markets (Brannen & Doz, 2012). Language barriers can occur due to people coming from diverse cultures. Such barriers affect

service provision especially during the provision of service among people of different cultures affecting organization performance (Imberti, 2014).

Imberti (2014) notes that the aspect of language is even better understood when there are differences in the employees or business partners' native languages which lead to more ambiguity. If the firm members are not fluent in the corporate language there may be a barrier which can make it hard for the members of the firm to understand the behaviors amongst themselves, this results to miscommunication of information and misunderstandings in a multi-cultured business environment affecting the learning, transfer and sharing of knowledge.

As noted by Lauring (2015) the growing complexity of firm structure and the increased use of technology have resulted to effective communication to become a critical aspect of global businesses. In case there are differences among the cultures and languages of the organization members, the result can be ineffective communication. Language barrier can also affect productivity in the workplace because of misunderstanding when it comes to information sharing thus impacting negatively on organization performance.

Today business dynamic environment calls for organizations to have a competitive edge. If such firms are to be successful, they must manage the firm culture. Although globalization has swept the business world, an employee diverse culture does not change due to the international reach achieved by the firm. In the global market, challenges to do with diversity and cultural conflict exist. The firm is the basic unit of management and production. Firms need to learn how maintain the features and advantages of the local culture and also embrace foreign culture if they are to survive in a competitive global

market. The research will focus on the three cultural elements which are dynamic in nature, they include language, gender and employee value system which impact on organization performance (Kibet, 2014).

According to Ringov and Zollo (2016), cultural dynamics help managers be more equipped to understand organizations culture, ultimately results in better performances. Since individuals share similar mental images of reality, workers may interact efficiently and effectively, increasing their level of collaboration. Cultural dynamics aid workers in understanding organisational events (Ahmad et al, 2019).

According to Grey (2016), a company's culture can contribute to long-term superior performances by offering sustainable competitive advantages. The team must perform as an adaptive and innovative unit in order for personnel to reach team goals and objectives. Making the connection between team-level goals and cultural values might be difficult for multicultural team members (Atuahen, 2016).

2.4 Empirical Studies and Researcher Gaps

Eriksson, Shoai and Lampou (2016) looked at cultural diversity and the best way to manage a cultured workforce in an international firm a study between India and Sweden. The explanatory and descriptive study gathered data via semi-structured interviews. The research found out that to successfully manage cultured organizations, the employees need to be treated with integrity and respect regardless of their culture. A strong organizational culture also needed to be created and the cultural values and norms should be clearly explained to the firm members and the employees employed at the firm should connect to these values and norms. Managers also need to familiarize themselves with the

various cultural values so as to know the norms, to prioritize and train others on them and also the study noted that focusing on only the understanding and the adaptation of the local culture doesn't always work out. Though, the above study was in the global context and focused on managing cultural workforce which is different from existing investigation on cultural dynamics on organizational performance.

Atuahen (2016) looked at the firm culture among Ghanaian construction firms. The descriptive investigation utilized quantitative research approach and outcomes specified that culture that stood out in the construction industry among the Ghanaian firms was hierarchy. The researcher recommended that the firms restructure their operations to match the competitiveness of the industry. Due diligence should be done to come up with a stronger construction market culture and the firms should embrace cultures that focus on the external environment. Training should also be provided to the workers. However, since the investigation was done in a regional context and among construction companies its results can't be used on the current study whose focus is on cultural dynamics for organizational performances.

Another study fixated on impact of cultural dynamics on performances of the Kenyan Barclays Bank (now ABSA Bank). The study done by Mathenge (2016) was a case study that used an interview guide and the data examined used content analysis. The conclusion made by this study was that the factors that impacted on cultural changes included communication, cooperation, support from management, flexibility, unity of purpose, and the sharing of ideas and knowledge among the workers. The changes that come due to culture enable the employees to learn new competencies and ideas which support the efficient and effective productivity of the employees. Another conclusion

reached was that cultural dynamics-built efficiency among employees which led to enhanced efforts, concentration, performance and productivity in their tasks. This study focus was on a Kenyan commercial bank whose operations are very different from the airline industry.

Kemunto (2016) considered the influence of employee cultural diversity on organizational performances within Oil Libya- Kenya. This descriptive research analyzed its quantitative data using SPSS version 20.0. The findings indicated that cultural values were found to favorably affect performance. The firm focus was on positive cultural values and the negative values and actions were discouraged. The language used by the employees did not impact the firm performance but working practices and ethnicity favorably impacted the firm performance.

Stephen, Mathuva and Mwenda (2018) did a study that aimed to determine the impact of workforce diversity on productivity of public firms located within Mombasa County. The study used a single sectional design and noted that diversity in age in the firm's employees favourably influenced the productivity levels in the firm. The study recommended that policies related to age diversity promoting this aspect should be developed to help improve productivity. Diversity in education was also shown to impact firm performance among public organisations. Policies should be enacted that pinpoint educated employees who can be trained to have the needed organisational competencies. Organisations that came up with a gender sensitive working environment were shown to be highly productive. The public organisations should set up policies and actions that embrace a gender sensitive working environment to improve their productivity. The study focus was on workforce diversity and its impact on productivity which is different from

current one's aim. The reviewed studies looked into differing contexts hence the current research filled the existing gap by finding out the effect of cultural dynamics on organization performances, anchored on South African Airways, Nairobi Station.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the methods adopted in achieving the objectives. It focused on research designs, data collections and data analytics.

3.2 Research Design

The investigation assumed a case research design explained by Kothari (2014), as a study design that organizes the gathered data and considers the object under study as a whole. It looks at a group of phenomena or one subject as the subject to be reviewed. It allows the researcher to use whole population for the study without doing any sampling.

A case study makes it easy to narrow a broad population or study field to a unit that is easy to study and describe (Bell, 2011). The research opted for a case study as the data was collected from just one source which was South African Airways, Nairobi station. This method of research designs is vital in establishing link around cultural dynamics on organizational performance, a case of South African Airways, Nairobi.

3.3 Data Collection

The investigation made use of primary data gathered through an interviews guide that employed physical interviews. Primary data refers to raw data which is yet to be published. This data was obtained from original or new sources of data and it was gathered at source. This is information that was collected directly from sources.

The researchers collected data from the senior management staff at South African Airways, Nairobi Station. The senior management staffs were the Head of Departments from the marketing, operations and finance department as well as the Regional Manager for East Africa.

Such interview schedule is characterised by questioner's inquiries, which aid in collection of raw statistics. These questions' responses assisted in gathering qualitative information in order to pursue the study's goals. Interview guides likewise helped to standardize interviews by asking comparable queries in a consistent way. To elicit additional comments from subjects, an interviewer utilized pressing inquiries (Erik & Marko, 2011).

The researcher, prior to the interviews, sought authorization from the management of the selected organization which allowed her to interview the top management. The researcher also shared the research authorization from the university which would show that the information was purely employed for academics. An assurance of data confidentiality was also given to give the interviewees the confidence to provide the information.

The researcher conducted the interviews through telephone and online means like Google-meet and Zoom meetings. These kinds of meetings enabled researcher to do interviews at any time convenient for the interviewee and the interviewer. It also gave the researcher a chance to record the conversation with the permission of the interviewee. The recordings made it easy for the researcher to do the analysis easily compared to physical interview guides.

3.4 Data Analysis

The answers from the guide were edited to ensure they are complete and consistent. Later, data analysis was done where data were simplified to make it easy to understand (Gill & Johnson, 2006). Contents analysis was employed to analyse data that was in presentation of prose form. Content analysis was done thematically where the analysis was grounded on themes defined by cultural dynamics and how they connected to performance of SAA.

Data collected was counted, added and a comparison of it is done. Hansen et al. (2009) argue that the purpose of content analysis is to identify certain characteristics in a particular text so as to say something about the message of the text. By using content analysis, the investigator can organize qualitative data into thoughts or topics (Erlingsson & Brysiewicz, 2017). The analytical method was suitable for this investigation because the data were qualitative in character.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This section presents the data analysis and interprets the data based on the objective of the study. This study sought to determine the effect of cultural dynamics on organizational performance of South African Airways, Nairobi Station. This study involved cultural dynamics related to gender diversity, company values and company language and how they related to organizational performance.

4.2 Cultural Dynamics

The researcher sought to understand whether the organization had employees from different culture and who the interviewees enjoyed working with. The interviewees agreed that their organization had employees from different cultures both within Kenya and beyond. They noted that they had South Africans within the Kenyan station with various tribes and cultures within Kenya represented within the employee base of the organization.

The interviews outcomes showed that the managers preferred working with people from the local Kenyan culture other than the South African or other cultures outside Kenya. This has been accrued to the lack of information on how the culture operates and the complexity of some foreign cultures. They also stated that the people from the local cultures were friendlier compared to those from other cultures. Those who preferred international cultures cited increased understanding on how the employees from foreign

cultures differed with the local cultures which they understood. They noted that the employees from international cultures were more entertaining and fun to work with compared to the people from the local cultures. Despite the difference in opinion on best employees the interviewees preferred to work with, they all agreed that working with people from different cultures was enjoyable. The blend from the cultures enables the people to bring in their personalities which makes work entertaining.

In their view, the interviewees stated that the management had no respect for employees' culture. This was shown by the adoption of a common dress code among the employees with the dressing being a key element of culture. The management does not also organize cultural events where the employees can showcase their culture. The management also adopts a common language at the workplace with the employees not allowed to use their mother tongue within the work place.

4.3 Gender Diversity

The researcher sought to establish the type of gender they preferred working with. The interviewees agreed that women were the best to work with within the SAA station. This was based on the assertion that the women had higher work ethics compared to men. The women were also more loyal compared to men who view the job as not the only source of money. Men believe that they can always hustle outside the corporate arena. The women were also preferred as they had the fear of losing their jobs and so were more loyal compared to men. They were also less resistant to change compared to men. However, for the one interviewee who preferred men, he note that men did their jobs conclusively. They were also more flexible compared to the women who had so much outside work for

them to work extra or odd hours. The women also had high levels of absenteeism which made them prefer working with men. The men also created a safe atmosphere at work compared to women who were more of a security worry among the employees.

On the mechanisms the organization has put in place to ensure that there is no gender discrimination, the interviewees noted that various mechanisms have been adopted to eradicate gender discrimination. The mechanisms used within the organization included a standardized pay across genders, adoption of skill-based assessments, performance-based rewards, work life balance prioritization, and diversity in recruitment. The interviewees also noted that they adopted gender sensitive recruitment strategies which made them overcome the gender discrimination.

The interviewees stated that gender diversity enhanced the performance of their organization. They stated that their organization can service a more diversified consumer base because of its gender-diverse personnel. This happens as all genders are served by their preferred gender which increases the sales revenue hence improved organizational performance. Gender diversity enables businesses to draw in and keep talented women which enhanced organizational performance when the talent is exploited. This is particularly important as even more women participate inside the workforce.

In their views, the interviewees stated that there were challenges involved in promotion of gender diversity in their organization. The challenges were related to communication issues, cultural misunderstandings, slow decision making and discrimination. They indicated that different cultures viewed the issue of gender differently which make it hard to have a working gender diversity strategy in place.

4.4 Company Values

From the interviews, the interviewees indicated that company values played a key role in their organization. They noted that the company values were not in line with their personal cultural values. This was anchored on the fact that the interviewees were from different cultures with general company values that cut across the employees. Some interviewees noted that some company values like 'valuing our people' were aligned to their culture which made them feel at home within the organization.

The interviewees noted that due to the sense of common values, workers can make smart choices. Workers are highly inclined to make good decisions which uphold their beliefs and values if they are aware of and believing in them. They also noted that employees who feel that their beliefs and values are respected and valued by the organization, put more effort towards organizational goals which leads to increased productivity. This in turn enhanced the organizational performance. They also noted that the beliefs and values influence employee engagement which in turn affects the organizational performance.

On the ethical values that drove interviewees to perform well in their organizations, they noted ethical values related to: looks, punctuality, demeanor, morals, interpersonal skills, participation, character, communications, organization skills, productivity, respect, and teamwork. The interviewees noted that they upheld the ethical values of looks where they always wanted to look and dress sharply to work. This makes them look presentable and have high self-esteem which enables them to do better. They also upheld the value of punctuality where they believed in getting to work on time as well and be in meetings and other job-related activities on time. This enabled them to have enough time to work and

miss nothing which may make them do better. They also indicated the value of character where they believed in being people of good character as well as people who communicated well and made sure the message is home. These enabled them to do their job well leading to improved organizational performance. They also valued being organized at work and upheld high-level productivity that enhance the performance of their organization. They also upheld the values of respect and teamwork to perform well in their organizations.

The interviewees stated that businesses that value collaboration invent more rapidly, recognize errors greater rapidly, come up with superior approaches to issues, and are more productive. They further indicated that enhancing teamwork strives to boost output and productivity for advantage of a business. They further indicated that teamwork encourages employee cooperation. As the workers engaged are seamlessly connected, it is additionally important to note that teamwork fundamentally helps businesses in shared understanding and advancement towards shared goals. Further, teams greatly contribute to great results in organizations and businesses by making it simpler to recognize errors and find solutions to problems. The interviewees also noted that teamwork in businesses brings in an improvement of judgment and execution as well as the decrease of stress and strains at workplace.

4.5 Company Language

On the company language, the interviewer asked whether the language used in the organization was understood by all employees. The interviews showed that the company language was understood by all the employees. They indicated that the language used

mainly within the organization was understood by all employees as it was either English or Kiswahili. The interviews depicted that language barrier affects organizational performance. The interviews showed that language barrier came in where some employees couldn't understand the language used in the organization. This made it hard to communicate with the other employees which reduce their productivity hence reduction in the organizational performance.

The interviewees noted that they didn't think language barrier was a source of conflict in the organization. This was because the organization adopted a language understood by many (English) despite the employees being in different levels of proficiency. The interviews showed that failure of employees in understanding the organization's corporate language affected their work productivity. This happened through poor communication efficiency within the organization. So, it was hard for the management to communicate to the subordinate and vice versa on the organizational goals as well as any feedback on tasks done. This would make the employees feel disengaged from the organization which will them reduce their productivity.

4.6 Cultural Dynamics and Organizational Performance

On the organization performance, the interviewees indicated that their organization was not performing well. This was shown by the high costs of operation and low levels of sales revenue. The interviewees made recommendations that would ensure there was cohesion between employees from different cultural dynamics so as to enhance organizational performance. They recommended that the SAA come up with programs off the job that would enable the employees to celebrate their different cultures and

exploit the cultural diversity to their advantage. The organization should also adopt a culture where the employees are allowed to dress based on their culture. This would make them feel valued by the organization which would increase their commitment to the organization making them work hard towards organizational goals hence increased productivity. This would lead to improved organizational performance.

The organization also need to align the company culture to the different cultures of the employees. This would enable the organization to enjoy a staff supported culture which would lead to improved organizational performance. The organization also need to have team building events among the employees. This would enable the employees to interact informally which would enable them to talk and understand about each other's culture. In that case they would be able to relate well by understanding why their colleagues behave or dress in a certain way. Hence, cohesion within the teams would increase hence increased team performance which would lead to increased organizational performance.

The interviews showed that cultural dynamics had a significant impact on the performance of the organization. The interviewees stated that the aspects related to language, personal/organizational values, ethical values, as well as norms. Some indicated the aspect of gender parity as an aspect that affected the performance of the organization. Based on the views of the interviewees, cultural dynamics influenced performance of their organization. The interviewees noted that employees whose cultures are close and can align, the performance of the team seems to be high which is then reflected in increased organizational productivity. Conflicting and incompatible cultures among the employees made it hard for the employees to agree on how to work together.

This conflict makes it hard for the employees to deliver the organizational goals which reduces the productivity and performance of the individuals as well as the organization.

4.7 Discussions of Findings

The interviews showed that cultural dynamics impacted performances of organizations. This is in line with Ringov and Zollo (2016) who stated that managers capacity to understand corporate behaviour, ultimately results in higher performances, is made possible by cultural dynamics. According to Grey (2016), a company's culture can contribute to long-term superior performances by providing sustainable competitive advantages.

The interviewees stated that gender diversity enhanced the performance of their organization. This relates to Superior organizational performances was one of the advantages of more labor diversity, according to Ozturk and Tatli (2016). Due to gender discrimination in recruiting, businesses have hired people who earn more money than alternatives but aren't anything more productive, resulting in an effect on how well an organization works (Ahmad, Rehman & Ali, 2019). The interviews showed that gender diversity enables businesses to draw in and keep talented women which enhanced organizational performance when the talent is exploited. This is in line with Awang, Shafie, and Pearl's (2014) assertion that improving organizational performances requires giving women equitable employment opportunities. Mathenge (2016) emphasized the benefits of gender diversity in overall staff of a business for traits.

Company values were found to have an influence on organizational performance. These are aligned to those of Kemunto (2016) who depicted that cultural values favorably

affected performance. The focus should be on positive cultural values and the negative values and actions were discouraged. Soares, Farhangmehr and Shoham (2015) also note that individuals with weak ethics and values can perform unethical activities that can impact on organization performance.

The interviews showed that language barrier existed in the organization and influenced organizational performance. This was supported by Lauring (2015) who noted that there are differences among the cultures and languages which led to ineffective communication. He noted that language barrier affected productivity in the workplace because of misunderstanding when it comes to information sharing thus impacting negatively on organization performance. However, Kemunto (2016) stipulated that language used by the employees did not impact organization performance.

CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The accompanying debates, conclusions, and recommendations were drawn from the investigation and the outcomes of interviews. The results were centered on the report's goal, which was to ascertain how cultural dynamics affected South African Airways' Nairobi Station's performances.

5.2 Summary of the Findings

From the interviews, the organization had employees from different cultures working within it. The interviews further showed that managers preferred working with people from different cultures which brought in diversity with some preferring locals and others foreigners. In their view, the interviewees stated that the management had no respect for employees' culture. Based on the views of the interviewees, cultural dynamics influenced performance of their organization.

On gender diversity, the interviewees preferred working with women. This was based on the assertion that the women had higher work ethics compared to men. The women were also preferred as they had the fear of losing their jobs and so were more loyal compared to men. However, men did their jobs conclusively with a high level of flexibility and so were preferred by some interviewee. The organization put in place mechanisms ensure that there is no gender discrimination. They included standardized pay across genders,

adoption of skill-based assessments, performance-based rewards, work life balance prioritization, and diversity in recruitment as well as gender sensitive recruitment strategies. The interviewees stated that gender diversity enhanced the performance of their organization. In their views, the interviewees stated that there were challenges involved in promotion of gender diversity in their organization. The challenges were related to communication issues, cultural misunderstandings, slow decision making and discrimination.

From the interviews, the interviewees indicated that company values played a key role in their organization performance. They noted that the company values were not in line with their personal cultural values. Some interviewees noted that some company values like 'valuing our people' were aligned to their culture which made them feel at home within the organization. The interviewees noted that due to the sense of common values, workers could make smart choices. They were highly inclined to make good decisions which uphold their beliefs and values if they are aware of and believing in them. They also noted that employees who felt that their beliefs and values are respected and valued by the organization, had high productivity and engagement which enhanced organizational performance. On the ethical values that drove interviewees to perform well in their organizations, they noted ethical values related to: looks, punctuality, demeanor, morals, interpersonal skills, participation, character, communications, organization skills, productivity, respect, and teamwork.

The interviewees stated that businesses that value team work invent more rapidly, recognize errors greater rapidly, come up with superior approaches to issues, and are more productive and perform better. Teamwork boosted output and productivity for

improved performance. The interviewees also noted that teamwork in businesses brings in an improvement of judgment and execution as well as the decrease of stress and strains at workplace. This increases efficiency which in turn enhance performance.

On the company language, language used mainly within the organization was understood by all employees as it was either English or Kiswahili. The interviews depicted that language barrier affects organizational performance. The interviews showed that language barrier came in where some employees couldn't understand the language used in the organization. This made it hard to communicate with the other employees which reduce their productivity hence reduction in the organizational performance. The interviews showed that failure of employees in understanding the organization's corporate language affected their work productivity. This happened through poor communication efficiency within the organization. On the organization performance, the interviewees indicated that their organization was not performing well. This was shown by the high costs of operation and low levels of sales revenue.

5.3 Conclusions

From the interviews, the organization had employees from different cultures working within it. This study concludes that there is cultural dynamism within South African Airways, Nairobi Station with the managers preferring to working with people from different cultures. Based on the views of the interviewees, cultural dynamics influenced performance of their organization. Hence, cultural dynamics influence performance of South African Airways, Nairobi Station.

From the results, managers in South African Airways, Nairobi Station had their gender preference indicating that gender discrimination exists within the organization. The results indicated that the managers had come up with measures to handle gender discrimination. This stipulates that South African Airways station in Nairobi has mechanisms in place to reduce gender discrimination challenges. The interviewees stated that gender diversity enhanced the performance of their organization. This study, hence, concludes that gender diversity enhanced the performance of South African Airways station in Nairobi.

From the interviews, the interviewees indicated that company values played a key role in their organization performance. This leads to conclusion that company values influence performance of South African Airways station in Nairobi. The interviews showed that the company values were not in line with their personal cultural values. Hence, company values of South African Airways are not aligned to the employee personal values. The outcomes showed that values and believes influenced employee and organizational productivity which enhanced organizational performance. This leads to conclusion that company values influence the performance of South African Airways station in Nairobi. The outcomes showed that teamwork boosted output and productivity within the organization. This leads to conclusion that team work increased organizational performance of South African Airways station in Nairobi.

On the company language, the interviews depicted that language barrier affected organizational performance. This investigation concludes that language barrier affects performance of South African Airways station in Nairobi. The interviews showed that language barrier reduces employee productivity hence reduction in the organizational

performance. Thus, language barrier affects performance of South African Airways station in Nairobi negatively. On the organization performance, the interviewees indicated that their organization was not performing well. Thus, South African Airways station in Nairobi is not performing well due to high costs of operation and low levels of sales revenue.

5.4 Recommendations

This study recommends that SAA come up with programs off the job that would enable the employees to celebrate their different cultures and exploit the cultural diversity to their advantage. The organization should also adopt a culture where the employees are allowed to dress based on their culture. This would make them feel valued by the organization which would increase their commitment to the organization making them work hard towards organizational goals hence increased productivity. This would lead to improved organizational performance.

The organization also need to align the company culture to the different cultures of the employees. This would enable the organization to enjoy a staff supported culture which would lead to improved organizational performance. The organization also need to have team building events among the employees. This would enable the employees to interact informally which would enable them to talk and understand about each other's culture. In that case they would be able to relate well by understanding why their colleagues behave or dress in a certain way. Hence, cohesion within the teams would increase hence increased team performance which would lead to increased organizational performance.

5.5 Limitation of the Study

The unwillingness of subjects to provide the data that the investigator needed hampered the investigation. The management's worry that data would be exploited was said to be the cause of the above. The interviewer gave the subjects assurances that their answers would be kept confidential and exclusively utilized for academic research. The process of acquiring information presented a problem for interviewer as well.

The interview subjects were apprehensive about getting taped for discussions' transcription. The participants were assured, though, that tapes would never be distributed to anybody else and wouldn't be distributed to anybody else. Additionally, the investigation remained constrained by the time allotted for data gathering. Interviews were conducted at a location that was appropriate for interviewees and the investigator made meetings with them. The ability to conduct the interviews was boosted by it.

5.6 Suggestions for Further Research

This study sought to determine the effect of cultural dynamics on organizational performance of South African Airways, Nairobi Station. Similar research is needed in other airlines like Kenya Airways. Similar research anchored on other influencers of airline performance is recommended to compare the outcomes. Similar research is needed on other measures of cultural dynamics and organization performance. There is need for similar research based on employees other than managers to collect data. This would enable the readers to understand the perspective of the employees on cultural dynamics and organization performance.

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APPENDICES

Appendix 1: Interview Guide

1. Does your organization have employees from different culture? If yes, do you enjoy working with people from different cultures?

2. In your view does the management respect employees culture?

3. In your view, what particular aspects of culture have a significant impact on the performance of your organization?

4. In your view how does cultural dynamics influence the performance in your organization?

5. Which type of gender do you prefer working with, kindly explain?

6. What mechanisms has your organization put in place to ensure that there is no gender discrimination?

7. In your view, in what ways do you think that gender diversity can enhance the performance of an organization?

8. In your view, what are the challenges involved in promotion of gender diversity in your organization?

9. Are your company values in line with your personal cultural values?

10. In your view, how does employee beliefs and values affect organizational performance?

11. Kindly explain the ethical values that drives you to perform well in your organizations?

12. Do you value team work, please explain its effect on the overall organizational performance?

13. Is the language used in the organization understood by all employees?

14. Do you think language barrier affect organizational performance, if yes please explain?

15. Do you think language barrier is a source of conflict in the organization, if yes please explain?

16. How does failure of employees in understanding the organization's corporate language affect their work productivity?

17. How is your organization performing?

18. What recommendations would you put in place that would ensure there is cohesion between employees from different cultural dynamics so as to enhance organizational performance?

Thank you for your time

Appendix 2: List of Airlines operating in Kenya

1. African Express Airways

2. Air Arabia

3. Air France

4. Air Mauritius

5. Air Mozambique

6. Astral Aviation

7. British Airways

8. Brussels Airline

9. China Southern Airlines

10. East African Safari Air

11. Egypt Air

12. Emirates

13. Ethiopian Airlines

14. Etihad Airways

15. Fast Jet

16. Fly 540

17. Fly Sax

18. Jambo Jet

19. Juba Airways

20. Kenya Airways

21. Lufthansa

22. Martin Air

23. Precision Air

24. Qatar Airways

25. Rwanda Air

26. Saudi Arabian Airline

27. South African Airways

28. Swiss International Airlines

29. Turkish Airlines