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Organizational Culture and Its Influence on Performance of Kisumu Water and Sewerage Company Limited, Kenya

Dr. Abiero Philip Omondi

Performance Contract Coordinator, Department of Business,
Siaya Institute of Technology, Kenya

Abstract

In the current dynamic business environment, organizational culture plays a significant role in linking several elements of the organization towards attainment of the desired goal. The purpose of this study was to determine the influence of organizational culture on performance of Kisumu Water and Sewerage Company Limited. The study intended to answer the following research questions: To what extent does employee involvement influence organizational performance? How does organizational mission influence performance? To what extent does consistency influence organizational performance? To what level does commitment of employees influence organizational performance? A descriptive survey research design was adopted for the study. The target population for the study was 330 employees working at KIWASCO located in Kisumu County, Kenya and the sampling frame was drawn from a list of employees the human resource management department. The study used stratified random sampling technique to draw a sample of 180 employees. Questionnaires were administered and collected on the same day to enhance response return rate. Descriptive statistics was used to determine frequencies and percentages. The frequencies and percentages of response of each question was then calculated and presented in form of tables, graphs, charts and explanation of findings presented. The study concluded that employee involvement, consistency, clear mission and employee commitment dimension of organizational culture had a positive influence on service delivery at KIWASCO. The study recommended to management to adopt engagement mechanisms that encourage staff to improve service delivery, involve staff in decision making in areas related to their work, develop a mission that is clear, focused and easily conceptualized by the staff and established consistency culture trait as a strategic driver. The study further suggested future research on other aspects of organizational culture such as leadership; organizational structure; innovation & development that can have influence on organizational performance.

Keywords: Organizational culture Performance

1. Introduction

In the current dynamic business environment, organizational culture plays a significant role in linking several elements of the organization towards attainment of the desired goal. Organizational culture is defined as the system of shared assumptions, values, and beliefs that governs how an organization interacts both with internal and external environments (Stafford & Miles, 2013). According to Salajegheh, Chamanifard, Chamanifard and Nikpour (2015), today's organizations try to achieve fast growth, continuum improvement, profitability, preparation for future, and top situation in their activities in global spectrum. It is imperative for managers to know that for an organization's culture to be well implemented successfully there must be an alignment between organization's culture, its structure, goals and processes which occur as a result of internal or external pressures on the organization, as such dis-synchronization between the cultural and structural components of an organization is thought to be a harbinger of decay or revolutionary potential (Motilewa, Agboola and Adeniji, 2015). Organizational culture empowers and challenges companies in today's business world. According to Achua and Lussier (2013), culture offers a shared understanding about the identity of an organization. The right culture can make employees feel valued participants, as such, become self-motivated to take on the challenge of realizing the organization's mission, goals and work together as a team. It can transform an organization's workforce into a source of creativity and innovative solutions. Gathai et al (2012) looks at organizational culture in terms the leadership styles and the dominant values and beliefs both conscious and unconscious, dress codes, job titles among others in an organization.

Organizational performance is considered as one of the basic attributes in management and most of the management's tasks are formed to enhance performance. According to Stafford & Miles, (2013), organizational performance is the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieve specific goals over a given period of time. Effective and essential organizational culture results to good performance (Kamugisha, 2013). Organizational performance is considered to be the sum of accomplishments achieved by all businesses/departments. These accomplishments are involved with an organizational goal within a given period of time. Therefore, the concept of organizational performance is affiliated to the survival and success of an organization (Ahmed & Shafiq, 2014).

1.1. Statement of the Problem

Kenya is a water-scarce country with access to water and sanitation being relatively poor compared to neighboring countries. The fresh water per capita has been declining and is projected to decline further unless effective measures to address the challenges are implemented. Organizational culture is becoming more widely recognized variable in contemporary antecedent of organizational performance that managers and employees have to cultivate their cultural attributes if their organizations are to perform effectively. The relationship between organization culture and performance has been the subject of abundant research by several scholars. (Ojo, 2009; Stafford & Miles, 2013; Ahmed & Shafiq, 2014; Giti and Mohammad, 2015; Mutavi, 2016; Salihu, Salihu & Musa, 2016; Amin, 2017). The empirical evidence emerging from various studies about the relationship between organization culture and performance have so far yielded mixed results that are inconclusive. Whether organization culture improves or performance requires further research. Furthermore, despite the plethora of studies on organization culture and performance, limited research has been given to Water and Sewerage Companies in Kenya. Since water is a basic commodity, its provision to urban centers whose population keeps on increasing is of importance to researchers. This study therefore intends to fill this gap by studying the situation of the Kenyan Water and Sewerage Company and provide more empirical evidence on the influence of organizational culture on job performance.

1.2. Objectives of the Study

This research study was poised towards the following objectives:

- To determine the influence employee involvement on performance of Kisumu Water and Sewerage Company Limited
- To establish the influence of organizational mission on performance of Kisumu Water and Sewerage Company Limited
- To investigate the influence of consistency on performance of Kisumu Water and Sewerage Company Limited
- To explore the influence of employee commitment on performance of Kisumu Water and Sewerage Company Limited

2. Literature Review

Scholars have previously conducted studies on Organizational culture. For instance, Bhatti (2013) focused his study on types of employee participation on organizational commitment employees of both American and Pakistan commercial banks. In his findings, he concluded that types of employee participation had a significant and positive relationship with forms of organizational commitment. Dajani (2015) concentrated on employee engagement on job performance and organizational commitment in the Egyptian Banking Sector. His findings indicated that employee engagement had significant impact on job performance, but less impact on organizational commitment. Githui (2015) focused his study on the effect of involvement on employee job performance at Ericsson Kenya Limited. In his findings, he concluded that when an organization involves employees in decision making, enhances employee capabilities, gives employees authority, responsibility and ability to manage their work, their performance improves.

West (2016) focused on the effects of Mission Statement Design on Behavioral Intention among mass communication in U.S.A. His findings indicated that desirable, mission statement influenced behaviors of employees. Alawneh (2015) concentrated on the impact of mission statements in the Jordanian banking industry. He however, indicated no correlation between mission statements' components and performance. Ekpe, Sunday and Inyang (2015) focused on leveraging organizational performance through effective mission statement using a qualitative research approach in Nigeria. They concluded that mission statement was the starting point of the organization's entire planning process, and a basis for the formulation of objectives and strategies. Wangui and Mbugua (2017) concentrated on the effect of organization mission on the performance of real estate companies in Kenya. Findings revealed that clear mission statement helped employees understand where their contribution fits into the company's objectives hence improved performance.

Salihu et al. (2016) focused their study on the relationship between consistency and employee job effectiveness in Aso savings and loan organization in Nigeria. They concluded that consistency was a significant predictor of job effectiveness.

Pearce and Mohamed (2014) concentrated their study on employee commitment on organizational performance with special interest in Coca Cola Nigeria Limited using exploratory design. They concluded that employee commitment improves the company's performance. Muthike (2017) correlational study on the impact of employee engagement on organization performance in Kenya concluded that employees who were not committed to the organization could not necessarily perform even if they were empowered.

2.1. Conceptual Framework

Figure 1: Conceptual Framework on the Influence of Culture on Organizational Performance

Source: Author (2020)

3. Methodology

3.1. Research Design

The study adopted a descriptive cross-sectional survey design that aimed at describing the respondents with regard to the influence of culture on organizational performance at Kisumu Water and Sewerage Company Limited, Kenya. Cooper and Schindler (2014) opine that a descriptive research is one that facilitates the understanding of the characteristics of a certain population. The design is used because it provides description of the state of affairs as it exists at present. The Target population was 330 full time employees. Stratified random sampling technique was used to draw the 180 respondents. This study used the Questionnaire tool to collect primary data. It was administered to all employees. Self-administered Questionnaire technique was preferred because it covers a wide area within a short period of time and it also reaches many respondents at a cheaper cost (Kothari, 2012). After collecting the questionnaires from the respondents, they were first screened for completeness and consistency then coded and captured into the computer using SPSS version 22.0. Quantitative data was analyzed using descriptive and inferential statistics techniques. $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Y = Dependent variable (Organizational performance)

X1 = Independent variable (Involvement Trait)

X2 = Independent variable (Mission Trait)

X3 = Independent variable (Mission Trait)

X4 = Independent variable (Mission Trait)

$\beta_1 - \beta_2$ = Regression coefficient for each Independent variable

β_0 = Constant or intercept (value of dependent variable when all independent variables are zero)

ε = Random or Stochastic Term.

4. Research Findings and Discussions

This section presents the results on the influence of organization culture on organizational performance.

4.1. Influence of Employee Involvement Dimension on Organizational Performance

Respondents were presented with Likert scales to establish the levels of agreement by employees in respect to employee involvement at Kisumu Water and Sewerage Company Limited operations. Where SD= Strongly Disagree, D=Disagree, U= Unsure, A=Agree, SA= Strongly Agree. Results are shown in the Table 1 below:

Statement	1 SD	2 D	3 U	4 A	5 SA	Mean	Std Deviation
When am given the authority, responsibility and ability to manage my work, I produce better results	0 (0.0%)	0 (0.0%)	10 (5.6%)	80 (44.4%)	90 (50%)	4.44	.600
Appreciating and recognizing my efforts increase my morale for service delivery	84 (46.7%)	92 (51.1%)	2 (1.1%)	2 (1.1%)	0 (0.0%)	4.41	.667
Giving employees exposure to innovation, new roles and responsibilities improves their work performance	0 (0.0%)	1 (0.6%)	25 (13.9%)	70 (38.9%)	84 (46.6%)	4.32	.728

Table 1: Responses on Employee Involvement

The findings of the study in table 4 indicate that 170 (94.4%) of the respondents agreed that when employees are given the authority, responsibility and ability to manage their work, better results are produced. Only 5.6% of the respondents were undecided. Similarly, (97.8%) of the respondents disagreed that appreciating and recognizing their efforts lowers their morale for service delivery. Moreover, the results revealed that 46.6% of the respondents strongly agreed that giving employees exposure to innovation, new roles and responsibilities improved their work performance, while (38.9%) agreed, 13.9% of them were undecided.

This study finding is in agreement with Achua and Lussier (2013) who argued that organizations with high performing cultures view their employees as their number one asset.

The study discovered the fundamentals of engagement and therefore its advice to the management to adopt engagement mechanisms that encourage staff to improve service delivery and lead to higher organizational performance.

4.2. Influence of Organizational Mission on Performance

Further, the researcher also sought to establish whether Organizational Mission has a relationship with Performance. The findings are reflected in Table 2 below;

Statement	1 Very Large Extent	2 Large Extent	3 Undecided	4 Small Extent	5 Very Small Extent	Mean	Std. Deviation
Clear mission and values	102 (56.7%)	58 (32.2%)	12 (6.7%)	8 (4.4%)	0(0.0%)	4.46	.688
Goals and objectives	97 (53.9%)	47 (26.1%)	13(7.2)	0 (0.0%)	0 (0.0%)	4.41	.715
Strategic intent	90 (50.0%)	58 (32.2%)	27(15.0%)	5(2.8%)	0(0.0%)	4.29	.824

Table 2: Responses on Organizational Mission and Performance

From the research findings 97 (53.9%) of the respondents observed to a very large extent that goals and objectives to be achieved while performing tasks enhanced effective job performance. While 90 (50.0%) of the respondents concurred, that strategic intent was a major concern in ensuring effective performance, majority of the respondents agreed that a clear mission and values improved performance to a very greater extent 102 (56.7%).

This study finding is in agreement with Wangui and Mbugua (2017) who argued that clear mission statement helped employees understand where their contribution fits into the company's objectives hence improved performance. The findings also confirmed Hirota, et al. (2011), who observed that firms with a strong focus on their mission had superior performance in terms of profitability. However, the findings contradicted findings of Alawneh (2015) who indicated no correlation between mission statements' components and performance.

The study discovered effectiveness of having a clear mission, objectives and strategic intent as drivers of performance; Managers should develop a mission that is clear, focused and easily conceptualized by members in the organization.

4.3. Influence of Consistency on Organizational Performance

Statement	1 SD	2 D	3 N	4 A	5 SA	Mean	Std. Deviation
When my organization's way of doing things is predictable, I deliver my work better	0 (0.0%)	2 (1.1%)	8 (4.4%)	73 (40.6%)	97 (53.9%)	4.47	.638
When my responsibilities are consistent with my strengths and interests, I perform better.	89 (49.4%)	60 (33.3%)	20 (11.1%)	8 (4.4%)	3 (1.7%)	4.24	.937
Consistency instills a feeling of stability and dedication at my work place which enables me to serve clients better	1(0.6%)	2 (1.1%)	17 (9.4%)	77 (42.8%)	83 (46.1%)	4.33	.739
Consistent leaders in an organization promote better working environment that encourages high staff performance.	2 (1.1%)	5 (2.8%)	15 (8.3%)	90 (50.0%)	68 (37.8%)	4.21	.796

Table 3: Response on Influence of Consistency on Organizational Performance

Key: SA-Strongly Agree; A- Agree; N-Neutral; D-Disagree and SD-Strongly Disagree

This section presents results on the influence of consistency dimension of organization culture on organizational performance. From the research findings, 97(53.9%) of the respondents strongly agreed that when the organization's way of doing things is predictable, they deliver their work better, 73(40.6%) of the respondents also agreed. While 8(4.4%)

were undecided, 2 (1.1%) disagreed with the view. On the other hand, 89 (49.4%) respondents strongly disagreed that when their responsibilities are not consistent with their strengths and interests, they perform better. 60(33.3%) of them also disagreed. Concerning consistency of leadership, 158 (87.8%) of respondents agreed that consistent leaders in an organization promote better working environment hence encouraged high staff performance. While 15(8.3%) of them were undecided, 7(3.9%) had a different view. Moreover, 160(88.9%) of the respondents supported the opinion that consistency instilled a feeling of stability and dedication at their work place which enabled them to serve clients better. However, 3 (1.7%) had a contrary opinion.

The findings implied that consistency dimension of culture had a positive influence on service delivery at Kisumu Water and Sewerage Company Limited. The above findings concur with the findings by Wangui and Mbugua (2017) who established that consistency in workplace policies enhanced employee performance in real estate. The findings of the study also confirmed Jepkorir, Lagat and Ng'eno (2017) who established that consistency culture trait had a positive effect on job performance in commercial banks in Kenya.

The study established the effectiveness of consistency culture trait as a strategic driver that enhanced performance at Kisumu Water and Sewerage Company Limited and therefore its advises the management to promote consistency at all levels of the organization.

4.4. Influence of Employee Commitment on Organizational Performance

Further, the researcher also sought to establish whether employee commitment has an influence on organizational performance

Statement	1 SD	2 D	3 N	4 A	5 SA	Mean	Std. Deviation
Positive attitude towards work enhance service delivery	2(1.1%)	5 (2.8%)	8 (4.4%)	100 (55.6%)	65 (36.1%)	4.23	.754
All employees adhere strictly to the company's policies and procedures	3 (1.7%)	20 (11.1%)	3 (1.7%)	84 (46.7%)	70 (38.8%)	4.10	.998
I like working in this organization	102 (56.6%)	59 (32.8%)	9 (5.0%)	10 (5.6%)	0 (0.0%)	4.41	.824
Poor commitment of field staff has effect on revenue collected	110 (61.1%)	40 (22.2%)	10 (5.6%)	6 (3.3%)	4 (2.2%)	4.36	.984
Committed staff minimize wastage in or organization	0 (0.0%)	1 (0.6%)	3 (1.7%)	98 (54.4%)	78 (43.3%)	4.40	.585

Table 4: Response on Influence of Employee Commitment on Organizational Performance

This section presents results on the influence of employee commitment dimension on organizational performance. From the research findings, 165 (91.7%) of the respondents agreed that when employees have positive attitude towards work, service delivery is enhanced. 7 (3.9%) had a divergent view. On the issue of the employees' negative attitude towards working at KIWASCO, 161 (87.4%) disagreed, 9(5.0%) were non-committal. Only10 (5.6%) indicated a dislike in working at the organization meaning most employees enjoyed working at KIWASCO. While 154(85.5%) of the respondents concurred that all the employees in the organization adhered strictly to the company's policies and procedures, 23(12.8%) were of the contrary opinion. On the other hand, 176(97.7%) of the respondents indicated that when staff are committed there will be minimized wastage in the organization. Similarly, 150(83.3%) of the respondents disagreed with opinion that poor commitment of field staff had no effect on revenue collected by the organization. The above study findings concur with the findings by Muthike (2017) which concluded that employees who were not committed to the organization could not necessarily perform even if they were empowered. This finding corroborates a similar result by Pearce and Mohamed (2014) which revealed a fairly high relationship between employee commitment and organizational performance in Coca Cola Company Plc implying that employee commitment improves the company's performance. Hunjra (2010) opined a similar opinion when he indicated that committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization.

Furthermore, the study concluded that employee commitment trait of culture enhances service delivery and minimize wastage of resources.

4.5. Correlation between Organizational Culture and Organizational Performance

To establish whether there was any statistical significant relationship between organizational culture performance of Kisumu Water and Sewerage Company Limited, Kenya, the researcher computed a bivariate Pearson's Product-Moment Coefficient of Correlation between the scores of the independent variables: Involvement Trait,

Consistency Trait, Commitment Trait, Mission Trait and independent variable: Organizational Performance. The SPSS output Table 5 shows the correlation results.

Correlations					
		Consistency and Performance	Organizational Mission and Performance	Involvement and Performance	Employee Commitment and Performance
consistency and performance	Pearson Correlation	1	.549**	.522**	.166*
	Sig. (2-tailed)		.000	.000	.026
	N	180	180	180	180
organizational mission and performance	Pearson Correlation	.549**	1	.866**	.371**
	Sig. (2-tailed)	.000		.000	.000
	N	180	180	180	180
Involvement and performance	Pearson Correlation	.522**	.866**	1	.362**
	Sig. (2-tailed)	.000	.000		.000
	N	180	180	180	180
employee commitment and performance	Pearson Correlation	.166*	.371**	.362**	1
	Sig. (2-tailed)	.026	.000	.000	
	N	180	180	180	180

Table 5: Correlation between Culture (Consistency, Mission, Involvement, Commitment) and Performance at KIWASCO

** Correlation Is Significant at the 0.01 Level (2-Tailed)

* Correlation Is Significant at the 0.05 Level (2-Tailed)

From Table 5, it is evident that although there was a high positive correlation ($n=180$; $r=.866^{**}$; $p<.05$) between Involvement and Organizational Performance, it was statistically significant. It can therefore be concluded that there is statistically significant positive relationship between Employee Involvement and Performance of Kisumu Water and Sewerage Company Limited, with more Employee Involvement attachment likely to trigger higher Organizational Performance of Kisumu Water and Sewerage Company Limited. The output indicates a significant ($n=180$ $r=.549^{**}$; $p<.05$) moderate positive correlation between Employee Consistency and organizational performance. The correlation between Employee Commitment and Organizational Performance was low though positive ($n=180$; $r=.371^{**}$; $p<.05$).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.763	.320

Table 6: Model Summary on Regression Analysis of Organizational Culture and Organizational Performance of Kisumu Water and Sewerage Company Limited

a. Predictors: (Constant), Involvement and Employee Performance, Employee Commitment And Performance, Consistency and Employee Performance

The model showed that Organizational Culture accounted for 76.7% of the variation on performance at KIWASCO, as suggested by the coefficient of determination ($R^2=0.767$). This was quite a significant variance shared between the two variables, meaning that there was a high influence by organizational culture on the dependent variable. However, to determine whether Organizational Culture was a significant predictor of Organizational Performance, Analysis of Variance (ANOVA) was computed as shown in Table 7 below

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.254	3	19.751	192.694	.000 ^b
	Residual	18.040	176	.103		
	Total	77.294	179			

Table 7: ANOVA –Influence of Culture on Organizational Performance at KIWASCO

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Involvement and Employee Performance, Employee Commitment and Performance, Consistency and Employee Performance

The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The finding of the study reveals that Involvement and employee performance, employee commitment and performance, consistency and employee performance statistically significantly predict the organizational performance, $F(3, 176) = 192.694$, $p<.05$ (the regression model is a good fit of the data). The findings meant that the knowledge on Culture could be relied on to predict the level of Organizational Performance, when the other factors are assumed constant.

5. Summary of Findings, Conclusion and Recommendation

5.1. Summary of Findings

The findings of the present study established that organizational culture was a significant predictor of performance in KIWASCO.

5.2. Conclusion

The findings of the present study established that organizational culture was a significant predictor of performance in KIWASCO.

Involvement of employees (giving them authority, responsibility and ability to manage their work) had the highest effect on organizational performance followed by clear mission; objectives and strategic intent. While employee commitment trait improved service delivery and minimize wastage of resources. Consistency dimension had a lowest but positive influence on service delivery.

5.3. Recommendations

From the findings of this study, the following recommendations can be made. First, the management needs to adopt engagement mechanisms that encourage staff to improve service delivery and lead to higher organizational performance. The management should develop a clear mission that focused and easily conceptualized by members in the organization in addition to clear goals and objectives to enhance effective organizational performance

The organization should develop and maintain values and principles that are shared by all staff. Such consistency instills a feeling of stability and dedication at work which enables them to serve clients better. Furthermore, the study concluded that employee commitment trait of culture enhances service delivery and minimize wastage of resources.

5.4. Suggestions for Further Research

The study further suggested future research on other aspects of organizational culture such as leadership; organizational structure; innovation & development that can have influence on organizational performance.

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