

Organization Culture On Performance In Family Run Businesses: A Survey Of Riva Petroleum Dealers Limited Nakuru County

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Abstract: Riva petroleum dealers profit curve has been on the decline. In the year ended 2014-2015 the company reported a growth in profit of 10% from the previous year. However in the year ending 2016 the profits declined by 3%. In the year ending 2018 the company managed to break even with minimal profits. Every organization local, global, big or small has a culture and while there is a universal agreement that organization culture exists and affects organizations operations there is no agreement on how it influences behavior and whether it can actually be changed. Without an understanding of what culture is and how it affects other key elements of the organization its positive effects may also not be acknowledged. This lack of agreement also hinders development of approaches that can help organizations in analyzing their culture, maintaining and transforming it. In an ever changing business environment, increased competition and globalization, businesses and organizations must preserve good practices as well as transform outdated practices and any other practices that hinder growth as well as cultivate a competitive advantage. Organization culture affects what people do, recruitment process, leadership, strategy and structure. This research project was to inspect the impact of organization culture on family run business. The particular targets were to examine how the four types of culture that is adhocracy, market, clan and hierarchical culture influences the family run organization. The examination used both descriptive and explanatory research design. The examination was a contextual analysis of Riva Petroleum Dealers in Nakuru County. The study was completed by utilizing self-managed polls. The number of inhabitants in the examination was 68 representatives of Riva Petroleum Dealers Ltd in Nakuru County. Since the objective populace was a reasonable size the analyst embraced enumeration methods to remember every one of the 68 workers for Rift valley area. Essential information was collected by utilizing self – regulated polls. Organized surveys was utilized as an information assortment instrument and contained shut finished inquiries which was joined by a rundown of every single imaginable answer from which the respondent will pick from. The poll was given to decide the chose representatives view and conclusions on the examination targets under investigation. The crude information was cleaned, coded and broken down to guarantee exactness, constancy and culmination. The information was broken down utilizing quantitative information examination techniques. Information from the polls was coded and went into the PC utilizing Statistical Package for Social Science rendition 25.0. This assisted with running straightforward elucidating investigations which was displayed utilizing recurrence Tables. From the findings, there is a positive significant relationship between clan culture and performance of Riva Petroleum Dealers Ltd as shown by a regression coefficient of 0.241.

I. INTRODUCTION

A. BACKGROUND OF THE STUDY

In order to reach their targets, provide products and services, and obtain a competitive edge, businesses need high-performing individuals. Low performance can lead to

dissatisfaction and personal loss, while high performance can boost employee productivity, happiness, and trust (Vans cotter, Motowidlo, & cross, 2000). Culture has an effect on every aspect of an organization. It exposes a company's true nature, including its activities, priorities, and how customers, employees, and shareholders are handled (Brown, Gallagher & Brown, 2008). It is paramount to investigate and to figure out

factors that lead to effectiveness of an organization's growth and development.

Organizational culture, according to Chatman and Eunyong (2003), is a set of common assumptions, principles, and conviction's that point people towards what they deem as acceptable and unacceptable conduct. An organization's culture is defined by its policies, activities, and values. Organizational culture, according to Kotter & Heskett (1992), there are two major elements that result in an effective culture that is structural stability and integration of outstanding standards of corporate culture. According to Kotter, culture includes beliefs that members of a group commit to and practice that appear to go on for a period of time even when the membership dynamic shifts.

Nayer (1994), referred performance as the extent to which a person fulfills his or her position in accordance with the organization's established standards. According to Romanoff (1989), success refers to a set of outcomes created for a length of time rather than attributes or personal characteristics. What an individual or a system does is called performance. Performance assessment involves the addition of a judgment of the importance or status of the quantified performance measurement, whereas performance measurement is the quantification of what was achieved (Ilgen&Schneider 1991). Organizational efficiency can be measured in a variety of ways. Financial performance can be calculated in two ways. Financial methods of measuring performance include profitability of investment, profits, sales, and profit generated by its assets. Non-financial methods of measuring performance include customer satisfaction, quality, market share, benchmarking and objective.

The Ministry of Energy and Petroleum regulates oil companies in Kenya. Energy Regulatory Commission is in charge of overseeing the market (ERC). Only the top ten oil marketing companies control approximately 77 percent of the market in Kenya, where there are over sixty registered oil companies. The petroleum industry in Kenya began in 1903, with kerosene as the primary import in tins, followed by gasoline in jerricans and drums before Royal Dutch Company Shell built its first depot at Shimanzi on Mombasa Island. The ministry of energy, the Energy Regulatory Commission (ERC), the Kenya Pipeline Company (KPC), the Kenya Petroleum Refineries Ltd (KPRL), and all oil companies make up the petroleum industry. Kenya had more than 60 registered oil companies as of July 2018. The industry was dominated by major companies such as Oil Libya, Vivo Energy, and Total. Local firms such as Kenol Kobil, National Oil Corporation, Tosha, and Dalbit Petroleum were also present, but their market share was small in comparison to the dominant players. Upstream, midstream, and downstream are the three main industries that make up the oil and gas industry. Speculation and fracking are major concerns in the upstream market.

Riva Petroleum was founded in June 1996 and is a limited-liability corporation. From its modest origins as a reseller, the company has grown into a well-known brand with a well-established brand name, as well as a valued company among the government, suppliers, and players in the oil industry, service providers, and customers. Riva Petroleum Dealers Limited has expanded to become one of East Africa's

most profitable oil marketing companies under the brand name "RIVA. "With branches in major cities and headquarters in Westland's Nairobi, the Mayfair Suites is the company's headquarters.

Riva Petroleum was founded in 1996 by Engineer Peter Njeru with just a few workers, the majority of whom were not oil industry professionals. Riva Petroleum began as an oil marketer for the Shell brand of lubricants, and later expanded into the fuel industry by opening a gas station. The majority of its target market was in the Rift Valley Area, where it sold to commercial flower farms and commercial organizations on both a retail and wholesale basis

B. STATEMENT OF THE PROBLEM

Riva petroleum dealers profit curve has been on the decline. In the year ended 2014-2015 the company reported a growth in profit of 10% from the previous year. However in the year ending 2016 the profits declined by 3%. In the year ending 2018 the company managed to break even with minimal profits (Njenga, 2018). This was attributed to increased competition, internal business processes, and employees productivity levels. Due to increased competition Riva has lost some of its major customers to competitor's. Kula (2018) carried a survey of the major customers who have left and one of the major reasons cited was better services such as fuel cards issued by some major competitors. Riva petroleum dealers recorded an all-time high employee turnover in the year 2018 (Mwongeli, 2018). This research study aims to investigate the effect of organization culture on profitability, customer satisfaction and employee satisfaction

This ever-changing business environment is a threat to performance of petroleum companies. To counter these changes and improve on their performance, strategic responses are required. Strategic responses towards environmental turbulence will reconfigure operations of these companies as a way of improving on their performance. It is therefore important to determine some of the response strategies that these companies have adopted in the wake of the ever-changing business landscape (Habib, Bastl & Pilbeam, 2015).

Chege (2012) investigated the challenges of strategy execution for firms in Kenya's petroleum industry and discovered that technology, resource distribution, job tasks, prioritization, organization structure, principles, and resistance to change were the most significant obstacles. Kieyah (2011) investigated Kenya's petroleum industry, while Deloitte (2013) investigated East Africa's oil and gas potential. The Institute of Economic Affairs conducted a study on the condition of Kenya's petroleum industry after liberalization in 2000. Maina (2016) investigated the impact of organizational culture on commercial bank success in Kenya. Awuor (2015) conducted a study on the impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector

Marin, et al. (2016) performed a survey on 491 Spanish companies with various levels of family participation. The aim of this research, which was conducted using a configurationally approach and the organizational cultural assessment instrument (OCAI), was to investigate and evaluate the cultural typology of family businesses based on their level of involvement. Poza and Maheshwari (1997)

conducted a survey on twenty-six family-owned companies to learn more about their history and practices. Mwau (2016) conducted a study on the impact of organizational culture on Kenya power efficiency.

In commercial banks, Oduol (2015) conducted study. The Kenya Institute of Monetary Studies was the subject of a report conducted by Kamamia in 2014. On the impact of company culture on results. In Kenya, Seku conducted a study on the impact of organizational culture on public water company efficiency. The aim of this study is to look into the impact of culture on the success of family-owned businesses. There has been various empirical studies on the effect of organization culture on performance conducted abroad however there are few research conducted in Kenya that focus on family founded /owned companies.

C. GENERAL OBJECTIVE OF THE STUDY

The main objective of this study was to investigate organization culture on performance in family run businesses.

D. SPECIFIC OBJECTIVES

To examine the effect of clan culture on performance of Riva Petroleum Dealers limited

E. RESEARCH QUESTION

Does Clan culture affect performance of Riva Petroleum Dealers limited?

II. LITERATURE REVIEW

A. THEORETICAL REVIEW

This research study was guided by Balance score card model, Schein's Theory of Organizational Culture and Denison's Culture and Effectiveness Model. These are theories mostly used in study and understanding of organization culture.

a. BALANCED SCORE CARD MODEL

Kaplan and Norton (1992, 1993, and 1996) proposed the Balanced Scorecard as a conceptual structure for identifying, assessing, and measuring factors that influence an organization's success. The Balanced Scorecard (BSC) is a strategic performance management tool - a semi-standard standardized report backed by validated design methods and automation tools that managers can use to track the execution of activities by staff under their authority and monitor the effects of these acts (Norton, 2000). It's the most well-known of a number of similar systems (it is the most widely adopted performance management framework reported in the annual survey of management tools undertaken by Bain & Company, and has been widely adopted in English-speaking western countries and Scandinavia in the early 1990s).

The balance score card is a management tool that aids in the definition and implementation of a company's vision and

strategy. It provides feedback on both internal and external business processes so that strategic performance and outcomes can be maximized over time. The balance score card (Schneiderman, 2002) connects performance indicators by examining a company's strategic strategy from four angles: financial, customer, innovation and learning, and internal business process.

According to Pearson and Robinson (2011), BSC is also a management framework that allows businesses to communicate their clarification and plan translation in order to receive positive input. The Balanced Score Card can turn a plan and a vision into a powerful machine that can efficiently convey the strategic intent while motivating and tracking results. The BSC is a series of measures that, according to Niven (2002), are extracted from an organization's plan and aid management in communicating results and outcomes in order to achieve the organization's mission, vision, and strategic objectives.

b. SCHEIN'S THEORY OF ORGANIZATIONAL CULTURE

Simple fundamental beliefs, espoused ideals, and objects are the three domains of the theory. Artifacts are visible, easily seen and felt representations of an organization's culture, such as objects, the physical environment, language, technology, clothes, myths and stories, written values, rituals and ceremonies (James & Jones, 2005). Strategies, goals, common perceptions, shared assumptions, norms, principles, and values instilled by founders and leaders are examples of espoused beliefs and values.

Simple underlying assumptions, according to James and Jones (2005), are the deeply-embedded, implicit, taken-for-granted assumptions that are communicated with others at the base level of organizational culture. Any challenge to these assumptions will make people feel anxious and defensive. This theory was chosen to direct this research because it proposes that an organizational culture should represent the fundamental underlying assumptions, espoused values, and arte facts in order to improve organizational success.

Edgar Schein, an American management professor, created an organizational culture model in 1980 to make culture more recognizable within a business. Organizations do not adopt a culture in a single day, according to Edgar Schein; rather, it is developed over time as workers go through different changes, adjust to the external world, and solve problems. They take what they've learned from their previous experiences and put it into practice every day, shaping the organizational culture. New workers work hard to fit into the new community and live a stress-free life. Schein believed that an organization's culture has three levels: objects, traditions, and perceived values (S).

On the first level, he referred to them as objects, which were features that could be easily seen, heard, and felt by a group of people. Technology, products, and language are examples of observable products. Clothing, office decor, equipment, and employee attitudes, as well as the organization's mission and vision, myths, and tales, are all examples. All of these factors contribute to the formation of corporate culture, according to him, which is influenced by

how workers dress, approach their bosses, handle disputes, and interpret job deadlines.

On a deeper stage, there was the idea of value (Schein, 1988). In support of this theory, (Belias&Koustelios, 2014) asserted that understanding organizational culture is the product of a community of people who live in the same place and share similar habits and attitudes. As a result, people who belong to one community share beliefs, norms, history, and objects that distinguish them from others.

On the third stage, according to Schein (2004), are assumed values. These ideals, though unspoken and unquantifiable, have an effect on the organization's culture. Certain values and evidence that are kept secret but have an effect on the culture of the company. For example, in companies where female employees outnumber their male counterparts, late sittings are discouraged because females are uncomfortable with such a culture. Male workers, on the other hand, will be more competitive and have no problem staying late. Certain practices are followed by the organizations, which are not frequently debated but are well understood. The third level of the organization is made up of these laws.

Barney (1986) described organizational culture as a collection of fundamental assumptions, beliefs, values, and symbols that influence how a business is run. Bonavia& Quintanilla created a scale to quantify the objects and inventions proposed in the model, based on Schein's (1996) model. Cultural objects, according to Bonavia (2006), are the simplest to reach by self-reporting questionnaires since they are made up of the most recognizable components of organizational culture.

Schein later combines culture and leadership as two sides of the same coin in his later work. If an entrepreneur, for example, founds a company, he or she will have the opportunity to begin imposing ideals, principles, and assumptions on his new workers, and thus begin the culture-creation process (Schein, 2004). The role of leaders as culture administrators and advocates of culture change is emphasized by Donnell and Boyle (2008). Leaders have clout when it comes to rewarding subcultures that adhere to the dominant views, traditions, and assumptions.

The aim of this research is to find an answer to the question of culture and its effect on success. Schein's model delves further into corporate culture and culture building. Employees imitate actions that they see in the organization and that they believe is necessary based on the organization's principles and assumptions in order to stay employed. Employee experiences like these form the company's culture. Entrepreneurs who are also founders have an influence on the culture of their companies that cannot be overlooked.

c. DENISON'S CULTURE AND EFFECTIVENESS MODEL

Denison's (1990) organizational culture model is based on four cultural attributes: participation, continuity, adaptability, and mission. These factors, he said, have an influence on organizational effectiveness. When it comes to culture and effectiveness, the model emphasizes the importance of applying administration approaches to core assumptions and perspectives. An association's values and viewpoints include a

collection of organizational strategies, which are actual operations that are usually based on the firm's beliefs. These practices stem from and strengthen the association's guiding principles and perspectives.

Involvement and engagement, according to the model, imply the development of human capability, ownership, and a sense of responsibility, as well as the achievement of the firm's goals and commitment (Denison, 1990). Organizations that are effective inspire their employees and build relationships across groups (Lawler, 1996). People at all levels believe that they have some responsibility to decisions that will affect their work, and that their work is especially linked to the affiliation's goals (Katzenberg, 1993; Spreitzer, 1995). Consistency, on the other hand, is thought to foster a mindset of legitimate institutions that provide an internal organizational plan based on mutual support.

Firms tend to grow because they have good social orders that are dependable and consistent all over, encouraged, and well-organized (Davenport, 1993; Saffold, 1988). Individual and group behavior is rooted in fundamental values and capable of achieving goals despite changing perspectives (Block, 1991). Consistency is the foundation for firmness and inner amalgamation, which is the product of a universal approach and enforcement (Senge, 1990).

Flexibility explains how values and convictions that enhance an organization's ability to decode and translate signals from its environment into internal authoritative and behavioral changes can help it survive, develop, and improve (Denison, 1990). Surprisingly, because of the high levels of flexibility achieved over time, soundly incorporated organizations are often the most difficult to reform (Kanter, 1993). Clients drive versatile organizations, which profit from their flaws and have the capacity and experience to adapt (Nadler, 1998; Senge, 1990). Such businesses are constantly changing their systems in order to advance advancements and provide value to their customers (Stalk, 1988). The final cultural characteristic is purpose, which describes the sense of a major long-term bearing for the company by defining a social obligation and external goals. It identifies an appropriate approach for an organization and its members by providing a distinct path and objectives (Denison, 1990).

A common feeling of reason, bearing and approach can synchronize and stimulate individuals toward group objectives (Baker, 2002). (Baker, 2002). Effective organizations have an apparent purpose and bearing that identifies the firm's objectives and envisions the future of the business (Mintzbert, 1994; Hamel and Prahalad, 1994). (Mintzbert, 1994; Hamel and Prahalad, 1994) When a company's mission shifts, similar changes occur in different areas of the affiliation's traditions (Ahmad, 2012). The four cultural traits are concerned with various aspects of culture, but even more importantly, they are concerned with various parts of culture. The mission and constancy tend to lead to firmness, whereas engagement and compliance allow change and versatility. Constancy and involvement point to culture to be lead firm's internal changes while goal focused and adaptability point culture to be useful to the unity of the firm with its macro environment (Baker, 2002).

B. EMPIRICAL LITERATURE REVIEW

Clan culture, according to Njugi et al., (2014), has a considerable involvement on a company's success. This is attributed by its governance of conduct, the company's culture, work environment, the organization's success objectives, and the organization's stability. Marketing culture, entrepreneurial culture, bureaucratic culture, and consensual culture were the key topics of discussion. They come to the conclusion that most workers favor the entrepreneurial culture because it maximizes their abilities, allowing them to use their ingenuity, imagination, and freedom from micromanagement. In terms of employee behavior, Oduol (2015) claims that a positive organizational culture fosters strong behavior. However, she points out that there should be a fit between an organization's envisioned strategies and its culture for there to be an impact on performance.

Committed workers are increasingly recognized as the main asset useful to an organization, Hunjra (2010). They are driven to devote their time and resources to the accomplishment of organizational aims. They have the intellectual capital that has become the most valuable commodity for many organizations (Hunjra, 2010). Employees who are loyal to the organization and their mutual benefits will be more likely to create the social requirement necessary for organizational learning.

Khan (2010) studied the effect of team member's devotion (Affective commitment, Continuance commitment, and normative commitment) on staff performance in the oil and gas sector in Pakistan using a sample of 153 public and private sector employees. Employee engagement and work performance were found to have a good relationship, according to the findings. As a result, work performance became a factor in determining employee engagement. As a result, Khan (2010) directed managers to heed to the precursors of employee commitment as well as all things that promote employee loyalty for there to be improved employee efficiency, resulting, firms effectiveness.

Effective engagement is defined by an individual employee's relationship with the organization, as measured by how well they perceive their interactions and participation in company affairs. Employee loyalty has been shown to be inversely linked to organizational employee turnover. Employee performance improves as a result of these factors, meaning that high engagement is directly linked to improved organizational performance (Wang, 2010).

High commitment activities increase efficiency, job productivity, and service quality, according to empirical studies (Owoyemi et al, 2011 and Boxall & Macky, 2007). These research looked at employee adherence to work activities from the perspective of employers, while the current study looks at it from the perspective of workers. According to Boxall and Macky (2007), when workers engage in high-commitment work activities, their level of commitment to the company increases, resulting in improved individual and organizational efficiency (Owoyemi et al., 2011).

Employee commitment to the workplace may be linked to human resources activities such as recruiting, selection, and performance assessment, but it can also be used to foster certain psychological bonds (Owoyemi et al, 2011).Employee

engagement would yield benefits such as improved employee satisfaction, reduced employee turnover, lowered intention to resign, reduced intention to seek other jobs, lowered absenteeism (Brown, McHardy, McNabb, and Taylor, 2011).Employee engagement should be regarded as a business imperative with this in mind.

Modern management philosophy and practice emphasize the importance of teamwork (Dhurup et al., 2015).Since many companies tasks have grown more elaborate as a result of technological advancements, many organizations have made teamwork a priority. A team, according to many writers, is a community of people with harmonizing skills who work for the same outcomes (Moura et al., 2014).Jones et al (2007) argue that working in a team leads people to linking up, work on personal abilities, and bring in good input without causing disagreement. Similarly, firms emphasizing on teamwork will result in revamped workers productivity, enhanced productivity and improved skills in problems solution. The study also showed that team work is needed for all categories of organizations profit driven as well as non-profit organizations (Pfaff and Huddleston, 2003)

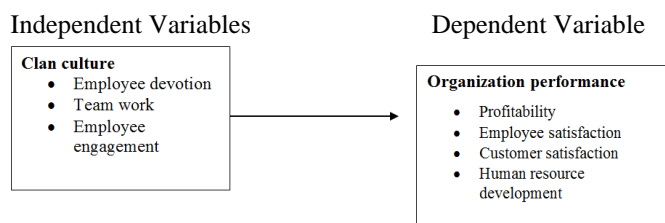
Employee involvement helps to create an environment where employee has an inherent incentive to continue in the organization's best interests. Robinson et al. (2004), points out that an active team member goes above and beyond, believes in and connects with the company, strives to make improvements, gets the corporate picture and the larger vision, and respects and assists coworkers. According to Alfes et al. (2010), involved workers do better, are more creative, and will stay with the company.

Staff involvement is characterized by good attitudes (for example, feeling fulfilled, devotion, and pride in the company) and conduct (low labor turnover and absenteeism) of employees, as well as a show of trust, transparency, and an exchange within a psychological agreement where both parties win (Guest, 2009).

Staff engagement, on the other hand, has been found to have a poor association with organizational efficiency, partially because engagement does not influence organizational performance directly, but rather through other variables that predict performance (Chughtai, 2008).Customer satisfaction, employee turnover, employee commitments, and other similar constructs have been found to have an effect on employee engagement, which in turn affects organizational efficiency (Right Management, 2009).Most employers agree that motivated workers are more likely to do more, are more productive, and have better working relationships (Psychometric Canada, 2011).

C. CONCEPTUAL FRAMEWORK

This is the process of taking a concept or construct and refining it by giving it a conceptual or theoretical definition. It defines the relationship between two variables in the study.



Source: Researcher (2021)

III. RESEARCH METHODOLOGY

RESEARCH DESIGN

According to Saunders, Lewis, and Thornhill (2007), no research design is necessarily better or worse than another, and research design must be motivated by the researcher's research objectives and questions. Different research designs can be combined in one study. Descriptive studies are used to find out the "what is" and utilizes data collected using observational and survey methods. (1989, Borg & Gall). The data is presented using mean, mode, median, and variance. The aim of an explanatory research design is to find some causal relationships between the factors or variables that are essential to the research issue. It enables the researcher to put very precise hypotheses to the test (cooper and schidler, 2008). As a result, descriptive and explanatory researches were used in the study. The study survey and data was collected using self-administered questionnaires.

TARGET POPULATION

Target population is a whole group of individuals with some similar notable qualities (Mugenda and Mugenda, 1999). Riva petroleum has a total of 170 permanent employees in Nairobi, East and Central Kenya and Rift valley region. For convenience and time factor the study will narrow down to Rift valley region. Riva Petroleum Dealers has one administrative branch in Rift-valley region based in Nakuru town and nine petrol stations in rift valley region. Five of the nine petrol stations are run by the company and will be the target of the study and four of the remaining stations are franchise agreements with dealers. The study targeted 68 employee from Riva petroleum main branch and five company run petrol stations in Nakuru County. The employees targeted were at different functional levels in the organization. The target population was drawn from accounts, supplies, human resource, operations and administration, marketing, customer service, fuel station/store heads and pump and store attendants.

DATA COLLECTION INSTRUMENTS AND PROCEDURE

Self-administered questionnaires were used to collect primary data. Structured questionnaires were used as a data collection tool, and they included closed-ended questions with a list of all possible responses from which the respondent could choose. The aim of the survey was to find out what the selected employees thought about the study objectives. Owing to the technical aspect of the objects on the scale and the need

to assess the authenticity of the correspondents' answers, this approach is the strongest. The responders were given four days to complete the questionnaires before they were taken back, giving them plenty of time to do so sufficiently go through the questions at their own pace. This was done so as to increase the response rate.

VALIDITY

The validity of an instrument is the correctness of deductions, based on the research findings (Kothari, 2003). Validity determines the extent that the measurements process measures the variable it assures to measure. Face validity method was used to gauge the soundness of the research instruments. The researcher read through the instrument and compared them with the set aims of the study. Additionally, the constructs of research instruments used was based on both theoretical and empirical evidence. To set up the validity and reliability of the questionnaire. The study depended on tools used in other related studies, ideas arising from a comprehensive study of appropriate literature. Content validity was ensured by subjecting the questionnaire to double check.

RELIABILITY

Mugenda & Mugenda (2003) reliability is the consistence of a measure or the extent that a research instruments gives steady results after a lot of trials. In this study, reliability was ensured by conducting a pilot test. A pilot test was undertaken in Riva petroleum dealers Embu branch. The pilot test interviewees were picked indiscriminately and their feedback was analyzed prior to doing the principal research. The answers in the trial study was used to determine constancy of results, and the questionnaire was regarded as adequately dependable to be employed in the major study, (Lees, 2007). The trial was meant to divulge gaps in the design of the principal research thus allowing the researcher to have a useful understanding of issues that needed to be amended prior to execution of the principal study (Sigmund, 2003). Cronbach's Coefficient Alpha, was used to determine the reliability and a cut-off point of 0.7 was used.

DATA ANALYSIS AND PRESENTATION

The raw data collected was screened, coded and analyzed to guarantee correctness, constancy and integrity. The data was analyzed using quantitative data analysis methods. Statistical Package for Social Science version 25.0 was used to code and enter data from the questionnaires. This aided in the execution of basic descriptive evaluations, which were provided in the form of frequency tables. Quantitative data was analyzed using content analysis and interpreted using themes and narratives, while qualitative data was collected. Tables, and graphs were used to display quantitative data, which was analyzed using descriptive and inferential statistics.

$$Y = \beta_0 + \beta_1 X_1$$

IV. FINDINGS AND DISCUSSIONS

A. RESPONSE RATE

No. of interviewees	No. of questionnaires Received back	Completion Rate (%)
68	53	78

Table 1

A total of 68 questionnaires were distributed, 53 were adequately filled constituting 78 % level of response. According to Mugenda and Mugenda (2003), a reply rate of 50% is satisfactory, 60% is fine, and more than 70% is outstanding. As a result, this answer was scored as excellent for the report.

B. CLAN CULTURE ON PERFORMANCE OF RIVA PETROLEUM DEALERS LTD.

The researcher sought to determine degree of concordance on the effect of clan culture on performance of Riva Petroleum Dealers Ltd. Table 4.4 shows the respondent's views.

Statement	N	Min	Max	Mean	Std
Teamwork is highly valued in Riva petroleum dealers ltd	53	1	5	4.076	1.141
All employees are motivated to actively take part in making choices and improving operation processes	53	1	5	4.226	0.869
I believe my voice and opinion matters to the leadership of the company and this boosts my performance	53	1	5	4.755	0.937
Being in Riva petroleum feels like being a part of one large family	53	1	5	3.981	0.990
The culture of teamwork and loyalty results in improved customer satisfaction	53	1	5	3.981	1.100

Table 2

From the findings, with a (mean = 4.076; std = 1.141), the greater number of the interviewees decided that teamwork is highly regarded in Riva petroleum dealers ltd. The results support Hersey's (2017) statement that teamwork is essential in the workplace for better productivity and employee bonding. The findings were in congruence with a greater number of respondents stating that all employees are motivated to actively share in making resolutions and improving operation processes with (mean = 4.226; std = 0.829). A greater number of the participants agreed that they believe my voice and opinion matters to the leadership of the company and this boosts my performance (mean = 4.755; std = 0.937).

Additionally a greater number of the participants (mean = 3.981; std = 0.990) agreed that being in Riva petroleum feels like being a part of one large family. The study also indicated that a larger part of the respondents (mean = 3.2981; std = 1.100) agreed that the culture of teamwork and loyalty results in improved customer satisfaction. The findings support those

of Hisam (2018), who discovered a clear and important connection between teamwork and success. Team cohesiveness is a critical and determinant factor for team success in an organization, according to Akmal (2015). As a result, teamwork alone cannot ensure effectiveness in the absence of administrative engagement This is where top-level leadership support is crucial to enabling better results across the board.

C. PERFORMANCE OF RIVA PETROLEUM DEALERS LTD

The researcher sought to determine level of agreement on performance of Riva Petroleum Dealers Ltd. Table 4.8 shows the respondent's views.

Statement	N	Min	Max	Mean	Std
Riva petroleum business processes allows for flexibility in operations	53	1	5	3.962	1.000
New ideas and innovation are encouraged and easily adopted	53	1	5	4.094	1.024
Flexibility is allowed in decision making and this results in more sales and greater customer satisfaction	53	1	5	4.264	0.984
We easily change our operations to adopt new technologies ideas to match customer needs	53	1	5	4.132	0.965
The work environment is empowering and encourages risk taking and innovation	53	1	5	4.264	0.858

Table 3

The study result showed that a greater number of the answerers agreed that Riva petroleum business processes allows for flexibility in operations with (mean = 3.962; std = 1.000). Moreover a greater number of interviewees agreed that new ideas and innovation are encouraged and easily adopted (mean = 4.264; std = 0.984).

The respondents agreed that we easily change our operations to adopt new technologies ideas to match customer needs with (mean = 4.132; std = 0.965). The findings agree with those by Sakwa (2014) that most customers today do not mind paying extra for quicker services should they be rather than free but slower services. This calls out for businesses to put the customer at the forefront. The respondents with a (mean = 4.264; std = 0.984) agreed that they easily change their operations to adopt new technologies ideas to match customer needs.

Finally the respondents agreed (mean = 4.264; std = 0.858) that the work environment is empowering and encourages risk taking and innovation. The findings agree with Leblebici (2012) that a work environment plays a role in motivating employees and producing better results.

D. MULTIPLE REGRESSION ANALYSIS

The study evaluated how clan culture, hierarchical culture, market culture and adhocracy culture affect performance of Riva Petroleum Dealers Ltd. Using multiple regression analysis and Analysis of Variance (ANOVA), the combined effect of clan culture, hierarchical culture, market culture and adhocracy culture on performance of Riva Petroleum Dealers Ltd

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.7563	0.57199	0.52761	2.56741

Table 4

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.572, which shows that the four independent variables (clan culture, hierarchical culture, market culture and adhocracy culture) can explain 57.2% of on performance of in Riva Petroleum Dealers Ltd while other factors explain 42.8%

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	23.7930	2	11.8965	42.0520	0.000
Residual	14.4290	51	0.2829		
Total	38.2220	53			

Table 4

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables clan culture, hierarchical culture, market culture and adhocracy culture (y) affect performance of in Riva Petroleum Dealers Ltd, the F-calculated (42.0520) was more than the F-critical which shows that the model was fit in predicting the influence of the independent variables on the dependent variable.

Regression Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
1 clan culture	.241	.147	.421	1.640	.008

a. Dependent Variable: performance of Riva Petroleum Dealers Ltd

Table 5

The overall significant test results for the hypothesized research model.

The interpretations of the findings indicated follow the following regression model.

$$Y = \beta_0 + \beta_1 X_1$$

V. CONCLUSION AND RECOMMENDATIONS OF THE STUDY

From the study the researcher concluded that teamwork is highly valued in Riva petroleum dealers further employees are encouraged to actively be a part of decision making and improving operation processes. Employee belief that their voice and opinion matters to the leadership of the company and this boosts my performance in addition to this Being in Riva petroleum feels like being a part of one large family and culture of teamwork and loyalty results in improved customer satisfaction.

The study proposes that organizations should ensure team work among its employees further the organizations should encourage employees to actively participate in decision making and improving operation processes and also ensure all employees are embraced to make them feel part of the organization to improve their performance in the organization.

A similar research on the connection between organizational culture and success in non-financial organizations in Kenya is recommended by the study. This would allow the study's findings to be applied to other organizations.

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