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Influence Of Organization Culture On Organization Performance Of Nairobi County Government Kenya

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Abstract: ***The aim of this study was to determine the influence of Organization Culture on organization performance of Nairobi County Government Kenya. The study was guided by Resource Based Theory and a correlational research design on a population of 32,099 employees. A sample of 384 employees was obtained by use of a simple random sampling method by the help of fishers' et al (1991) from which 378 were complete and returned, representing 98.44% response rate. Primary data was collected using open ended questionnaire. Data collected was analyzed using descriptive and inferential statistics and presented in form of tables. The study rvealed that organizational culture contributes positively to the organizational performance R^2=.557, F (1,378) = 474.837, p<.05, (β=.746, p<.05). These findings imply that organizational culture positively and uniquely contribute to organizational performance. The study concluded that organizational culture and its artributes had an impact on organization performance of Nairobi county government. The research findings will enable managers and staff of County governments to formulate strategies, make policy changes and give empirical findings on organization culture and organization performance of government owned institutions.***

Keywords: Organization Performance, Organization Culture, Non Profit Organization

I. INTRODUCTION

Mockler (1972) defines controlling as a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with these predetermined standards, to determine whether there are any deviations and to measure their significance, and to take any action required to assure that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objectives. Johnson (2009), Wheelen & Hunger (2008) and Bakar et al (2011) studies notes that inaddition to traditional measuring and monitoring functions, control systems formalize beliefs, set boundaries on acceptable strategic behavior, define and measure critical performance variables, and motivate debate and discussion about strategic uncertainties. Studies on strategic control reveal that strategic control of an organization can be measured using four concepts; Strategic surveillance, Premise, Special Alert and implementation control (Schreyogg & Steinmann, 1987; and Pearce & Robinson, 2003). Strategic surveillance monitors a broad range of events inside and outside the organization that are likely to affect the course of its strategy. Premise controls systematically and continuously check whether the environmental and industrial assumptions on which the strategy is based are still valid. Special alert control is the deep and urgent revaluation of the firm's strategy triggered by a sudden and unexpected event. Implementation controls involve monitoring of strategic thrusts and milestone reviews while assessing overall relevance of strategy in view of incremental actions and results.

Organization culture affects how employees conduct themselves in the organization towards the attainment of organizational objectives. According to Kaufman (2002) a positive organizational culture reinforces the core beliefs and behaviors that a leader desires while weakening the values and

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actions the leader rejects. Kotter (2012) asserts that organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving. Knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. This insight provides guidance about expected future behaviors (Yilmaz & Ergun, 2008). It can foster commitment to the organization's philosophy and values thereby generate shared feelings of working toward common goals. An organization culture serves as a control mechanism to channel behavior towards desired behaviors and away from undesired behaviors through its norms.

A survey study by Muya*et al.*, (2012) on Kenyan State Corporations revealed that an organization's values and the resultant performance were strongly related with a value. This study was in support Nyariki (2012) study on Challenges of Strategy Implementation at the University of Nairobi and Lapiņa, Kairiša, &Aramina. (2015) that was based on scientific publications review using logical and comparative analysis method. Morover, Njugi*et al.*, (2014) study and Oduol (2015) study argues that a good organizational culture instills brawny employee behavior, which provides a conducive environment for formulation of good policies and implementation of strategies. The reviewed literature, studies focused on institutions of higher learning and individual culture and state corporations. However, there was no study conducted in county government using a survey design method, therefore a study should be conducted to determine the effect of organization culture on organization performance. This may in turn help in shading light on the limited literature especially in the developing countries like Kenya.

II. RESOURCE BASED THEORY

The resources based view theory argues that collections of resources within firm enable it to have unique attributes and hence better performance (Barney, 2004; Penrose, 1994). Influenced by Porter's studies in the 1980s, strategic management explains a firm's success regarding industrial sector features. From this point of view, firms in the same industrial sector having the same opportunities with few if any differences between them, remain that way only for a short period of time. Nevertheless, it is observed that an enterprise from the same industrial sector can be profitably different for a long time. Not only do external factors determine the firm's success and profitability but internal factors also play an important role (Brockhaus, 2013), through this idea is the origin of the resource-based theory.

Resources based theory perspective considers that each enterprise is heterogeneous, having different established resources which arise from its own past history. Heterogeneous character can be maintained for a long time, thereby, having long term income. The origin of the resource based theory can be found in Penrose (1994), who defined the enterprise as joint productive resources lending various services which determine the growing possibilities of the enterprise. A firm's distinctive competence is what it is that an enterprise does especially well. For this reason it is considers that a competitive advantage depends on the relationship between environmental opportunities and a firm's distinctive competencies. The resource based theory considers that internal aspects of an enterprise are very important. The firm is viewed as a nexus of resources and capabilities that are not freely bought and sold in the spot market. To the extent that these firm-specific resources and capabilities yield economic benefits that cannot be perfectly duplicated through competitors' actions, they may be potent sources of sustained competitive advantage (Vijay &Ramola, 2013).

Along general lines of this theory, in relation to the study objective key concepts are resource and capability. By a resource is meant anything which could be thought of as strength or a weakness of a given firm. More formally, a firm's resources at a given time could be defined as those (tangible and intangible) assets which are tied semi permanently to the firm such as brand names, in house knowledge of technology, employment of skilled personnel, trade contracts, machinery, efficient procedures and capital (Rosenberg & Richard, 2010). Resources are the inputs into the production process. Resources can also be defined as all input factors tangible and intangible, human and nonhuman that are owned or controlled by the firm and that enter into the production of goods and services to satisfy human wants. The two categories of resources are tangible and intangible. The tangible resources are the easiest to identify and evaluate. They are reflected on balance sheets of the firm and are valued with accounting criteria. Intangible resources are more difficult to identify and value. No property rights are clearly defined as they are based on no codified information. Capabilities must be defined apart from resources. A capability is joint resources to produce any work or activity. Grant established a hierarchy of resources and capabilities. Resources are combined to create capabilities which are the basis for a competitive advantage. Therefore, this allows evaluation of the firm's capacity to create a competitive advantage from resources or capabilities and the possibility of maintaining that competitive advantage over time (Marguerite, 2013).

Building on the Resource Based Theory, Hoopes, Madsen and Walker (2010) suggest a more expansive discussion of sustained differences among firms and develop a broad theory of competitive heterogeneity. The theory seems to assume what it seeks to explain. This dilutes its explanatory power. For example, one might argue that the Resource Based Theory defines, rather than hypothesizes, that sustained performance differences are the result of variation in resources and capabilities across firms. The difference is subtle, but it frustrates understanding the Resource Based View's possible contributions (Hoopes*et al.*, 2010). The Resource Based View's lack of clarity regarding its core premise and its lack of any clear boundary impedes fruitful debate. Given the theory's lack of specificity, one can invoke the definition-based or hypothesis-based logic any time.

Again, we argue that resources are but one potential source of competitive heterogeneity. Competitive heterogeneity can obtain for reasons other than sticky resources (Hoopes*et al.*, 2010). Competitive heterogeneity refers to enduring and systematic performance differences among close competitors. The Resource Based Theory uses firms' internal characteristics to explain firms' heterogeneity in strategy and performance. A firm is an organized, unique set of factors known as resources and capabilities, and this theory cites two related sources of advantages: resources and capabilities. Resources are a firm's accumulated assets, including anything the firm can use to create, produce, and/or offer its products to a market. Resources are eligible for legal protection, as such, firms can exercise property rights over them (Amit & Schoemaker, 2003); can operate independently of firm members (Camisón, 2013); and intervene as factors in the production process to convert input into output that satisfies needs (Grant, 2011).

A. ORGANIZATION PERFORMANCE

Organizational performance is the term that refers to business organizations and comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. Several scholars are concerned with organizational performance including strategic planners, operations, and finance, legal and operational development. In recent years, organizations have attempted to manage organizational performance using the balanced score card methodology where performance is tracked and measured in multiple dimensions. These include financial performance, customer service, social responsibility and employee stewardship.

As the organizations grow in size, they develop in all the spheres, and the interaction with other companies and organizations increases. The organization is required to deal with other companies in order to expand their business. For this purpose, there is dire need for Organizational performance which helps organizations to increase their influence and also helps them to meet deadlines and produce quality work. Therefore, organizations are making efforts to increase their Organizational performance and are inventing new techniques that help them to increase and enhance their performance.

B. ORGANIZATION CULTURE

The term "culture" refers broadly to a relatively stable set of beliefs, values and behaviors commonly held by a society. Although it is derived from social anthropology as a framework for understanding "primitive" societies (Kotter and Heskett, 1992) the concept of culture has recently been widely used in the context of organizations. Several scholars have defined organizational culture differently, moreover, according to Hall *et al* (1986) and Hersey, Blanch and Johnson (1996) organization culture guides individual and collective behavior and it consists of basic beliefs, values and norms. In this case, the basic beliefs and values define what is right and what is wrong, what is important and what is unimportant; what is beautiful and what is not, whereas on the other hand, norms prescribe how to behave under different circumstances and to treat different questions. From the foregoing, it is therefore apparent that culture influences how decisions are made, the style of management and relations and behavior patterns in the organizations.

III. ORGANIZATION CULTURE AND ORGANIZATION PERFORMANCE

A survey study by Muya *et al*., (2012) on Kenyan State Corporations on the relationship between corporation culture and organizational performance, using a Pearson-product moment correlation analysis, the study findings revealed that an organization's values and the resultant performance were strongly related with a value. Muya*et al*., (2012) study argued that having an influential leader who establishes desirable values, and possesses sincere and desirable commitment to run an organization according to the desirable values and expression of genuine concern for the well being of an institution's stakeholders can positively and significantly influence an organization's performance.

Njugi *et al*., (2014) study focused on competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture, found out that an organization's culture had a great influence on the organization's performance. The study concluded that most employees prefer the entrepreneurial culture since it maximizes on their ability thus exploiting their innovativeness, creativity and independence from being micro-managed. In support, Oduol (2015) study argues that a good organizational culture instills brawny employee behavior, which provides a conducive environment for formulation of good policies and implementation of strategies.

Lapiņa, Kairiša, & Aramina. (2015) carried out a study on the role of organizational culture in the quality management of university. This study was based on scientific publications review using logical and comparative analysis method. Interestingly, the findings of the study revealed that organizational culture makes ground for quality management and is directly connected to development.

Naranjoet.al, (2016) carried out a study on links between organizational culture, innovation, and performance in Spanish companies**,** and wasbased on more than fifteen employees located in southeast Spain. The empirical findings of the study revealed that the organization culture affects performance and firms' innovation basing on adhocracy culture and clan culture. This was in support to Nyariki (2012) study on Challenges of Strategy Implementation at the University of Nairobi. Nyariki (2012) study, identified culture as a component of strategy implementation indicating that the university has put in place measured to recruit and constant training of staff in all operational areas to build capacity as well as the right culture.

Muthoni (2013) in her study on Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya found that 75% of commercial banks in Kenya uphold culture of dynamism, entrepreneurship and creativity at work. Majority of these commercial banks in Kenya have adopted the cultures that are flexible in dynamic work environments. This culture is grounded in strategy supportive values, practices and behavioral norms add to the power and effectiveness of a company's strategy execution effort.

A survey study by Muya *et al*., (2012) on Kenyan State Corporations revealed that an organization's values and the resultant performance were strongly related with a value. This study was in support Nyariki (2012) study on Challenges of Strategy Implementation at the University of Nairobi and

Lapiņa, Kairiša, &Aramina. (2015) that was based on scientific publications review using logical and comparative analysis method. Moreover, Njugi *et al.*, (2014) study and Oduol (2015) study argues that a good organizational culture instills brawny employee behavior, which provides a conducive environment for formulation of good policies and implementation of strategies. The reviewed literature studies focused on institutions of higher learning and individual culture. However, Muya *et al.*, (2012) and Njugi *et al.*, (2014) were on Kenyan state corporations. There is no study conducted in county government using a survey design method. A study should therefore be conducted to determine the effect of organization culture on organization performance. This may in turn help in shading light on the limited literature especially in the developing countries like Kenya.

IV. RESEARCH METHODOLOGY

The study adopted correlational research design. According to Sekaran (2000), a correlational research design is applicable in studies where mportant quantitative variables associated with the problems are to be delineated. A correlational study is conducted in the natural environment of the organization with minimal interference of the researcher.

The target population for this study will be 32, 099 county employees in various departments. The desired sample size was determined using the formula of Fisher *et al* (1991). The 384 participants were selected using a combination of stratified and simple random sampling strategies. In this technique, the Nairobi County Government employee population were broken down to different strata.

Primary data was obtained through the use of structured questionnaires. Qualitative data was analyzed using both descriptive statistics and inferential statistics. The study descriptive statistics was used to determine the relationship between the study variables. Further, the study adopted a multiple regression model since it shows how much of the variance in the dependent variable were explained when the independent variable are theorized to simultaneously influence the dependent variable. The Multiple regression models for the objectives will be:

$$Y = \beta 0+\beta\ 1X1+\beta\ 2X2+\beta\ 3X3+ \beta\ 4X4+\beta\ 5X5+ e$$

V. FINDINGS AND INTERPRETATION

Response rate is the extent to which the final data sets include all sample members and is calculated as the number of respondents with whom complete questionnaires are divided by the total number of respondents in the study sample (Orodho, 2003). The study data was collected from different office departments of Nairobi County Government. A total of 384 questionnaires were administered out of which 378 were complete and returned, representing 98.44% response rate. The administered questionnaires contained questions that addressed the objectives of the study.

The first activity in the achievement of the study objective was to seek the rating of the respondents on the dependent variable, which is the organization performance. This variable was measured on a five point likert scale using various subscales.

The respondents were asked to share their views on financial performance, customer service, social responsibility and employee stewardship as organization performance constructs of 1-5, where 1 is not at all, 2 is small extent, 3 is moderate extent, 4 is large extent and 5 is very large extent. The findings were analyzed using descriptive statistics mainly means and standard deviation. As shown in table 1. below, achieved increased return on investment had improved with a Mean of 2.95; organization operating cost has gone down with a mean of 2.84; customer satisfaction has improved with a mean of 2.96; organization has improved on its staff retention with a mean of 2.98; improvement on employee satisfaction with a mean of 2.91; organization has achieved an increased revenue/profits with a mean of 2.98; company regularly tests our performance measurement to make sure that meaningful and practical information is generated with a mean of 2.87; company monitors, analyzes and uses the information regularly to identify the business environment with a mean of 3.13; organization measures the results and expectations of its committees, task forces etc. on an annual basis at least with a mean of 2.92 and company monitors carefully its organizational performance and provides various stakeholders with reliable information with a mean of 3.06.

Organizational Performance	Mean	std
We have achieved increased return on investment	2.95	1.41
The organization operating cost has gone down	2.84	1.37
Our customer satisfaction has improved	2.96	1.40
The organization has improved on its staff retention	2.98	1.44
There is an improvement on employee satisfaction	2.91	1.41
The organization has achieved an increased revenue/profits	2.98	1.42
The company regularly tests our performance measurement to make sure that meaningful and practical information is generated.	2.87	1.42
The company monitors, analyzes and uses the information regularly to identify the business environment.	3.13	1.42
The organization measures the results and expectations of its committees, task forces etc. on an annual basis at least.	2.92	1.45
The company monitors carefully its organizational performance and provides various stakeholders with reliable information.	3.06	1.41
Mean	2.96	0.02

Source: Survey Data 2021

Table 1: Organizational Performance

The findings in table 1 Indicate that the organization emphasizes on monitoring carefully on its organizational performance and provides various stakeholders with reliable information, and monitors, analyzes and uses the information regularly to identify the business environment. This is evident as agreed by majority of the respondents

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In order to establish the organizational strategic control, the study measured respondent's views on a five point Likert scale. The findings are presented as shown in Table 2 that follows.

VI. ORGANIZATIONAL CULTURE AND ORGANIZATIONAL PERFORMANCE

Organizational Culture is equally important to the organizations and more specifically performance. In order to establish the organizational culture of Nairobi County, respondents were asked to share their views on various statements by rating. The findings were then presented as shown in Table 2 using means and standard deviations.

Organizational Culture	Mean	std
Decisions are frequently taken at the level with the best possible information.	3.16	1.39
Everyone thinks it can have a positive effect.	2.99	1.44
The capacity of individuals is seen as an important source of competitive advantage within this organization.	3.00	1.38
The company administration adheres to the set guidelines for all departments of the company.	3.04	1.41
We ensure that we coordinate our efforts and actions in this organization between the various units, so that "the right hand know what the left hand is doing."	3.03	1.46
Information is common to all so that when necessary, everybody can get the information he or she needs.	3.04	1.37
This organization promotes and rewards risk takers.	3.02	1.36
Our decisions does not often ignore the interests of the end customer	3.10	1.39
Mean	3.05	0.03

Source: Survey Data 2021

Table 2: Organizational Culture

From the findings in Table 2, it emerged that decisions are frequently taken at the level with the best possible information (M=3.16, SD=1.39) and everyone thinks it can have a positive effect (M=2.99, SD=1.44).The findings also shows that the capacity of individuals is seen as an important source of competitive advantage within this organization (M=3.00, SD=1.38) and the company administration adheres to the set guidelines for all departments of the company (M=3.04, SD=1.41). According to rating from the respondents (M=3.03, SD=1.46), they ensured that they coordinate their efforts and actions in the organization between the various units, so that "the right hand know what the left hand is doing."

Further findings reveal that information is common to all so that when necessary, everybody can get the information he or she needs (M=3.04, SD=1.37), promotes and rewards risk takers (M=3.02, SD=1.36) and their decisions does not often ignore the interests of the end customer (M=3.10, SD=1.39). The overall mean and standard deviation shows that to a moderate extent, (M=3.05, SD=0.03) there is a good organizational culture. It was therefore of paramount importance to establish the influence of this organizational culture on performance.

VII. INFLUENCE OF ORGANIZATION CULTURE ON ORGANIZATION PERFORMANCE OF NAIROBI COUNTY GOVERNMENT KENYA

Influence of organizational culture on performance was achieved by regressing organizational performance on culture. The findings are presented as shown in Table 3 below.

.Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	F Change	df1	df2	Sig. F Change
1	.746[a]	.557	.556	.29717	.557	474.837	1	378	.000

a. Predictors: (Constant), culture

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.763	.102		7.483	.000
	Culture	.739	.034	.746	21.791	.000

a. Dependent Variable: performance

Source: Survey data 2021

Table 3: Influence of Organization Culture on organization performance

The findings shows that there is a high multiple correlation between organizational culture and performance (R=.746). In addition, the findings shows that organizational culture accounts for 55.7% significant variance in organizational performance (R square=.557, F(1,378)=474.837, p<.05). This means that out of 100% organizational culture explains more than half of proportion in organizational performance and the remaining 44.45% could be explained by other factors not included in the model.

Finally, an examination of the model standardized coefficients shows that organizational culture contributes positively to the organizational performance (β=.746, p<.05) making it a unique contributor and significant. This means that organizational culture improves the organizational performance such that for each one unit increase in organizational culture, there is 0.746 unit increase in organizational performance.

The above findings are in line with those obtained by Kirwa (2014), Nuncio (2013), Behera *et al*., (2013) and Okala and Ijeoma, Odemba (2013). Moreover the study was also in support to Behera *et al*., (2013) and Okala and Ijeoma (2014) though revealed positive significance on the study variables, Nuncio (2013) and Behera et al., (2013) were conducted in Asian countries while Okala and Ijeoma (2014) study was conducted in Nigeria.

From the study findings, there is a high multiple correlation between organizational culture and performance. In addition, the findings shows that organizational culture accounts for a significant variance in organizational performance. This means that out of 100% organizational culture explains more than half of proportion in organizational performance and the remaining 44.45% could be explained by

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other factors not included in the model. The study concluded that organizational culture improves the organizational performance such that for each one unit increase in organizational culture, there is 0.746 unit increase in organizational performance. The study recommends that organization culture in form of Basic beliefs, Values and Norms should be embraced by an organization so as it maintains intercultural competence of the employees and the organization own culture. Through this it is clear that the organization goals will be achieved within the shortest time with a mutual employee employer satisfaction.

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