EFFECT OF ELEMENTS OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE: A CASE OF MORAN E.A PUBLISHERS.

By

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NOVEMBER 2013
DECLARATION

Declaration by the student
This research project is my original work and has not been presented for any academic award in any other University.

Signed ........................................ 10/12/2013
Emma Claire Auma Date
D53/CTY/PT/23234/2011

Declaration by the supervisor
This research project has been submitted for examination with my approval as the University supervisor.

Signed ........................................ 10/12/13
Mr. Shadrack Bett Date

For and on behalf of Kenyatta University

Signed ........................................
Muathe S.M.A (PhD) Date
Chairman,
Department of Business Administration
Dedication

To mum, dad and my entire family for their endless love and continuous support.
Acknowledgement

I take this opportunity to thank God Almighty for the gift of life and strength throughout this research. I also wish to pass my gratitude to my supervisor, Mr. Shadrack Bett, for his guidance and assistance to ensure that I completed this research successfully. Not forgetting my family and friends for their love, encouragement and continuous support throughout this journey. God bless you all so much.
Abstract

This study was on defining and measuring of organizational culture and its impact on employee performance, through an analysis of existing empirical studies and models link with the organizational culture and employee performance. The purpose of this project was therefore three-fold: First, to provide a typology of schools of thought in cultural anthropology in order to understand the diverse and complex theories of culture advanced in this field. Secondly, to relate these different points of view to the emerging notions of organizational culture found explicitly or implicitly in the management and organization literature, and thirdly, to pull together the insights and findings derived from this enquiry in order to propose an integrative concept of organizational culture as a useful metaphor for studying the processes of decay, adaptation and radical change in complex organizations. The objective of this article was to demonstrate conceptualization, measurement and examine various concepts on organization culture and employee performance. After analysis of wide literature, it was found that organizational culture had deep impact on the variety of organizations process, employees and its performance. This also described the different dimensions of the culture. The population of this study was the employees of Moran E.A Publishers. This survey used descriptive research design. The research population was 110 employees and the sample size constituted 40% the total population, which was equivalent to 45 respondents. Data was collected through questionnaires which were administered to the respondents through hand delivery. The questionnaires were researcher developed. Data collected was then analyzed through the help of SPSS and was be presented by use of bar graphs, pie charts as well as descriptive statistics. This research showed that if employees were committed and had the same norms and values in the organization, this could increase their performance towards achieving the overall organizational goals. Managers and leaders were recommended to develop the strong culture in their organizations in order to improve the overall performance of the employees and the organizations. The notion that organizations may have specific cultures was found sprinkled in a vast array of publications on strategy and business policy, on organizational behaviour and theory. Although the absence of a solid theoretical grounding for the concept of organizational culture had been frequently lamented, little effort was exerted to bring within the perimeter of the management and organizational field the relevant concepts found in cultural anthropology. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization as a whole.
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CHAPTER ONE
INTRODUCTION
This chapter highlights the background of the study, the problem statement, the objectives of the study and research questions which needed to be addressed. It also highlights the scope of the study, study population, the significance of the study as well as its limitations.

1.1 Background of the study

1.1.1 Organizational Culture and Employee Performance
The organizational culture in place has great potential to influence how employees perform in any particular organization. Culture in this case is the collective behavior of humans that are part of an organization. It is also formed by the organization values, visions, norms, working language, systems, and symbols, it includes beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling.

Although an organization may have its own unique culture, in larger organizations, there are diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team as witnessed in the Kenyan publishing industry. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders (Ravasi and Schultz, 2006).

The background of this study therefore is based on the fact that organizational efforts to change culture are rumored to fail in the vast majority of the times. Usually, this failure is credited to lack of understanding about the strong role of culture and the role it plays in organizations and its employees, Carter McNamara (2000).
According to John Campbell (2001), culture is a complex issue that essentially includes all of a group’s shared values, attitudes, beliefs, assumptions, artifacts, and behaviors. It is broad, encompassing all aspects of its internal and external relationships. It is also deep in that it guides individual actions even to the extent that members are not even aware they are influenced by it. Scholars therefore tend to agree that the root of any organization’s culture is grounded in a rich set of assumptions about the nature of the world and human relationships. Therefore, the aim of this study is to increase the understanding on the impact and influence of various elements of organizational culture on employee performance.

1.1.2 Overview of Moran E.A Publishers

Moran E.A. Publishers Limited is a publishing firm that strives to provide quality information to their readers by publishing and marketing stimulating educational and general reading materials. It has cultivated a wealth of publishing experience having published in East Africa for over 40 years. In collaboration with teachers, students, institutions and educational authorities, it has strengthened their publishing program in developing high quality instructional (course books), assessment (revision books), reference (dictionaries and atlases) and general readership books (readers manuals). It is fully committed to deliver the most effective, well researched and appropriate educational resources focused on improving student learning outcomes. Currently it has functioning offices in Kenya, Uganda and Rwanda, and also has working relations in Tanzania.

Just like any other publishing firm and business organization at large, Moran E.A. Publishers has a culture in place, and it’s this culture which determines whether or not its employees’ productivity is satisfactory, and whether their performance offers it a competitive advantage in the publishing industry.
1.2 Statement of the problem

In every organization, there are systems or patterns of values, symbols, rituals, myths and practices that have evolved over time. These values determine to a large degree what employees see and how they respond to their world. When confronted with problems or work issues, the organizational culture influences what employees can do and how they conceptualize, define, analyze and resolve issues, Hodgetts and Luthans (2003).

The productivity and overall employee performance in the Kenyan publishing industry will therefore depend on the strength or weakness of the organizational culture in place. This is in relation to Kerr and Slocum (2005), who argue that shared beliefs and values can positively contribute to the improvement of employee performance.

According to Deal and Kennedy (2002), a weak culture of an organization could be a stumbling block to employee performance and development. However, it is not yet clear how these cultures would be embraced in order to positively contribute to employee performance. Therefore in order to bridge this gap, this research intends to explore the contributions of positive organizational culture and to explain the degree to which it contributes to improved employee performance in any organization.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of this study was to determine the effect of elements of organizational culture on employee performance at Moran E.A Publishers.
1.3.2 Specific Objectives

i. To evaluate how norms influence employee performance at Moran E.A Publishers.

ii. To determine the influence of effective communication on employee performance at Moran E.A Publishers.

iii. To establish the extent to which commitment influences employee performance at Moran E.A Publishers.

iv. To determine the relationship between teamwork and employee performance at Moran E.A Publishers.

1.4 Research questions

i. How do norms influence employee performance at Moran E.A Publishers?

ii. What is the influence of effective communication on employee performance at Moran E.A Publishers?

iii. To what extent does commitment influence employee performance at Moran E.A Publishers?

iv. What is the relationship between teamwork and employee performance at Moran E.A Publishers?

1.5 Significance of the study

The significance and importance of this study was to bring to the limelight the various ways in which elements of an organization’s culture plays a role in determining employee performance in relation to other organizations in the same line of specialization and production. The findings of this study therefore brought out the various organizational practices which influences a great deal the organization’s competitiveness and its position in the entire market in terms of employee
performance. The findings also played a great role in the organization since it helped the top management and other stakeholders to identify which cultural aspects to adopt and instill to its employees so as to remain on top and be competitive with other publishing firms. The findings also benefited other researchers who wished to research on organizational culture and its impact on creation of better employee performance.

1.6 Scope of the study

This study focused on Moran E.A Publishers. The study covered the staff, that is, the publishing managers, editors, assistant editors, graphic designers and the marketing team in the publishing firm.

1.7 Limitations of the study

Some of the problems which were encountered in the process of data collection and throughout the whole research included: First, the use of the internet as a fact finding method had some problems such as; expensive costs of browsing in order to get required information, speeds of browsing were sometimes slow due to traffic and slow servers. Secondly, unavailability of sufficient funds to carry out the research within the stipulated time limit was also a great hindrance to this research. Lastly, there were limitations with respect to the generality of the findings since this research used a random stratified sampling research design. The findings therefore did not represent the possible conceptualization of the whole group.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed past related literature on organizational culture, the various aspects of organizational culture and their impacts on the overall performance of an organization. It also tackled a conceptual framework of the literature which included a schematic diagram that explained the existing relationship between the variables.

2.1 Theoretical review

2.1.1 Hofstede's Cultural Dimensions Theory

Geert Hofstede (2001) theory of cultural dimensions describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis. He proposed that national and regional factors contribute to the culture of the organization and eventually influence the behaviour of employees in the organization. According to Hofstede there are majorly five factors which influence the culture of the workplace. These factors include; power distance, masculinity and feminity, individualism, uncertainty avoidance index and long term orientation.

Power distance index refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However in some organizations, every employee is accountable for
his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his/her own work.

Masculinity and feminity refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted. The responsibilities also vary as per the sex of the employees. The female employees are never assigned something which requires late sittings or frequent travelling.

In regards to individualism, there are some organizations which strongly rely on team work. Here individuals with a common interest come together and work in unison as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other’s help when required. However certain organizations follow a culture where individuals do not believe in working as a single unit and prefer working individually.

Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations. Organizations try hard to avoid such situations and also prepare the employees to adjust well in all conditions.
Finally, in regards to long term orientation, there are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.

2.1.2 Schein’s Theory of Organizational Culture

Schein (2004) argues that there are three major levels to consider when analyzing culture: Artifacts, espoused beliefs and values and basic underlying assumptions. According to him, the relationship between these three levels is that, artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc.

Espoused beliefs and values are the next level of organizational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. Basic underlying assumptions are the base level of organizational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness.

Schein therefore comes up with a format which he feels should be used to interpret the most visible symbols of a culture. The most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible
symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality. He therefore concludes that organizational culture is the atmosphere that pervades the interior of a company or association.

2.2 Components of organizational culture

2.2.1 Norms

Norms are evaluative beliefs that synthesize effective and cognitive elements to orient people to the environment in which they operate. These evaluative elements make them, unlike existential beliefs which focus primarily on matters of truth or falsehood, correctness or incorrectness. Values and norms therefore involve cognitive beliefs of approval or disapproval. Although they tend to persist through time and therefore faster continuity in society and human personality, they also are susceptible to change (Moss and Susman 2002, Alwin 2000).

Norms have the ability to induce valences (incentives). They affect evaluation of the behavior of others and involve a predisposition to act in a certain way because they affect the evaluation of the expected consequences of action, and that the strength of a value or norm can be defined as the maximum strength of the force field it can induce. Although the strength of a value or norm is likely to display considerable stability, it is also subject to change. At the level of the social system, it may change as a result of long-term changes in social organization and aspects of culture as well as precipitating events.
The ways in which values and norms influence organizational performance must be understood in a larger explanatory framework, and models of purposive action in all the social sciences provide that framework (Marini 2007). These models rest on the assumption that actors are purposive, acting in ways that tend to produce beneficial results and that people are motivated to achieve proper results with an expectancy to yield greater reward as a result of their hard work, hence improved organizational performance. Values and norms are among the preferences of an actor that influence organizational performance. As evaluative beliefs that synthesize affective and cognitive elements, they affect the utility of the outcomes expected to ensue from an action which often results not from a conscious weighing of the expected future benefits of alternatives but from a less deliberate response to internalized or institutionalized values and norms.

2.2.2 Employee Commitment

Employee commitment is powerfully linked to a range of business success factors. Why should companies entrust in employee commitment? The answer is because employee commitment is associated significantly with important business outcomes. Studies have found positive relationship between employee commitment and engagement and organizational performance outcomes; employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth. Research also indicates that engagement is positively related to customer satisfaction Coffman (2000) Ellis and Sorensen (2007). Engaged employee consistently demonstrates three general behaviors which improve organizational performance:

The employee advocates for the organization to co-workers, and refers potential employees and customers, the employee has an intense desire to be a member of the organization despite
opportunities to work elsewhere, and lastly the employee exerts extra time, effort and initiative to contribute to the success of the business (Baumruk and Gorman, 2006).

According to Audra Bianca (2007), an employee’s commitment is related to the important factor of job satisfaction. If the employee has a low level of commitment, he/she is likely not to perform at her best and could become an example of employee turnover. When employees leave, the organization loses out, thus high costs of replacement and temporary impacts on production. Creating ideal job conditions for employees so that they will feel committed to the organization, satisfied with the job and motivated to perform at or above the minimum level of performance is also important. This begins with recruitment. Hire a well-qualified person who is matched to a clearly-defined job description and induct him successfully into the organizational culture. Employee commitment has been an important factor to determine the success of an organization. It has therefore acquired increasing demand as it aids the organizations to retain more staff and thereby increase in achievement, productivity and effectiveness. No organization in the current ambitious world can execute at peak levels unless each employee is committed to the organization’s objectives and performs as an effective team member.

2.2.3 Effective Communication

Effective communication in the workplace is important for good organizational performance. Managers with good communication skills can convey their ideas clearly so that subordinates understand what is required from them and can positively contribute to the organization. In contrast, a lack of communication can lead to employee frustration, lower productivity, absenteeism and increased employee turnover rate. (Homburg, Workman & Jensen, 2002). According to them, in order to be effective, communication should be a two-way process. More than simply keeping employees informed about the latest business developments,
communication should be a step-by-step process that involves the exchange of information between two or more parts at all organizational levels.

(Boyt, Lusch & Naylor, 2001), effective and open communication in the workplace can therefore lead to better management style whereby organizational members are both required and allowed to participate in strategic decision making to facilitate the business processes toward the achievement of organizational goals. Employees also share organizational responsibility and voice their opinion for issues that are related to organizational flexibility. In doing so, not only they commit to the organization, but they also keep their morale high, feeling that they positively contribute to employee performance.

Effective communication also establishes good interpersonal and working relationships and facilitates cooperation. Each organization is a social system where dissimilar individuals with unique characteristics are called to work together to meet a common vision. By establishing a feedback mechanism, managers can monitor results; make strategic adjustments to anticipate changing market realities; and craft new strategies to promote their vision. Besides, they achieve organizational alignment by optimizing maximum use of resources toward organizational development and larger success. It also improves employee morale because they are informed about corporate developments, organizational policies, corporate goals, but most importantly how all these changes possibly affect them and their future in the organization. As employees know how to perform their tasks, productivity is enhanced and organizational efficiency is improved hence contributing to cost reduction (Staniforth, 2000).
2.2.4 Teamwork

According to Cohen and Bailey (1999) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teams enable people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology; therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations (Pfaff & Huddleston, 2003). Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005).

Organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen & Bailey, 1999). According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making.

Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow organizations to continue to compete successfully in a tough, competitive and global business arena. It is therefore important to design
a system of team building within every organization for employees in order to promote and distribute best practice and maximize output.

2.3 The Concept of Employee Performance

Employee performance refers to the degree of achievement of the mission at work place that builds up an employee job (Cascio, 2006). Different researchers have different thoughts about employee performance. Mostly researcher’s used the term performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack, 1996).

According to Barney (1991) performance is a continuous process to controversial issue between organizational researchers. Organizational performance does not only mean to define problem but it also for solution of problem (Hefferman and Flood 2000). Daft (2000), said that organizational performance is the organization’s capability to accomplish its goals effectively and efficiently using resources. As similar to Daft (2000), Richardo (2001) said that achieving organizational goals and objectives is known as organizational performance. He suggested that organizations success shows high return on equity and this become possible due to establishment of good employees performance management system.

2.3.1 Strategic Performance Measurement System (SPMS)

It is very important for organizations to make performance measurement system to evaluate the performance of the employees, which is very helpful to evaluating the achievement of organizational goals and in developing strategic plans for the organizations (Ittner and Larcker, 1998). Nowadays organizations are more focusing on the management of non financial or intangible assets like customer’s link, services, quality and performance, not on the assets which are financial in nature (Kaplan and Norton, 2001). So there is a need for proper performance
measurement system to measure and evaluate the performance of employee either financial or non financial.

Strategic performance measurement system (SPMS) is a new approach to measure the performance rather than traditionally. Chenhall (2005), said that the SPMS provide a way to translate and measure the both financial and non financial performance. He also suggests that it is the incorporative nature of this measurement technique; provide the potential to increase the strategic competitiveness of the organization. As similar with Chenhall (2005), Vein, Burns and McKinnon (1993), was agreed that the use of multiple performance measures consist on financial and non financial is generally most good for owner and management, which is helpful to enhance protection towards the uncontrollable events outside the organizations.

Kaplan and Norton (1992) suggested that Balance Scorecard (BSC) is the one of most important SPMS tool. Balance Scorecard provides help or frame work to ensure that the strategy is interpreted into rational set of performance measurement. Linked together on causal relationship it covers four main viewpoints, like as, financial, internal business process, customer, and learning & growth. The modal “Balance Scorecard” is cooperative tool to focus on the organization, improvement of communication, setting organizational goal and giving feedback on strategy Anthony and Govindarajan (2003).

2.4 Understanding Organizational Culture

According to Ravasi and Schultz (2006), organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Although an organization may have its own unique culture, in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team.
According to them, organizational culture is the collective behavior of humans that are part of an
organization. It is also formed by the organization values, visions, norms, working language,
systems, and symbols, it includes beliefs and habits. It is also the pattern of such collective
behaviors and assumptions that are taught to new organizational members as a way of
perceiving, and even thinking and feeling. Organizational culture affects the way people and
groups interact with each other, with clients, and with stakeholders.

Schein (2009), Deal and Kennedy (2000) and Kotter (1992), state that organizations often have
very differing cultures as well as subcultures. According to them, organizational culture refers to
culture in any type of organization be it school, university, non profit organizations, government
agencies or business entities. In business, terms such as corporate culture and company culture
are sometimes used to refer to a similar concept of organizational culture. To them, culture as
root metaphor takes the perspective that culture is something the organization is. Culture is basic,
but with personal experiences people can view it a little differently. This view of an organization
is created through communication and symbols, or competing metaphors.

Carter McNamara (2000), “Basically, organizational culture is the personality of the
organization. Culture is comprised of the assumptions, values, norms and tangible signs
/artifacts/ of organization members and their behaviours. Members of an organization soon come
to sense the particular culture of an organization. The concept of culture is particularly important
when attempting to manage organization-wide change. Practitioners are coming to realize that,
despite the best-laid plans, organizational change must include not only changing structures and
processes, but also changing the corporate culture as well. There's been a great deal of literature
generated over the past decade about the concept of organizational culture, particularly in regard
to learning how to change organizational culture. Organizational change efforts are rumored to
fail the vast majority of the time. Usually, this failure is credited to lack of understanding about the strong role of culture and the role it plays in organizations.”

According to John Campbell (1994), culture is a complex issue that essentially includes all of a group’s shared values, attitudes, beliefs, assumptions, artifacts, and behaviors. Culture is broad, encompassing all aspects of its internal and external relationships. Culture is also deep in that it guides individual actions even to the extent that members are not even aware they are influenced by it. Scholars tend to agree that the root of any organization’s culture is grounded in a rich set of assumptions about the nature of the world and human relationships.

2.4.1 The General Impact of Organizational Culture on Employee Performance

Denison (1984) used data from 34 American firms on cultural performance over a period of five years and scrutinized the characteristics of organizational culture and tracked the performance over time in these firms. As per Reichers and Schneider (1990), stated that culture researchers have committed various studies to the definitions of culture, relatively few researchers have been contributed in culture and performance research. Only reason for doing this was the complexity in operational concept of the culture construct. According to Kotter and Heskett (1992), investigate the relationship between long-term organizational performance and economic performance across more than 200 organizations.

The claim that organizational culture is attached to performance is initiated on the apparent role that culture can play in caused competitive advantage. Rousseau (1990) studied to overcome some of the limitations in measuring the culture of organization. At the end the results shows that there is no positive correlations between culture and employees performance. After critically reviewed the methodologies and findings of recent researches, it is assumed that there is a link between culture and performance, Lim (1995). Theorists also argue that sustainable competitive
advantage arises from the formation of organizational competencies which are both superior and
incorrectly imitable by competitors, Saa-Pè’re and Garcia-Falcon (2002). Practitioners and
academics suggested that the performance of an organization is dependent on the degree to
which the values of the culture are comprehensively shared, Denison (1990).

According to Saffold (1998), firstly, culture can give a shape to the organizational processes
which again helps to create and modify culture. Secondly, it is likely that culture’s contributes to
performance is significantly less undemanding than many studies involve. Most of writers and
successful managers suggest that strong organization culture is very essential for business
because of three important functions such as; organizational culture is extremely fixed with the
social control that may cause to make influence on the employee’s decisions and behavior.

Organizational culture also works as social glue to bond the employees together and make them
feel a strong part of the corporate experience, which is useful to attract new staff and retain the
best performers. Organizational culture is also very useful to assist the sense making process,
helps the employees to understand the organizational events and objectives, which enhance the
efficiency and effectiveness of the employees.

Strong culture has almost considered as a driven force to improve the performance of the
employees. It enhances self confidence and commitment of employees and reduces job stress and
improves the ethical behavior of the employees, Saffold (1998).

Further he states that mostly studies on culture tend to emphasize on a single organizational
culture. But in the Deal and Kennedy’s (1982), point of view both strong and weak culture have
a great impact on the organizational behavior but in the strong culture, employee’s goals are side
with the goal of management and helpful to increase the overall organizational performance.
According to Barney (1991), organizational provide sustainable aggressive advantage. He introduced three conditions; first, he suggests that culture must be viable, second the culture must be rare and have attributes and third culture must be imperfectly imitable. These can provide assistance to superior organizational performance that can be temporary or continue for long term. Long term increase in organizational performance may cause to get the competitive advantage in the long run.

2.5 Empirical review

Several writers, through the study of organizational culture and its influence on employee performance, argue that a strong corporate culture is good for business because it serves three important functions. First, corporate culture is deeply embedded form of social control and influences employee decisions and behavior. Secondly, corporate culture is the social glue that bonds people together and makes them feel part of the organizational experience. This social glue is increasingly important as a way to attract new staff and retain top performers. Finally, corporate culture assists in the sense making process. It helps employees understand organizational events and they can communicate more efficiently and effectively, thereby, reaching high level of cooperation with each other because they share common mental models of realities, McShane and Glinow (2005).

The powerful, pervasive role culture plays in shaping organizational life lends plausibility to speculations that cultural factors may be linked with exceptional levels of employee performance. A commonly hypothesized link suggests that if an organization’s culture is to contribute to or enhance employee performance, it must be strong and possess distinctive traits; particular values, beliefs and shared behavior patterns, Denison (2002). Organization development efforts, for example, may be often hindered rather than helped by strong, widely
spread values. This is because the management and labour may represent powerful subcultures
that are committed to highly salient but competing value systems.

It has been deduced from the above explanations therefore that some organizations may obtain
sustained superior employee performance from their organizational cultures, and that
organizations without such cultures cannot expect to engage in managerial activities that
generate such employee performance. This is in regards to the response rate pertaining to earlier
researches which have been presented, followed by the identification of the descriptive statistics
regarding the biographical information of the respondents. Biographical variables have also been
tested for a relationship between the existing and preferred organizational culture as well as the
organizational performance of employees in order to ascertain whether there is a difference in
responses with regards to the various biographical variables.
2.6 Conceptual framework

Figure 2.1 Conceptual framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norms</td>
<td>Employee Performance</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>Employee commitment</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
Norms refer to evaluative beliefs that synthesize effective and cognitive elements to orient people to the environment in which they operate.

Commitment manifests itself in apparent behavior. For instance, people devote time and energy to fulfill their on-the-job responsibilities. It is therefore the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization.

An employee team refers to a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teamwork enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals.

Effective communication entails proper transfer of information from one individual to another and in a transparent manner. It should also be timely such that it reaches the intended audience on time for timely feedback or response.

2.7 Summary of knowledge gap

Organizational cultural typologies, such as those developed by Hellriegel (2004), Deal and Kennedy (2001), Rowe (1999) and Harrison and Stokes (2005) are important because they provide typologies for identifying and understanding organizational culture. However, these scholars have based their arguments on their own set of assumptions, norms, characteristics, strengths and weaknesses that have an effect on each employee and their commitment to the organization.

In order for the influence of organizational culture on employee performance to come out clearly, it is important to understand the various aspects of this culture in order to manage and develop it. Organizational culture is represented by their unique pattern of shared assumption, values, norms, attitudes, symbols, beliefs, rituals, socialization, and expectations of the
employees in the organization. The purpose of this unique culture is to establish a set of norms and standards that employees adhere to, and these guidelines affect the commitment of the employees within an organization.

Employees do not enter into an organization with the knowledge of the culture in place. They are introduced through a process of socialization to the organization’s values, norms, and beliefs. Through this process therefore, employees will either fit in with the organization’s culture or not, and this, too will have an effect on the commitment of employees.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Graham (1997) defines research methodology as the framework within which facts are placed so that their meaning may be seen more clearly. At this stage of the research, it will clearly define the technical aspects of the study and the research design as well as selected methods to the solutions of the problem. In outlining the design as well as selected methods to the solution of the study, this research will show the various steps and activities that will be involved in the intended study.

3.2 Research design

This survey used descriptive research design. This type of research design involves a collection of information from a common group through interviews or the application of questionnaires to a representative sample of that particular group. This design was convenient because very large samples are feasible, making the results statistically significant especially when analyzing multiple variables.

3.3 Target population

The study area of this research activity was Moran E.A Publishers, which constituted 110 employees. This research therefore covered 45 respondents who comprised of employees selected from each and every department in the publishing firm to represent the whole firm, drawn from right from the publishing managers, assistant managers, editors, assistant editors, graphic designers and marketers. The choice of this study area was based on convenience for the
researcher and the time frame within which this research had to be carried out.

3.4 Sample size and sampling technique

The sampling design which was used in this research to collect data from the population was stratified, simple and random sampling. Stratified simple random sampling entails simple random sampling of each stratum of the population. This was based on the different categories of employees in different departments at Moran E.A Publishers.

Table 3.1 Population and sample size

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Proportionate percentage (%)</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Editorial</td>
<td>28</td>
<td>10.7</td>
<td>12</td>
</tr>
<tr>
<td>Production</td>
<td>22</td>
<td>8.9</td>
<td>10</td>
</tr>
<tr>
<td>Marketing</td>
<td>40</td>
<td>12.5</td>
<td>14</td>
</tr>
<tr>
<td>HR and Administration</td>
<td>12</td>
<td>4.4</td>
<td>5</td>
</tr>
<tr>
<td>Finance</td>
<td>8</td>
<td>3.5</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>110</td>
<td>40</td>
<td>45</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

3.5 Data collection methods

This research used questionnaires to collect data. A questionnaire is written or printed list of questions to be answered by a number of people, especially to collect statistics or as part of the survey. The questionnaires were administered to the respondents through hand delivery and later picked from the respondents by the researcher after the respondents had filled them.
3.4.1 Reliability of Data

This research employed the Cronbach alpha to estimate the reliability of the data collected. It was used to estimate the proportion of variance that is systematic or consistent in a set of test scores, and it ranged from 0.00 if no variance is consistent, or 1.00 if all variance is consistent. It therefore provided an estimate of the internal consistency of the test.

3.4.2 Validity of Data

The findings of this research were both internally and externally valid. They were said to be internally valid because they were only be affected by those factors thought to have caused them. They were also said to be externally valid because they were extended or applied to contexts outside those in which the research took place.

3.6 Data analysis and presentation techniques

The researcher examined all the questionnaires for completeness and consistency, then categorized them before coding. The data collected was then analyzed with the help of SPSS (Statistical Package for Social Sciences) in order to make comparisons and to create relationships. Descriptive statistical analysis techniques were then employed for data presentation. Open ended questions were checked separately and presented as cases. The data collected and analyzed was then interpreted by use of bar graphs, figures, tables and pie charts.
4.0 Introduction

This chapter represents the analysis of the collected data and discusses the findings of the study. The findings are based on 45 responses, representing 100% of the total target respondents.

4.1 Demographic characteristics of the respondents

4.1.1 Gender of respondents

The percentage distribution of gender of the respondents is presented in Table 4.1 and Figure 4.1 below.

Table 4.1 Gender of respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>25</td>
<td>56</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>44</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
As indicated in Table 4.1 and figure 4.1 above; 56% of respondents were male and 44% were female. This therefore suggests that the majority of the respondents were male.

4.2 Norms and its influence on employee performance

Table 4.2 Whether norms influences employee performance

<table>
<thead>
<tr>
<th>Whether norms influences employee performance</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>84</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
As indicated in Table 4.2 and Figure 4.2 above; 84% of respondents said norms influences employee performance, while a small proportion, that is 16% of respondents said norms at Moran E.A Publishers do not influence employee performance. The next analysis will show how various aspects of organizational norms influence employee performance.

4.2.1 Aspects of organizational norms and their influence on employee performance

Table 4.3 Company chronicles and its influence on employee performance

<table>
<thead>
<tr>
<th>Company chronicles</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>28</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>63</td>
<td>22</td>
<td>11</td>
<td>4</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
Figure 4.3 Company chronicles and its influence on employee performance

From the above illustrations on Table 4.3 and Figure 4.3, 63% of the respondents were in agreement that company chronicles influence employee performance. Another 22% fairly agreed while 15% disagreed that company chronicles had influence on employee performance.

Table 4.4 Dedication and its influence on employee performance

<table>
<thead>
<tr>
<th>Dedication</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>35</td>
<td>7</td>
<td>3</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>78</td>
<td>16</td>
<td>6</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
From the above analysis, 78% of the respondents were in total agreement that dedication had great influence on employee performance. Another 16% fairly agreed with that while 6% of the respondents disagreed that dedication had influence on employee performance. However, there was no total disagreement in regards to dedication and its influence on employee performance.

**Table 4.5 Self-confidence and its influence on employee performance**

<table>
<thead>
<tr>
<th>Self-confidence</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>30</td>
<td>11</td>
<td>3</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>67</td>
<td>24</td>
<td>7</td>
<td>2</td>
<td>100</td>
</tr>
</tbody>
</table>
The analysis on Table 4.5 and Figure 4.5 above show that 67% of the respondents were in agreement that self confidence influenced employee performance at Moran E.A. Publishers. Another 24% fairly agreed with that, while 2% were in total disagreement that self confidence had influence on employee performance.

Table 4.6 Trustworthiness and its influence on employee performance

<table>
<thead>
<tr>
<th>Trustworthiness</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>23</td>
<td>14</td>
<td>5</td>
<td>3</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>51</td>
<td>31</td>
<td>11</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
Figure 4.6 Trustworthiness and its influence on employee performance

The analysis on Table 4.6 and Figure 4.6 above show that 51% of the respondents were in agreement that trustworthiness influenced employee performance at Moran E.A. Publishers. Another 31% fairly agreed with that, while 7% were in total disagreement that trustworthiness influenced employee performance.

Table 4.7 Respect and its influence on employee performance

<table>
<thead>
<tr>
<th>Respect</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>29</td>
<td>10</td>
<td>4</td>
<td>2</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>65</td>
<td>22</td>
<td>9</td>
<td>4</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
From the analysis on Table 4.7 and Figure 4.7 above, it is clear that 65% of the respondents agreed that respect had great influence on employee performance at Moran E.A. Publishers. Another 31% of the respondents fairly agreed, while 4% were in total disagreement that respect had influence on employee performance.

4.2.2 How norms influence employee performance

The respondents said that norms influence employee performance both positively and negatively. It can affect performance positively because of its ability to induce valences (incentives). They said that norms may influence the evaluation of others and involve a predisposition to act in a certain way since they affect the evaluation of the expected consequences of action by the employees. The negative influence of norms to employee performance as indicated by the respondents is the fact that the stability of a norm is also subject to change. It may change as a result of long term changes in social organization as well as precipitating events in the publishing firm, therefore jeopardizing their performance.
4.3 Effective communication and its influence on employee performance

Table 4.8 Whether effective communication influences employee performance

<table>
<thead>
<tr>
<th>Whether effective communication influences employee performance</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>89</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

As illustrated on Table 4.8 and corresponding Figure 4.8 above, it is vivid that effective communication has strong influence on employee performance. 89% of participants agreed to this view, while 11% disagreed.
4.3.1 Aspects of effective communication and their influence on employee performance

Table 4.9 Networking and its influence on employee performance

<table>
<thead>
<tr>
<th>Networking</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>23</td>
<td>19</td>
<td>2</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>52</td>
<td>42</td>
<td>4</td>
<td>2</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

Figure 4.9 Networking and its influence on employee performance

Source: (Researcher, 2013)

From the analysis on Table 4.9 and corresponding Figure 4.9 above, 52% of the respondents agreed that networking had some influence on employee performance at Moran E.A. Publishers. Another 42% of the respondents fairly agreed, while 2% were in total disagreement that networking had influence on employee performance.
Table 5.0 Inside connectivity and its influence on employee performance

<table>
<thead>
<tr>
<th>Inside connectivity</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>25</td>
<td>17</td>
<td>2</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>56</td>
<td>38</td>
<td>4</td>
<td>2</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

Figure 5.0 Inside connectivity and its influence on employee performance

From the above analysis on Table 5.0 and Figure 5.0, 56% of the respondents were in total agreement that inside connectivity had great influence on employee performance. 38% fairly agreed, while 2% of the respondents were in disagreement that inside connectivity had influence on employee performance.
Table 5.1 Timely message delivery and its influence on employee performance

<table>
<thead>
<tr>
<th>Timely message delivery</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>30</td>
<td>14</td>
<td>1</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>67</td>
<td>31</td>
<td>2</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

From the above analysis, 67% of the respondents agreed that timely message delivery had great influence on employee performance. Another 16% fairly agreed, while 2% of the respondents disagreed. However, there was no total disagreement in regards to timely message delivery and its influence on employee performance.
As illustrated on Table 5.2 and corresponding Figure 5.2 above, it is vivid that proper communication skills have strong influence on employee performance. 74% of respondents agreed to this view, 22% fairly agreed, 2% disagreed while 2% were in total disagreement.
4.3.2 How effective communication influences employee performance

The respondents said that communication influenced employee performance both positively and negatively. With regards to positive influence, they felt that effective communication in the workplace is important for employee performance such that managers with good communication skills can convey their ideas clearly so that subordinates understand what is required of them. This can only be achieved if the information is conveyed in a step by step process. The respondents also felt that effective communication establishes good interpersonal and working relations which enhance cooperation between employees. On the other hand, lack of proper communication can lead to employee frustration, lower productivity, absenteeism and increased employee turnover rate, therefore leading to poor performance.

4.4 Commitment and its influence on employee performance

Table 5.3 Whether commitment influences employee performance

<table>
<thead>
<tr>
<th>Whether commitment influences employee performance</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41</td>
<td>91</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
As illustrated in Table 5.3 and Figure 5.3 above; 91% of respondents agreed that commitment influences employee performance, while a very small proportion, that is 9% of respondents said that commitment at Moran E.A Publishers do not influence employee performance. The next analysis will show how various aspects of employee commitment influences employee performance.

4.4.1 Aspects of commitment and their influence on employee performance

Table 5.4 Hard work and its influence on employee performance

<table>
<thead>
<tr>
<th>Hard work</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>37</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Percentage</td>
<td>82</td>
<td>18</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>
As depicted in Table 5.4 and Figure 5.4 above, hard work has a significant influence on employee performance. 82% of participants agreed to this view, 18% fairly agreed. There was no disagreement with this view whatsoever.

Table 5.5 Enquiry and its influence on employee performance

<table>
<thead>
<tr>
<th>Enquiry</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>29</td>
<td>9</td>
<td>4</td>
<td>3</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>64</td>
<td>20</td>
<td>9</td>
<td>7</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
Figure 5.5 Enquiry and its influence on employee performance

<table>
<thead>
<tr>
<th>Enquiry</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source: (Researcher, 2013)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5.6 Self motivation and its influence on employee performance

<table>
<thead>
<tr>
<th>Self motivation</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>32</td>
<td>10</td>
<td>2</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>71</td>
<td>22</td>
<td>4</td>
<td>2</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
As presented in Table 5.6 and Figure 5.6 respectively, self motivation is an important aspect of employee commitment which influences employee performance. 71% of participants agreed to this view, 22% fairly agreed while 2% of the respondents were in total disagreement.

**Table 5.7 Dedication and its influence on employee performance**

<table>
<thead>
<tr>
<th>Dedication</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>35</td>
<td>9</td>
<td>1</td>
<td>0</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>78</td>
<td>20</td>
<td>2</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)
From the above analysis, 78% of the respondents agreed that dedication had great influence on employee performance. Another 20% fairly agreed, while 2% of the respondents disagreed. However, there was no total disagreement with this view.

4.4.2 How commitment influences employee performance

Hard work, enquiry, self motivation and dedication, among other aspects of commitment play a great role in improving employee performance at Moran E.A Publishers. The more engaged the employees are, the more likely the employee is to exceed the firm’s average in terms of its revenue growth. Employee engagement is also positively related to customer satisfaction. An engaged employee consistently demonstrates the general behaviors which improve their performance. On the other hand, if an employee has a low level of commitment to the company objectives, he/she is likely not to perform. This may later result in turnover which then translates to losses in the firm, thus high costs of replacement and temporary impacts on production.
4.5 Teamwork and its influence on employee performance

Table 5.8 Whether teamwork influences employee performance

<table>
<thead>
<tr>
<th>Whether teamwork influences employee performance</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>37</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

As illustrated in Table 5.8 and Figure 5.8 above; 82% of respondents agreed that teamwork influences employee performance, while 18% of the respondents said that teamwork does not influence employee performance. The next analysis will show how various aspects of teamwork influence employee performance.
4.5.1 Aspects of teamwork and their influence on employee performance

Table 5.9 Celebration and cheer and its influence on employee performance

<table>
<thead>
<tr>
<th>Celebration and cheer</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>27</td>
<td>13</td>
<td>3</td>
<td>2</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>60</td>
<td>29</td>
<td>7</td>
<td>4</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

As presented in Table 5.9 and Figure 5.9 above respectively, celebration and cheer is an element of teamwork that influences employee performance. 60% of participants agreed to this view, 29% fairly agreed, 7% disagreed, while 4% strongly disagreed.
Table 6.0 Agreement and its influence on employee performance

<table>
<thead>
<tr>
<th>Agreement</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>20</td>
<td>13</td>
<td>7</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>44</td>
<td>29</td>
<td>16</td>
<td>11</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

Figure 6.0 Agreement and its influence on employee performance

Source: (Researcher, 2013)

The analysis on Table 6.0 and Figure 6.0 above show that 44% of the respondents agreed that agreement had influence on employee performance. Another 29% fairly agreed, 16% of the respondents disagreed, while 11% totally disagreed to this view.
Table 6.1 Companionability and its influence on employee performance

<table>
<thead>
<tr>
<th>Companionability</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>25</td>
<td>10</td>
<td>6</td>
<td>4</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>56</td>
<td>22</td>
<td>13</td>
<td>9</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

As illustrated in Table 6.1 and Figure 6.1 correspondingly, companionability is an important aspect of teamwork that influences employee performance. 56% of participants agreed to this view, 22% fairly agreed, 13% disagreed and 9% strongly disagreed to this view.
Table 6.2 Formation of alliances and its influence on employee performance

<table>
<thead>
<tr>
<th>Formation of alliances</th>
<th>Agree</th>
<th>Fairly agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>15</td>
<td>15</td>
<td>10</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>33</td>
<td>33</td>
<td>22</td>
<td>11</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

Figure 6.2 Formation of alliances and its influence on employee performance

From the above illustrations on Table 6.0 and Figure 6.0, 33% of the respondents agreed that formation of alliances had influence on employee performance while another 33% fairly agreed to that view. 22% of the respondents disagreed, while 11% totally disagreed.
As depicted in Table 6.3 and Figure 6.3 respectively, team building is central part of teamwork that influences employee performance. 67% of participants agreed to this view, 20% fairly agreed, 9% disagreed and 4% strongly disagreed that team building had influence on employee performance.
4.5.2 How teamwork influences employee performance

Teambuilding, agreement, companionability, alliances, among others are the various aspects of teamwork which may influence employee performance both positively and negatively. The respondents agreed that teams enable employees to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals. Teamwork also improves productivity, provides better problem solving platforms and therefore improving employee performance. The respondents who disagreed with this view said that the major drawback about teams is that if not nurtured over time, it may be of great negative influence to employees and this may lead to very poor employee performance.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter summarizes the major findings of the study in relation to the objectives and research questions provided in chapter one. It also discusses the recommendations, conclusions and suggestions for further research.

5.2 Summary of findings/Answers to research questions
This study was carried out to find out the influence of organizational culture on employee performance, a case of Moran E.A. Publishers. The study identified specific objectives to guide its findings on the area of study. The study was successful on this endeavor as can be demonstrated from the findings. This section is therefore set to recapitulate the factors the study unveiled.

The first objective aimed at establishing how organizational norms influenced employee performance. Majority of the respondents, that is 84% agreed that norms influenced employee performance while a very small percentage disagreed. With regards to the positive influence, the respondents were of the view that aspects such as dedication, self-confidence, respect and trustworthiness among other aspects gave employees the ability to perform better. They said that norms influenced the evaluation of others and involved a predisposition to act in a certain way since they affected the evaluation of the expected consequences of action by the employees. The respondents who disagreed with this view said that the negative influence of norms on employee performance was that the stability of a norm changed as a result of long term changes in social organization as well as precipitating events, therefore affecting the performance of employees.
On communication and its influence on employee performance, majority of the respondents (89%) agreed that communication had great influence on the performance of employees while a very small percentage disagreed with this view. According to the respondents, the positive influence of communication on employee performance was that aspects such as timely message delivery, networking, inside connectivity and proper communication skills played a great role in enhancing employee performance such that they helped establish good interpersonal and working relations which enhance cooperation between employees. On the other hand, those who disagreed with this view said that if information was not conveyed in a step by step process, then it would jeopardize employee performance since it would lead to frustrations, absenteeism and poor productivity.

On commitment, majority of the respondents (91%) agreed that it played a great role in enhancing employee performance while only a small percentage disagreed. The respondents said that the various aspects of commitment such as hard work, enquiry, self motivation and dedication played a great role in enhancing employee performance. According to them, the more committed the employees are, the more likely they are to exceed the firm’s average in terms of its revenue growth. They said that commitment also goes hand in hand with job satisfaction; if the employees are not satisfied, they will not be committed, hence poor performance. Lower levels of commitment are also likely to cause employee turnover as a result of poor performance. Commitment was therefore an important factor in determining the success of employees and the organization at large. It therefore aided the organization in retaining more staff, thereby increasing achievements.
On teamwork, majority of the respondents (82%) affirmatively agreed with the view that teamwork influenced the level of performance of employees, citing aspects such as teambuilding, companionability, agreement, celebration and cheer. These aspects influenced employee performance in both positive and negative ways. With regards to positive influence, teamwork offered great participation, feeling of accomplishment and also attracted and retained the best employees, which will in turn created a high performance organization that is flexible, efficient and most importantly profitable. Teamwork also provided better problem solving platforms, improved productivity and therefore improved employee performance. On the hand, the aspect of formation of alliances among employees in the workplace had negative influence on employee performance. For instance, alliances created divisions among the employees, which came as a result of peer pressure and incitement.

5.3 Conclusions

On norms, it can be concluded that norms greatly influence employee performance. Although norms tend to persist through time leading to faster continuity in the organization and human personality, they do involve cognitive beliefs which may be approved or disapproved. The strength of a norm in the organization therefore is likely to display considerable stability with regards to employee performance.

On communication, the researcher concluded that in order for employees to perform very well, there must be effective communication in the organization so that the employees get informed of the various developments and any possible changes in the organization so as to allow them adjust with the changes. This also enables employees to understand what exactly is required of them
and how they are expected to carry themselves around in their duty stations, therefore enhancing productivity and improving organizational efficiency.

On employee commitment, it can be concluded that commitment is powerfully linked to a range of business success factors. Organizations therefore need to entrust in employee commitment because it is associated with important business outcomes such as employee retention, productivity, profitability, customer loyalty and safety. Commitment therefore greatly influences the performance of employees in the organization.

On teamwork, the researcher concluded that teams played a great role in influencing the performance of employees in the organization. Organizations therefore needed to look at strategies for improving employee performance in the light of increasingly competitive environments. The researcher also concludes that teamwork is necessary for all types of organizations including non-profit organizations because team members enhance the skills, knowledge and abilities while working in teams.

5.4 Recommendations

The study having revealed that norms influenced employee performance both positively and negatively, the researcher recommends that the strength of any norm in the organization remains stable. This is because norms are subject to change since the stability of any norm in a social system may change as a result of long term changes in the social organization as well as precipitating events.
Regarding commitment and its influence on employee performance, the researcher recommends that organizations insist on aspects of commitment and how they can improve performance of employees. Aspects such as hard work, self motivation and dedication should be insisted on in order to improve the performance of employees in the organization. This is because commitment is significantly associated with improved business outcomes. The researcher also recommends that there should be positive relationship between commitment and engagement of employees which directly reflects on employee performance outcomes such as employee retention, productivity, profitability, customer loyalty and safety. Employers should therefore create ideal job conditions for employees so that they will feel committed to the organization, satisfied with the job and motivated to perform at or above the minimum level of performance. This begins with recruitment. Hire a well qualified individual who is matched to a clearly defined job description and induct him successfully into the organization’s culture.

On communication, the researcher recommends that in order for it to be effective, it should be a two way process. More than simply keeping employees informed about the latest developments in the organization, communication should be done in a step by step process that involves the exchange of information between two or more parts in all organizational levels. This will in turn lead to better management style whereby organizational members are both required and allowed to participate in strategic decision making in order to facilitate the business process towards the achievement of organizational goals. It is also through effective communication that employees will be able to share organizational responsibility and voice their opinions for issues that are related to organizational flexibility. In doing so, not only will they commit to the organization, but they will also keep their morale high, feeling that they positively contribute to their
performance. The researcher also recommends that organizations should establish a feedback mechanism so that managers can monitor results of their employees, make strategic adjustments to anticipate changing market realities, and also craft new strategies to promote their vision.

On teamwork, since the researcher found out that it was very essential to employee performance as revealed by the research findings, the researcher therefore recommends that team members should assist in enhancing skills, knowledge and abilities while working with their respective teams. This is because teamwork is a strategy that has potential to improve the performance of individuals and organizations. It is also recommended that organizations need to look into strategies that will help improve employee performance in the light of increasingly competitive environments. Top managers also need to have the vision to introduce teamwork activities within their organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. It is therefore important that a system of team building for employees is designed in any organization in order to promote and distribute the best practice and maximize output.

The researcher also suggests that in order for organizational culture to provide sustainable aggressive advantage and enhance better employee performance, it must be viable, rare and imperfectly imitable. These three aspects can provide assistance to superior employee performance, which may be temporary or continue for a long time. Long term increase in employee performance may then cause superior competitive advantage in the long run.
5.5 Recommendations for further study

Based on the findings of this study, further research has been recommended in the following areas:

a) Since this study was limited to one locality, there is need therefore for application of the study on a larger area in order to obtain a better perspective and yield more results.

b) Further research should also be conducted in a public institution in order to compare the findings, this being a private sector study.
REFERENCES


APPENDIX I: QUESTIONNAIRE

My name is Emma Claire Auma, a Master of Business Administration student at Kenyatta University. I am conducting a research study on the impact of elements of organizational culture on employee performance in the Kenyan publishing industry. I have selected your organization as a respondent in this study and I therefore kindly request you to fill this questionnaire. I promise that the information provided will be treated with utmost confidentiality and that the study is purely for academic purposes. Your participation and response will be highly appreciated.

SECTION A: DEMOGRAPHIC FACTORS

1. What is your gender? (Please tick appropriately)

- Male □
- Female □

SECTION B: NORMS AND ITS INFLUENCE ON EMPLOYEE PERFORMANCE

2. Describe the influence of the following aspects of norms on employee performance (Please tick appropriately)

<table>
<thead>
<tr>
<th>Influence of various aspects of organizational norms on employee performance</th>
<th>Agree</th>
<th>Fairly Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company chronicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dedication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self confidence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trustworthiness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respect</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Do organizational norms influence employee performance? *(Please tick appropriately)*

Yes [ ]  No [ ]

4. Briefly explain your answer

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

SECTION C: COMMUNICATION AND ITS INFLUENCE ON EMPLOYEE PERFORMANCE

5. Describe the influence of the following aspects of communication on employee performance *(Please tick appropriately)*

<table>
<thead>
<tr>
<th>Influence of various aspects of communication on employee performance</th>
<th>Agree</th>
<th>Fairly Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inside connectivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timely message delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proper communication skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Does communication influence employee performance? *(Please tick appropriately)*

Yes [ ]  No [ ]
7. Briefly explain your answer
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................

SECTION D: EMPLOYEE COMMITMENT AND ITS INFLUENCE ON EMPLOYEE PERFORMANCE

8. Describe the influence of the following aspects of commitment on employee performance
(Please tick appropriately)

<table>
<thead>
<tr>
<th>Influence of various aspects of commitment on employee performance</th>
<th>Agree</th>
<th>Fairly Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hard work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enquiry</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dedication</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Does commitment influence employee performance in your organization? (Please tick appropriately)

Yes □ No □

10. Briefly explain your answer
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
SECTION E: TEAMWORK AND ITS INFLUENCE ON EMPLOYEE PERFORMANCE

11. Describe the influence of the following aspects of teamwork on employee performance
   *(Please tick appropriately)*

<table>
<thead>
<tr>
<th>Influence of various aspects of teamwork on employee performance</th>
<th>Agree</th>
<th>Fairly Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebrations and cheer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offering assistance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Companionability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formation of alliances</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. Does teamwork influence employee performance in your organization? *(Please tick appropriately)*

   Yes [ ]  
   No [ ]

13. Briefly explain your answer

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Dedication

To mum, dad and my entire family for their endless love and continuous support.
Acknowledgement

I take this opportunity to thank God Almighty for the gift of life and strength throughout this research. I also wish to pass my gratitude to my supervisor, Mr. Shadrack Bett, for his guidance and assistance to ensure that I completed this research successfully. Not forgetting my family and friends for their love, encouragement and continuous support throughout this journey. God bless you all so much.