

**CORPORATE CULTURE AND PERFORMANCE OF LARGE RETAIL
CHAIN STORES IN NAIROBI CITY COUNTY, KENYA**

PAULINE MUTHONI WAMBUI

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UNIVERSITY**

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DECLARATION

This research project is my original work and has not been presented for any academic award in any other university. No part of this research project should be reproduced without authority of the author or/and Kenyatta University.

Signed

WAMBUI PAULINE MUTHONI

Date

D53/PT/CTY/33336/2014

This research project has been submitted to the university with my approval as the university supervisor.

Signed

Dr. SAMUEL MAINA PhD

Date

Department of Business Administration

School of Business

Kenyatta University

DEDICATION

This work is dedicated to my husband Joram Mburu, who has provided me with love, support, and inspiration throughout the course. My children Abigail, Shanice, and Austin receive special attention. When they reach adulthood, this initiative will serve as a source of inspiration for them to work hard.

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ABBREVIATIONS AND ACRONYMS

ATMs	Automated Teller Machine
BSC	Balanced Scorecard
CC	Corporate Culture
CVS	Chinese Value Survey
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistics
MAS	Masculinity
NCC	Nairobi City County
PDM	Participative Decision-Making
PM	Performance Measurement
ROA	Return on Assets
ROI	Return on Investment
RBV	Resource Based View
SPSS	Statistical Package for Social Scientist
USA	United State of America
VSM	Value Survey Model

OPERATIONAL DEFINITION OF TERMS

Corporate culture: is the member of the retail chain stores' common core assumptions, values, and beliefs. It is the way managers and employees tackle challenges in the workplace by involving employees, following norms and values, organization adaptability and organization consistency.

Employee involvement: is a sense of responsibility of retail chain stores' employees towards their work.

Organization adaptability: is a collection of ideas and conventions that can assist retail chain stores in receiving, interpreting, and translating signals from their environment into internal behavioral adjustments that improve their prospects of survival, growth, and development.

Organization consistency: is the member of the retail chain stores' shared system of beliefs, values, and symbols, which has a beneficial impact on their capacity to establish consensus.

Organization Norms and Values: they symbolize the values and ideas that the staff of retail chain establishments hold dear. What is acceptable and what is not acceptable is determined by values. Unwritten guidelines that reflect the expectations in terms of actions applicable to specific scenarios are provided by norms to the retail chain shop.

Organizational Performance: signifies a retail chain store's ability to achieve its goals by making optimal use of the resources available to it. It refers to how well the retail chain store is doing in reaching its vision, mission, and goals in terms of various aspects such as market share, profitability, return on assets and number of branches.

Performance: this comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

ABSTRACT

Over the last few years, some large retail chain stores have been faced with significant financial woes causing them to experience dramatic decline in performance and eventually collapse. Analysts have argued that poor managerial and cultural attributes have been key factors that have played a key role towards poor performance of retail chain stores across Nairobi City County. Therefore, the main objective of this study was to investigate the effect of corporate culture on performance of large retail chain stores in Nairobi City County Kenya. The specific objectives of this study were to establish the effect of employee involvement, organization norms and values, organization adaptability and organization consistency on performance of large retail chain stores in Nairobi City County, Kenya. The study adopted descriptive research design and was anchored on Resource-Based View, Balanced Scorecard, Daniel Denison and Schein theories. The target population therefore consisted of 6 selected retail chain store branches operating across Nairobi City County (NCC). The unit of analysis was 6 retail chain store branches operating across NCC while the unit of observation was 529 comprising of the managers and supervisors of the supermarkets. The sample size of 228 was attained using stratified random sampling to select the respondents based on whether managers or supervisors and systematic sampling was used to pick the respondents from each stratum. Primary data was gathered using structured questionnaire. Content validity of the data instruments was checked by the research supervisor. The instruments' reliability was measured using Cronbach's alpha. The research yielded both quantitative and qualitative results. The quantitative data was coded and entered into the Statistical Packages for Social Scientists (SPSS Version 25) software, which was then analyzed using descriptive statistics. The opinions of the respondents' were also used to generate qualitative data. Responses that share common patterns were placed together in the same category. In addition, the researcher used a multiple regression analysis to evaluate the extent of the relationship between the response and predictor variables at a 95% confidence level. The study established that decisions are not usually made at the level where the best information is available. The research also found that the working procedures in the supermarket are flexible allowing for employees to make key decisions. The research found that the supermarket does not encourage and reward those who take risk. Moreover, the study found that the supervisors and managers follow the guidelines that they set for the rest of the organisation. The study concluded that organization norms and values had the greatest effect on the performance of large retail chain stores in NCC Kenya, followed by employee involvement, then organization adaptability while organization consistency had the least effect to the performance of large retail chain stores in NCC Kenya. The study recommends that the large retail chain stores in NCC establish the right organisational culture that would cultivate an environment that support successful strides in their performance. Teamwork can also be encouraged to improve information access from other departments by fostering strong synergy between departments. The study recommends that other studies should consider looking at the medium and small sized retail chain stores in order to compare results. Moreover, other studies should consider other retail chain stores in other counties apart from Nairobi City County.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The performance level of organizations observed in any industry or company is critical to management because it explains the end result that an organization or a collection of individuals within an organization achieves. Businesses strive to remain profitable by adapting to changes in order to meet their customers' expectations (Mwangi, 2016). According to Hitka, Vetráková, Baláová, and Danihelová (2015), the retail industry is extremely competitive and has changed significantly over the last decade as a result of the national economy. Additionally, in order to survive and thrive, businesses must constantly seek new opportunities and enhance their creativity and adaptability to change in response to the market economy's fierce competition and globalization trends. This requires organizations to develop and maintain culture-specific practices in order to maximize everyone's capacity and contribution to the organization's overall goals - which is Corporate Culture (CC). These organizations' success is contingent upon the development of a distinct culture. This entails cultivating attitudes of adaptability, dynamism, and responsiveness; identifying beneficial and organic structures and cultures; and optimizing the potential of human resources (Polychroniou & Trivellas, 2018).

Additionally, performance has been conceptualized using objective and subjective financial and non-financial criteria. Secondary source financial statistics such as return on assets, return on investment, and profit growth are considered objective criteria. Due to the fact that these metrics are comparable across all firms in the sample, they are particularly relevant for single-industry investigations. Researchers can use financial metrics to conduct trend and comparative analyses (Li, Liu, Mai & Zhang, 2020). Employee perceptions of the organization's success or financial well-being, as well as their overall level of happiness, are considered perceptual sources. These subjective performance reviews are frequently used in institutional theory to determine the success of a business and overall employee happiness. Given the increasing pressure on businesses to satisfy a diverse set of stakeholders, more complex measures of firm success are required,

in which overly simplistic single-variable models are insufficient representations of enterprises' real-world, multi-goal existence (Caritte, Acha & Shah, 2015).

Global competition has increased organizations' struggle to gain a competitive advantage and satisfy customer demand, both of which are critical to achieving favorable performance. This is because the primary reason for any business entity's existence is to maximize profit while also increasing shareholder wealth. To achieve effective performance, business leaders must establish a strong and effective culture within their organizations (Forsslund, 2014). As Hitka et al. (2015) note, businesses that successfully implement a strong corporate culture can significantly improve their overall performance. This is enabled by three critical factors: increased employee motivation, improved goal alignment within the firm and its team, and enhanced coordination and control within business contexts.

Corporate culture is a critical component of any business entity's overall performance. As a result, it is critical for business entities to establish and promote an effective corporate culture that is consistent with their long-term objectives (Wan, Chen & Ke, 2020). This is because corporate culture is now viewed as the glue that holds organizations together and is thus described by terms such as stability, collectivity, and reliability. It also serves as a source of recreation, new opportunities, as well as conflicts and dynamics (Saci, Jasimuddin & Hoque, 2021). Firm culture sparked considerable interest in the late 1980s and early 1990s, when management researchers examined the details of why American firms were unable to compete with their Japanese counterparts. Senarathna, Warren, Yeoh, and Salzman (2014) conducted a five-year longitudinal study of 34 American (USA) organizations in order to conduct one of the first quantitative studies on the culture-performance relationship. The author examined the organizational cultures of these organizations and tracked their success over time. Organizational culture was used to explain why Japanese firms outperformed American firms in terms of profits by encouraging employees to share a common set of fundamental values, perspectives, and hypotheses.

While geographical bias in favor of advanced Western nations is gradually being eliminated, research on firm culture and performance in Africa remains

uncommon (Zoogah, Peng & Woldu, 2015). The African context has a unique effect on company performance in Africa, in comparison to other contexts, most notably the Western context (Michalopoulos & Papaioannou, 2013). Setting is critical because it connects remarks to a collection of pertinent points, facts, or events that provide context for theory and research.

Beatrice (2014) discovered that the Ocean Road Cancer Institute in Tanzania has a culture that values encouraging staff decision-making, assigning clear jobs and responsibilities, and providing opportunities for staff to work on exciting and challenging projects. This was discovered to have a beneficial effect on an organization's performance. Kamugisha (2013) discovered that the primary challenge facing the management of the National University of Rwanda was significant pushback from staff due to the university's prevailing corporate culture. Additionally, it was discovered that culture was impeding the organization's performance, as it had a significant impact on the company's performance contracting execution.

Kenya aspires to be a nation that provides a high standard of living to all of its citizens by 2030. The ability of the country to build an adaptive human resource base capable of meeting the demands of a highly industrialized economy will determine whether or not this vision is realized (Kamaamia, 2016). The retail sector struggled in 2020 as the economy dealt with the aftermath of the Coronavirus outbreak. Retail establishments are for-profit businesses that sell small quantities of goods to the general public for personal use. These businesses or outlets purchase goods directly from producers or wholesale distributors at a discounted rate and then mark them up for sale to end customers.

To meet their financial performance targets, supermarket retailers must implement organizational values policies that will keep them on track to meet their financial goals and missions (Magara, 2013). As a result, supermarket retailers must ensure that their organizational culture is effective and efficient, that the risk of asset loss is minimized, and that all applicable laws and regulations are adhered to (Matata, 2015).

1.1.1 Organization Performance

Organizational performance refers to how effectively a corporation, as a social structure with limited resources, can accomplish its goals without depleting those resources or putting its employees under undue stress (Yan, Li & Cheng, 2020). Performance refers to the extent to which a corporation, as a social structure, can evaluate both its means and ends (Melchar & Bosco, 2014). Al-ahdal, Alsamhi, Tabash, and Farhan (2020) define organizational performance as an idea of the company's achievement or effectiveness, as well as evidence of the firm's ability to function effectively in order to accomplish its goals successfully.

Firm success can be measured in terms of net income, sales, employee count, physical expansion, market share growth, and financial stability (Garca-Granero, Piedra-Muoz, & Galdeano-Gómez, 2020). According to Ali, Said, Abdullah, and Daud (2017), organizational performance includes earnings, return on assets (ROA), return on investment (ROI), market share, shareholder return, and sales volume. Volume, adaptability, scheduling, quality, cost, customer satisfaction, ROI, profit as a percentage of sales, and current value are all performance indicators (Park, Lee & Chae, 2017). In this study, performance is measured using market share, profitability, return on assets, and branch count.

Financial performance (profitability, return on assets, and return on investment), product market performance (market share, sales), and shareholder return (economic value addition, total shareholder returns) are three distinct aspects of organizational performance (Cameron, 2015). Financial success is defined as the outcome of an organization's ROI and ROA. Market performance refers to a company's ability to create and distribute its outputs in the most cost-effective manner possible, as well as to set a price that compensates suppliers fairly. Additionally, market performance refers to a company's ability to meet consumer demand and expectations for the product or service it produces (Al-Matari, Al-Swidi & Fadzil, 2014). Certain businesses evaluate their market performance by comparing their market share to that of competitors, while others evaluate their ability to fulfill social responsibilities. Finally, shareholder value refers to the value of the assets owned by a company's stockholders (Nyamongo & Temesgen, 2013). These three indicators indicate whether a business is on track to meet its objectives.

Organizations employ a variety of strategies to accomplish their goals. These repetitive activities that are performed in accordance with procedures should be quantified to enable management to make informed decisions about where, if necessary, within the procedures, to make performance enhancement efforts to ensure the organization's success. According to Harrison and Freeman (2012), a successful business is one that satisfies the needs of its stakeholders (shareholders, customers, and employees). The performance of an organization has a significant impact on how businesses operate. Among the consequences of this effect is an increase in the number and diversity of methods and techniques for precisely measuring performance, which is gradually establishing itself as a significant area of study for businesses and academics alike (Gorton & Zentefis, 2020). Over the last two decades, performance measurement (PM) has piqued researchers' interest in an ever-growing variety of research topics (Folan & Browne, 2017). A corporation's organizational performance dictates its potential success, which refers to its ability to execute strategies successfully in order to accomplish institutional objectives. Numerous factors contribute to an organization's success, including the effectiveness of its business strategy, its efficiency, and its outcomes (Asif & Sajjad, 2018).

Due to the critical role that an execution framework plays in generating key arrangements and analyzing the achievement of organizational goals (Nørreklit, Kure, & Trenca, 2018), any organization must have a performance estimation framework. In this study, the balanced score card (BSC) was used to evaluate firm performance. The balanced score is calculated from four perspectives: financial, client, internal business, and learning. The balanced scorecard is a critical tool for assisting or assisting in the transformation of the method into a sound execution estimation arrangement (Graham, Harvey, Popadak & Rajgopal, 2017). The BSC provides a more complete picture of a business, enabling associations to respond more effectively. The critical management framework enables managers to prioritize performance metrics while revising financial targets based on client, process, and employee perspectives. This study measured organization performance using market share, profitability, return on assets and number of branches.

1.1.2 Corporate Culture

Corporate culture refers to the collection of values, attitudes, and behavioral patterns that form the bedrock of a business (Awuor, 2015). Organizational culture is a collection of fundamental assumptions that a group makes, discovers, or develops as it learns to navigate the obstacles of external adoption and internal incorporation and that have proven to be true for the organization (Deal & Peterson, 2016). Corporate culture is the member of the retail chain stores' common core assumptions, values, and beliefs. It is the way managers and employees tackle challenges in the workplace by involving employees, following norms and values, organization adaptability and organization consistency.

Additionally, company culture is a collection of fundamental beliefs, perceptions, desires, and behaviors that members of a community learn from their families and other significant institutions. According to Ahmed and Shafiq (2017), culture is the sum of a society's taught beliefs, values, and customs that influence how people spend their money. The culture of a business is shaped by its leaders, who are primarily individuals who share the business's fundamental values. Corporate culture is shaped by internal and external adaptability and survival, as well as internal integration. Developing a niche that enables the business to adapt to and survive in a changing environment is critical for external adaptation and survival. Internal incorporation entails the development of language and concepts, as well as group and team boundaries, authority and status, and incentives and punishments, in order to establish and maintain positive working relationships among an organization's members (Nikpour, 2017).

According to Ji, Rozenbaum, and Welch (2017), the stronger a corporate culture is, the more impact it has on an organization's performance. This is because a variety of intervening factors can affect employee happiness and have a sizable impact on an organization's overall performance. It was discovered that newspapers with a more positive culture grew at a faster rate. Similarly, businesses with a positive culture earned more money. Previous research has established that effective management, changing, and controlling corporate culture can significantly improve an organization's performance standards (Nguyen, Nguyen & Sila, 2019). The manner in which an organization performs its functions reveals the organization's culture. Employees, as the organization's primary organ, adopt

the organization's perspective and carry out their responsibilities accordingly. Employees who stay with a company for an extended period of time either become ingrained in the system or play a critical role in shaping the culture.

On the other hand, new employees pick up on the culture and develop their skills accordingly. Additionally, high-performing firms are more likely to hire newcomers with challenging talents and expect them to thrive in their portfolio (Wan, Chen & Ke, 2020). As a result, the ideals promoted by working groups are reflected in their pragmatic stability and practices. They serve as a motivator for employees to follow. Through interaction with the outside world, values are passed down through generations. These metrics reflect the organization's performance. By examining a person's perceived image, those outside the business can easily deduce the function performed by that person within the organization. Additionally, successful policy and plan implementation, as well as goal achievement, can be accomplished through the appropriate molding of values or culture through the use of appropriate tactics (Eisend, Evanschitzky & Gilliland, 2016).

As a result, corporate culture has earned global respect for its results-driven approach. This is a severe blow to the government's floundering public sector, which has been plagued by ineffective management techniques, resource accountability, and cost effectiveness. The employee's performance has been scrutinized. As a result, corporate culture is thriving across all investment sectors, alarming the public sector. According to evidence, culture is associated with performance because it fosters employee satisfaction, commitment, cohesion, and strategy implementation within the organization (Eisend, Evanschitzky & Gilliland, 2016). The effect of firm culture on performance compels the researcher to examine the culture from a variety of angles.

According to Sagie and Aycan (2013), the firm culture model is not only one of the most widely used culture models, but it also provides a high level of abstraction and complexity reduction. The three critical domains are fundamental underlying engagement, proclaimed organizational ideals, and flexibility. This study will make use of involvement, norms and values, flexibility, and consistency.

Involvement enables both internal focus and flexibility. Individuals here embrace the company's direction, have a clear line of sight from their jobs to

the company's objectives, and bring their entire skill set to work. The involvement of participants will be assessed through decision-making, team orientation, annual review meetings, and development operational schedules. According to Sagie and Aycan (2013), norms focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these norms and values create a business culture. According to Martnez-Caro, Cegarra-Navarro, and Alfonso-Ruiz (2020), norms are not present in a new organization and will form through the time as the belief of the group are proved to be working. These norms and values can predict the behaviors at artifact level. The research used a clear vision and mission, company policies, employee conduct, manager consistency, and working procedures to determine the effect of organizational norms and values.

Consistency symbolizes internal focus and steadiness. Successful businesses have systems, structures, and training programs in place to assist them in aligning as a company and producing results that are both efficient and effective (Mlanga, 2013). To ensure uniformity, the study will implement policies and directives, performance-based wage increases, and coordination and integration. Adaptability affects the job satisfaction of the employees in a negative way because they prefer to work in a more stable environment, but still is positive for the company (Polychroniou & Trivellas, 2018). When accepting change the core values of the organization must be taken into consideration and safely kept, at the same time it is considered as an organizational strength and overall it has positive effect on job satisfaction. The study used creating change, customer focus, and organizational learning to determine the effect of organization adaptability on the performance of large retail chain stores in NCC Kenya.

1.1.3 Retail Chain Stores in Nairobi City County

The retail market in the country, particularly in Nairobi County, has undergone significant changes over the last decade. As a result, the sector has been attracting significant players who are vying for a piece of this competitive market. In Nairobi County, the retail chain sector, which was dominated for decades by Nakumatt, Tuskys, and Uchumi supermarkets, has seen dramatic shifts in customer and brand loyalty over the last five years as a result of

fierce competition and, at times, a random twist of fate. Apart from competitive pricing, a diverse product offering complemented by unconventional conveniences such as pharmacies, bookstores, ATMs, and delicatessens, as well as fresh produce, bakeries, and even in-store restaurants, has developed into a competitive advantage (Mungai, 2016). As a result, consumers are gravitating toward retail establishments that reflect their socioeconomic status. According to analysts, low-income consumers desire to shop among equals in order to purchase commodities in an environment that glorifies their economic status.

As a result of retail chain stores' sensitivity to consumer attitudes, many small chain stores in Nairobi City County that cater to low-income shoppers have strategically placed small-scale branches in strategic corners to catch their attention. Unlike smaller retail chain stores, however, large retail chain stores in Nairobi County, such as Quickmart, Naivas, Carrefour, and Chandarana, are typically concentrated in large shopping malls that cater to the middle- and upper-income classes and are, by definition, larger and have more amenities, such as parking lots and elaborate floor designs and shelve arrangements (Njeru, 2017).

Though Kenya has long had an enabling environment that has attracted and enabled retail chain stores to thrive, particularly in large cities and towns, the same cannot be said for many local retail chain stores, which have recently faced significant crisis and have been forced to close. Many retail chain stores have closed or scaled back their operations in recent years, including Nakumatt, Uchumi, Ukwala, Jack and Jill, Ebrahim, and Tuskys (Republic of Kenya, 2018). However, some retail chains continue to perform well across Kenya, particularly Naivas and Quickmart, which are currently the two largest retail chains in Nairobi City County. Rather than embracing efficient cultures, these businesses have succumbed to the pressure to grow revenue. Among the impediments to effective company performance are a lack of an open communication culture and a focus on the shareholders' and consumers' best interests. This necessitated additional research into the effect of corporate culture on the performance of large retail chain outlets in Nairobi's Central Business District (NCC).

1.2 Statement of the Problem

For a long time in Kenya, the retail chain sector experienced rapid growth. As a result, large local and multinational retail chain stores have established themselves in the sector, particularly in Nairobi's central business district (Mungai, 2016). However, over the last few years, several large chain supermarkets have encountered significant financial difficulties, resulting in a dramatic decline in performance and the collapse of some. Despite the industry's significant contribution to the country's GDP, the performance of retail chain stores in Nairobi has been deteriorating (Kamaamia, 2016).

The retail sector struggled in 2020 as the economy dealt with the aftermath of the Coronavirus outbreak. The sector's ROA generated average rental yields of 6.7 percent in 2019, down from 7.0 percent in 2018. Between 2018 and 2020, the retail performance in the Nairobi Metropolitan Area experienced a decline of 5.4 percent and 4.7 percent, respectively. This can be attributed to branch closures such as Tusksys, which closed 14 branches, Uchumi, which closed 33 branches, leaving only four operational countrywide, Choppies, which closed 13 branches, leaving only two operational, Shoprite, which closed two branches, leaving only two operational, and Nakumatt, which closed all 65 branches due to a variety of issues, most notably poor governance, political meddling, and a lack of corporate culture (KNBS, 2021). Additionally, Kenya's retail sector performed poorly in terms of market share in 2019, with average yields falling 1.6 percentage points year on year to 7.0 percent, down from 8.6 percent in 2018, owing to the challenging economic performance in 2019. In 2020, the segment's performance deteriorated further, with average yields of 6.7 percent, down 0.3 percent points from 7.0 percent in 2019. Profitability in the Nairobi Metropolitan Area's retail sector decreased by 5.4 percent and 4.7 percent in 2019 and 2020, respectively (KNBS, 2021). This begs the question of what effect corporate culture has on the success of these businesses, given that it affects internal control, employee behavior, and the prevention of undesirable behaviors.

Numerous studies on firm culture and organizational performance have been conducted. Chilla, Kibet, and Douglas (2014) conducted a study to investigate the effects of firm culture on performance in the hospitality industry in Kakamega County, Kenya. They discovered that certain aspects of organizational

culture have a beneficial effect on organizational performance. The study however had a conceptual gap as it was based on the hospitality industry. Additionally, Indiya, Obura, and Mise (2018) conducted a study on the effect of firm culture on the performance of public universities in Kenya, revealing that organizational values made the most significant unique contribution to firm results. The study however had a conceptual gap as it focused exclusively on public universities. Additionally, Kamau and Wanyoike (2019) conducted a study on the impact of corporate culture on firm outcomes at Mayfair Casino in Nairobi, Kenya, and established a significant positive relationship between corporate culture and organizational performance. The study however had a contextual gap as it did not use the same variables as the current study. Thus, the current study sought to address this knowledge gap by examining the effect of corporate culture on the performance of large retail chain stores in Nairobi, Kenya.

1.3 General Objectives

The general objective of this study was to investigate the effect of corporate culture on performance of large retail chain stores in NCC Kenya.

1.3.1 Specific Objective

The following specific objectives guided this study:

- i. To establish the effect of employee involvement on performance of large retail chain stores in NCC Kenya.
- ii. To assess the effect of organization norms and values on performance of large retail chain stores in NCC Kenya.
- iii. To determine the effect of organization adaptability on performance of large retail chain stores in NCC Kenya.
- iv. To examine the effect of organization consistency on performance of large retail chain stores in NCC Kenya.

1.4 Research Hypothesis

H₀₁: There is no statistically significant relationship between employee involvement and performance of large retail chain stores in NCC Kenya.

H₀₂: There is no statistically significant relationship between organization norms and values and performance of large retail chain stores in NCC Kenya?

H03: There is no statistically significant relationship between organization adaptability and performance of large retail chain stores in NCC Kenya?

H04: There is no statistically significant relationship between organization consistency and performance of large retail chain stores in NCC Kenya?

1.5 Significance of the study

The results obtained from this study would be of great importance to numerous parties among others retail chain stores management, scholars and academicians , policy makers . First, the results would be of significance to retail chain stores across Kenya as they would be able to use these results to establish how corporate culture in place is affecting their overall performance. The outcomes of the study would also provide suggestions to these utilities' management, enhancing their understanding of how to improve their businesses' performance through the adoption and execution of a strong, positive, and consistent organizational culture. The findings of this study would certainly benefit retail chain store managers as well, as they would aid in the successful management of corporate culture, which is a significant aspect in improving organizational performance.

In addition, the results would be of significance to scholars and academicians as it added to the existing literature on corporate culture and organizational performance. Therefore, scholars and researchers wanting to study further on corporate culture and organizational performance would utilize literature from this study to expound on areas not yet addressed while the study findings offer reference materials for them while replicating the study elsewhere.

The Kenyan government tries to encourage nondiscriminatory employment practices and work environments that enhance equity, social justice, inclusivity, equality, and respect for employees' dignity as human beings through the Constitution and other legislative regulations. As a result of the findings of this study, national government policy on the prevalent culture in retail chain stores, which are mandated employment agents, would be informed. The study would also play a significant role in enabling policy makers to understand how they could be able to design strategies that are capable

of improving their corporate culture within their organizations in order to improve the organization and performance of the retail chain businesses.

1.6 Scope of the Study

The objective was to investigate corporate culture on performance of large retail chain stores in NCC Kenya. The variables of the study were: employee involvement, organization norms and values, organization adaptability and organization consistency. The study adopted descriptive research design. The target population for this study consisted of large retail chain stores. The study was limited to Nairobi City County. The study respondents comprised of both 147 senior managers and 382 supervisors of the 6 large retail chain stores since they have the largest market share in Nairobi County. The study was undertaken between August and November. The study collected secondary data from 2016 to 2020.

1.7 Limitations of the Study

While undertaking this study, the researcher was faced with a number of limitations. First, the researcher experienced a limitation of time constraint since gathering data from the targeted organizations was time consuming. However, to mitigate against this limitation, the researcher engaged the services of two research assistants to help in administering the questionnaires. In addition, the researcher also faced the issue of non-cooperation from staffs of the targeted large retail chain stores which proved to be tiring to convince them to fill questionnaires a fact that limited the researcher from reaching the stipulated target for the sample size. In order to deal with this limitation, the researcher provided assurance to the respondents that the study was purely been undertaken for academic aim only and the information given was treated with the highest degree of confidentiality.

1.8 Organization of the Study

This study was organized into five chapters. The backdrop of the study, the statement of the problem, the research objectives, the research hypothesis, the significance of the investigation, the scope of the study, the limitations of the study, and the organization of the study are all included in Chapter one. The literature review, theoretical review, empirical review, summary and research gaps, and conceptual framework are all covered in Chapter two. Chapter

three consists of the methodology which contains of research designs, target population, sample size, data collection procedures, data analysis, pilot testing, operationalization of the study variables, data analysis and presentation and ethical considerations. Chapter four covers research findings and analysis, while chapter five discussed the summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part outlines the theoretical and empirical literature of the study. The chapter starts by reviewing theories that support the study; it then proceeds by providing a discussion on the dimensions of firm culture, organizational firm measures and lastly the conceptual literature on direct and indirect relationships between organizational culture and organizational performance.

2.2 Theoretical Literature Review

The current study was anchored on the following theories, that is, Resource-Based View, Balanced Scorecard, Daniel Denison and Schein theories. The main theories of the study were Daniel Denison and Schein models.

2.2.1 Resource-Based View (RBV)

In 1991, Barney developed the RBV of a company as distinct resources through which the organization should be competitive in the competitive world. These strategic assets should be valuable, scarce, imperfectly imitable, and strategically irreplaceable. Penrose (1959) asserted that the diversity, not uniformity, of the productive services accessible through a firm's resources determines the firm's unique character. The RBV of the firm indicates that performance is determined by the resource profile of the firm, whereas the foundation for superior performance is based on possessing and deploying unique resources that are difficult to duplicate (Wernerfelt, 2014). According to RBV, organizations can achieve long-term success if they possess a few critical resources and deploy them efficiently in their target markets (Barney, 1991). According to Nørreklit et al. (2018), a firm's unique characteristics may result in difficult-to-copy core resources that influence competitor performance variation.

The resource-based perspective continues by stating that the underlying sources and drivers of a firm's exceptional performance are primarily related to scarce, precious, difficult to duplicate, and non-replaceable resources and capabilities. According to the firm's RBV, performance is determined by the resources and capabilities available to it (Anjomshoae, Hassan, Kunz, Wong & de Leeuw, 2017). Retail sectors make use of resources, but not fully by the manager or owner of the retail business,

which continues to evolve with a variety of retail and management characteristics. Retail is a highly dynamic industry. Global trends in retail chain stores continue to evolve, and the retail industry's growth also results in the emergence of large retailers such as hypermarkets, warehouse rebates, and other large retailers (Grant, 1991).

Collis and Montgomery (1995) argue that the customer is an external party who interacts with the firm on a daily basis when purchasing its products. The customer is the most critical factor in determining whether a retail chain store succeeds or fails. According to Nørreklit et al. (2018), assets that are scarce, valuable, unique, and non-replaceable can help retail chain stores develop and maintain competitive advantages. Additionally, they stated that valuable resources must be used to support retail chain stores in order to achieve high profitability, a high return on investment, an increase in branch density, and increased market share. If the resources are valuable, it is possible to maintain an understanding of the changing business environment, increase management efficiency and effectiveness, and improve customer satisfaction (Ali, Said, Abdullah & Daud, 2017). As a result, Mungai (2016) implied that resource value is apparent when resources are used to reduce a business's costs and increase its revenue. Retail chain stores capitalize on improving their performance by providing high-quality products that meet customer requirements in order to increase the benefits accrued to customers, thereby increasing the competitive advantage within the industry. As a result, this theory was applicable to the performance of large retail chain stores in NCC Kenya.

2.2.2 Balanced Scorecard (BSC) Model

This model supports organization performance and was introduced by Kaplan and Norton in 1992. The BSC is a measure of what influences performance. Kaplan and Norton worked with 12 high-performing companies on a year-long project. Non-financial data was included in the study of previous performance indicators. The BSC is a strategy implementation and management structure. It ties a vision to strategic goals, measurements, targets, and actions. It establishes a balance among financial and performance metrics, as well as goals and objectives for all other parts of the company. It's a means of keeping track of a company's performance (Sagie & Aycan, 2013).

BSCs were originally designed for for-profit enterprises, but they were later adopted by non-profits and government agencies. Its goal is to evaluate a firm's intellectual capital, which includes training, skills, knowledge, and any other proprietary information that offers it a competitive advantage. The balanced scorecard system supports good behaviour in the workplace by examining four key areas: learning and growth, business operations, customers, and finance (Ali, Said, Abdullah & Daud, 2017). The BSC is often used to collect critical data from a firm's four primary functions, including objectives, measurements, initiatives, and goals. Companies could immediately identify issues that obstruct corporate success and plan strategic adjustments that will be monitored by subsequent scorecards (Melchar & Bosco, 2014).

The scorecard can give data about the firm as a whole when focusing on corporate goals. The BSC could be used to plan out a strategy to see where value is created within a company. A BSC could also be used to describe a company's strategic aimed and goals. This can be performed by delegating responsibilities and projects to multiple divisions within the company in order to improve financial and operational efficiencies, which will help the bottom line (Fiordelisi & Ricci, 2014). This theory assisted in establishing the performance aspect of selected retail chain stores in Nairobi City County Kenya.

2.2.3 Daniel Denison's Model

The paradigm of Daniel Denison (1990) was employed in this study, which states that firm culture may be explained by four general dimensions: mission, consistency, involvement and adaptability. Employees who are actively encouraged to participate have a feeling of ownership and responsibility. Instead of formal, explicit, bureaucratic control systems, they depend on voluntary, informal and implied control mechanisms (Denison, 1990). Effective firms focus on empowering their employees, structure their businesses based on teams, and invest in human capital development at each level. Executives, administrators, and staff are dedicated to their jobs and believe they have a stake in the company. People at all levels feel more involved when they have a say in choices that affect them and when their job is closely linked to the organization's goals.

Consistency serves as a hub for integration, coordination, and command. Consistent organizations have an organizational systems perspective that results in an internal governance structure based on consensus (Denison, 1990). Organizations are also more effective when their cultures are "strong," meaning they are consistent, well-coordinated, and well-integrated. Leaders and supporters are good at establishing an agreement even when there are divergent points of view because their behavior is anchored in a set of core beliefs (Nguyen, Nguyen & Sila, 2019). This form of consistency, which comes from a shared perspective and a high level of conformity, is a significant source of internal integration and stability.

The ability to change the needs of the corporate environment into reality is referred to as adaptability. Organizations have a set of ideas and conventions that support their ability to accept, understand, and transform signals from their surroundings into internal behavioral adjustments that improve their prospects of growth and survival (Denison, 1990). Adaptable businesses are motivated by their consumers, they take risks and study from their failures, and they have the skills and capability to modify things up (Yoon & Chung, 2018). They are constantly altering the system in order to improve the combined capacity of the firms to give value to their consumers.

The description of a meaningful long-term course for the organization by defining a social role and external aimed for the organization is what the mission attribute entails. It gives a clear direction and goals that help an organization and its members determine the best course of action (Denison, 1990). Successful companies have a strong sense of goals and direction that provides a vision of how the firm focused on the future and establishes organizational goals and strategic objectives (Hanci-Donmez & Karacay, 2019).

When an organization's underlying mission changes, other parts of the organization's culture shift as well. Our theory is significant to this research because it explains how organizational performance is influenced by cultural factors. As a result, the goal of this study is to not only fill a vacuum in the literature, but also to provide important insights on the impact of corporate culture on firm performance. This model was essential in explaining the effect of

employee involvement, organization adaptability and organization organization consistency on performance of large retail chain stores in NCC Kenya.

2.2.4 Schein's Theory of Organizational Culture

The most difficult aspect of an organization to change is its culture, which outlasts all other physical characteristics of the business, such as its products, services, founders, and leadership. Schein's (1992) paradigm deconstructs culture from the observer's perspective and divides it into three cognitive levels. Organizational characteristics that an uninitiated observer may see, feel, and hear collectively as adaptability are at the model's first and most cursory degree. Offices, facilities, furniture, visible honors and credit, dress, workplace interaction and interaction with the outside world, and even corporate slogans, mission statements, and other operational principles all fall under the category of flexibility.

Adaptability refers to the physical mechanisms by which a business communicates cultural meaning. Denison (1990) defined adaptability as the physical characteristics of culture shared by firm members. Corporate culture is manifested on the surface through behavioral, verbal, and physical flexibility. The fabric of an organization's culture is composed of rituals, which are the collective interpersonal behavior and ideals embodied in that behavior. The contents of myths, legends, and sagas provide context for an organization's history and influence how individuals perceive the organization's values and beliefs. Language, mythology, and storytelling are all examples of linguistic adaptation that occur during rituals and ceremonies. Physical adaptability is demonstrated by company members' art and technology.

The second cognitive level is values, which are concerned with the professed culture of an organization's members. Shared values refer to individual preferences for specific aspects of an organization's culture (loyalty, customer service). Local and personal values are frequently articulated at this level within the organization. Individuals' perceptions of an organization's trustworthiness and helpfulness are examples of fundamental ideas and assumptions that are frequently deeply ingrained in the organization's culture. At this level, organizational behavior is frequently examined through interviews with members and the collection of attitudes toward organizational membership via questionnaires.

At the third cognitive level, the organization's implicit assumptions are discovered. These are the facets of culture that pass unnoticed and unnoticed during routine interactions between firm members. Additionally, these are the aspects of culture that are frequently taboo in the workplace. Numerous these 'unspoken norms' occur without the membership's conscious awareness. Individuals with sufficient expertise to comprehend this most fundamental level of corporate culture gradually become accustomed to its characteristics, increasing their invisibility.

According to Alvesson (2012), fundamental underlying assumptions are deeply ingrained, unconscious, and unvalued beliefs that people share. A breach of these assumptions would engender fear and retaliation. This theory was chosen to guide this research because it proposed that in order to increase firm success, a firm culture should reflect the central underlying engagement, organizational ideals, and adaptability.

2.3 Empirical Literature Review

This section summarizes the research on how corporate culture has improved organizational performance. The content was based on research published in other magazines and scholarly works on corporate culture.

2.3.1 Employees Involvement and Organization Performance

In the United States, Jones and Kato (2015) did an econometric study that aimed to review the effect of participation on firm's performance. Daily data for production, rejection, and downtime rates for all operators in a single facility were used, totaling more than 77,000 observations during a 35-month period. The results of the study suggest that employee participation improves enterprise performance through a variety of channels, including increased discretionary effort by staff, and that implementing high-performance workplace practices is particularly pronounced as an investment, despite major learning impacts. The research however had a contextual gap as it was done in a more developed country than Kenya.

Sofijanovska and Chatleska (2016) did a study in Macedonia that examined the association amid involvement and firm performance among public sector manufacturing firms. A survey of 36 Macedonian manufacturing company's provided needed data. Quantitative methods and statistical data analysis was used

to perform the hypothesis test. The findings revealed that effective involvement is related to perceived performance of the organization in a positive way. Employee participation and empowerment programs, and the utilization of self-managing teams, all have a direct and significant relationship with the perceptions of manager's organizational performance. The study however had a conceptual gap as it was not based on retail chain stores.

Mildred (2016) conducted research at the Kenya Medical Research Institute (KEMRI) in Kisumu on the impact of engagement on work results. The design used was the descriptive survey. The population consisted of 867 employees of the KEMRI in Kisumu. Samples were selected using a scientific formula developed by Fisher et al., and the company performed a simple random sampling to select 174 participants. Structured questionnaires were the primary data gathering tool used in this investigation. The survey showed that KEMRI employees had clearly defined goals and objectives and knew how their individual actions contributed to the overall goals of the organization. As a result, allowing employees to engage and be active in things that influence their jobs improves job performance as well as overall organizational performance. The research however had a conceptual gap as it focused on the aspect of job performance as compared to the current study that focuses on the aspect of firm performance.

Mose (2017) studied the impact of corporate culture on the performance of Kenyan state-owned companies. The research is essentially a reproduction of Denison's Culture Model, but it also incorporates other models. The population for this descriptive census research was gathered from Kenya's 34 fully commercial state companies. Finance, marketing operations, HR and firm affairs were among the departments that provided responses (public relations). A total of 70 people responded, yielding a 68 percent proportion of responses. Data was gathered by use of structured questionnaires and performance reports. Denison's survey was used among the data gathering instruments, which was supplemented by secondary sources. Reliability and validity assessments after pilot testing and all required revisions, and then administered directly to the respondents. To examine the data, SPSS was used to perform descriptive evaluations. The findings indicate that firm culture has a major impact on the performance of commercial state firms. The findings also suggest that a culture of participation could help

state corporations function better. The study however had a conceptual gap as it was not based on retail chain stores.

At Kenya Power, Mwau (2016) found that organizational culture influences performance. This study used a technical survey design. The study target audience was Kenya Power employees, with a sample size of 250. The actual elements of the study sample were chosen using stratified random sampling from three types of occupational groups: top management, middle level management, and operational employees. The study relied on original data gathered using the Denison culture model. The only primary data collection tool used in the study was the questionnaire. The completeness of the questionnaires collected for analysis and presentation was checked and coded into the Social Science Statistical Package (version 20). A causal relationship between organizational culture and performance was determined using a regression model. Studies have shown that there is an important and positive relationship between organizational culture and performance, and that employee engagement has a significant impact on organizational performance. This study concluded that in order to improve organizational effectiveness, organizational culture should support and be compatible with employees' intended strategies and day-to-day activities, and more attention should be paid to improving organizational culture. It affects not only organizational performance, but also culture. We support the overall well-being of our employees. The study however had a conceptual gap as it was not based on retail chain stores.

2.3.2 Organization Norms and Values and Performance

Tedla (2016) investigated how a group of companies fostered an effective organizational culture to increase productivity. The conceptual basis of the study was Denison's model of organizational culture. The semi-structured one-on-one interviews included a sample of 20 senior executives from a corporate group in Ethiopia. Selected candidates have at least 5 years of experience in successful tactics for developing an effective organizational culture in a corporate group. Interview data was transcribed, classified, and coded, then members were identified and triangulated to ensure interpretation was correct. The study found that well-defined goals promote common understanding between employees and managers, and employee-centered leadership fosters employee inspiration.

The well-being of society through self-regulating corporate social responsibility has been identified as the core value of the company. The study however had a methodological gap as it was based only on qualitative data.

Misigo (2020) looked into the impact of organizational culture on the performance of Kenyan public water providers. The basis of this study was Cameron and Quinn's Competitive Values Framework for assessing an organization's culture. Clan culture, special culture, market culture, and hierarchical culture were the variables studied in relation to the effect on organizational culture and performance of water companies. The role of leadership ideals in mediating the relationship between organizational culture and water company performance was also explored. With a population of 84 public water corporations, the study utilized descriptive and correlational research methods. With 185 respondents, a statistical sample of 17 water businesses was chosen. A total of 126 replies were received, resulting in a 68 percent response rate. A questionnaire was used to collect primary data, secondary data from public records of water companies. One of the data collection tools used in the study was the Cameron and Quinn Organizational Culture Questionnaire. Updated to include questions about leadership values based on Schwartz's Image-Based Values Questionnaire. The information collected was organized and analyzed using descriptive, diagnostic and logical methods. Statistical Pack for Social Sciences version 23.0 was used to analyze data and generate tables, figures, and relationships. The relationship between the independent variable and the dependent variable was established using statistical data such as correlation, analysis of variance, and multiple linear regression models. Research shows that organizational culture influences the performance of public water providers in Kenya. In addition, this study found that leadership values had a moderating effect on the relationship between organizational culture and performance of water companies. The study however had a conceptual gap as it was based on Cameron and Quinn's paradigm of competitive values.

At The Kenya Power and Lighting Company Limited, Ngara (2018) investigated the impact of organizational culture on performance (KPLC). A descriptive research design was adopted in this study. The survey included KPLC's complete staff of 11,295 people. The study used a sample frame of 4,697 KPLC personnel. The 354

employees who took part in the study were chosen using a stratified random selection procedure. A questionnaire was used to collect data from selected respondents. We used descriptive and logical statistics. The results are presented in the form of graphs and tables. The initial goal of this study was to determine the effect of KPLC collaboration culture on organizational performance. Studies have shown that a collaborative culture has a beneficial effect on KPLC's productivity. The study however had a conceptual gap as the retail sector was not included in the analysis.

Mugeny, Odek, and Kuria (2020) investigated the effect of organizational culture on employee motivation in a child-focused Kajiado West Sub County NGO. The purpose of the study was to investigate the effect of team-centered culture on employee motivation in child-centered organizations in the western Kajiado region, and to evaluate the effect of performance orientation on employee motivation in child-centered organizations. Western Sub District Kajiado County investigates the impact of innovation on employee motivation in Kajiado West Sub County. Theories of goal setting, fairness, and expectations have been the driving force behind research. Theories of goal setting, fairness, and expectations led to research. The target group for the study included 319 employees from ChildFund Kenya and Compassion International using a target sample to identify two child-centered organizations. A sample of 96 respondents was selected using a basic random sampling procedure. Finally, a stratified sample was used to group respondents from the Kajiado West Administrative Committee, Sponsored Programs/Offices, Finance and Registered NGO members. The questionnaire was used as a data collection tool in studies using mixed study methods. We used thematic analysis to evaluate the SPSS-encoded quantitative data and descriptive analysis to review the qualitative data obtained from the interviews. Employees working in Kajiado West's child-centered NGOs were found to be highly motivated for team orientation, results orientation, and innovation, according to the study. The study however had a contextual gap as none of the hypotheses used in the current study are used in this study.

Indiya, Obura, and Mise (2018) investigated the effect of organizational culture on performance in Kenyan public universities. A study based on the organizational structure contingency theory was conducted using a correlation study design and 215

executives from 11 Kenyan public universities approved by the Kenya Bureau of Standards. The survey used a census and was answered by 94.4% of respondents. A questionnaire was used to collect primary data. This study used Pearson's product moment correlation to find significant, positively significant associations between organizational culture and organizational performance. Organizational values provided the highest intrinsic contribution to an organization's performance, followed by organizational artifacts and, finally, personal beliefs according to regression analysis. The general form of organizational culture accounted for 64.6% of the deviation of the performance index, and had a clear and significant effect on the organization's performance. The study however had a methodological gap as it was based on a correlation study design.

2.3.3 Organizational Adaptability and Organization Performance

A study of the influence of corporate culture on corporate performance in Kenyan public universities was done by Indy, Obura, and Mise (2018). Research shows that the most important artifacts in organizational culture are the interaction and treatment of visitors, indicating little or no variance in respondents' responses. However, rewarding employees based on performance is the least important artifact of organizational culture. A mean of 2.73 and a standard deviation of 1.22 indicate significant differences in the responses. However, in terms of cultural flexibility, the organization is well organized. The study also found that robustness was positively and strongly correlated with productivity. The study however had a conceptual gap as it was not based on retail chain stores. Laike (2017) conducted a study in Ethiopia that aimed to assess the relationship between organizational adaptability on performance management focusing on Economic Commission for Africa. It took a step back and explained things. The research's target population was 346 employees, of whom 104 were chosen as a sample using basic random and purposive sampling techniques. A total of 30 professional employees, 14 national officials, and 60 general service employees were included in the sample. The findings revealed that organizational culture and performance management practice in ECA have a beneficial association. Organizational flexibility has a better link with performance management practice in ECA, according to the statistical research. The study however had a contextual gap as it is done in another country.

In another study, Par (2019) did a study in Sweden that assessed the effect of firm adaptability on employee's job satisfaction. The study took a qualitative explanatory approach. The study data was acquired through a few one-on-one interviews with managers who could not be gathered in focus groups and few focus groups, using an inductive data analysis approach. According to the findings of the study, various organizational culture qualities and indices have a wide variety of effects on employee job satisfaction and can play an essential role in enhancing worker job satisfaction. The study however had a methodological gap as it was based explanatory qualitative approach.

Taye (2014) investigated the nature and extent of firm culture's impact on employee job performance at the Ethiopian Development Bank. This study used both primary and secondary data, with primary data gotten by questioners administered to the chosen respondents. The data suggest that the Development Bank of Ethiopia's current culture is power culture, with success culture as the favored culture. Firm culture is positively linked to employee performance, according to regression research, however the effect of the existing culture on employee performance is small. Furthermore, the investigation revealed that, among other employee performance variables, leadership style and salary are the two most important employee performance impacting elements that have a considerable impact on staff performance. The research however had a contextual gap as it was on staff work performance.

With a specific focus on Art Caffe Nairobi, Ichak (2019) investigated corporate culture and its impact on staff productivity. The data was analyzed, interpreted, and presented using a descriptive correlational research method. Because this study focused on the link amid firm culture and staff productivity at Art Caffe, the descriptive research approach was the appropriate choice. The outcomes of the study demonstrate that the organization's mission statement drives employees to achieve their goals, so Art Caffe employees are motivated by the company's vision. Employee abilities have been increased as a result of Art Caffe 's training and development sessions, resulting in the smooth execution of developed initiatives. Employees have also been able to develop professionally and expand their talents to do better, according to the research. Administrators communicate precisely what has

to be done, resulting in a good-performing culture. According to the findings, management created ethical rules to guide employees, resulting in more efficient execution of established techniques. The research however had a contextual gap as it was based on the aspect of employee productivity.

2.3.4 Organizational Consistency and Organization Performance

Mildred (2016) wanted to know how organizational culture influenced the success of the strategy in the Kenya Water Council. This study was based on Cameron and Quinn's theories, five models for implementing the strategies of bourgeois and Broadwin, and open systems theory. This study used a descriptive research approach and the target group included 180 employees from eight water departments of the Ministry of Water Supply and Sanitation. This study used a stratified sample to divide potential respondents into two groups and then used a simple random selection procedure to select 32 senior executives and 58 middle managers as the sample size for the study for a total of 90 respondents. The main data collection tools were semi-structured questionnaires with open and closed questions, and nominal scales and Liker type styles for quantitative components. This study used quantitative, qualitative and secondary data. A pilot study was conducted to evaluate the reliability and validity of the questionnaire. Data were analyzed using descriptive statistics to yield frequency, mean percentage, standard deviation, and chi-square values. Finally, the relationship between the explanatory variable and the dependent variable was determined using a multiple linear regression model. Tables and graphs are used to present the results. The study found that 73% of changes in strategy execution on the waterfront in Kenya are due to a culture of conformity. The research however had a contextual gap as it was based on various theoretical models.

Mlangu (2013) investigated the impact of firm culture on knowledge sharing in the KNLS, Coast region, Kenya, and identified strategies that may be adopted to build and maintain a knowledge-sharing-friendly environment. Knowledge distribution may be hampered by KNLS's passive organizational culture. The research was carried out at the Coast region's seven libraries and the KNLS headquarters in Nairobi's four administrative divisions, which totaled 116 personnel. The census was used by the researchers, who collected quantitative data

via questionnaires. In all seven branches, there are 14,682 registered users, both adults and children. A sample of 428 consumers was analyzed utilizing Yamane's formula, and data was obtained via questionnaires. Respondents were interviewed, and the data was quantitatively analyzed utilizing theme areas. A conceptual framework was constructed for this study after a literature review revealed variables. The data was analyzed using descriptive statistics and the SPSS. According to the data analyzed, cell phones, meetings, and sending emails are the most commonly used techniques for information transfer. The results suggest that corporate culture has an impact on information sharing, and that a culture that encourages communication and involvement is critical for knowledge sharing. The research however had a contextual gap as it focused on information exchange as a dependent variable.

At the Mayfair Casino in NCC, Kenya, Kamau and Wanyoike (2019) studied the relationship between corporate culture and organizational performance. Research is guided by the following theories related to: Durkheim's theory, Schein's model, skills theory and dynamic competence theory. The study was also guided by the empirical literature, which highlights the research done by the authors, thus highlighting the gaps that have not been captured and this current research has been filled in. The conceptual framework highlights both independent and dependent variables of the study. Both descriptive and explanatory studies were used in the design of this study. Mayfair Casino Kenya used a study design to explain the relationship between corporate culture and organizational performance. Descriptive statistics were used to examine the data and draw conclusions. The Mayfair Nairobi County Casino studied 360 customers. A sample representing 108 employees, representing 30% of the total number of employees, was surveyed. A stratified random sample was used to select the actual elements of the sample under study. The sample included three types of professional group employees. This study also used validity and reliability as pilot trials were conducted for refinement purposes to collect data to demonstrate study suitability. In this study, reliability was used to evaluate the degree to which research equipment produces consistent results. Cronbach's alpha was used to perform reliability tests. SPSS version 23 was used to encode and parse the survey data. The research results were presented in the form of graphs, figures, and tables. Tables and figures

have been used to present the results. A study by Mayfair Casino in Nairobi County, Kenya, found that organization consistency affects firm performance. The study however had a conceptual gap as it was not based on retail chain stores.

Maina (2016) wanted to know if there is a relationship between organizational culture and the performance of Kenyan commercial banks. This study used a technical survey design. The target customers were employees of 42 commercial banks in Nairobi County. A stratified random sampling procedure was used to select samples for study. For the study, a total of 120 people were chosen as participants. Data was gathered via a questionnaire. Data were analyzed using descriptive and logical statistics and the results are tabulated. Studies have shown that commercial banks have an organizational culture that guides how they do business, their employees are like-minded and adhere to shared beliefs and values, and commercial banks, based on the values of consistency, adaptability and effective communication, felt heard. The identity and commercial banks that increased their commitment to their work clearly defined their work ethic. Kenyan commercial bank employees are committed to their work, performing their assigned duties according to their desired standards, following acceptable personal habits in the workplace, conducting their work in accordance with a consistent overall strategic plan for the organization. The study also found a significant positive relationship between organizational culture and organizational performance in commercial banks in Kenya. The study however had a conceptual gap as it was not based on retail chain stores.

Ha (2020) research at Ho Chi Minh City focused on the effects of organizational culture on accounting information systems and operational performance of SME businesses. The research employs both qualitative and quantitative methodologies to obtain answers to research questions based on samples of 353 respondents working in small and medium-sized businesses in Ho Chi Minh City. The qualitative method involves group discussion, which gives final observed variables of organizational culture characteristics. Quantitative procedures include statistics, Cronbach's Alpha scale reliability testing, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). Mission, engagement, and variance in organizational culture all have a good impact on the accounting information system of small and medium-sized businesses

in Vietnam, according to the findings. Furthermore, it was discovered that organizational culture uniformity has a favorable impact on the firm's operational success. The study however had a methodological gap as it was based only on other quantitative analytic tools.

2.4 Summary of Research Gaps

There are various studies on domestic and foreign corporate culture. However, some researches (Sofijanovska & Chatleska, 2016; Mose, 2017; Mwau, 2016) focused on other industries that could not be compared or generalized with the retail chain stores. Other studies (Jones & Kato, 2015; Laike, 2017) were done in more developed countries than Kenya.

Moreover, some studies (Mlangu, 2013; Ichak, 2019) did not focus on the aspect of firm performance but instead looked at aspect like employee performance, knowledge sharing and agility. Also, some of the studies (Tedla, 2016; Indiya, Obura & Mise, 2018; Par, 2019) used different methodology. The current study hence aimed to fill this research gap by examining the effect of corporate culture on performance on large chain stores in NCC in Kenya. From the search, knowledge gaps were found and tabulated to facilitate easier reference identification. A summary of gaps of the studies is provided in Table 2.1.

Table 2.1: Summary of Literature Review and Research Gaps

Author and Year	Focus of the study	Findings	Research gap	Focus of current study
Jones and Kato (2015)	Effect of employee involvement on firm's performance	The study findings obtained indicated that employee involvement will produce improved enterprise performance through diverse channels including enhanced	The study did not reveal the kind of organizational culture carried out in the organizations. The study was done in t	The study looked at the effect of corporate culture in selected retail chain stores and was done in NCC Kenya.

		discretionary effort by employees and also that the introduction of high-performance workplace practices is best viewed as investments, though there are significant learning effects.	the United States which has a different contextual condition that is different from Kenya	
Mose (2017)	Role of Corporate Culture on the Performance of Commercial State Corporations in Kenya	The results also indicate that involvement culture could improve performance of state corporations	The study was carried out in state corporations in Kenya which are mostly non-profit making	The study was based on firms operating in the retail chain stores in Nairobi city county which are profit based.
Misigo (2020)	Influence of organizational culture on performance of public water companies in Kenya	The study also found our leadership values have a moderating effect on the relationship involving organization culture and performance of the water companies	The study was based on the Cameron and Quinn's competing values framework for evaluation of an organization's culture. The study also focussed	The study was based on Daniel Denison's model. The study also looked at the retail chain stores in NCC

			on water companies	
Ngara (2018)	Influence of organizational culture on performance at the Kenya Power and Lighting Company Limited (KPLC)	The study established a positive significant influence of cooperating culture on performance at KPLC	The study looked at KPLC and therefore contextual gaps in terms of the culture.	The study looked at the retail chain stores in Nairobi city county
Laike (2017)	Relationship between organizational adaptability on performance management focusing on Economic Commission for Africa	The result indicated that there is a positive link among organizational culture and performance management practice in EC A. The statistical analysis reveals that specifically that organizational adaptability has stronger correlation to performance management practice in EC A.	The study was done in Addis Ababa that was more developed than Kenya which is the focus of the current study	The study was done in Nairobi city county
Ichak (2019)	Organizational Culture and its influence on employee productivity with a specific focus on Art Caffe Nairobi.	The management clearly communicate what need to be done, hence creating a high performing	The study focussed on employees and managers at Art Caffe	The study targeted retail chain stores in NCC Kenya.

		culture. The study revealed that the management formulated the ethical guidelines that guide employees hence enhancing smooth executing of formulated strategies.	which is not the same target population as the current study	
Maika (2020)	Effects of organization culture on success of strategy implementation in Water Boards in Kenya.	The study findings showed that in overall the consistency culture influences 73% of change in strategy implementation in the Water Boards in Kenya.	The study focused on the aspects of strategy implementation as its dependent variable.	The study focused on the performance aspect of selected retail chain stores.
Kamau and Wanyoike (2019)	Corporate culture and organization performance: A case of Mayfair Casino, Nairobi City County, Kenya.	The study found that there exists a strong positive correlation between corporate culture and firm performance.	The study was undertaken at Mayfair Casino	The study focused on the retail industry.

Source: Author (2021)

2.5 Conceptual Framework

The conceptual framework is a description of the scientific research process that identifies specific terms in metric form to help clarify the concept. According to Snyder (2019), the conceptual framework is depicted as an illustration that shows

the relationship between the answer and explanatory variables. In this study, the independent variables are employee involvement, Organization norms and values, organization adaptability and organization consistency while the dependent variable is organizational performance.

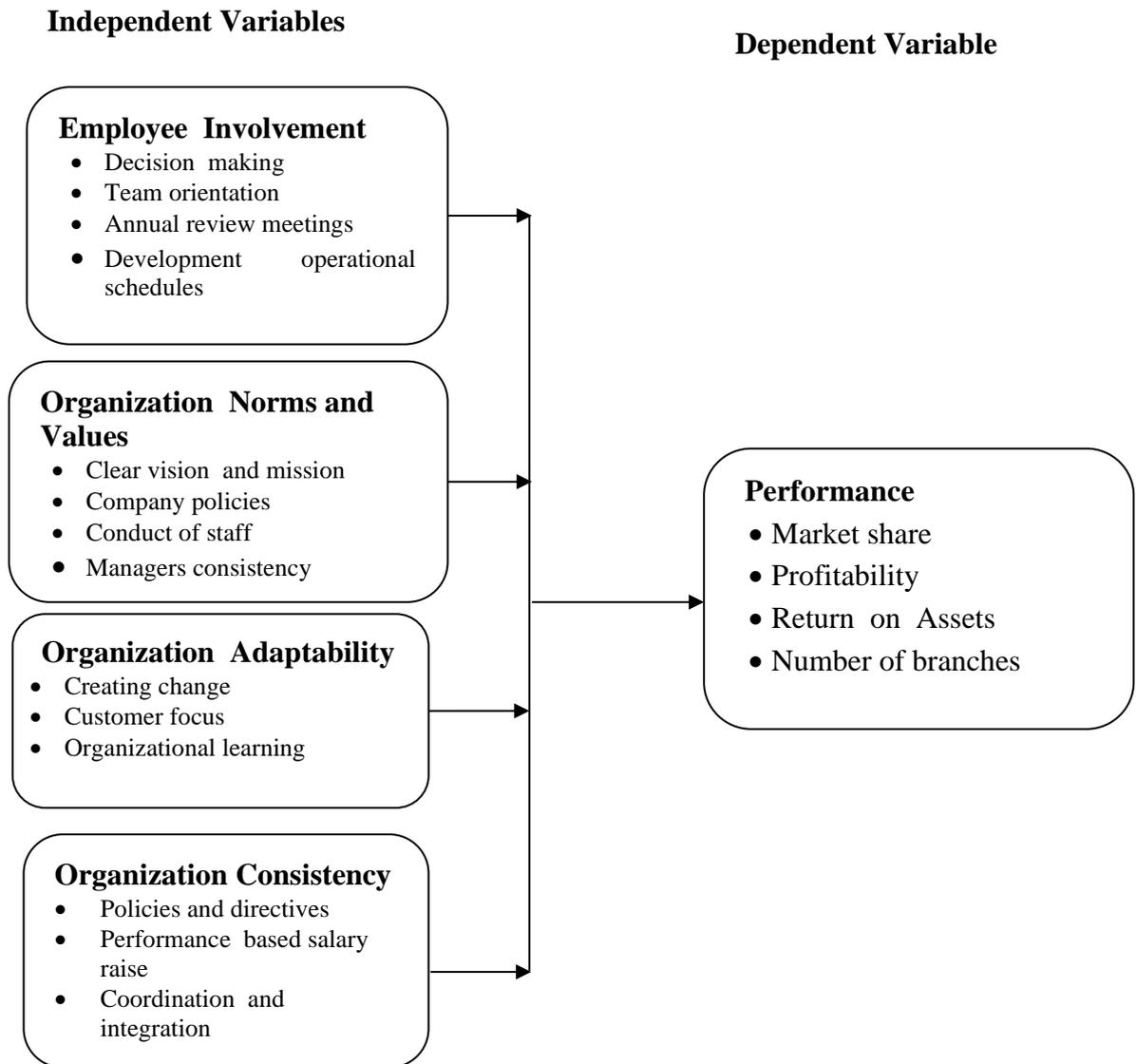


Figure 2.1: Conceptual Framework

Source: Author (2022)

The key goal of this study is to examine the effect of corporate culture on performance of large retail chain stores in NCC Kenya. The study specifically looked at the effect of employee involvement, organization norms and values, organization adaptability and organization consistency on performance of large

retail chain stores in NCC Kenya. To examine the effect of employee involvement on performance of large retail chain stores in NCC Kenya, the study used decision making, team orientation, annual review meetings, and development operational schedules.

To assess the effect of organization norms and values on performance of large retail chain stores in NCC Kenya, the research used clear vision and mission, company policies, conduct of staff, manager's consistency, and working procedure. To determine the effect of organization adaptability on performance of large retail chain stores in NCC Kenya, the study used creating change, customer focus, and firm learning. On the organization consistency, the study used policies and directives, performance based salary raise, and coordination and integration. To measure the dependent variable, the study used the market share, profitability, return on assets, and number of branches.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methods that are utilized to conduct the research. It also explains the types of data and their sources, the target demographics, and the sampling strategies that were utilized to determine the sample size, as well as the whole presentation of the data. It also includes a description of the information that was collected and analyzed. The best study methodologies provide guidance for the data to be collected and analyzed.

3.2 Research Design

Yin (2017) defines the study design, as well as the plan and outcomes that may be utilized to address the research questions. To investigate the study problem, the study used a descriptive research approach. According to Wang (2015), the descriptive technique entails gathering information about an existing state. Instead than focusing on the interpretation, the emphasis will be on the description. The fundamental advantage of employing a descriptive research methodology is that it can provide data that has been gathered from a great number of individuals. The primary goal of this study design was to collect qualitative and quantitative data from targeted respondents.

3.3 Target Population

Target population is the total set of persons or things that researchers are interested in generalizing their findings to (Cooper & Schindler, 2016). Furthermore, population refers to a collection of events, people, services, elements, houses, or other objects that a researcher want to investigate. A population is also described as the whole collection of people, situations, or objects who share similar observable traits (Creswell & Creswell, 2017). The licensing department in Nairobi County places the number of large retail chain stores in Nairobi City County to be 6 retail chain stores. The 6 retail chain stores have the largest market share in Nairobi City County. The target population therefore consisted of 6 retail chain store branches operating across Nairobi City County (see Appendix II). The supermarkets' 147 senior managers and 382 supervisors constituted the unit of observation.

Table 3.1: Target Population Distribution

Population	Total	Percent
Senior Managers	147	27.8
Supervisors	382	72.2
Total	529	100.0

Source: Author (2022)

3.4 Sample Size and Sampling Design

A sample is a subset of a population chosen for the aim of drawing conclusions about the entire population. A sample size of 228 was arrived at by use of the (Yamane, 1967) simplified formula. This formula was utilized in computing the study sample as illustrated Table 3.1:

$$n = \frac{N}{1+N(e)^2}$$

Where; n is the sample size

N is the population size and

e is the margin of error.

$$N = 529$$

$$e = 0.05$$

$$\begin{aligned} n &= \frac{529}{1+529(0.05)^2} \\ &= 228. \end{aligned}$$

To get a sample from every strata, stratified random sampling was employed. Since stratified random sampling makes sure that small groups are represented in the sample, it was suitable in this study. The groups were used to create strata from where the research sample was drawn. The development of strata was grounded on the staffing category, with each stratum consisting of a collection of units with distinct features. Then, to select responders from each strata, systematic sampling was utilized. Table 3.2 indicated how the sample was spread among the strata.

$$228/529 = 0.43$$

Table 3.2: Sampling Design

Population	Total	Ratio	Sample
Senior Managers	147	0.43	63
Supervisors	382	0.43	165
Total	529		228

Source: Author (2022)

3.5 Data Collection Instruments

This study was based on primary data. Questionnaires were used to gather data. Questionnaires are the most ideal tool to utilize because the information obtained may have an abstract element to it, such as sentiments, attitudes, motivations, accomplishment, and experiences of persons (Yin, 2017). The questionnaires included both open-ended and closed-ended questions. As per Blumberg, Cooper, and Schindler (2014), a questionnaire is vital for collecting objective information because the participants cannot be misled in any way by the researcher. In addition, a questionnaire offers the advantage of being less expensive and time demanding than other data collection methods. The tool was also used to divide the research aimed into two segments in order to answer them. The first portion inquired about the respondents' general information, while the second segment focused on the four specific aimed. The questionnaires were distributed via a drop-and-pick method. Furthermore, pursuant to COVID-19, the researcher sent out questions by email, Google Docs, or WhatsApp in some cases.

3.6 Data Collection Procedures

This study analyzed secondary data to explore the effect of corporate culture on performance of large retail chain stores in NCC Kenya. Secondary data involved the obtaining and analyzing published material and data from sources such as annual reports, published data on Company websites, research centers and libraries. The study sought to collect data on market share, profitability, return on assets and number of branches over the period from 2016 to 2020.

3.7 Pilot Testing

The study included a pilot test using a questionnaire with 4 respondents from each of the retail chain stores who were not participating in the main study. The group was chosen via random sampling. The suggested sample size for performing a pilot is 10% of the overall sample size (Blumberg, Cooper & Schindler, 2014). The study's major goal was to validate and assess the dependability of the research tools so that to increase the study's validity (rngreen & Levinsen, 2017).

3.8 Validity and Reliability of Research Instruments

3.8.1 Validity of Research Instrument

The accuracy of the study tools is known as validity. Validity refers to the process of making accurate and relevant inferences based on study findings (Blumberg, Cooper & Schindler, 2014). One of the key objectives for doing piloting is to make sure that the questionnaire's validity. This study looked at both concept and content validity. In order to assess the questionnaire replies, content validity was determined. To verify content validity, the research supervisor assessed the questionnaire that were used for data collection and determine whether it provided a meaningful argument that was able to properly respond to the research questions. Clarification of the questionnaire was also important since it ensured that the respondents comprehend the items in the questionnaire correctly and completely. There were also response options to ensure that the questions answered were appropriate to the study questions.

To determine the validity, the research used factor analysis where the questionnaire's construct validity is established (Cooper & Schindler, 2016). It is usually a good idea to run a factor analysis on the data scale to check if it is one-dimensional. When variables are highly linked ($r > 0.8$ or $r < -0.8$), determining the exclusive contribution to a factor of the highly correlated variables becomes impossible. If a variable has a poor correlation with several other variables ($-0.3 < r < 0.3$), it is likely that the variable fails to measure a similar underlying construct as the others. The items that are highly and lowly correlated ought to be both removed. If a survey has construct validity, all of the items collectively accurately denote the underlying construct. Grounded on the relationships among variables (that is, questionnaire questions), exploratory factor analysis identifies the constructs

or factors – that underpin a dataset (Creswell & Creswell, 2017). The underlying constructs should be represented by the factors that describe the greatest proportion of variance among the factors. All the variables would be deemed valid if they have high construct validity exceeding the prescribed threshold of 0.40 (Yin, 2017). The results were as shown in Appendix IV.

The above results allowed for the identification of which variables fall under each of the 16 major extracted factors. Each of the 50 parameters was looked at and placed to one of the 16 factors depending on the percentage of variability; it explained the total variability of each factor. Cooper and Schindler (2016) proclaims that one would want in general a variable to share at least 15% of its variance with the construct (factor) it is going to be used to help name. This means only using loadings which are about 0.40 or greater for interpretation purposes. The findings therefore show that all the parameters were had high construct validity.

3.8.2 Reliability of Research Instrument

The consistency of a measure that is employed to assess a proportion of variables so that to get same findings is referred to as reliability (Wang, 2015). Otherwise, it is the level to which responses are recurring when different persons take the same test on different occasions under varied situations, which may operate as substitute instruments for measuring the same item, is measured by reliability (Yin, 2017).

The reliability of a test's contents is measured by its internal consistency. The internal consistency of an instrument is a measurement of how accurate it is in relation to measurement and the response it produces in the situation. The estimated reliability of the test must be computed using average inter-correlations identified within test items in order for the test to remain consistent. Behavioral sciences, such as the coefficient alpha, are popular approaches for determining internal consistency. Cronbach (1951) popularized the coefficient alpha, which acknowledged its use. As more objects are added up to a particular level, the internal consistency grows. It's useful for evaluating item-specific variations for a one-dimensional test's reliability (Gorard, 2013). The average degree of reliability is determined by the way the metric is used. Yin (2017) proposed a method for hypothesizing construct measures, in which reliability of 0.7 or above indicates

the items internal consistency. A co-efficient of more than 0.7 for all the elements was acceptable in this study. The reliability results were as presented in Table 3.3.

Table 3.3: Reliability Analysis

	Reliability Cronbach's Alpha	Decision
Employee involvement	.817	Reliable
Organization norms and values	.887	Reliable
Organization adaptability	.945	Reliable
Organization consistency	.801	Reliable
Performance of large retail chain stores	.714	Reliable

Source: Author (2022)

The findings indicated that organization adaptability had a coefficient of 0.945, organization norms and values had a coefficient of 0.887, employee involvement had a coefficient of 0.817, organization consistency had a coefficient of 0.801 and performance of large retail chain stores had a coefficient of 0.714. All constructs depicted that the value of Cronbach’s alpha are above the suggested value of 0.7 thus it can be concluded that the study was reliable to capture the constructs(Wang, 2015).

3.9 Data Analysis and Presentation

This section covers the procedures that were used to analyze the data and test the research variables. Before the responses were processed, the data was prepared, which was done on the questionnaires that were completely filled out through modifying, coding, inputting, and data cleaning. The research yielded both quantitative and qualitative results. The quantitative data was coded and entered into the Statistical Packages for Social Scientists (SPSS Version 25) software, which was then analyzed using descriptive statistics.

The statistical tools aided the researcher in creating a summary of the data as well as determining the participants' level of agreement with the various claimed listed under each element. Also included was descriptive statistics, which included the use of absolute and relative percentages as well as measures of central tendencies. The quantitative data was analyzed using tables and figures before being presented in continuous prose. So as to determine the level of the association among

the predictor and response variables, multiple regression analysis was done. The following equation were used in multiple regression analysis;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where ; Y is the dependent variable (Organization performance),

β_0 is the regression coefficient constant Y-intercept ,

$\beta_1, \beta_2, \beta_3$ and β_4 are the slopes of the regression equation,

X_1 is the employee involvement

X_2 is the organization values and norms,

X_3 is the organization adaptability

X_4 is the organization consistency

α is an error term normally distributed about a mean of 0 and for purpose of computation, the α is assumed to be 0

3.10 Ethical Considerations

The researcher sought approval from the education ministry and the National Commission of Science and Technology to conduct research (NACOSTI). The participants were also properly briefed regarding the research objectives, and their confidentiality was maintained throughout the research process. In order to protect the respondents' identities, numbers were utilized instead of names to identify them. The information gathered was utilized for research purposes only. The respondent's rights such as informed permission and confidentiality were respected. Because the data collected through the study was not accessible to those who did not partake in the study, privacy was assured.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter focuses on the data analysis, interpretation and presentation of the findings. The main purpose of the study was to establish the effect of corporate culture on performance of large retail chain stores in NCC Kenya. The researcher used descriptive and inferential statistics to present the findings in tables.

4.1.1 Response Rate

The study aimed at collecting primary data from the respondents. To achieve this, questionnaires were issued to 228 out of which 165 questionnaires were completed and submitted back. This represents a response rate of 72.3%. This implies that the response rate obtained was good and enabled generalization of the findings as it is in line with Yin (2017) who holds that a response rate above 50% is good for data analysis to be done. The response rate was as shown in Table 4.1.

Table 4.1: Response Rate

	Number of respondents	Percent
Response	165	72.3
Non-Response	63	27.7
Total	228	100.0

Source: Survey Data (2022)

4.2 Background Information

The study sought to enquire on the respondents' general information including, gender, their educational level, their age bracket and how long they have been working with retail chain stores. Their responses were as presented in subsequent subsections.

4.2.1 Gender of the Respondents

The researcher sought to establish gender distributions of the respondents. The findings were indicated in Table 4.2.

Table 4.2: Gender of the Respondents

	Frequency	Percent
Male	106	64.2
Female	59	35.8
Total	165	100.0

Source: Survey Data (2022)

From the results in Table 4.2, 64.2% were male while 35.8% were female. This implied that the study was unbiased since it considered both male and female to obtain the required and reliable information for the study.

4.2.2 Age Bracket of the Respondents

Further, the respondents were required to indicate their age bracket. The findings were as presented in Table 4.3.

Table 4.3: Age Brackets of the Respondents

	Frequency	Percent
18-25 yrs	9	5.5
26-35yrs	22	13.3
36-45yrs	110	66.7
45 and above yrs	24	14.5
Total	165	100.0

Source: Survey Data (2022)

From the findings, 66.7% of the respondents were aged between 36-45 years, 14.5% were aged between 45 and above years, 13.3% were aged between 26-35 years, and 5.5% were aged between 18-25 years. This implied that the study covered approximately all the required age brackets hence the information obtained was from a wide scope hence making it accurate and reliable.

4.2.3 Respondents' Highest Level of Education

The respondents were also requested to indicate their highest level of education. The study results were as shown in Table 4.4.

Table 4.4: Respondents' Highest Level of Education

	Frequency	Percent
'O' Level	32	19.4
Certificate	40	24.2
Diploma	51	30.9
Degree	35	21.2
Masters	6	3.6
PhD	1	.6
Total	165	100.0

Source: Survey Data (2022)

As per the results, 30.9% of the respondents indicated that they had attained a Diploma, 24.2% had attained a Certificate, 21.2% had attained a Degree, 19.4% had reached O' level, 3.6% had reached Masters level and 0.6% had reached PhD level. This reveals that majority of the respondents were learned enough to comprehend the subject under study and hence they gave correct information.

4.2.4 Duration Working with Retail Chain Stores

The respondents were again requested to indicate how many years they have been working with retail chain stores. The findings were as shown in Table 4.5.

Table 4.5: Duration Working with Retail Chain Stores

	Frequency	Percent
Less than 2 year	25	15.2
Between 2 and 4 years	23	13.9
Between 2 and 4 years	60	36.4
Between 8 and 10 years	26	15.8
More than 10 years	31	18.8
Total	165	100.0

Source: Survey Data (2022)

The findings revealed that 36.4% of the respondents had been working with retail chain stores for between 2 and 4 years, 18.8% for more than 10 years, 15.8% for

between 8 and 10 years, 15.2% for less than 2 year, and 13.9% for between 2 and 4 years. This implies that most of the respondents had a significant working experience in retail chain stores to understand and give the information the researcher was seeking.

4.3 Employees Involvement

The study sought to establish the effect of employee involvement on performance of large retail chain stores in NCC Kenya. The researcher asked the respondents to indicate their level of agreement with statements regarding the effect of employee involvement on performance of large retail chain stores in NCC Kenya. Table 4.6 illustrates the respondent's findings.

Table 4.6: Employee involvement and Performance

	Mean	Std. Dev.
Decisions are usually made at the level where the best information is available	2.461	0.921
Information is widely shared so that everyone can get the information he or she needs when it is needed	3.085	0.946
Everyone believes that he or she can have a positive impact	4.079	0.569
Working in this supermarket is like being part of a team where Authority is delegated so that people can act on their own	4.370	0.641
This supermarket relies on horizontal control and coordination to get work done rather than hierarchy.	4.400	0.673
Teams are the primary building blocks of this organization.	4.121	0.852
Annual review meetings are held every year in our organization to define performance contracts	1.667	0.885
The feedback from the annual review meetings is taken seriously by management in subsequent work schedules	2.115	0.559
The organization is constantly improving its 'bench strength' in many dimensions of its operational schedules.	4.364	0.769
This supermarket continuously invests in the skill of employees.	4.394	0.698
The capability of people in this supermarket is viewed as an important source of competitive advantage.	1.703	0.711
Aggregate Mean and Std. Dev.	3.342	0.748

Source: Survey Data (2022)

The results showed that the respondents agreed that the supermarket relies on horizontal control and coordination to get work done rather than hierarchy as shown by a mean of 4.400, continuously invests in the skill of employees as shown by a mean of 4.394, working in the supermarket is like being part of a team where authority is delegated so that people can act on their own as shown by a mean of 4.370, the organization is constantly improving its 'bench strength' in many dimensions of its operational schedules as shown by a mean of 4.364, teams are the primary building blocks of this organization as shown by a mean of 4.121, and everyone believes that he or she can have a positive impact as shown by a mean of 4.079. This is in line with Jones and Kato (2015) who stated that employee participation improves enterprise performance through a variety of channels, including increased discretionary effort by staff, and that implementing high-performance workplace practices is particularly pronounced as an investment, despite major learning impacts. The research was however done in a more developed country.

Moreover, the respondents were neutral on whether the information is widely shared so that everyone can get the information he or she needs when it is needed as shown by a mean of 3.085. The respondents disagreed that decisions are usually made at the level where the best information is available as shown by a mean of 2.461, the feedback from the annual review meetings is taken seriously by management in subsequent work schedules as shown by a mean of 2.115, the capability of people in this supermarket is viewed as an important source of competitive advantage as shown by a mean of 1.703, and annual review meetings are held every year in the organization to define performance contracts as shown by a mean of 1.667. The aggregate mean was 3.342 which implied that statements that have a higher mean converged while those that had lower mean diverged. This disagrees with Mildred (2016) allowing employees to engage and be active in things that influence their jobs improves job performance as well as overall organizational performance.

The researcher also asked the respondents to give their opinions on what other aspects of employee involvement should the retail chain stores adopt to improve on their performance. They indicated that teamwork and staff involvement is very common which make staff to be responsible and have a sense of ownership

in whatever decision they are called to deliberate and this positively effects of performance of retail chain stores.

4.4 Organizational Norms and Values

The study sought to assess the effect of organization norms and values on performance of large retail chain stores in NCC Kenya. The researcher asked the respondents to indicate their level of agreement with statements regarding the effect of organization norms and values on performance of large retail chain stores in NCC Kenya. Table 4.9 displays the findings.

Table 4.7: Organizational Norms and Values and Performance

	Mean	Std. Dev.
The values of this supermarket are very clear, focused and easily conceptualized	1.649	0.641
There is a shared vision of what the supermarket will be in the future	4.679	0.924
The supermarket is able to meet the shortterm demands without compromising the long term vision	2.279	0.599
All employees adhere strictly to the organization policies and procedures	3.521	0.925
The adherence to policies have reduced cases of uncounted for losses, service hours and improved business efficiency	4.346	0.743
Our institution's service charter is clearly written and focused on improving service delivery	1.188	0.712
There is a clear charter on how the staff are supposed to conduct themselves in the supermarket	4.679	0.943
Managers are consistent and fair in administering work policies	4.164	0.601

All employees share the same stand in decision making process.	2.830	0.702
Employees respect each other's needs when making decisions.	3.812	0.742
Employees value team work to individualism	2.091	0.620
Our supermarket has well-articulated and clear Working Procedures which are documented and shared with the employees during induction	3.800	0.627
Working Procedures reviews and update are communicated to the employees in a timely manner	3.073	0.614
The Working Procedures in our supermarket are flexible allowing for employees to make key decisions	4.388	0.574
Aggregate Mean and Std. Dev.	3.321	0.712

Source: Survey Data (2022)

As per results, the respondents strongly agreed that there is a shared vision of what the supermarket will be in the future as shown by a mean score of 4.679, and there is a clear charter on how the staff are supposed to conduct themselves in the supermarket as shown by a mean score of 4.679. The respondents also agreed that the working procedures in the supermarket are flexible allowing employees to make key decisions as shown by a mean score of 4.388, the adherence to policies have reduced cases of uncounted for losses, service hours and improved business efficiency as shown by a mean score of 4.346, managers are consistent and fair in administering work policies as shown by a mean score of 4.164, employees respect each other's needs when making decisions as shown by a mean score of 3.812, the supermarket has well-articulated and clear working procedures which are documented and shared with the employees during induction as shown by a mean score of 3.800, and all employees adhere strictly to the organization policies and procedures as shown by a mean score of 3.521. These findings are in line with Tedla (2016) who found that well-defined goals promote common understanding

between employees and managers, and employee-centered leadership fosters employee inspiration.

The respondents were neutral on whether working procedures reviews and update are communicated to the employees in a timely manner as shown by a mean score of 3.073, and all employees share the same stand in decision making process as shown by a mean score of 2.830. The respondents disagreed that the supermarket is able to meet the shortterm demands without compromising the long term vision as shown by a mean score of 2.279, employees value team work to individualism as shown by a mean score of 2.091, and the values of this supermarket are very clear, focused and easily conceptualized as shown by a mean score of 1.649. The respondents also strongly disagreed that the institution's service charter is clearly written and focused on improving service delivery as shown by a mean score of 1.188. The aggregate mean was 3.321 which implied that statements that have a higher mean converged while those that had lower mean diverged. These findings differ with Ngara (2018) who established that collaborative culture has a beneficial effect on KPLC's productivity.

Further, the respondents were required to state other aspects of organization norms and values that the retail chain stores should adopt to improve on their performance. They indicated that organizational norms encourage cooperation, teamwork, and participation because they facilitate group coordination and synergy of divergent organizational resources.

4.5 Organizational Adaptability

The study aimed to determine the effect of organization adaptability on performance of large retail chain stores in NCC Kenya. The researcher asked the respondents to indicate their level of agreement with statements regarding the effect of organization adaptability on performance of large retail chain stores in NCC Kenya. The results are recorded on Table 4.10.

Table 4.8: Organizational Adaptability and Performance

	Mean	Std. Dev.
This supermarket is very responsive and changes easily.	4.133	0.666
This supermarket responds well to competitors and other changes in the business environment.	3.691	0.972
This supermarket continually adopts new and improved ways to do work.	4.249	0.544
Customer comments and recommendations often lead to changes in this supermarket.	3.436	0.803
Customer input directly influences our decisions.	1.788	0.833
The interests of the final customer often get ignored in our decisions.	1.873	0.889
All employees have a deep understanding of customer needs and demands	4.455	0.984
We view failure as an opportunity for learning and improvement	3.352	0.833
This supermarket encourages and rewards those who take risk.	2.133	0.992
We make certain that we coordinate our actions and efforts between different units in this organization so that ‘the right hand knows what the left hand is doing’.	1.952	0.870
Our organizational structure is flexible to adjustment on need basis	4.121	0.777
Innovation and risk taking are encouraged and rewarded in our supermarket	3.249	0.726
Aggregate Mean and Std. Dev.	3.203	0.824

Source: Survey Data (2022)

As per the findings, the respondents agreed that all employees have a deep understanding of customer needs and demands as illustrated by an average of 4.455, this supermarket continually adopts new and improved ways to do work as illustrated by an average of 4.249, this supermarket is very responsive and changes easily as illustrated by an average of 4.133, the organizational structure is flexible to adjustment on need basis as illustrated by an average of 4.121, and this supermarket

responds well to competitors and other changes in the business environment as illustrated by an average of 3.691. This conforms to Laike (2017) who revealed that organizational culture and performance management practice in ECA have a beneficial association. Organizational flexibility has a better link with performance management practice in ECA.

The respondents were neutral on whether customer comments and recommendations often lead to changes in this supermarket as illustrated by an average of 3.436, they view failure as an opportunity for learning and improvement as illustrated by an average of 3.352, and innovation and risk taking are encouraged and rewarded in the supermarket as illustrated by an average of 3.249. The respondents disagreed that this supermarket encourages and rewards those who take risk as illustrated by an average of 2.133, they make certain that staff coordinate actions and efforts between different units in this organization so that 'the right hand knows what the left hand is doing as illustrated by an average of 1.952, the interests of the final customer often get ignored in their decisions as illustrated by an average of 1.873, and customer input directly influences the decisions as illustrated by an average of 1.788. The aggregate mean was 3.203 which implied that statements that have a higher mean converged while those that had lower mean diverged. This corresponds to Indy, Obura, and Mise (2018) rewarding employees based on performance is the least important artifact of organizational culture.

The respondents further gave their opinions on other aspects of organization adaptability that the retail chain stores should adopt to improve on their performance. They indicated that organization adaptability empowers the employees to work around potential challenges to find the best outcome. Not only is this important in communication, but even individual teams can benefit from learning how to adapt communication for differences in varied professional situations.

4.6 Organizational Consistency

The study aimed to examine the effect of organization consistency on performance of large retail chain stores in NCC Kenya. The researcher asked the respondents to indicate their level of agreement with statements regarding

the effect of organization consistency on performance of large retail chain stores in NCC Kenya. The results are displayed on Table 4.11.

Table 4.9: Organizational Consistency and Performance

	Mean	Std. Dev.
The leaders and managers follow the guidelines that they set for the rest of the organisation.	4.321	0.571
There is a clear and consistent set of values in this supermarket that governs the way we do business.	3.897	0.777
This supermarket has an ethical code that guides our behaviour and tells us right from wrong.	3.006	0.881
When disagreements occur, we work hard to achieve solutions that benefit both parties in the disagreement and enhance synergy	1.982	0.800
It is easy to reach consensus, even on difficult issues due to presence of efficient coordination	3.376	0.551
People from different organisational units still share a common perspective allowing synergistic operations	4.139	0.642
It is easy to coordinate projects across functional units in this organization due to efficient integration	4.079	0.720
The approach to doing business is very consistent and predictable	3.576	0.974
There is good alignment of goals across levels of this supermarket	2.315	0.659
Our supermarket has adopted performance based pay where salary and remuneration review is pegged on individual output	4.242	0.616
The current Bonus schemes motivate employees to exceed targets	2.733	0.764
The supermarket provides team rewards for overall organization performance	4.152	0.560
Aggregate Mean and Std. Dev.	3.485	0.710

Source: Survey Data (2022)

The findings revealed that the respondents agreed that the leaders and managers follow the guidelines that they set for the rest of the organisation as depicted by a mean of 4.321, the supermarket has adopted performance based pay where salary and remuneration review is pegged on individual output as depicted by a mean of 4.242, the supermarket provides team rewards for overall organization performance as depicted by a mean of 4.152, people from different organisational units still share a common perspective allowing synergistic operations as depicted by a mean of 4.139, it is easy to coordinate projects across functional units in this organization due to efficient integration as depicted by a mean of 4.079, there is a clear and consistent set of values in the supermarket that governs the way they do business as depicted by a mean of 3.897, and the approach to doing business is very consistent and predictable as depicted by a mean of 3.576. These findings are in line with Mlanga (2013) who asserted that cell phones, meetings, and sending emails are the most commonly used techniques for information transfer. He suggested that corporate culture has an impact on information sharing, and that a culture that encourages communication and involvement is critical for knowledge sharing.

The respondents were neutral on whether it is easy to reach consensus, even on difficult issues due to presence of efficient coordination as depicted by a mean of 3.376, the supermarket has an ethical code that guides the behaviour and tells them right from wrong as depicted by a mean of 3.006, and the current bonus schemes motivate employees to exceed targets as depicted by a mean of 2.733. The respondents disagreed that there is good alignment of goals across levels of this supermarket as depicted by a mean of 2.315, and when disagreements occur, they work hard to achieve solutions that benefit both parties in the disagreement and enhance synergy as depicted by a mean of 1.982. The aggregate mean was 3.485 which implied that statements that have a higher mean converged while those that had lower mean diverged. This is in accordance to Maina (2016) who established that employees are committed to their work, performing their assigned duties according to their desired standards, following acceptable personal habits in the workplace, conducting their work in accordance with a consistent overall strategic plan for the organization.

The respondents were also asked to indicate other aspects of organization consistency that the retail chain stores should adopt to improve on their

performance. They indicated that by maintaining consistency while promoting the company, the firm achieves several main goals which increases opens up the potential growth and enhances profit margin significantly.

4.7 Performance of Large Retail Chain Stores in Nairobi City County

The researcher asked the respondents to indicate their level of agreement with statements regarding statements on performance of large retail chain stores in Nairobi City County. Table 4.12 illustrates the respondent's findings.

Table 4.10: General Performance

	Mean	Std. Dev.
Profit before tax has increased over the last five years.	3.733	0.821
Sales revenue has grown over time.	3.109	0.910
Return on Assets has increased over the last five years.	4.085	0.760
Return on Investment has increased over time.	3.297	0.531
Market Share has grown over the last five years.	2.988	0.910
Customers have been loyal to our stores over time.	2.824	0.848
Customer complaints have reduced overtime.	3.782	0.974
We have more new customers than competitors.	3.533	0.551
Services quality has perceived improved by customers	3.539	0.804
We have been perceived by our customers to be efficient.	4.436	0.508
Operating Cost has reduced over the last five years.	3.612	0.869
Aggregate Mean and Std. Dev.	3.540	0.771

Source: Survey Data (2022)

The results showed that the respondents agreed that over the last five years, their stores have been perceived by their customers to be efficient as shown by a mean of 4.436, return on assets has increased as shown by a mean of 4.085, customer complaints have reduced as shown by a mean of 3.782, profit before tax has increased as shown by a mean of 3.733, operating cost has reduced as shown by a mean of 3.612, services quality has perceived improved by customers as shown by a mean of 3.539, and they have more new customers than competitors as shown by a mean of 3.533. The aggregate mean was 3.540 which implied that statements that have a higher mean converged while those that had lower mean diverged. The findings are in line with Cameron (2015) who stated that financial performance (profitability, ROA, ROI), performance of product market (market share, sales), and shareholder return (economic value addition, total shareholder returns)

are three specific aspects of company outcomes that are covered under performance of the organization.

The respondents were neutral that return on investment has increased over time as shown by a mean of 3.297, sales revenue has grown over time as shown by a mean of 3.109, market share has grown as shown by a mean of 2.988, and customers have been loyal to our stores over time as shown by a mean of 2.824. Organization performance, according to Ali, Said, Abdullah, and Daud (2017), encompasses earnings, return on assets (ROA), return on investment (ROI), market share, and shareholder's return and sales volumes.

4.8 Tests for Regression Assumptions

This section contains diagnostic tests for testing the regression assumptions such as multicollinearity test, heteroscedasticity, normality test, sampling adequacy, autocorrelation test and linearity.

4.8.1 Tests of Normality

Normality can be defined as the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods. Normality is one of three assumptions for multivariate analysis. Regression assumes normality between the variables under analysis (Laike, 2017).

Table 4.11: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance of large retail chain stores	.129	164	.213	.965	164	.671
Employee involvement	.106	164	.412	.942	164	.508
Organization norms and values	.138	164	.098	.932	164	.745
Organization adaptability	.084	164	.203	.991	164	.620
Organization consistency	.118	164	.219	.965	164	.805

Source: Survey Data (2022)

As shown in Table 4.13, the significance level (P-value) of the Shapiro-Wilk test for performance of large retail chain stores was 0.671, 0.508 for employee involvement, 0.745 for organization norms and values, 0.62 for organization adaptability, and 0.805 for organization consistency. For normally

distributed data, Junior, de Oliveira and Helleno (2018) recommend that the P-value should be greater than 0.05 at 95% confidence level. Since all the variables had a significance level of greater than 0.05 at 95% confidence level, the study concludes that for all the variables data was normally distributed.

4.8.2 Multicollinearity

Problem may arise when two or more predictor variables are correlated. Heteroscedasticity means that previous error terms are influencing other error terms and this violates the statistical assumption that the error terms have a constant variance. Wang (2015) argues that the prediction is not affected, but interpretation of, and conclusions based on, the size of the regression coefficients, their standard errors, or the associated z-tests, may be misleading because of the potentially confounding effects of multi collinearity. In the presence of multi collinearity, Yin (2017) demonstrates that the coefficient estimates may change erratically in response to small changes in the model or the data. However, the decision to finally drop an item also depends on a second step, where the variance inflation factor (VIF) is applied according to Dwivedi et al. (2021). The VIF detects multi collinearity by measuring the degree to which the variance has been inflated. A VIF greater than 10 is thought to signal harmful multi collinearity as suggested by Beatrice (2014).

Table 4.12: Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF
Employee involvement	.955	1.047
Organization norms and values	.963	1.038
Organization adaptability	.954	1.049
Organization consistency	.876	1.142

Source: Survey Data (2022)

The Variance inflation factor (VIF) was checked in all the analysis which is not a cause of concern according to Blumberg, Cooper, and Schindler (2014) who indicated that a VIF greater than 10 is a cause of concern. The basic assumption is that the error terms for different observations are uncorrelated (lack of autocorrelation). The findings show that employee involvement had a VIF of 1.047, organization norms and values had a VIF of 1.038, organization adaptability had a VIF of 1.049, and organization consistency had a VIF of 1.142. Based on the results,

there is no collinearity between the independent variables that can affect their predictive power, hence all the independent variables are appropriate for regression analysis.

4.8.3 Heteroscedasticity Test

In the classical linear regression model, one of the basic assumptions is Homoscedasticity assumption that states as the probability distribution of the disturbance term remains same for all observations. That is the variance of each U_i is the same for all values of the explanatory variable. However, if the disturbance terms do not have the same variance, this condition of non-constant variance or non-homogeneity of variance is known as heteroscedasticity (Cooper & Schindler, 2016). Accordingly, in order to detect the heteroscedasticity problems Glesjer Test was used as shown in Table 4.15.

Table 4.13: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	75.939	6.689		11.352	0.000
Employee involvement	0.735	.027	.345	5.057	0.120
Organization norms and values	0.596	.080	-.335	1.561	0.267
Organization adaptability	0.824	.054	.070	1.114	0.323
Organization consistency	0.725	.062	-.099	0.992	0.165

Source: Survey Data (2022)

Based on the output coefficients the obtained values of Sig. 0.120, 0.267, 0.323, and 0.165 representing employee involvement, organization norms and values, organization adaptability, and organization consistency are greater than 0.05 hence can be concluded that there is no heteroscedasticity problem.

4.8.4 Autocorrelation Test

Furthermore, the researcher tested the autocorrelation assumptions that imply zero covariance of error terms over time. That means errors associated with one observation are uncorrelated with the errors of any other observation. As noted by Blumberg et al. (2014), the best renowned test for detecting serial correlation is

Durbin Watson test. Accordingly, if the d computed nearest to 2 in application, it is assumed that there is no autocorrelation problem.

Table 4.14: Autocorrelation Test

Model	Durbin-Watson
1	1.875

Source: Survey Data (2022)

As per this test expressed in Table 4.16, the value of Durbin--Watson for the model is 1.875 which is within range of 1.5-2.5. Thus, the null hypotheses were rejected for the model so there is a problem of autocorrelation.

4.8.5 Linearity Test

Linearity test aims to determine if the relationship between independent variables and dependent variable is linear or not. It is a requirement in the correlation and linear regression analysis. Here, if the value sig. deviation from linearity > 0.05 , then the relationship between the independent variables are linearly dependent.

Table 4.15: Linearity Test

Variables	Linearity	Sum of Squares	Mean Square	F	Sig.
Performance of large retail chain stores and Employee involvement	Deviation from Linearity	154.148	15.415	2.493	.080
Performance of large retail chain stores and Organization norms values	Deviation from Linearity	78.148	6.512	.921	.527
Performance of large retail chain stores and Organization adaptability	Deviation from Linearity	28.875	4.125	.745	.634
Performance of large retail chain stores and Organization consistency	Deviation from Linearity	44.444	2.614	.410	.982

Source: Survey Data (2022)

The study found that the p-values for employee involvement was 0.080, for organization norms and values was 0.527, for organization adaptability was .634 and for organization consistency was 0.982. This therefore implies that all the variables exhibited linearity and that they were significant since their p-values were greater than 0.05. Therefore, the entire null hypotheses were rejected.

4.8.6 Sampling Adequacy

Kaiser-Meyer-Olkin measure (KMO) and Bartlett's Test of Sphericity tests were performed to establish sampling adequacy of the research data. KMO measure varies between 0 and 1, and values closer to 1 are better with a threshold of 0.5. Creswell and Creswell (2017) stated that KMO of 0.50 is acceptable degree for sampling adequacy. Bartlett's Test of Sphericity tests the null hypothesis that the correlation matrix is an identity matrix; that is, it analyzes if the samples are from populations with equal variances. These results are presented in Table 4.18.

Table 4.16: Sampling Adequacy

Factors	KMO Test	Bartlett's Test of Sphericity			Determinant
		Approx. Chi-Square	df	Sig.	
Employee involvement	.880	3976.661	164	0.000	0.000
Organization norms and values	.921	2338.081	164	0.000	0.013
Organization adaptability	.560	969.697	164	0.000	0.004
Organization consistency	.870	1407.898	164	0.000	0.000

Source: Survey Data (2022)

The sampling adequacy was assessed using the Bartlett's Test of sphericity which analyses if the samples are from populations with equal variances produced p-values less than 0.05 ($p < .001$). Since the Bartlett's test significances were less than 0.05 further indicates an acceptable degree of sampling adequacy (sample is factorable).

4.9 Multiple Regression

Multiple regression analysis was carried out to determine the effect of employee involvement, organization norms and values, organization adaptability and organization consistency on performance of large retail chain stores in NCC Kenya. The findings were presented in Table 4.19, 4.20 and 4.21.

Table 4.17: Model Summary

Model	R	R Square	Adj. R Square	Std. Error of the Estimate
1	0.867	0.751	0.745	1.341

a. Predictors: (Constant), Organization consistency, Organization adaptability, Employee involvement , Organization norms and values

Source: Survey Data (2022)

The outcome of Table 4.19 found that the adjusted R-Square value (coefficient of determination) is 0.745, which indicates that the independent variables (employee involvement , organization norms and values, organization adaptability and organization consistency) explain 74.5% of the variation in the dependent variable (performance of large retail chain stores in NCC Kenya). The other 25.5% are explained by other factors outside the scope of this study.

Table 4.18: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	884.022	4	221.006	120.600	3.10E-47
Residual	293.209	160	1.833		
Total	1177.231	164			

a. Dependent Variable: Performance of large retail chain stores

b. Predictors: (Constant), Organization consistency, Organization adaptability, Employee involvement , Organization norms and values

Source: Survey Data (2022)

The results are shown in Table 4.20 which found that the model had predictive value and thus it was significant. This was because its p-value was less than 5%, $p=3.10E-47$ and F calculated (120.600) was significantly larger than the critical F value (2.4282). Since the p-value is less than the significance level, the sample data provides sufficient evidence to conclude that the regression model fits. This has helped to recognize a biased model by identifying problematic patterns in the residual plots.

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 4.21.

Table 4.19: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.502	6.880		3.125	0.002
Employee involvement	0.689	0.314	0.674	2.194	0.030
Organization norms and values	0.711	0.213	0.682	3.338	0.001
Organization adaptability	0.633	0.095	0.533	6.663	0.000
Organization consistency	0.618	0.230	0.512	2.687	0.008

a. Dependent Variable: Performance of large retail chain stores

Source: Survey Data (2022)

As per the SPSS generated Table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 21.502 + 0.689X_1 + 0.711X_2 + 0.633X_3 + 0.618X_4$$

The findings showed that if all factors (employee involvement, organization norms and values, organization adaptability and organization consistency) were held constant at zero, performance of large retail chain stores in NCC Kenya will be 21.502. The findings also show that a unit increase in employee involvement would lead to a 0.689 increase in performance of large retail chain stores in NCC Kenya. This variable was significant since $0.030 < 0.05$. Therefore, the null hypothesis that states that there is no statistically significant relationship between employee involvement and performance of large retail chain stores in NCC Kenya, was rejected. These findings conform to Sofijanova and Chatleska (2016) who state that effective involvement is related to perceived performance of the organization in positive way. Employee participation and empowerment programs, and the utilization of self-

managing teams, all have a direct and significant relationship with the perceptions of manager's organizational performance.

Further, the findings shows that a unit increase in organization norms and values would lead to a 0.711 increase in performance of large retail chain stores in NCC Kenya. This variable was significant since $0.001 < 0.05$. Therefore, the null hypothesis that states that there is no statistically significant relationship between organization norms and values and performance of large retail chain stores in NCC Kenya, was rejected. These findings are in line with Mugenya, Odek, and Kuria (2020) who found that employees working in Cajiado West's child-centered NGOs were found to be highly motivated for team orientation, results orientation, and innovation.

The study found that a unit increase in organization adaptability would lead to a 0.633 increase in performance of large retail chain stores in NCC Kenya. This variable was significant since $0.000 < 0.05$. Therefore, the null hypothesis that states that there is no statistically significant relationship between organization adaptability and performance of large retail chain stores in NCC Kenya, was rejected. This is similar to Ichak (2019) who stated that employees have also been able to develop professionally and expand their talents to do better, according to the research. Administrators communicate precisely what has to be done, resulting in a good-performing culture.

The findings also reveal that a unit increase in organization consistency would lead to a 0.618 increase in performance of large retail chain stores in NCC Kenya. This variable was significant since $0.008 < 0.05$. Therefore, the null hypothesis that states that there is no statistically significant relationship between organization consistency and performance of large retail chain stores in NCC Kenya, was rejected. These findings concur with Ha (2020) who stated that mission, engagement, and variance in organizational culture all have a good impact on the accounting information system of small and medium-sized businesses in Vietnam.

As per the findings, at 95% confidence level, all the variables were significant as the p-value was less than 0.05. The study infer that organization norms and values had the greatest effect on the performance of large retail chain stores in NCC Kenya, followed by employee involvement, then organization adaptability

while organization consistency had the least effect to the performance of large retail chain stores in NCC Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of findings, discussion and conclusion drawn from the findings and recommendations made. The conclusions and recommendations drawn are based on the research.

5.2 Summary of Findings

The study sought to establish the effect of employee involvement on performance of large retail chain stores in NCC Kenya. The study found that the supermarkets rely on horizontal control and coordination to get work done rather than hierarchy, continuously invests in the skill of employees, working in the supermarket is like being part of a team where authority is delegated so that people can act on their own, the organization is constantly improving its 'bench strength' in many dimensions of its operational schedules, teams are the primary building blocks of this organization, and everyone believes that he or she can have a positive impact. The study also found that it was not certain whether the information is widely shared so that everyone can get the information he or she needs when it is needed. The study established that decisions are not usually made at the level where the best information is available, the feedback from the annual review meetings is not taken seriously by management in subsequent work schedules, the capability of people in this supermarket is not viewed as an important source of competitive advantage, and annual review meetings are not held every year in the organization to define performance contracts.

The study sought to assess the effect of organization organization norms and values on performance of large retail chain stores in NCC Kenya. The study found that there is a shared vision of what the supermarket will be in the future, and there is a clear charter on how the staff are supposed to conduct themselves in the supermarket. The research also found that the working procedures in the supermarket are flexible allowing for employees to make key decisions, the adherence to policies have reduced cases of uncounted for losses, service hours and improved business efficiency, managers are consistent and fair in administering work policies, employees respect each other's needs when making decisions,

the supermarket has well-articulated and clear working procedures which are documented and shared with the employees during induction, and all employees adhere strictly to the organization policies and procedures. The study established that it was uncertain whether there were demands without compromising the long-term vision, working procedures reviews and update are communicated to the employees in a timely manner, and all employees share the same stand in decision making process. The study found that the supermarket is not able to meet the short term demands, employees do not value team work to individualism, and the values of the supermarket are not very clear, focused and easily conceptualized. The research also found that the institution's service charter is not clearly written and focused on improving service delivery.

The study aimed to determine the effect of organization adaptability on performance of large retail chain stores in NCC Kenya. The research found that all employees have a deep understanding of customer needs and demands, this supermarket continually adopts new and improved ways to do work, this supermarket is very responsive and changes easily, the organizational structure is flexible to adjustment on need basis, and this supermarket responds well to competitors and other changes in the business environment. The study found that it was uncertain whether customer comments and recommendations often lead to changes in this supermarket, they view failure as an opportunity for learning and improvement, and innovation and risk taking are encouraged and rewarded in the supermarket. The research found that supermarkets do not encourage and reward those who take risk, they do not make certain that staff coordinate actions and efforts between different units in the organization so that 'the right hand knows what the left hand is doing', the interests of the final customer is not often ignored in their decisions, and customer input does not directly influence the decisions.

The study aimed to examine the effect of organization consistency on performance of large retail chain stores in NCC Kenya. The study found that the leaders and managers follow the guidelines that they set for the rest of the organisation, the supermarket has adopted performance based pay where salary and remuneration review is pegged on individual output, the supermarket provides team rewards for overall organization performance, people from different organisational units still share a common perspective allowing synergistic operations,

it is easy to coordinate projects across functional units in this organization due to efficient integration, there is a clear and consistent set of values in the supermarket that governs the way they do business, and the approach to doing business is very consistent and predictable. The research found that it was not certain whether it is easy to reach consensus, even on difficult issues due to presence of efficient coordination, the supermarket has an ethical code that guides the behaviour and tells them right from wrong, and the current bonus schemes motivate employees to exceed targets. The research found that there is poor alignment of goals across levels of this supermarket, and when disagreements occur, they do not work hard to achieve solutions that benefit both parties in the disagreement and enhance synergy.

The results found that over the last five years, their stores have been perceived by their customers to be efficient, return on assets has increased, customer complaints have reduced, profit before tax has increased, operating cost has reduced, services quality has perceived improved by customers, and they have more new customers than competitors. The research found that it was not certain whether return on investment has increased over time, sales revenue has grown, market share has grown, and customers have been loyal to their stores.

5.3 Conclusions

The study concluded that employee involvement had a significant effect on the performance of large retail chain stores in NCC Kenya. The study also concluded that employee involvement created an environment in which employees participated more in the day-to-day decision-making which led to a better relationship with the managers. The management also encourages teamwork during problem solving hence employees work hard to achieve the set targets.

The study concluded that organization norms and values had a significant effect on the performance of large retail chain stores in NCC Kenya. The study deduced that the organization norms and values were the basic pillars of the large retail chain stores. They created some level of awareness of in the firms. The study also concludes that the management at Large retail chain stores in NCC communicates what needs to be done hence creating a high performing culture.

The study concluded that organization adaptability had a significant effect on the performance of large retail chain stores in NCC Kenya. The study findings

concluded that employees of Large retail chain stores in NCC easily reach consensus without too many arguments hence they easily settle their disagreements when they occur. The study concludes that employees of Large retail chain stores in NCC easily open up themselves to other employees of the organization on how job is carried out hence making it easy to get information from other departments.

The study concluded that organization consistency had a significant effect on the performance of large retail chain stores in NCC Kenya. The study concluded that employees at large retail chain stores in NCC were encouraged to develop the culture of innovation to enhance their productivity. To achieve this, the company always motivates employees to perform better by rewarding everyone after achieving the set targets.

5.4 Recommendations

The study recommends that the large retail chain stores in NCC establish the right organisational culture that would cultivate an environment that support successful strides in their performance. The management at large retail chain stores in NCC should always encourage employees to engage in innovative activities and consult them during crucial organizational decision making. The organizations should always motivate better performing individuals by rewarding employees who achieve the set targets and encourage them to continue working hard to achieve the objectives of large retail chain stores in NCC.

Teamwork should also be encouraged and enhance easy access to information from other departments by creating strong synergy between departments. To enhance teamwork, employees should easily open themselves to other employees of the organization on how job is conducted and be ready to learn on how to accommodate everyone.

The management should constantly communicate on what needs to be done as this would create a high performance culture and enable a great working environment that would enhance employee work enthusiasm. The study recommends the large retail chain stores in NCC to create a vision and mission statement that would direct employees what to do and create a well known brand name that everyone in the organization would be proud to be identified with.

The study recommends large retail chain stores in NCC to be observing the changes in the business environment and be ready and flexible to change and adopt the changing business environment so that to enhance employee productivity. This means that the human resources department should be ever ready to sensitize the people about the importance of the change process at large retail chain stores in NCC. Large retail chain stores in NCC leadership is very critical in enhancing effective change process that promote productivity hence the management should effectively communicate about changes in operation of large retail chain stores in NCC.

Innovation in a highly dynamic environment that has been shown to have a very clear link to organization competitiveness and survival. The study recommends strategy review to create more focus on customers, provide room for creative autonomy, promote entrepreneurial culture and adaptive performance among employees at large retail chain stores in NCC, if the firms seeks for better future performance.

5.5 Recommendations for Future Research

The study looked at the effect of corporate culture on performance of large retail chain stores in NCC Kenya. The study recommends that other studies should consider looking at the medium and small sized retail chain stores in order to compare results. Moreover, other studies should consider other retail chain stores in other counties apart from Nairobi City County.

The study recommends a further study on the same subjects using different approaches or methodologies to keep the discussions running on this very important subject. The study recommends that future studies make use of both primary and secondary data for more objectivity. A study is also recommended on other important sectors of the economy such as the public sector which has been trying to shed the rigidities of bureaucratic cultures, highlighted in many fora as a hindrance to their effectiveness.

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Working in this supermarket is like being part of a team where Authority is delegated so that people can act on their own					
This supermarket relies on horizontal control and coordination to get work done rather than hierarchy.					
Teams are the primary building blocks of this organization.					
Annual review meetings are held every year in our organization to define performance contracts					
The feedback from the annual review meetings is taken seriously by management in subsequent work schedules					
The organization is constantly improving its 'bench strength' in many dimensions of its operational schedules.					
This supermarket continuously invests in the skill of employees.					
The capability of people in this supermarket is viewed as an important source of competitive advantage.					

6. In your opinion, what other aspects of employee involvement should your retail chain store adopt to improve on their performance?

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.....

Organization norms and values

7. Please indicate your level of agreement with the following statements related organization norms and values and performance of large retail chain stores in Nairobi City County Kenya.

1= Not at All, 2= Very Little Extent, 3= Little Extent, 4= Large Extent, 5= Very Large Extent

	1	2	3	4	5
The values of this supermarket are very clear, focused and easily conceptualized					

There is a shared vision of what the supermarket will be in the future					
The supermarket is able to meet the short-term demands without compromising the long-term vision					
All employees adhere strictly to the organization policies and procedures					
The adherence to policies have reduced cases of uncounted for losses, service hours and improved business efficiency					
Our institution's service charter is clearly written and focused on improving service delivery					
There is a clear charter on how the staff are supposed to conduct themselves in the supermarket					
Managers are consistent and fair in administering work policies					
All employees share the same stand in decision making process.					
Employees respect each other's needs when making decisions.					
Employees value team work to individualism					
Our supermarket has well-articulated and clear Working Procedures which are documented and shared with the employees during induction					
Working Procedures reviews and update are communicated to the employees in a timely manner					
The Working Procedures in our supermarket are flexible allowing for employees to make key decisions					

8. In your opinion, what other aspects of organization norms and values should your retail chain store adopt to improve on their performance?

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Organization adaptability

9. Please indicate your level of agreement with the following statements related organization adaptability and performance of large retail chain stores in Nairobi City County Kenya.

1= Not at All, 2= Very Little Extent, 3= Little Extent, 4= Large Extent, 5= Very Large Extent

	1	2	3	4	5
This supermarket is very responsive and changes easily.					
This supermarket responds well to competitors and other changes in the business environment.					
This supermarket continually adopts new and improved ways to do work.					
Customer comments and recommendations often lead to changes in this supermarket.					
Customer input directly influences our decisions.					
The interests of the final customer often get ignored in our decisions.					
All employees have a deep understanding of customer needs and demands					
We view failure as an opportunity for learning and improvement					
This supermarket encourages and rewards those who take risk.					
We make certain that we coordinate our actions and efforts between different units in this organization so that 'the right hand knows what the left hand is doing'.					
Our organizational structure is flexible to adjustment on need basis					
Innovation and risk taking are encouraged and rewarded in our supermarket					

10. In your opinion, what other aspects of organization adaptability should your retail chain store adopt to improve on their performance?

.....

Organization consistency

11. Please indicate your level of agreement with the following statements related organization consistency and performance of large retail chain stores in Nairobi City County Kenya.

1= Not at All, 2= Very Little Extent, 3= Little Extent, 4= Large Extent, 5= Very Large Extent

	1	2	3	4	5
The leaders and managers follow the guidelines that they set for the rest of the organisation.					
There is a clear and consistent set of values in this supermarket that governs the way we do business.					
This supermarket has an ethical code that guides our behaviour and tells us right from wrong.					
When disagreements occur, we work hard to achieve solutions that benefit both parties in the disagreement and enhance synergy					
It is easy to reach consensus, even on difficult issues due to presence of efficient coordination					
People from different organisational units still share a common perspective allowing synergistic operations					
It is easy to coordinate projects across functional units in this organization due to efficient integration					
The approach to doing business is very consistent and predictable					
There is good alignment of goals across levels of this supermarket					

Our supermarket has adopted performance based pay where salary and remuneration review is pegged on individual output					
The current Bonus schemes motivate employees to exceed targets					
The supermarket provides team rewards for overall organization performance					

12. In your opinion, what other aspects of organization consistency should your retail chain store adopt to improve on their performance?

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Performance of Large Retail Chain Stores in Nairobi City County

Please specify the level of agreement with each of the following statements on performance of large retail chain stores in Nairobi City County. Use the key provided and TICK on the rate of choice as appropriate. Key: **1= Not at All, 2= Very Little Extent, 3= Little Extent, 4= Large Extent, 5= Very Large Extent**

	1	2	3	4	5
Profit before tax has increased over the last five years.					
Sales revenue has grown over time.					
Return on Assets has increased over the last five years.					
Return on Investment has increased over time.					
Market Share has grown over the last five years.					
Customers have been loyal to our stores over time.					
Customer complaints have reduced overtime.					
We have more new customers than competitors.					
Services quality has perceived improved by customers					
We have been perceived by our customers to be efficient.					
Operating Cost has reduced over the last five years.					

THANK YOU

Appendix II: List of Large Retail Chain Stores in Nairobi City County

1. Carrefour Supermarket
2. Chandarana Supermarket
3. Cleanshelf Supermarket
4. Eastmatt Supermarket
5. Quickmart Supermarket
6. Naivas Supermarket

Source: Cytonn (2020)

Appendix III: Validity Analysis Report

	Component
Decisions are usually made at the level where the best information is available	.565
Information is widely shared so that everyone can get the information he or she needs when it is needed	.421
Everyone believes that he or she can have a positive impact	.599
Working in this supermarket is like being part of a team where Authority is delegated so that people can act on their own	.407
This supermarket relies on horizontal control and coordination to get work done rather than hierarchy.	.511
Teams are the primary building blocks of this organization.	.588
Annual review meetings are held every year in our organization to define performance contracts	.487
The feedback from the annual review meetings is taken seriously by management in subsequent work schedules	.406
The organization is constantly improving its 'bench strength' in many dimensions of its operational schedules.	.533
This supermarket continuously invests in the skill of employees.	.529
The capability of people in this supermarket is viewed as an important source of competitive advantage.	.432
The values of this supermarket are very clear, focused and easily conceptualized	.504
There is a shared vision of what the supermarket will be in the future	.420
The supermarket is able to meet the short-term	.554
demands without compromising the long-term vision	.487
All employees adhere strictly to the organization policies and procedures	.413
The adherence to policies have reduced cases of uncounted for losses, service hours and improved business efficiency	.679
Our institution's service charter is clearly written and focused on improving service delivery	.463
There is a clear charter on how the staff are supposed to conduct themselves in the supermarket	.419

Managers are consistent and fair in administering work policies	.408
All employees share the same stand in decision making process.	.453
Employees respect each other's needs when making decisions.	.515
Employees value team work to individualism	.443
Our supermarket has wellarticulated and clear Working Procedures which are documented and shared with the employees during induction	.794
Working Procedures reviews and update are communicated to the employees in a timely manner	.446
The Working Procedures in our supermarket are flexible allowing for employees to make key decisions	.461
This supermarket is very responsive and changes easily.	.512
This supermarket responds well to competitors and other changes in the business environment.	.631
This supermarket continually adopts new and improved ways to do work.	.483
Customer comments and recommendations often lead to changes in this supermarket.	.467
Customer input directly influences our decisions.	.857
The interests of the final customer often get ignored in our decisions.	.763
All employees have a deep understanding of customer needs and demands	.695
We view failure as an opportunity for learning and improvement	.409
This supermarket encourages and rewards those who take risk.	.648
We make certain that we coordinate our actions and efforts between different units in this organization so that 'the right hand knows what the left hand is doing'.	.851
Our organizational structure is flexible to adjustment on need basis	.444
Innovation and risk taking are encouraged and rewarded in our supermarket	.540
The leaders and managers follow the guidelines that they set for the rest of the organisation.	.613

There is a clear and consistent set of values in this supermarket that governs the way we do business.	.578
This supermarket has an ethical code that guides our behaviour and tells us right from wrong.	.470
When disagreements occur, we work hard to achieve solutions that benefit both parties in the disagreement and enhance synergy	.476
It is easy to reach consensus, even on difficult issues due to presence of efficient coordination	.470
People from different organisational units still share a common perspective allowing synergistic operations	.414
It is easy to coordinate projects across functional units in this organization due to efficient integration	.456
The approach to doing business is very consistent and predictable	.467
There is good alignment of goals across levels of this supermarket	.433
Our supermarket has adopted performance based pay where salary and remuneration review is pegged on individual output	.536
The current Bonus schemes motivate employees to exceed targets	.602
The supermarket provides team rewards for overall organization performance	.587

Appendix IV: Letter of Authorization



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Website: www.ku.ac.ke

Our Ref: D53/PT/CTY/33336/2014

DATE: 17th March, 2022

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR PAULINE MUTHONI WAMBUI – REG. NO. D53/PT/CTY/33336/2014.

I write to introduce Pauline Muthoni Wambui who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Pauline intends to conduct research for a M.B.A Project Proposal entitled, “**Corporate Culture and Performance of Large Retail Chain Stores in Nairobi City County, Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

AM/ln

Appendix V: Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **602491**

RESEARCH LICENSE



This is to Certify that Ms. PAULINE MUTHONI WAMBUI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: CORPORATE CULTURE AND PERFORMANCE OF LARGE RETAIL CHAIN STORES IN NAIROBI CITY COUNTY, KENYA for the period ending : 06/April/2023.

License No: **NACOSTI/P/22/16696**

Applicant Identification Number: **602491**

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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