

Influence of Organizational Culture on the Performance of Employees at Commercial Banks in Kenya;

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Abstract

This study determined the influence of organization culture on employees' performance at commercial banks in Kenya. The study adopted descriptive survey research design. The study population was the top 10 tier commercial banks currently operating in Kenya as per the CBK report of 2020. Top 10 tier commercial banks were targeted because they have certain established organization culture guiding the bank operations. The unit of observation was top, middle and subordinate employees of the selected banks. There were 976 employees of the selected top tier commercial banks comprising 145 top management employees, 236 middle level management and 595 subordinate employees. Yamane (1967) formula was adapted to calculate a sample of 384 employees which was selected using stratified random sampling. A structured questionnaire was the main tool of collecting data. The primary data was collected using a questionnaire. The particular descriptive results were percentages, averages and measures of variance (Std Dev.). Simple linear regression as a form of inferential was adopted. The study revealed that organizational culture had a significant and positive effect ($\beta = .418, p = 0.000 < 0.05$) on employee performance of commercial banks in Kenya. Regression analysis showed that organizational culture explains 53.0% of employee performance. The study concluded that employees are a key part of every organization and as such the organizational culture should be established in a way that allows the employees to bring out the better of their abilities so as to improve organizational performance as a whole. The study recommended that commercial banks in Kenya optimize organizational culture specifically adhocracy culture, hierarchy culture, clan culture and market culture in ways that maximize the performances of their employees.

Key words: *Organization culture, employees' performance, Commercial banks, Kenya.*

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I. Introduction

Organization culture entails the principles, philosophies, expectations; norms that keep the organizations bound to internal and external engagements. The specific cultures include adhocracy, clan, hierarchy and marketing culture. Adhocracy culture is featured by entrepreneurial behavior, dynamism, innovativeness and creativeness at the workplace (Tseng, 2010). Adhocracy culture puts emphasis on service and product development, change, growth, efficiency, productivity and trial (Cameron, 2004). Spirits of innovation and creativity are promoted by organization that believes adhocracy culture. Employees and organization have to adapt to the changing business environment as per the adhocracy culture (Cameron & Quinn, 2011). Thus, organization culture sets principles guiding and directing workers at their places of work. It also impacts how entities and groups interact in the organization with stakeholders, customers and even among employees themselves while streamlining communication in the organizations, guides organization's way of making viable decisions while enhancing workers commitment to the organization.

Many organizations die or close down after few years of their establishments due to its inability to create and manage strong organizational culture, norms, and values (Saad & Abbas, 2018). Many organizations tend to put more emphasis on intrinsic-extrinsic rewards paying less attention to organizational culture and values that emphasize employee determination, resilience, employee's support, team work, integrity and employee competence (Mbogo & Nzulwa, 2018). For the commercial bank to attain its goals, and values including quality service delivery, integrity, creativity, responsiveness and efficiency, performance and commitment of employees is paramount (Mwashighadi & Kising'u, 2017). However, deficiency in banks own cultures particularly values, norms and beliefs may hinder optimal performance of employees. Less emphasis is put on core values, missions and vision, by the organization team management and when shared values exist, it is believed that an institution will work efficiently (Odhiambo, 2016). Poor organizational culture may result in low employee morale that may lead to declining employee performance. Ineffective organization culture may

result to banks making decisions that discard employees which reduces their commitment thus, declining employee performance.

Many empirical studies missed to study the effect of organization culture on employees' performance in the context of the commercial banks. In the global scenario, Awadh and Alyahya (2013) studied organizational culture and performance of employees and noted that norms and values enable effective and efficient task allocation and management among employees. However, the study looked into organizational culture and employee performance in general literature without focusing on particular context presenting contextual gap. Isa, Ugheoke and Noor (2016) investigated how organizational culture influences employees' performance in Oman and established that bureaucratic and supportive culture have a positively and significantly influences employee's performance in the public sector. The study looked at public organizations in Oman. It is important to note that organizations may differ hence the need to study organization culture and employees' performance by focusing on commercial banks.

While focusing on Berhan International Bank in Ethiopia, Atfraw (2019) determined the impact of organizational culture on performance of employees and found that adaptability mission, consistency and involvement positively affects performance of employees. However, the study looked at commercial banks in Ethiopia which may differ in terms of operational context within commercial banks in Kenya. While focusing on telecommunication sector in Bangladesh, Uddin, Luva and Hossian (2013) studied how organizational culture impacts performance of employees and established that organizational culture significantly impacts performance of employees. However, the study was purely qualitative employing use of interviews contrasting current study that will be quantitative employing use of structured questionnaire presenting methodological gap. The study also focused on telecommunication firms contrasting current study that focuses on commercial banks.

Locally, Mbani et al (2016) investigated how organizational culture influences performance of employees of Kenya Ports Authority and found that organizational culture significantly impacts performance of employees. However, the study focused on Kenya Ports Authority. It is important to note that organizations may differ hence the need to study how organization culture affects performance of employees in the context of commercial banks. While focusing on commercial banks, Mwashighadi and Kising'u (2017) investigated the role of organizational culture on firm performance and found that organizational culture positively impacts bank performance. However, the current study attempts to explore how performance of employees is influenced by culture of an organization. Therefore, this study endeavors to answer a fundamental question: How does organization culture influence employee performance at the commercial banks?

1.2 Research Objective

The main objective of the study is to determine the influence of organization culture on employee performance at Commercial banks in Kenya.

II. Literature Review

2.1 Theoretical Literature Review

The main theory anchoring this study is Cameron and Quinn's types of Culture Theory supported by Hofstede Model (Hofstede, 1983). The main theory anchoring this study is Cameron and Quinn's types of Culture Theory. Cameron and Quinn's Culture Theory was postulated by Cameron and Quinn in 1999 and is anchored on stability/flexibility structure and internal/external focus dimensions (Cameron & Quinn, 1999). The 2 dimensions create four quadrants representing four kinds of cultures that include marketing, hierarchy, adhocracy and clan (Cameron & Quinn, 2005). It is believed that these cultures impact performance of an organization and are thus of critical interest in this study.

Cameron and Quinn's Culture Theory is relevant to this study. Organizational culture influences employee health, and plays a crucial role in employee productivity and enjoyment of work. Organizations that has set of norms, beliefs and values develops, creates culture of creativity, innovations, team work, efficiency and reward that motivates employees to go beyond the call of their duty in transforming the organization.

Penrose (1959) postulated the growth of the firm theory. The theory states the effective use of resources, productive opportunities coupled with diversification is the road to the growth of a firm (Penrose, 1959). Also, Stam (2010) identifies firm resources and capabilities as crucial elements in the growth of the firm. However, it does not mean that a firm commanding lots of resources is more profitable than a small firm with small resources. In the context of the research, prudent use and allocation of resources enables the firm to achieve competitive advantage. Competitive advantage allows the firm to operate optimally in comparison to peers in the market. In addition, the employees of the firm are also able to deliver their mandate efficiently. This theory anchors the dependent variable which is employee performance.

III. Research Methodology

Descriptive survey research design was employed to guide this research. Descriptive survey Research design was appropriate in analyzing how organization culture influences employee performance by focusing on commercial banks operating in Kenya. The study population was the top 10 tier commercial banks currently operating in Kenya as per the CBK report of 2020.

Bank	Top management	Middle management	Subordinate employees	total
KCB Bank	22	37	79	138
Equity Bank	14	35	84	133
NCBA Bank	10	24	67	101
Co-operative Bank	18	27	74	119
Absa Bank Kenya Plc	26	19	56	101
Standard Chartered Bank (K)	14	21	53	88
Diamond Trust Bank Kenya	19	26	47	92
I & M Bank Limited	10	17	52	79
Stanbic Bank Kenya Ltd	5	16	44	65
Bank of Baroda (K) Limited	7	14	39	60
Total	145	236	595	976

Top 10 tier commercial banks have been targeted because they have certain established organization culture guiding the bank operations. Only head office banks operating within Nairobi City were studied for ease of data collection. The target population is presented in Table 3.1

Table 3.1: Target Population

The study calculated a sample of 384 employees using the Yamane (1967) formula as shown in Table 3.2

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

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$$n = \frac{976}{1 + 976(0.05)^2}$$

= 284 employees

Table 3.2: Sample Size

Bank	Top management	Middle management	Subordinate employees	sample size
KCB Bank	6	11	23	40
Equity Bank	4	10	24	38
NCBA Bank	3	7	19	29
Co-operative Bank	5	8	22	35
Absa Bank Kenya Plc	8	6	16	30
Standard Chartered Bank (K)	4	6	15	25
Diamond Trust Bank Kenya	6	8	14	28
I & M Bank Limited	3	5	15	23
Stanbic Bank Kenya Ltd	1	5	13	19
Bank of Baroda (K) Limited	2	4	11	17
Total	42	69	173	284

A total 284 employees to be included in the study were selected using stratified random sampling. Stratification of sample size is meant to ensure that the members of the population are at least included in the study.

Structured questionnaire was the main tool of collecting data. The data to be collected was the primary data. The questionnaire was in a form of likert scale with five options to choose from. The options are 5=strongly agree, 4= agree, 3=neutral, 2=disagree and 1=agree. In the midst of Covid-19, an online based questionnaire was used. After seeking the consent of the participants, the questionnaires were emailed to the respondents in form of Google forms. A timeline of 3-5 days was allocated to enable respondents fill the online based questionnaires. Online follow up of unfilled questionnaires was then conducted after the lapse of the timeline.

Data analysis entailed both descriptive and inferential results. Descriptive statistics comprised the averages and standard deviations whereas inferential results entailed the simple linear regressions. The simple linear regression estimated was;

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

Where;

Y =Employee performance,

X₁ = Organizational culture,

β₀ = the constant term and ε = error term,

β₁ = Beta coefficient that measures the changes in the outcome variable, Y against a unit change in X₁

IV. Data Analysis, Presentation And Discussion Of Results

4.1 Response Rate

An aggregate of 284 questionnaires were sent to respondents online. 217 questionnaires properly filled and returned. Table 4.1 shows the response rate of the tool.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	267	94.01%
Unreturned	17	5.99%
Total	284	100%

A total of 267 questionnaires were properly representing a 94.01% percent response rate. Bailey (2000) established that return rate of more than 50 percent is adequate. Thus, return of 94.01% showed in this study was excellent enough to draw satisfactory conclusions from.

4.3 Descriptive Results

Descriptive output results of independent variable of the study, organizational culture that includes adhocracy culture, market culture, hierarchy culture and clan culture. The section also presents the descriptive results of the dependent variable, employee performance. The responses from the respondents were rated on five point scale. The output entails percentage, averages and standard deviations.

4.3.1 Organizational Culture

The study determined how organization culture influences employee performance in banks. Table 4.2 shows the output.

Table 4.2: Responses on Organizational Culture

Organizational culture	Mean	SD
Adhocracy culture		
At this commercial bank, creativity among employees is highly encouraged	3.6	1.04
This bank adequately supports the development of entrepreneurial skills among its employees	3.8	1.03
The working environment of this bank is adaptable to all employees with diverse socioeconomic and biological features	3.9	0.99
Continuous learning culture among employees is highly encouraged and supported by this commercial bank	3.7	1.1
Employees at commercial bank are flexible to organizational changes that emerge because of the dynamic business environment	3.5	1.21
Power is decentralized flowing from individual to individual or team to team based on employee roles	3.7	1.09

Clan culture		
I am loyal to my work and the bank, and shall deliver my mandate as prescribed	3.6	1.2
This bank adequately nurtures employees to suit the needs of their tasks	3.7	1.30
Employees' involvement in task management and delivery is well established at commercial bank	3.8	1.21
Teamwork among employees at this commercial bank is highly encouraged and supported by the management	3.6	1.09
The management of this commercial bank is committed to training her employees	3.5	1.06
Hierarchy culture		
The rules governing work engagement in this bank are too tough for me	3.6	1.30
The policy guidelines of this bank are in tandem with the operational efficiency requirements	3.7	1.21
This bank functions smoothly with minimal operational hitches	3.8	1.06
There are clear guidelines pertaining manner in which this bank approaches certain tasks	3.7	1.09
There are clear and well-defined processes guiding the missions and visions of the bank	3.7	1.21
Market culture		
This commercial bank is very competitive in co-coordinating its tasks	3.6	1.10
Employees in this bank are result-oriented	3.8	1.01
This bank enjoys good rapport with other banks and partners in the financial sector	3.6	1.04
The bank encourages healthy competitive spirit among its employees	3.7	1.24
Bank's goals are well articulated to achieve optimal efficiency and profitability from its products and services	3.5	1.05

Most of the employees agreed that creativity among employees is highly encouraged in the commercial bank, as indicated by mean response of 3.6 and SD of 1.04. The results also indicated that majority of employees agreed that the bank adequately supports the development of entrepreneurial skills among its employees with a average of 3.8 and SD of 1.03. Finding of the study also revealed that working environment of the bank is adaptable to all employees with diverse socioeconomic and biological features with average response of 3.9 and SD of 0.99. Majority of bank agreed that continuous learning culture among employees is highly encouraged and supported by their commercial bank. The study further indicated that employees at commercial bank are flexible to organizational changes that emerge because of the dynamic business environment. Bank employees indicated that power is decentralized flowing from individual to individual or team to team based on employee roles.

Further, most employees are loyal to their work at the bank, and shall deliver their mandate as prescribed. Most employees indicated that the bank adequately nurtures employees to suit the needs of their tasks. Results also showed that majority of the respondents agreed that at the commercial bank, employees' involvement in task management and delivery is well established with a mean response of 3.8 and SD of 1.21. Employees indicated that teamwork among employees at the commercial bank is highly encouraged and supported by the management. The commercial bank is committed to training her employees.

Bank employees noted that the rules governing work engagement in this bank were too tough for them. The policy guidelines of this bank are in tandem with the operational efficiency requirements as greed by majority of employees. Employees also indicated that bank functions smoothly with minimal operational hitches. Moreover, bank employees indicated that there are clear guidelines regarding the manner in which the banks approach certain tasks. Additionally, the results revealed that most employees were in agreement that there are clear and well-defined processes guiding the missions and visions of the bank.

Additionally, study output showed that employees agreed that their commercial bank is very competitive in co-coordinating its tasks. This was affirmed by average of 3.6 and a SD of 1.1. Employees agreed that employees in banks are result-oriented. It was also established that most of the employees involved in the study agreed that their bank enjoys good rapport with other banks and partners in the financial sector. It was also noted that banks encourage a healthy competitive spirit among its employees. Finally, employees agreed that the goals of the banks are well articulated to achieve optimal efficiency and profitability from its products and services. Table 4.3 shows results on employee performance.

Table 4.3: Responses on Employee Performance

Employee performance	Mean	SD
Error and Mistakes		
Some employees in this commercial bank frequently make errors for lack of attention to details	3.8	1.3
Work overload contributes immensely to mistakes made by employees in this bank	3.9	1.2
The guidance offered by supervisors to the employees is not sufficient enough	4.0	1.0
As an employee of this bank I'm not adequately motivated to work	3.7	1.4
Absenteeism		
Employees miss work at times because of ailments	3.8	1.3
Consumption of substance may make employees miss to report to work	3.6	1.2
at times lack morale of working	3.8	1.3
Sometimes I am not to meet work timelines	3.9	1.2
Output of work		
I am able to set targets at work	3.8	1.3
Employees are well provided with necessary work tools by the bank	3.7	1.1
There is timely feedback to enable employees work efficiently	3.9	1.2
Timeliness		
As an employee I complete assignments within stipulated timeliness	3.8	1.3
This management of this bank provides timely feedback on performance to enable employees assess their efficiency	4.0	1.0
Employee performance targets set are achievable	3.8	1.2
As an employee I'm able to cope with Adhoc assignments within deadlines	3.9	1.3

Results revealed that employees agreed that employees in the commercial bank frequently make errors for lack of attention to details. Work overload contributes immensely to mistakes made by employees in the bank as agreed by majority of employees further indicated that the guidance offered by supervisors to the employees is not sufficient enough. Further, employees noted that as employee of the bank they're not adequately motivated to work.

Additionally, it was noted that employees miss work at times because of ailments. Employees also noted that consumption of substance may make employees miss to report to work. It was also noted that employees lack morale of working. It was also revealed that sometimes employees are not able to meet work timelines.

Bank employees indicated that they are able to set targets at work. Employees are well provided with necessary work tools by the bank. Bank employees also affirmed that there is timely feedback to enable employees work efficiently. It was also found that bank employees agreed that they complete assignments within stipulated timeliness, management of the banks provide timely feedback on performance to enable employees assess their efficiency, employee performance targets set are achievable that as employees they're able to cope with Adhoc assignments within deadlines.

4.4 Regression Analysis

Model fitness results, the analysis of variance and the regression coefficient are presented in Table 4.4.

Table 4.4: Model Result Output

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.530	.426	.58461

a. Predictors: (Constant), Organizational culture

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.904	1	21.904	64.091	.000 ^b
	Residual	73.481	215	.342		
	Total	95.385	216			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organizational culture

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.286	.201	11.382	.000

Organizational culture	.418	.052	.479	8.006	.000
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a. Dependent variable: Employee performance

According to Table 4.4, organizational culture can be regarded as a satisfactory variable in explaining employee performance in Kenya's commercial banks. This fact was affirmed by the R square of .530. The results imply that organizational culture which is the independent variable in this case explained 53.0% of employee performance in banks. These findings are in line with those of Maxwell and Chukwudi (2018) who established that organizational culture significantly influences performance of employees.

Table 4.4 also presented the ANOVA results. The ANOVA output suggests that organizational culture is a satisfactory indicator of employee performance among commercial banks in Kenya. This was shown by an F value of 64.091 and a p-value of 0.000. This is acceptable because the $p < 0.05$. Organizational culture includes clan culture; market culture, hierarchy culture and adhocracy culture affect the performance of the employees within the bank. The beta coefficients of the simple regression model predict the performance of employees' growth in the commercial banks of Kenya;

$$Y = 2.286 + .418X_1$$

Where

Y = Performance of employees in the commercial banks

X₁ = Organizational culture

Based on the predictive model, organizational culture ($\beta = .418$) positively and significantly influences employee performance in banks. This regression coefficient implies that a unit change in organizational culture resulted in an increase in the performance of employees in commercial banks in Kenya by .418 units. Employees are a crucial part of any organization and organizational culture should be set up in ways that bring out the best of the employees. Good performances from individual employees will result in an improvement of the overall performance of the organization. Having a certain organizational culture means living and operating by a given set of values and encouraging other employees to do the same. Strong organizational culture gives the employees a clear sense of direction and sets everyone on the path to achieving a commonly defined definition of success. This allows the employees and the organization to grow together as a team. This concurs with the findings of Nikpour (2017) who established that organizational culture translates to an effect on their performances. Uddin, Luva and Hossian (2013) established that organizational culture can either influence the performance of the employees positively or negatively. As such, organizations should strive to have a healthy positive organizational culture that has positive impact on performance of the employees.

To achieve this organizational culture, certain aspects such as teamwork, consistency, adaptability, mission and involvement are key in determining the kind of culture that has to be created in the bank.

Wambugu (2014) showed that organizational culture positively and significantly influences performance of employees and the impact was bigger than organizational climate. Mbani and Datche (2016) also revealed that organizational culture positively affects performance of employees. They established that competitive culture had the greatest impact on performance of employees compared to clan culture and hierarchy Culture.

V. Summary, Conclusion And Recommendations

5.1 Summary

The objective of the study was to establish the effect of organizational culture on the employee performance among commercial banks in Kenya. Organizational culture in this study was presented through clan culture, hierarchy culture, market culture and adhocracy culture.

Descriptive output indicated that most of bank employees were agreeing with the measures made by banks to enhance adhocracy culture. Adhocracy culture was cultivated by encouraging creativity among employees, supporting the development of entrepreneurial skills within the employees and having a culture of continuous learning among the employees. It can also be encouraged by decentralizing power based on the roles of the employees in the organization. This culture enables the employees to operate with a certain degree of freedom and independence and this fosters innovation and creativity among employees in banking sector.

From the study results, majority of bank employees indicated that clan culture as a form of organizational culture has an effect on employee performance. Clan culture was characterized by loyalty to the bank, the involvement of employees in managing and delivering tasks in the bank and the commitment of the commercial bank to developing the capacity of its employees. Clan culture fosters unity within the organization and enables the employees to have a unified objective in line with bank plans.

The descriptive results from the study indicate that bank employees agreed that hierarchy culture has an effect on their performance. Hierarchy culture included issues such as the rules governing the engagement of work being tough, the policies of the bank being in line with the requirements of operational efficiency and the bank running without any operational hitches. Hierarchy culture is the way employees in the work place of

different ranks are able to interact with each other and to do their jobs. Finally, the study established how market culture influences the performance of employees in Kenya's commercial banks. Market culture refers to business environments that emphasize competition. The descriptive statistics reveal that majority of the bank employees agree that market culture has an effect on their performances. This culture was characterized by how the bank relates with other banks in the financial sector, how it sets and co-ordinates its tasks and encourages healthy competition among the employees as well as the commercial banks being result oriented. The study found that organizational culture explains 53.0% employee performance among commercial banks in Kenya. In addition, organizational culture is predicts the performance of employees among commercial banks as shown by the F statistic of 64.091 and a p value of $0.000 < 0.05$.

5.2 Conclusion

Organizational culture has a positive significant influence on employee performance. Based on the regression coefficient of .418, the study concluded that a unit positive change in organizational performance results in an increase in employee performance by .418 units. Thus, the study concludes that employees are a key part of every organization and as such the organizational culture should be established in a way that allows the employees to perform to the best of their abilities. Organizational culture sets the tone and expectations on how the employees at any firm are expected to behave and interact amongst themselves and how well they can work together towards a common objective. It provides guidelines towards decision making and improves the workflow of the organization as a whole. The study found that when individual employees perform well then so will the organization

5.3 Recommendations

It was established that organizational culture is crucial in the performance of employees among commercial banks in Kenya. As such this study recommends that adhocracy culture is encouraged among commercial banks. Adhocracy culture is featured by entrepreneurial behavior, dynamism, innovativeness and creativeness at the workplace. Adhocracy emphasizes the need to be adaptable and dynamic especially in the face of constant change as is the norm in the commercial banking sector. This will enable the employees to be more innovative and more likely to come up with better solutions and ideas since they will not have to follow a set way of thinking.

The study established that clan culture is a crucial component of organizational culture. Clan culture is vital in developing human resources to offer long term benefits characterized by organization cohesion, commitment and morale that may positively impact organizational performance. As a result, the study recommends that the commercial banks encourage clan culture. This can be done either through teambuilding activities or rewarding top performing employees within the banks. This will foster unity in the workplace and give a sense of pride and direction for the employees and the organization as a whole.

The study also revealed that hierarchy culture plays a big role in the organizational culture. Hierarchy culture is a form of organizational structure in which items are ranked according to levels of importance. In corporate firms, hierarchies depend upon structure, rules and top-down control to guide the practices and operations of the firm. Following the identified best practices and controlled processes and considerable oversight is considered key in ensuring enhanced productivity and success.

The study recommends that some of the rules of engagement among employees in the banks should be loosened. This will make communication easier among employees even of different stations since some of the existing laws may hinder open and honest communication as employees may fear blurring the lines of authority.

Lastly, the study found that market structure is essential in organizational structure. Market structure is a form of organizational structure that emphasizes competition among its employees. As such, the study also recommended that banks encourage healthy competition among its employees and have clear outlines on their goals so as to push the employees to perform optimally and to achieve the banks' goals and targets.

5.4 Recommendations for Further Study

This research study focused on the effects of organizational culture on commercial banks in Kenya. Further research should be undertaken to determine the effect of organizational culture on other firms that are not primarily financial in nature. Additionally, further study should be carried out to ascertain the other elements that determine employee performance given organizational culture is only responsible for 53.0% of the variation in employee performance. Further research can also be undertaken to determine the effects of organizational culture on service delivery and banks performance in general.

5.5 Limitation of the Study

Some commercial banks were not willing to provide certain information pertaining to financial status of the bank. Nonetheless, this was remedied by informing participants that the data is meant for purposes of

academic researches only. The study relied much on quantitative data collected through questionnaires from employees. Further research may combine qualitative and quantitative data to enhance the robustness of the findings.

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