ORGANIZATIONAL CULTURE AND ITS INFLUENCE ON EMPLOYEE PRODUCTIVITY: A CASE STUDY OF ARTCAFFE

BY

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A Research Project Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)

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SUMMER 2019
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other institution, or university other than the United States International University-Africa in Nairobi for academic credit.

Signed: ______________________  Date: ______________________

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This dissertation has been presented for examination with our approval as the appointed supervisors.

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DEDICATION

I dedicate this dissertation to God the Almighty for His enormous favour and grace. I also dedicate this dissertation to my wonderful family for their prayers, encouragement and unwavering support. Their love and support have been invaluable.
ABSTRACT
The purpose of the study was to assess the organizational culture and its influence on employee productivity with a specific focus on Artcaffe Nairobi. This study aimed at exploring the organizational culture at Artcaffe, establishing the influence of organizational culture at Artcaffe on employee performance, and recommending how Artcaffe should change its organizational culture to improve employee productivity. The research questions that guided the study were: what is the organizational culture at Artcaffe? What is the influence of organizational culture at Artcaffe on employee performance? How can Artcaffe change its organizational culture to improve employee productivity?

The study adopted a descriptive correlational research method in analyzing, interpreting, and presenting data. The descriptive research method was the best for this study because it focused on the relationship between organizational culture and employee productivity at Artcaffe. The study used questionnaires to get data from respondents. The study focused on 150 employees and managers of Artcaffe. The study used random sampling on the targeted population. For the purpose of data analysis and presentation, this study used descriptive and inferential statistics. Statistical Package for Social Sciences (SPSS) and Microsoft Excel programs were the statistical tools for data analysis. Data presentation was done using Tables.

The study explored the organizational culture at Artcaffe. The study found that most employees at Artcaffe are encouraged to be innovative at the workplace. Employees of the company normally reach consensus without too much arguments and this is because they have learnt to accommodate everyone. Employees of Artcaffe are always motivated by supervisors to perform better hence they work hard to achieve the objective of the organization. Employees are also encouraged to be innovative at the workplace and are rewarded after achieving the set targets. The study findings from the management perspective reveal that the management values employees as critical resources hence they consult them during organization decision making. The study found that organizational culture at Artcaffe positively influences employee productivity is concerned.

The study revealed how organizational culture at Artcaffe influences employee performance. The study findings show that the mission statement of the organization motivates employees to achieve their targets hence employees of Artcaffe are motivated by the vision of the organization. Training and development sessions at Artcaffe have
enhanced employees’ skills causing smooth execution of formulated strategies. This, according to the findings, has also enabled employees to grow professionally and develop their capabilities to perform better. The management clearly communicates what needs to be done hence crateing a high performing culture. The study revealed that the management formulated the ethical guidelines that guide employees hence enhancing smooth execution of formulated strategies. The findings also show that the management has created Artcaffe to be a well known brand that every employee is proud to be associated with.

The study examined how culture at Artcaffe can be changed to further enhance employee productivity at Artcaffe. The study findings reveal that it is very important for Artcaffe to change its leadership approach to realize its goals hence the management should effectively communicate about changes in operation of Artcaffe. Artcaffe leadership is very critical in enhancing effective change process that promote productivity hence changes in leadership styles at Artcaffe have enhanced productivity. Change communication is important in preparing employees for change hence the management is ready to handle organizational culture change. It is very important for Artcaffe to change its organizational culture to realize its goals hence all employees should be included in the change processes. Artcaffe is changing it culture according to the business environment hence the management sensitizes employees to understand the importance of culture change.

The study concluded that the organizational culture of Artcaffe had a positive effect on employee performance because of free and open communication between employees and management, and employees are encouraged to be innovative. Leadership also encourages participative decision making thus nurturing a culture of high performance. Further employees are empowered through training and development.

The study recommends that management at Artcaffe should constantly monitor the changes in the hospitality industry. Artcaffe should maintain flexibility in adopting to new necessary changes in order to achieve competitive advantage. It is also recommended that similar studies should be carried out in other areas of the hospitality industry such as hotels, bars, restaurants and food courts.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Firms envisage being effective at attaining superior results by developing a business strategy that is more vigilant (Aswathappa, 2014). Nonetheless, Kabelo (2015) found that successful execution of a business strategy takes place when organizational culture, organizational structures, leadership and management systems change are in align with the change strategy. On institutional culture that is connected directly to productivity is imperative to the success of a business enterprise. This is the process which a firm enhances her internal capability to be efficient in her mission in the short, medium and long term (Brooks, 2016). Heffernan and Flood (2015) asserted that productivity is the ability of getting the services and products of a certain organization to the potential client at the least probable price and time. Also productivity is related to client needs, industrial relationships and quality. Due to this, it is concluded that good management and productivity are entangled. Productivity, for that reason, is a consequence of motivation, and motivation prospers in a good climate.

According to Cameron and Quinn (2006) quite many firms are using survival tactics to remain in operational in this current world, they are searching for new ways of doing things like creativity, innovativeness and competitiveness so as to remain on the competitive edge, there are various constructs that affect productivity and performance of an firms. One of the key parameters is culture of a company. It is widely said by researchers like Ogbor, (2003) and Schein (2004) that employee productivity is greatly affected by its culture in the sense that when one walks in different companies they are most likely to feel or experience a certain atmosphere, personality, quality and standard. This is as a result influences the manner in which staff relate to one another.

According Schein (2010), culture of a company can be described as “the set of beliefs, shared values, and norms that determines how employees feel, believe, behave and think in their work environment. There is a clear link that has been established between a culture of a business enterprise and how the business perform (Case, 1996). Firm culture has definite elements which can strengthen the sustainability of a company by having an impact on effectiveness. Enhancing the productivity of employees leads to the norms of commitment, goals and values. This helps in enhancing culture in an organization,
creating a positive cycle (Amah, 2009). Employee performance is also increased by institutiong a firm culture that is strong (Ojo, 2016) There are also some studies that show that employee attitudes can mediate the “culture-productivity” relationship (Gordon, 2008).

A study on managers conducted by Lok and Crawford (2004) in Australia and Hong Kong organization found that there is a positive impact of organizational culture on the performance of firm employee. Zain and Ghani (2009) in their study examined the impact of four dimensions of culture organization. These were; teamwork, training and development, communication, and reward and recognition on employees performance. The findings of the study was that the four dimensions of culture in organization were critical elements that determines performance.

According to Amah, (2009) culture affects employees behaviors though it is largely invisible to individuals, thinking, and behavioural structures, people tend to be more aware of the culture of their organization when there is an opportunity to compare it to other companies. It is evident that the organizational culture is nearly connected to the design of the organization. For example, a culture that enhances decision making among employees could confirm very high resistant to a centralized organizational design, making it hard for managers to put into practice such a design. Furthermore, researches show that a company culture that supports the structure of an organization and visa vie can prove to be totally powerful (Toarmina, 2009).

The work done by Darell and Barbara (2007) pointed out that the culture of an organization can be one of its strongest assets or its greatest capacity. In fact, it has been argued that organizations that have a real and improper culture enjoy a competitive environment. In a survey carried out by the consulting firm of the sector, companies around the world identified that corporate culture was as important as a corporate strategy for business success. This does not surprise successful companies, which are quick to attribute the success of their company to the culture of their organization Garrvin (1998). The culture within the organization can be related to the increase in employee performance. The researchers found a relationship between organizational cultures and employee performance, with respect to success indicators, such as revenue, sales volume, stock markets and stock prices due to the reorganization of the organizations
According to Ojo (2016), in the late Eighties and early 1990s, the notion of organizational tradition has been receiving uncommon attention. It is believed that a correct organizational subculture will smash or motivate a company to make bigger or reduce its productiveness levels. Shani and Lau, (2015) pointed out that an important catalyst that improves increase in an enterprise is a good organizational culture, since it affects the conduct of personnel to improve, they also brought that the relationship between the organizational subculture and the productivity of the employees. Employees has been a theme of discussion on a par with strategic administration and organizational psychology.

Brown (1973) observed that American subculture offers emphasis to individual responsibility and gives the motives to make decisions faster. The philosophy is constructed on rugged individualism, a robust work ethic and a voracious desire for new existence that would possibly be conquered only by way of aggressive, pitiless willpower to succeed. Employers who have built substantial agencies with the aid of thorough riding potential had been not probably to take kindly to efforts through people to limit their liberty to hire and fire, and to furnish orders and have them carried out with no question (Nord et al., 1976).

Ouchi and Jaeger (1978) performed a learn about to evaluate the variations between American and Japanese cultures. According to them, the American lifestyle is portrayed by character decision-making, short-term employment, person duty rapid assessment and promotion, open, formalized control, specialized career paths and segmented concern. In contrast, Japanese subculture is characterized via, consensual choice making, lifetime employment, collective responsibility, implicit formal control, sluggish contrast and promotion, non-specialized profession course and holistic concern. This description famous a sharp and marked distinction between the two cultures.

In some other instance, George and Jones (2013) carried out a systematic find out about of subculture and work attitudes among Indian and English employees. In his comparative study, he printed that Indian and English people had been comparable with regard to friendliness, honesty, tolerance, mindset to law, attitudes to change, self-confidence and self-control, and acceptance of social differentiation. The two samples were comparable with respect to individualism, believe in their colleagues, and commitment to their organization. There have been also resemblances in the relation between certain work-related attitudes and some non-cultural traits of the respondents.
The subculture – productivity relationship holds proper in agencies in special sectors – from non-governmental organizations to the fitness care region to the hospitality enterprise (Dawson, Abbott, & Shoemaker, 2011; Shim, 2010; Tsai, 2011). This relationship is also applicable for international agencies (e.g. General Electric – Harvard Business School Case, “GE’s Two-Decade Transformation: Jack Welch’s Leadership”), to groups that function regionally in East Africa, to these that function locally only in Kenya, or even solely in Nairobi, the capital city. It is additionally actual for large, medium and small sized companies, and corporations at more than a few degrees of their improvement (start-up phase, expansion, or maintenance).

In the growing countries, hospitality corporations take a look at their overall performance by having everyday method conferences to diagram on their way ahead in relation to their opposition and make positive that they have proper strategies in area to beat their competition. As a result, they do a lot of market research to make positive that they are in first area at all instances in terms of revenue technology and client satisfaction. Artcaffe, the business enterprise of focus started in 2007 at Westgate mall in Westlands, Nairobi. It is a hospitality industry supplying offerings like bakery, espresso store bar and restaurant, it is a centered market for customers throughout the board in terms of all ages and races and has a unique taste of ambience.

This study, therefore, seeks to examine the results of organizational subculture on employee productivity with a unique center of attention on Artcaffe Nairobi, Kenya. The find out about is primarily based on Edgar Schein’s Model of organizational culture. In the 80’s Edgar Schein who is a administration professor developed an organizational culture mannequin making it seen within an organizational setting. In the model he highlighted specific steps to help in bringing about cultural change. According to him he indicated that within an agency there were each direct and indirect mechanisms which covered exemplary behavior, opinion satus and appointments are what types direct mechanisms. Indirect mechanism acts has a determinant subsequently does no longer influence the employer immediately this entails the mission and vision statement. The culture of an organization was divided into three disimilar leves by Edgar Schein:
Artefacts and symbols acts as the base of the organization. They are the visual aspect of the organization such as logos, architecture, organizational structure, processes and corporate clothing.

The artifacts are placed strategically within the organization so as to be seen by the community.

The values adopted relate to norms, values and rules of conduct. How does the organization express its strategies, objectives and philosophies and how does it make them public? Problems can arise when managers' ideas do not conform to the organization's basic assumptions.

The fundamental hypotheses are intensely entrenched in the culture of the organization and are knowledgeable as obvious and insensible behaviour. Assumptions are difficult to recognize from within.

At Westgate Mall, Artcaffe Coffee & Bakery Ltd was set up in 2008. The restaurant showcased the European style of doing business that involved combining a full service bakery, coffee shop, bar and casual restaurant restaurant restaurant, open daily from seven o'clock to midnight that targets customers of all ages who care about the Quality.
Atmosphere, community and value of money in the products they consume and their experience. Though initially the company intended to operate with purely the European model of a coffee house, the company integrated the local culture in their menu and the blend worked to produce delicious signature dishes, cocktails and events, we have evolved into the definitive Kenyan dining experience. At this time, Artcaffe is a lifestyle and not just a restaurant at it used to be in this growing capital of Kenya. This brand has become one and the same with its exceptional design, use of environment and space that’s made “the Artcaffe experience”. Now the company functions under five diverse Kenyan brands with over 20 locations across the capital city of Nairobi. The company has developed from a one restaurant start up to a twenty branch group of well-known brand names in less than ten years. This has been attained through a dependable execution of a distinct corporate strategy through a continuous quality enhancement program which is well integrated with a distinct human resource policy.

The company culture conforms to the Edgar Schein culture model whereby it has artifacts and symbols that identify the uniqueness of the organization. The organization also has standards, values, rules and regulations, procedures and how the organization executes its strategies.

1.2 Problem Statement

As researched by Parker, (2012) organizational culture provides a meaning system for employees who are making sense of their environment. As such, organizational culture serves as a vehicle of the organizational influence on the individual’s identity and behavior by socializing individuals into specific norms and patterns of behavior (Ravasi and Schultz, 2016) and by providing socially shared perceptions, which create predictability in the organizational environment. Only a limited number of studies have examined the impact of organizational culture on employee behavior, and those have specifically been restricted to studying collectivistic and individualistic organizational cultural norms as predictors of cooperative employee behavior (Clungston, 2014; Konovsky, 2013). Consequently, there has been a relative paucity of research examining the impact of a wider range of organizational culture norms on employee performance.

According to Kuada, (2015) there is need to study organizational culture and its influence on employee performance in East Africa since the only research available is for large
multinational corporations and not the hospitality industry. In the African continent, the hospitality industry is deemed as one which has employees that are lowly paid and thus their motivation towards getting a specific task done is an issue. A study done by Achua and Lussiers (2008) showed that the shared values of any organization are considered the backbone of how an organization performs. Companies that are grounded in values, practices and behavioral norms that match the organization's’ strategy are seen to perform better than those organizations that do not have a value system that is in line with their strategy.

In Artcaffe the shared values that exist come up as a result of change of management and this affects how the company performs over time. When the belief system is not tied to the mission and vision of an organization, a challenge often comes up since the management in place will develop a culture that is not in line with the strategic objectives. There was a need to align the vision and mission of Artcaffe to the shared values that were there when the hotel first opened its doors to the public with what is happening currently. There was need to evaluate the norms of the hotel since that has affected the employee productivity of the organization as a whole. Ko (2011) argues that organizations that have a strong set of beliefs gain a competitive advantage since their employees’ behavior is aligned to the customers’ needs, commitment to doing business according to established traditions and unwavering commitment from the organizations stakeholders.

Overall, the hospitality industry suffers from high employee turnover rates (Dawson et al., 2011), despite the need to attract and retain talented and dedicated employees. A review of research on the hospitality industry identified several characteristics of companies in the hospitality industry that are associated with more positive employee productivity and lower turnover; including management principles, customer relationships, job variety and job satisfaction (Dawson et al., 2011). Other reviews have confirmed that this is even true in other sectors (Shim, 2010). However, these are areas where there have been challenges in Artcaffe over the past several years, perhaps contributing to rising employee turnover rates and decreasing employee productivity. In order for Artcaffe to remain competitive and profitable, it must address weakness in the organizational culture that may be having a negative effect on the two key attributes (turnover rates and employee productivity).
1.3 Purpose of the Study

The general objective of the study was to assess the organizational culture and its influence on employee productivity with a specific focus on Artcaffe Nairobi.

1.4 Research Questions

The explicit objectives of the study are to;

1.4.1 What is the organizational culture at Artcaffe?
1.4.2 What is the influence of organizational culture at Artcaffe on employee performance?
1.4.3 How can Artcaffe change its organizational culture to improve employee productivity?

1.5 Significance of the Study

The study would benefit the following stakeholders:

1.5.1 Artcaffe Nairobi

The company would gain valuable information and feedback from the research. The management would be able to understand better the factors affecting their performance as an organization. This information would enable the company to better their performance in the hotel industry and to maintain a competitive edge.

1.5.2 Customers

This study would help customers choose where to dine based on performance; customers give reviews based on customer employee relationships.

1.5.3 The Hotel Industry

The hotel industry would benefit from this study by informing themselves on the best strategic human resource practices to engage in and enhance productivity.

1.5.4 Academicians and Researchers

The research contributes to the body of knowledge to academicians and researchers who would want to further their studies in understanding the factors that affect how organizational performance. This study also helps other researchers and academicians understand how the balance score card works in the hospitality industry.
1.5.5 **Policy Makers**
This study informs policy makers on the need to create an enabling environment whereby hotel industry would effectively compete and thrive. This helps the industry make an organizational culture that is easily adapted by the employees without difficulties.

1.6 **Scope of the Study**
The scope of the study limited itself to organizational culture and how it influences employee productivity at Artcaffe outlets in Nairobi. The target population is 170 employees both current and former employees across the 15 branches in Nairobi by February 2018. The researcher encountered some limitation while undertaking the study which includes delay in data collection response due to their tight schedules.

1.7 **Definition of Terms**

**1.7.1 Organizational Culture**
Organizational culture is a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schein, 2010).

**1.7.2 Shared Values**
Shared values are the implicit fundamental beliefs, concepts and principles that guide the decisions and behavior of its employees, management and members (Giles, 2015).

**1.7.3 Turn Over Rates**
The ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period (Iqbal, 2010).

1.8 **Chapter Summary**
Chapter one presents the background information on how organizational culture influences employee productivity at Artcaffe Nairobi, Kenya. The chapter contains problem statement, the three key research questions and the significance of the study.
Also in this chapter, the scope of the study and the definition of terms used in the study were discussed.

Chapter two focuses of works done by other scholars on the study research questions that were identified in chapter one. Chapter three aims at discussing the research methodology. In the chapter, research design, population and sampling techniques, research procedure, data collection methods, and data analysis techniques are discussed. Chapter four reveals research results and findings. At the end of the study, chapter five presents the discussion of the findings, conclusions and recommendation for further research.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to organizational cultural aspects and the influence it has on employees’ productivity. The chapter is separated into various sections beginning with organizational culture, influence of organizational culture and organizational culture change and employee productivity. The Chapter concludes with a chapter summary.

2.2 Theoretical Review

2.2.1 Edgar Schein’s Culture Model

The motive of Edgar Schein’s way of life model is to exhibit that way of life can be analyzed at several special levels, with the time period stage which means the diploma to which the cultural phenomenon is seen to the observer. Some of the confusion surrounding the definition of what lifestyle sincerely is consequences from now not differentiating the degrees at which it manifests itself. These levels vary from the very tangible overt manifestations that you can see and feel to the deeply embedded, unconscious, basic assumptions that Edgar is defining as the essence of culture. In between these layers are various espoused beliefs, values, norms, and guidelines of behavior that individuals of the way of life use as a way of depicting the culture to themselves and others (Mulder, 2013).

Many different way of life researchers choose the time period fundamental values to describe the deepest levels. Edgar Schein prefers primary assumptions because these tend to be taken for granted by using group individuals and are treated as nonnegotiable. Values are open to discussion, and people can agree to disagree about them. Basic assumptions are so taken for granted that any person who does not hold them is seen as a "foreigner" or as "crazy" and is routinely brushed aside (Schein, 2010).

2.2.1.1 Artifacts

According to Schein (2010) the floor of the way of life mannequin is the degree of artifacts, which consists of all the phenomena that you would see, hear, and feel when you stumble upon a new crew with an unfamiliar culture. Artifacts consist of the seen
products of the group, such as the structure of its bodily environment; its language; its science and products; its creative creations; its style, as embodied in clothing, manners of address, and emotional displays; its myths and memories informed about the organization; its posted lists of values; and its observable rituals and ceremonies (Schein, 1985).

Among these artifacts is the "climate" of the group. Schultz, (1994) affirmed that in most cultural philosophy local weather is viewed as an equal of culture. Though is it higher thought of as a product of the assumption. Observed behavior is also an item in the organizational techniques which is made a routine by way of the organization. Also in the artifacts stage we can find charters, formal write up on how the employer works and the organizational calendar.

It is essential to now not that this degree of subculture is handy to study and but difficult to decrypt. The Egyptians and the Mayans both constructed exceedingly seen pyramids, but the which means of pyramids in each lifestyle used to be very different—tombs in one, temples as well as tombs in the other. In other words, observers can describe what they see and sense but cannot reconstruct from that by myself what those things mean in the given group. Some culture analysts argue that among the artifacts, you locate vital symbols that mirror deep assumptions of the culture, however symbols are ambiguous, and you can only test a person's insight into what something may mean if the character has additionally experienced the tradition at the deeper stage of assumptions (Gagliardi, 1990).

It is specifically dangerous to strive to infer the deeper assumptions from artifacts on my own because a person's interpretations will inevitably be projections of his or her own feelings and reactions. For example, when you see a very informal, unfastened organization, you can also interpret that as "inefficient" if your own historical past is based on the assumption that informality potential enjoying around and no longer working. Or, alternatively, if you see a very formal organization, you might also interpret that to be a signal of "lack of revolutionary capacity" if your very own trip is primarily based on the assumption that formality ability bureaucracy and standardization (Kaplan & Norton, 2006).
If the observer lives in the team long enough, the meanings of artifacts step by step end up clear. If, however, you desire to obtain this stage of grasp more quickly, you must discuss to insiders to analyze the espoused values, norms, and guidelines that supply the everyday operating ideas by using which the members of the team guide their behavior. This variety of inquiry takes you to the next degree of cultural analysis.

2.2.1.2 Espoused Beliefs and Values

All group studying sooner or later displays someone's unique beliefs and values, his or her experience of what ought to be, as wonderful from what is. When a group is first created or when it faces a new task, issue, or problem, the first solution proposed to deal with it reflects some individual's personal assumptions about what is proper or wrong, what will work or now not work. Those individuals who prevail, who can impact the crew to adopt a certain strategy to the problem, will later be identified as leaders or founders, but the crew does not yet have any shared expertise as a crew due to the fact it has not but taken a frequent action in reference to whatever it is supposed to do. Whatever is proposed will only be perceived as what the chief wants. Until the group has taken some joint action and collectively found the effect of that action, there is not as but a shared groundwork for identifying whether what the leader wishes will turn out to be valid (Schultz, 1994).

For example, if income commence to decline in a young business, a manager may also say, "We have to expand advertising" because of her belief that advertising and marketing always increases sales. The group, by no means having skilled this situation before, will hear that announcement as a announcement of that manager's beliefs and values: "She believes that when one is in trouble it is a true thing to amplify advertising." What the leader initially proposes, therefore, cannot have any fame other than a price to be questioned, debated, challenged, and tested.

If the manager convinces the crew to act on her belief, the solution works, and the team has a shared appreciation of that success, then the perceived fee that "advertising is good" steadily will become transformed: which adjustments from a cost to a shared assumption and based on this it continues to be successful. If this transformation procedure occurs, crew members will have a tendency to forget about that firstly they were no longer certain
and that the proposed path of action used to be at an formerly time simply a notion to be debated and confronted (Schein, 1985).

Not all beliefs and values bear such transformation. First of all, the solution based totally on a given cost may additionally no longer work reliably. Only those beliefs and values that can be empirically examined and that proceed to work reliably in solving the group's problems will become modified into assumptions. Second, positive cost domains - those dealing with the much less controllable factors of the environment or with aesthetic or moral things - may additionally now not be testable at all. In such cases, consensus through social validation is nevertheless possible, but it is now not automatic. Third, the strategy/goals of the employer may additionally fall into this class of espoused beliefs in that there can also be no way of testing it without thru consensus because the hyperlink between overall performance and approach might also be tough to prove (Kaplan & Norton, 2006).

In social validation it implies that most beliefs and values can only be demonstrated by using solely share social trip of a group. For example, any given lifestyle can't show that its faith and ethical gadget are greatest to any other culture's religion and ethical system, however if the individuals give a boost to each others' beliefs and values, they come to be taken for granted. Those who fail to accept such beliefs and values run the danger of "excommunication"—of being thrown out of the group. The test of whether they work or no longer is how cozy and anxiousness free individuals are when they abide via them (Schultz, 1994).

In these realms, the group learns that sure beliefs and values, as originally promulgated by using prophets, founders, and leaders, "work" in the sense of lowering uncertainty in critical areas of the group's functioning. And, as they continue to grant meaning and comfort to crew members, they also end up converted into non-discussible assumptions even although they can also not be correlated to actual performance. The espoused beliefs and moral/ethical regulations continue to be mindful and are explicitly articulated because they serve the normative or ethical function of guiding individuals of the team in how to deal with certain key situations, and in education new participants how to behave. Such beliefs and values often come to be embodied in an ideology or organizational philosophy, which then serves as a information to dealing with the uncertainty of intrinsically uncontrollable or hard events.
If the beliefs and values that grant meaning and alleviation to the group are now not congruent with the beliefs and values that correlate with tremendous performance, we will examine in many organizations espoused values that reflect the favored behavior however are no longer reflected in located conduct (Argyris and Schon, 1996). For example, a company's ideology can also say that it values human beings and that it has excessive fine requirements for its products, however its true record in that regard may additionally contradict what it says. In the United States organizations, it is frequent to espouse teamwork whilst actually rewarding character competitiveness. Hewlett-Packard's fantastically touted "The HP Way" espoused consensus management and teamwork, however in its pc division, engineers discovered that to get ahead they had to be aggressive and political (Packard, 1995).

So in inspecting espoused beliefs and values, you ought to discriminate carefully amongst these that are congruent with the underlying assumptions that information performance, those that are section of the ideology or philosophy of the organization, and those that are rationalizations or only aspirations for the future. Often espoused beliefs and values are so summary that they can be mutually contradictory, as when a enterprise claims to be equally worried about stockholders, employees, and customers, or when it claims each absolute best excellent and lowest cost. Espoused beliefs and values regularly leave large areas of conduct unexplained, leaving us with a feeling that we understand a piece of the culture however still do no longer have the way of life as such in hand. To get at that deeper stage of understanding, to decipher the pattern, and to predict future behavior correctly, we have to apprehend greater entirely the category of simple assumptions (Kaplan & Norton, 2006).

2.2.1.3 Basic Underlying Assumptions

When a answer to a problem works repeatedly, it comes to be taken for granted. What was once a hypothesis, supported only by using a hunch or a value, progressively comes to be dealt with as a reality. We come to accept as true with that nature virtually works this way. Basic assumptions, in this sense, are specific from what some anthropologists referred to as "dominant price orientations" in that such dominant orientations replicate the favored solution amongst several simple alternatives, however all the selections are still seen in the culture, and any given member of the lifestyle could, from time to time, behave according to variant as well as dominant orientations (Robbins & Judge, 2011).
Basic assumptions, in the feel described here, have grow to be so taken for granted that you locate little version within a social unit. This degree of consensus results from repeated success in imposing sure beliefs and values, as in the past described. In fact, if a primary assumption comes to be strongly held in a group, members will locate conduct based on any different premise inconceivable. For example, in a group whose fundamental assumption is that the individual's rights supersede these of the group, contributors find it inconceivable to commit suicide or in some different way sacrifice themselves to the group even if they had dishonored the group. In a capitalist country, it is impossible that anybody would possibly sketch a business organization to function consistently at a financial loss or that it does not remember whether or not or no longer a product works. In an occupation such as engineering, it is inconceivable to intentionally diagram something that is unsafe; it is a taken-for-granted assumption that matters need to be safe. Basic assumptions, in this sense, are similar to what Argyris and Schon recognized as "theories-in-use"—the implicit assumptions that virtually information behavior, that tell team members how to perceive, think about, and sense about things (Argyris, Putnam & Smith, 1985).

Basic assumptions, like theories-in-use, tend to be non-confrontable and non-debatable, and hence are extraordinarily challenging to change. To study some thing new in this realm requires us to resurrect, reexamine, and perchance change some of the greater stable parts of our cognitive structure - a process that Argyris and others have called "double-loop learning," or "frame breaking" (Argyris, Putnam, and Smith, 1985; Bartunek, 1984). Such getting to know is intrinsically hard because the reexamination of simple assumptions quickly destabilizes our cognitive and interpersonal world, releasing massive quantities of fundamental nervousness (Schein, 1985).

Rather than tolerating such anxiousness levels, we tend to choose to perceive the events around us as congruent with our assumptions, even if that skill distorting, denying, projecting, or in other approaches falsifying to ourselves what may also be going on round us. It is in this psychological procedure that culture has its remaining power. Culture as a set of fundamental assumptions defines for us what to pay attention to, what things mean, how to react emotionally to what is going on, and what moves to take in a range of types of situations. After we have developed an built-in set of such assumptions - a "thought world" or "mental map" - we will be maximally comfortable with others who
share the equal set of assumptions and very uncomfortable and inclined in conditions where one-of-a-kind assumptions function due to the fact both we will no longer recognize what is going on, or, worse, we will misperceive and misread the movements of others (Robbins & Judge, 2011).

The human mind needs cognitive stability. Therefore, any venture or questioning of a simple assumption will launch anxiousness and defensiveness. In this sense, the shared fundamental assumptions that make up the culture of a group can be notion of both at the person and team stage as psychological cognitive defense mechanisms that allow the group to continue to function. At the same time, subculture at this degree provides its individuals with a primary sense of identity and defines the values that furnish vanity (Hatch and Schultz, 2004). Cultures tell their contributors who they are, how to behave towards each other, and how to feel top about themselves. Recognizing these necessary functions makes us aware why "changing" lifestyle is so anxiety upsetting (Kaplan & Norton, 2006).

To illustrate how unconscious assumptions can distort data, think about the following example. If we assume, on the groundwork of previous ride or education, that different people will take gain of us on every occasion they have an opportunity, we assume to be taken advantage of, and we then interpret the conduct of others in a way that coincides with these expectations. We look at humans sitting in a reputedly idle posture at their desk and interpret their behavior as "loafing" alternatively than "thinking out an necessary problem." We perceive absence from work as "shirking" instead than "doing work at home."

If this is not solely a personal assumption but additionally one that is shared and as a consequence phase of the tradition of an organization, we will discuss with others what to do about our "lazy" personnel and institute tight controls to make sure that people are at their desks and busy. If employees recommend that they do some of their work at home, we will be uncomfortable and in all likelihood deny the request because we will parent that at home they would loaf (Schein, 1985).

In contrast, if we expect that everyone is tremendously influenced and competent, we will act in accordance with that assumption by way of encouraging human beings to work at their very own tempo and in their personal way. If we see any individual sitting quietly at
their desk, we will assume that they are wondering or planning. If any person is found to be unproductive in such an organization, we will make the assumption that there is a mismatch between the man or woman and the job assignment, not that the character is lazy or incompetent. If personnel prefer to work at home, we will discover that as proof of their looking to be productive (Schein, 1985).

2.3 Organizational Culture

As Gjuraj, (2013) describes it subculture can be in either tangible or intangible environment putting that contain of groups of humans living and/or working together (Gjuraj, 2013). Specifically, organizational culture has been studied for decades, with several definitions being proposed over time, generally coalescing around the thought that it refers to a machine of values, beliefs and conduct that is shared with the aid of the personnel of that employer (Cui & Hu, 2012; Deshpande & Webster Jr, 1989; Ravasi & Schultz, 2006). two Organizational culture also refers to a series of attitudes and behaviors adopted through employees of a sure organization, which affect its function and whole well-being (Belias & Koustelios, 2014c). The most concise and normally used definition is proposed by Schein who referred to that “organizational way of life is the sample of basic assumptions that a team has invented, or observed in gaining knowledge of to cope with its issues of exterior adaptation and inside integration, and that have worked properly ample to be regarded valid, and, therefore, to be taught to new contributors as the correct way to perceive, think, and feel in relation to those problems” (Schein, 2004).

According to Tharp (2009) outlined shared features among the definition of organizational tradition that have been posited over the years. two First, they all consist of the notion of sharing; clarifying that organizational way of life is solely developed within groups (even if the group is small). Second, organizational tradition is considered a social construction which is associated to an businesses and employees’ location, history, working surroundings and precise events. Lastly, numerous definitions endorse that organizational culture is multi-dimensional and multileveled and includes cognitive and symbolic strata (Tharp, 2009).

Organizations have one-of-a-kind culture and personality that exhibit their values, ways of dealing with problems, selection making and doing things. Organizational way of life
consists of beliefs and attitudes of humans in performing, organizing, assessing and rewarding their overall performance when dealing with issues of exterior variations and internal integration, how they think and experience about their businesses (Dacin, Munir & Tracey, 2010).

Most corporate way of life displays value of proprietors in reinforcing the vision/mission of the corporation to set up the fundamental operating orientation as properly as imparting contributors with shared identity. So whilst it constitutes a bond that holds an business enterprise together it is additionally an casual manipulate mechanism that helps coordination of humans efforts (Denison, 2009).

According to Schein (1990), company subculture has three ranges namely surface, middle and deepest. At floor level it consists of seen look and behaviors, such as physical layout, gown codes, business enterprise structures, organisation policies, procedures and applications and attitudes. At center level subculture is represented by using the organization’s beliefs and values, whilst at the deepest degree it involves fundamental assumptions i.e. organization’s long discovered computerized responses and hooked up opinions (Giberson, Resick, Dickson, Mitchelson, Randall & Clark, 2016).

Most agencies use values to furnish route to and motivation for their employees to make certain their survival and flourish, and register better performance in the market. Organizational culture is analyses across three fundamental dimensions: Weak versus strong, Low-Performance, and Adaptiveness (Achua & Lussier, 2013). A robust lifestyle promotes personnel bonding through widely shared values and beliefs. According to Campbell (1990) bonding is achieved when busses is performed with clear precept actively communicated to illustrate their relationship to commercial enterprise running environment.

Clearer desires minimize workforce uncertainty and promote quicker response performances resulting into decrease monitoring costs, improving efficiency due to existence of a sturdy corporate culture. In a sturdy tradition a chief formulated robust price and practices relevant to aggressive environment; own organizational commitment to control in accordance to hooked up principles; and fear for the well-being of stakeholder (Chegini, 2010).
A susceptible subculture involves having broadly unique value and beliefs that make body of workers feel separated from the organisation (Cheung, Wong & Wu, 2011) and that solely a small crew have loyalty towards administration or individual. This kind of lifestyle rarely helps stagey implementation or performance.

According to Kottler et al (1992) in a vulnerable culture inner environment is too politicized such that problems get solved on the foundation of turf and decisions are made primarily based on lobbying; people are adverse to trade with innovator being thwarted and lazy getting rewarded; encouragement is solely to workforce with computing device know-how while entrepreneurial abilities and leadership competencies workforce are neglected; and ultimately government short-sightedness.

Adaptive lifestyle promotes spirit of execution at benefit of available possibilities and threats for long-term success except compromising core values and ideals. This contain pinnacle management planning response to changing conditions; dedication to “doing the proper thing” and pleasing applicable stakeholders; focus on nicely being, staffs less threatened by means of job changes and willing to help change; and encouraging, defending and rewarding innovation and entrepreneurship (Dodek, Cahill & Heyland, 2010).

Various elements create the tradition of an company or a usa thru time, Griffin and Pustay (1999) listed six elements of subculture in any location or country: religion, communication, language, social constructions and attitudes and values. The interactions of these factors create the faith and concepts of a place, which multinational companies (MNE’s) and different firms will have to comprise in their work. In a social structure, this defines the function of individuals, its stratification and the mobility in the society. The important aspect in this component is the role of family in a society, whether the center of attention in on nuclear household solely like the USA or prolonged household as emphasised in the Arab and Asian countries. The nature of individualistic versus collectivist is additionally mentioned under social structure, in individualistic societies success is rewarded on an individual’s effort instance in USA and Germany organizations. Collectivist societies on the other hand, focal point on team effort and teamwork is recognized more for instance in nations like Japan and Tanzania (McNeal, 2015).
How participants of a social group observation the world and gives significant evidences about the cultural values is categorized by the language of that group. Some nations like the Asian counties have the same language but this does now not imply that they have the same culture. Understanding a language or the countries linguistic gives an MNC a competitive benefit when you consider that communication is very crucial component in doing commercial enterprise (Siew, Jean & Yu, 2014).

The other component is communication that draws closer from the need for understanding between two or extra people. Communication barrier is a foremost challenge in particular when humans from various cultures interact. Communication is considered in both verbal and non-verbal, as a image or a term in one tradition may also suggest some thing totally specific in the other subculture (Toarmina, 2013).

Religion is another key aspect specifically in the African context. The electricity of religion in the commercial enterprise context differs from one usa to every other primarily based on the authority of the land, the similarity of the spiritual concepts and their lenience with other religions. Religion additionally influences the range of items and offerings that buyer’s purchase and when they do so as nicely as their availability to work on some days for example pork enterprise cannot prevail in the northern section of Kenya and Arabic counties and they will additionally not be handy to work on Fridays and sure days in the 12 months due to non secular believes. Christians in many nations will be unwilling to work on Sundays while Adventist will do the same for Saturdays as they consider it’s their Sabbath day (Ndwiga, 2012).

Depending on the culture, attitudes and values differ from society to society. Some countries, mainly in Europe and America cost time so tons and are keen to keeping appointments as per agreed timings, other countries like Kenya, and most African nations have no plenty fee for time and tend to prolong for meetings or even fail to exhibit up for appointments. The same is applied throughout negotiations, where in the Europe traders are greater direct and faster in dialogues in contrast to in African countries where humans have a tendency to be more watchful requiring greater time to seal a deal (Manyonyi, 2012).

Different cultures have diverse beliefs and tactics for age. In Asian and Arab societies, age is given a lot of respect and the elderly are usually heads of the agencies or remaining
choices are from the elderly. The case is unique in USA, the place selections will be from the professionals regardless of their age. When people from these agencies with these unique cultures meet it can be disastrous if there is no clear grasp of every other and appreciating each other’s lifestyle (Ojo, 2009).

In conclusion, for a commercial enterprise to thrive in any environment it’s indispensable for the pinnacle administration to understand the tradition of the people in that neighborhood and where there is diversity, have confidence and mutual admire should be set up so as to make sure appropriate inter family members amongst the employees for the success of that company.

2.4 Organizational Culture and Employee Productivity

Organizational tradition has been identified as one of the integral elements that have an effect on the effectivity and productiveness of a association (Alas, Kraus and Niglas 2009). Scholz (1987) emphasizes that, in the corporate world today, no organization will go on with its mission and ultimate in the world of competition except retaining a strong wonderful culture. If method defines the place a organization wishes to go, lifestyle determines how it gets there (Case, 1996.) Culture, therefore, will become the determinant of organizational performance. Ndwiga (2012) affirms this fact, noting that if the tradition of an agency is weak, it does now not depend how super the strategy is, the execution will be adversely affected.

According to Ndwiga (2012) organizational tradition is akin to the foundation of a house. It is what gives identification to the organization (Cheung, Wong and Wu 2011). Some have described organizational way of life as a shared mental model or the social glue that holds an enterprise together (Toarmina, 2013). Ndwiga (2012) however, notes that unfortunately, many agencies spend a lot of cash on hardware alternatively than investing in creating a high-performance culture, which is essentially the software that drives the business.

As researched by McNeal, (2015) what chief exercise in terms of values, beliefs and expectations is deeply manifested in an organizational culture: in employee’s attitudes and behavior; in ethical guidelines, in working policies and in the memories humans repeat about events in the organizations. Armstrong and Baron (1998), assert that sustainability
and success of an agency can only be attained by way of improving the performance of the people who work in them and via developing the abilities of teams and individual contributors. This supports the thought that human beings have to be considered as people and now not capital in an effort to hold a competitive aspect (Reynolds & Ablett, 1998). The organizational competitive edge can be realized by means of efficaciously managing people which is in the fine pastime of overall performance administration (Cabrera & Banache, 1999). DeWitt (2010) is of the same faculty of idea when he says that improving worker performance starts by means of assisting and supporting the personnel to grow for my part and professionally.

A culture of an organization can motivate high overall performance or low performance. It is the organizational subculture that helps to have an effect on the conduct of the employees in the direction of this. It implies that the organizational tradition indirectly influences the managerial tools like aims, goals, tasks, technology, structure, two strategic focus, conversation and sensible decision making (Martin & Terblanche, 2003). As an explanation, if an organisation has a well laid down strategic plan, which in this case is supposed to information the business enterprise towards reaching its goals, the employees will be anticipated to inculcate an ecosystem of excessive performance; the structure of the company will have to be one that encourages excessive productivity, the identical will observe to the level of decision-making as properly as interpersonal relationship in the organization.

Some factors of lifestyle in an organization assist to motivate excessive employee job performance. Among them are seen cultural symbols like the size of one’s office, snap shots of personnel positioned at the entryways. The photographs make employees experience recognized as phase of those who make the agency thrive, for this reason they put extra effort in their duties. Artifacts, that is, tangible proof of organizational tradition like computers, employee handbook, a enterprise logo, corporate wares make personnel discover with the organization; they feel proud to be associated with the organization, subsequently a tendency to function their obligations well. Patterns of behavior like how and the place employees interact, how they behave in formal and informal meetings, additionally motivate high overall performance (Sorensen, 2013).

Organizations acknowledged for sturdy subculture sustain it, as every successive technology of leaders and followers embraces and passes it on to the next, through
mechanisms such as stories, artifacts, rituals, slogans, symbols and extraordinary ceremonies. These mechanisms reproduce as properly as reinforce the well-known lifestyle (Dacin, Munir and Tracey 2010). According to Wines and Hamilton (2009), robust cultures make up the cultural DNA that offers corporations and individuals their identities. An example of this would be Sam Walton’s thought of Wal-Mart’s tradition from its early years. The essence of Wal-Mart’s way of life is a commitment to purchaser satisfaction, zealous pursuit of low costs, and robust work ethic.

According to Case (1996), effective cultures have powerful consequences on how a company's human beings work together. A profitable company culture, however, provides Case (1996), is now not some sort of black magic; it derives its energy no longer just from abstractions, however from unique practices that employees understand as symbolizing and representing the culture. A robust organizational lifestyle can pay off as it relates to the unique competitive needs of today’s marketplace, subsequently allow corporations to outstrip their competitors. To relate this worker job overall performance here, we can supply an instance of a graphic layout studio, which normally has its employees working under very excessive stress and tight deadlines. If an enterprise like this insists on teamwork and assembly time limits with clients, employees will create a lifestyle of going out of their way to fulfill the clients, hence high performance, and by means of extension greater profits.

Ojo (2009) says that sturdy corporate way of life potentially will increase a company’s success -note that a company’s success relies upon on excessive employee performance -by way of serving three vital functions. First, it serves as a tool of management control. Organizational culture, he says, is a deeply embedded form of social manipulate that influences employee decision and behavior. It influences how people relate with each other and how choices are made in the organization (Ojo 2009). Providing a powerful mechanism for controlling behavior, organizational tradition additionally manipulates how personnel attach that means to their world and how they interpret events.

Secondly, organizational culture acts as the “social glue” that bonds human beings together and makes them feel section of the organizational journey (Ojo, 2009). Employees are prompted to internalize the organization’s dominant tradition because this helps fulfill their want for social identity, therefore high performance. This social glue,
says Ojo (2009), is more and more vital as a way of attracting new body of workers and retaining pinnacle performers.

Thirdly, organizational way of life assists in the sense-making process. It helps personnel apprehend what goes on and why matters occur in the organization. This makes it simpler for them to apprehend what is anticipated of them and to engage with other employees who recognize the tradition and consider in it (Ojo, 2009). In contrast, emphasizes Ojo (2009), companies have susceptible lifestyle when the dominant values are short-lived and held in the main by a few humans at the top of the organization. Gordon (2014) asserts that in any kind of organization, a poor lifestyle can lead to personnel disengagement and purchaser dissatisfaction - two criteria that considerably affect the profitability of an organization.

In short, it has been proven that lifestyle is what gives identity to an organization, and it is manifested in a range of areas in the business enterprise from employees, to leaders, to the insurance policies inside an organization. Powerful cultures have effective outcomes on how a company's people work together. Therefore, lifestyle can be considered as a determinant of the organizational performance; a way of life of an company can encourage excessive overall performance or low performance. That is why if the way of life of an corporation is weak, the execution of the organization's approach will be adversely affected. It is apparent that a strong tradition can be attained and sustained via improving the performance of the employees. This can be via developing the employees’ capabilities in teams and appreciating man or woman contribution.

Changing an organization’s culture is one of the most hard leadership challenges. That’s due to the fact an organization’s lifestyle contains an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions. The elements match collectively as a jointly reinforcing device and combine to forestall any attempt to trade it. That’s why single-fix changes, such as the introduction of teams, or Lean, or Agile, or Scrum, or know-how management, or some new process, may additionally appear to make growth for a while, however subsequently the interlocking factors of the organizational lifestyle take over and the trade is inexorably drawn again into the present organizational lifestyle (Robbins Judge, 2011).
Changing a lifestyle is a large-scale undertaking, and in the end all of the organizational tools for changing minds will need to be put in play. However the order in which they deployed has a indispensable influence on the possibility of success. In general, the most fruitful success strategy is to commence with leadership tools, consisting of a imaginative and prescient or story of the future, cement the change in place with management tools, such as role definitions, dimension and manage systems, and use the pure power tools of coercion and punishments as a closing resort, when all else fails (Kaplan & Norton, 2006).

2.5 Organizational Culture Change and Employee Productivity

2.5.1 Organizational Change Processes

Cultural change commonly refers to radical versus restrained change. It is now not effortless to achieve; it is a difficult, complicated, disturbing effort that can take various years to accomplish. There are three simple types of cultural exchange (Karatepe, 2013). These are revolutionary and comprehensive efforts to exchange the subculture of the entire organization, efforts that are gradual and incremental however though are designed to cumulate so as to produce a comprehensive reshaping of the entire organizational lifestyle and efforts constrained to radically trade particular subcultures or cultural components of the basic differentiated tradition (Karatepe, 2013).

Implementing culture change needs human beings involvement through the key phases;’unfreezing’ existing tradition and ‘refreezing’ the new. Pilot find out about by exchange facilitators and champions is vital. Human Resource feature desires to be aligned and make stronger recruitment, performance appraisal, provider development, attention and incentives, and compensation mechanisms whilst inspecting the challenges of each. Internal communication is vital in delivering tradition exchange message concept the business enterprise (Ojo, 2009).

Thought cascade briefings, newsletters, corporate intranets, and ought to be reinforced with sincere and timely messages that definitely guide new cultural ethos. When an agency recognizes people sample of thinking and conduct in the workplace as cultural buildings folks corporations integrate within the culture. During alternate initiatives, a scenario of uncertainty, ambiguity, and stress, organizational gaining knowledge of is
required to assist personnel recognize and adopt new roles and duties while discarding ancient ones (Karatepe, 2013).

Changing the tradition within an business enterprise is a great undertaking requiring more than one organizational tools. First, it is necessary to outline and narrow in on in particular what one is trying to exchange in the organisation (Belias & Koustelios, 2014a). two Organizations can use deliberate change, as antagonistic to just letting trade manifest to their members, to remedy problems, learn from experience, shift shared perceptions, adapt to exterior environmental changes, enhance performance and improve future changes (Coleman, 2013). Following a pre-determined principle of change, with its outlined steps, is endorsed as the essential step in organizational trade (Cameron & Quinn, 2011). Cummings and Worley’s latest e book (2014) outlines three workable theories of exchange to follow: Lewin’s trade model, the motion research model and the high quality model.

Beyond prevalent theories about organizational change, it is vital to understand how worker characteristics also form the process. Both practitioners and scientists agree that organizational trade verbal exchange is the most superb method to enhance employee adjustment to change, but little is known about how change verbal exchange enhances extra proactive employee reactions to change. One learn about explored worker job crafting behaviors (i.e., searching for job resources, seeking job challenges, and reducing job demands) as a tool used by way of employees in order to respond to and cope with carried out organizational alternate and found that sufficient alternate verbal exchange is linked to expanded job crafting behaviors for merchandising centered employees, insufficient alternate verbal exchange is linked to accelerated job crafting behaviors for prevention focused personnel (Chand & Katou, 2007).

Another research explored how employee values, especially public provider motivation, influence the organizational change procedure and the authors discovered that solely personnel who scored high on a single dimension of PSM - self- sacrifice - have been greater possibly than others to assist organizational change(Karatepe, 2013). Another find out about appeared within the healthcare enterprise to discover ordinary factors that characterized profitable trade processes and outlined ten unique success factors have been recognized for the implementation of trade initiatives, the pinnacle three of which have been (1) way of life and values, (2) commercial enterprise processes, and (3) human
beings and engagement. The authors also highlighted that the consequences reveal the significance of human aid functions, alignment of subculture and values with change, and enterprise methods that facilitate effective communication and access to facts to obtain many change initiatives (Brooks, 2016).

2.5.2 Leadership and Changing Organizational Culture

One study exploring the have an effect on of leadership and alternate method on organizational tradition located now not only that leadership is related with organizational culture, however it is driven mostly via the procedures of articulating a vision and much less so with the aid of putting expectations (Arnold & Spell, 2006). In an updated model of his authentic mannequin of organizational way of life and leadership, Schein outlines the dynamics and considerations wanted for cultural alternate and how that procedure can be nicely managed (Schein, 2010). Two He notes that “culture change, in the feel of altering basic assumptions, is difficult, time-consuming, and tremendously anxiety provoking – a factor that is specially relevant for the chief who units out to trade the culture of an organization. Two The most central problem for leaders is to apprehend the deeper tiers of a culture, to check the functionality of the assumptions made at that level, and to deal with the nervousness that is unleashed when these assumptions are challenged”. Another learn about appeared at the first-class of relationships between leaders and personnel and observed that it mediated the have an impact on of transformational management on worker mission overall performance and organizational exchange behavior (Belias & Kostelios, 2014).

According to Cameron and Quinn, (2011) the speed at which the world is changing particularly embracing technology is so alarming till the question is not if the change, however how to manage that system so that it does now not negatively have an effect on a organisation or its employees. More over, most organizational exchange initiatives of Fortune 500 companies in the previous decade to enhance effectivity and fantastic have fallen short of their goals (Cameron & Quinn, 2011).

However, different posit that organizational change is no longer just the result of one leader who sets the direction, inspires others and drives the project, but actually a team effort that requires a “guiding coalition” of greater or less senior managers, who guarantee permission for change, oversee progress, and unblock problems that
arise (Palmer, Dunford, & Akin, 2016). Another paper made the case via a evaluation of the literature for requiring task managers to be conversant with organizational change administration (OCM) if one needs to avoid the pitfalls of organizational exchange (Hornstein, 2015). Two Palmer et al (2016) verify that “Change is hardly ever a solo performance. Typically, many individuals of an organization, from throughout all levels, can be involved in encouraging, catalyzing, facilitating, supporting, driving, and otherwise contributing to the implementation of change. That involvement is not continually associated with a formal management or administration job title. There may additionally even be instances in which a formal title should be a barrier to generating participation and support, stimulating suspicion and distrust instead”.

2.5.3 Organizational Change in the Hospitality Industry

Organizational change techniques that take vicinity within the hospitality industry can and ought to comply with many of the first-rate practices that have been posited throughout industry sectors, even though there are in all likelihood countless consideration that are particular to restaurants and hotels. One study about organizational exchange inside the Burger King trade highlighted the complex techniques of organizational alternate in space, time and strategic context and confirmed that managers’ and other stakeholders’ fragmented speculations related to futures both legitimated and resisted organizational change. In this case, emergent conflicts and their decision for experience making that included various organizational stakeholders which affected organizational effectiveness (Boje, Haley, & Sylors, 2015). Two Another study explored strategies that restaurant group managers took in the course of timing of economic misery and determined that while each proactive and reactive techniques decreased costs, only proactive strategies developed dynamic competencies that improve competitive advantage (Alonso-Almeida, Brems, & Llach, 2015).

2.6 Chapter Summary

This chapter provided the key background in the current literature on the topics that shape the three main research questions of this project. The first section of the literature review focused on defining organizational culture and its relationship to employee performance. The second section focused on the organizational culture and dynamics within the hospitality industry specifically and how it relates to employee performance within that
industry. The final section focused on how organizational culture changes, and the factors and pitfalls involved in that change, and change management, process. The next chapter will focus on the research methodology, outlining the methods and procedures used to carry out the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
Chapter three is about research methodology that guides this study. The study in this chapter begins by discussing research design, followed by population and sampling design. Data collection methods, research procedure and data analysis methods are other elements discussed in this chapter. At the end of the chapter, the summary of the whole chapter is provided.

3.2 Research Design
A research design is a road-map on how collect, evaluate and analyze data depending on the study research questions (Sekaran & Bougie, 2013). Saunders, Lewis and Thornhill (2012) found that research design entails a general plan on how to approach and provide answers to the research questions. It offers a frame work that is used as a guide in gathering and analysing research data. The research design helps in solving the ethical issues and constraints that may be encountered (Cooper & Schindler, 2014).

The research design for this study was descriptive correlational research design. This research design is very important as it determines the relationships of constructs in a study (Cooper and Schindler, 2003). Descriptive study, according to Mugenda and Mugenda (2008), is limited in geographical scope. This makes it easier, simpler and logistical to conduct. Also correlation studies emerge on the basis of descriptive studies. The study discussed the correlation between independent variable (organizational culture) and dependent variables (employee productivity).

3.3 Population and Sampling Design
3.3.1 Target Population
Population, as defined by Cooper and Schindler, (2014), is the total collection of elements about which we wish to make deductions. Population is also defined by O’Gorman and MacIntosh, (2014), as a assortment of all the concerned constructs that are likely to be resaerched on given problem area. The target population for this study is 1500 employees of Artcaffe.

The target population of the study includes two sets of population; that is 1500 employees currently working at Artcaffe and secondly former employees who are approximately 20.
In conducting this study the population was divided into different categories: stewards, baristas, waiters, cook/kitchen staff and managers which included shift supervisors and Branch managers participated in the study.

### 3.3.2 Sampling Design

According to Cooper and Scindler, (2006) a sample can be described as a group from the population that acts as a representation of the population. Sampling is a technique of choosing a number of items or persons from the population such that the chosen group entails parameters representative of the characteristics found in the entire group (Orodo & Kombo, 2002). Greater accuracy of results, less cost, availability of population factors and speed of data collection are the key reasons for sampling (Cooper and Schindler, 2006).

### 3.3.2.1 Sampling Frame

A sampling frame is the source material or total population from which a sample is drawn for a research study. It is a listing of what is contained in a population who can be sampled, and may include households, individuals, or institutions (Cooper & Schindler, 2014). The sampling frame in this study was the list of all 1500 current employees of Artcaffe, which was obtained from the human resources department. The sampling frame for the second segment was a list of all the past employees of Artcaffe who were both employed for at least five years and left the company in the past two years, also to be obtained through the human resources department.

### 3.3.2.2 Sampling Technique

A sampling technique is the methodology used to obtain a specific study sample from the overall sampling frame (Cooper & Schindler, 2014). In this particular study, random sampling in different segments was used in order to obtain the study sample. For the current employees, the 1500 names were divided by the four geographic regions (Hub, Junction, Westgate, Village Market). Then, each geographic segment was divided into the five job categories namely, managers, kitchen staff, baristas, waiters, and stewards. In each of the groups, ten percent of the names were randomly selected to participate in the study. For the second segment, a list of approximately 20 former employees that meet the
selection criteria was drawn up. Ten percent of the total sample was purposefully selected for an in-depth interview.

### 3.3.2.3 Sample Size

This is the selection of a subset of individuals from within a population to yield some knowledge about the whole population, especially for the purposes of making predictions based on statistical inference. According to Saunders and Thornhill (2016) a sample size as the set of factors from which data is gathered. Detailed and comprehensive information are elements of a good sample size. The list of employees of Artcaffe based in Nairobi helped to derive the study sample size. The sample size should be selected with great care to reflect the real population (Uma & Bougie, 2010). Further, a sample size (Mugenda & Mugenda, 2012) of between 10% and 30% is a good representation of the target population. The study adopted 10% of the target population.

#### Table 3.1: Sample Size Distribution

<table>
<thead>
<tr>
<th>Region</th>
<th>CURRENT EMPLOYEES</th>
<th>FORMER EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Job Category</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stewards</td>
<td>Waiters</td>
</tr>
<tr>
<td>Hub</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Junction</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Westgate</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Village Market</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>TOTAL</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Head Office</td>
<td>Branch Level Managers/ Supervisors</td>
<td>Restaurant Staff (non-management)</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

The study adopted a 10% proportionate sample whereby 150 respondents were statistically randomly selected. Twenty former employees were purposefully chosen as demonstrated in the Table 3.1.
3.4 Data Collection Methods

Data collection is a way of collecting data from the target population in an established systematic fashion. This makes one to provide relevant answers to the research question.

The research used principal data. Cooper and Schindler (2010) outline essential facts as facts determined or collected from firsthand experience. Two The questionnaire used to be beneficial device for accumulating statistics from respondents due to the fact it offers a means of gathering data in an open, clear, objective and cost tremendous way. Questionnaires are a exceptionally quick to gather data the use of a questionnaire and potentially statistics can be accrued from a giant component of a team (Koehler, 2009) and subsequently used to be the splendid device for data collection. For this study, two type of questionnaires will be provided to the respondents and were divided into 4 sections; the first area based on demographics and the different three sections took into account the lookup questions that are the unbiased variables which are; the organizational lifestyle at Artcaffe, impact of organizational tradition on employee productiveness at Artcaffe, and the changing organizational lifestyle and how it influences employee productiveness at Artcaffe. The questions are closed questions and semi-structured. The closed ended questions information the respondents to have precise responses and a information on the situation of study. A Likert scale divided from one to 5 are used to provide ranges of agreement to the statements furnished in the questionnaire (I strongly disagree, I agree, neutral, I agree and I strongly agree).

3.5 Research Procedure

A research procedure according to Cooper and Schindler (2012) is a clear and concise depiction of all the steps assumed in the study for the basis of explicable. A pilot study was conducted randomly on fifteen (15) respondents equally unfold to all the regions. This helped confirm the suitability of the tool (questionnaire) and validity of the questions earlier than administering it in the study. Pre-testing is a research technique that allows for the fine tuning of the data collection tool and collect relevant data for analysis.

A letter of introduction that states the purpose of the study accompanied the the questionnaire. This also assured the respondents of their confidentiality of the respondents. This letter additionally helped to achieve permission for the researcher to
gather records comfortably. The questionnaire took about 15 - 20 minutes to complete. The researcher helped the respondent, the place vital to apprehend the magnitude of the pilot study and so as to make sure that the response is compatible with the objective of the study. This further encouraged the respondent’s cooperation main to well timed return of the questionnaires as nicely as attaining the targeted response rate. Questionnaires were self-administered to the respective respondents.

The in-depth interviews with the former employees were also conducted by external research assistants with experience in qualitative interviewing. They made appointments with the participants and arrange time at the participant’s convenience. The research assistant used the key questions from the interview guide to direct the conversation, however he/she also probed to get further information when appropriate, as well as ask additional questions that flow naturally from the conversation as long as they are within the overall goal of the data collection exercise. The research assistant took notes during the interview in a note-taking template that helped to organize the information. They also completed a debrief form after each interview. This exercise took approximately two weeks to complete.

**3.6 Data Analysis Methods**

Data analysis is a research technique for the objective, systematic and qualitative description of the manifest (Cooper & Schindler, 2014). For research quality to be ensured, the study used both quantitative and qualitative methods of data analyses. Descriptive statistics (Denscombe, 2006) entails a process of changing a collection of raw data into tables, charts, for easy interpretation and understandability. The research data would be analyzed using Statistical Package for Social Sciences (SPSS) version 20 program and presented using tables to give a clear picture of the research findings at a glance.

Inferential statistics is a statistical process that deals with determining the relationships between variables and making justification of situations (Denscombe, 2006). Correlation and regression ($Y = a + bx$) analyses were conducted on the data collected. Correlation analysis was used to determine the relationship between study variables. Regression analysis determined the extent to which independent variables influence the dependent
variables in the study. These data analysis methods enhanced data presentation, interpretation and influenced the conclusion drawn from this study.

Key among the quantitative methods that were employed included inferential statistics, which entails correlation measures and regression analysis. Descriptive statistics were also used to determining central tendencies such as frequencies and percentages, means and standard deviation. These tools of analyses was used for instance to determine views of commonality and deviations from commonality.

3.6.1 Model Specification

A multiple regression models was derived from the general study model: The general form of the regression model that was used is as follows:

\[ y = \alpha_0 + \alpha_1 X_1 + \epsilon \]

Where:

- \( y \) = dependent variable
- \( \alpha_0 \) = Constant
- \( X_1 = 1, 2, 3 \) are the research objectives

Hence:

**Employee Productivity = \( \alpha_0 + \alpha_1 X_1 + \epsilon \)**

The output of each research question was to accept or reject the null hypothesis.

3.7 Chapter Summary

The research methodology that was applied in this study was discussed in chapter three. It started with a brief introduction highlighting the general methodology and structure of the chapter. The chapter also highlighted the method that was used to conduct the research and its use justified. The population was defined and the sampling technique, technique, and sample size described. Finally, the data collection techniques and research procedures
to be used have been discussed. The next chapter to follow is Chapter 4 which discusses the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter depicts the analyzed results and findings of the study on the influence of organizational culture on employee productivity of Artcaffe Nairobi. The first part of this dissertation is the response rate. The background of this study is presented in part two and reveals the demographic presentation of the respondents. The third part deals with organizational culture at Artcaffe. The influence of organizational culture at Artcaffe on employee performance is presented in part four. The fifth part is on how Artcaffe can change its organizational culture to improve employee productivity and the final section is the summary of the whole chapter.

4.1.1 Response Rate

The total number of individuals or respondents who took part in a scientific study is known as response rate. This is presented in the form of percentage. The target population of this study was 1500 employees of Artcaffe plus 20 former employees and the sample size was 170 respondents.

![Pie chart showing response rate](image)

Figure 4.1: Response Rate

The total number of individuals or respondents who took part in a scientific study is known as response rate. This is presented in the form of percentage. The target population of this study was 1500 employees of Artcaffe plus 20 former employees and the sample size was 170 respondents.
The response rate of this study was illustrated in Figure 4.1. The study results reveal that 85% of the respondents participated in the study while 15% of the respondents did not participate in the study. From the findings, it was confirmed that the response rate was good to be used.

4.2 Background Information

4.2.1 Gender of Respondents

![Gender of Respondents](image)

Figure 4.2: Gender of Respondents

The study in Figure 4.2 shows the gender of the respondents. It is well shown that 60 percent of employees at Artcaffe are women and 40 percent are men. This therefore means that majority of the employees at Artcaffe are women.

4.2.2 Age of Respondents

Age of respondents is depicted in Figure 4.3. The findings of the study from the figure show that 14% of the respondents were between 18 to 24 years of age, 32% of the respondents were between 25 to 29 years of age, 16% of the respondents were between 30 to 34 years of age, and 15% of respondents were between 35 to 40 years of age. The findings also show that 14% of respondents were between 41 to 45 years of age and 9% of respondents were above 45 years of age.
4.2.3 Level of Education of Respondents

The results in Figure 4.4 show respondents' level of education. The level of education was categorized into four levels as; secondary level education, tertiary level education, graduate level education and post graduate level education. From the figure, it is revealed that, 19 percent of the respondents had secondary level certificate, 62 percent had tertiary level diploma, 12 percent had graduate degree level of education, and 7 percent had post graduate degree level of education. This means that most of the employees hold tertiary level of education.
4.2.4 Working Experience of Respondents

Figure 4.5: Working Experience of Respondents

Figure 4.5 depicts the respondents’ year of working experience at Artcaffe. From the figure, 9 percent of respondents had 1 to 3 years of work experience, 6 percent of the respondents had 3 to 6 years of working experience, 65 percent of the respondents had 6 to 9 years of working experience and 19 percent of the respondents had 9 to 12 years of working experience at Artcaffe. The study implies that 65 percent of the respondents, who were the majority, had a work experience of 6 to 9 years.

4.2.5 Gender and Length of Service of respondents

To show the relationship between gender and length of service of employees at Artcaffe, Figure 4.6 was used. The figure indicates that 5.3 percent of male respondents had been in the industry for 0 to 3 years, 59.6 percent of the respondents had been in the industry for 3 to 6 years, 31.6 percent of the respondents had been in the industry for 6 to 10 years and 3.5 percent of respondents had been in the industry for more than 10 years. The study also shows that 13 percent of female respondents have been in the industry for 0 to 3 years, 60.9 percent have been in the industry for 3 to 6 years and 26.1 percent have been in the industry for 6 to 10 years. This means that majority of the employees are familiar with the hotel industry and have the best knowledge on how to operate the industry.
4.3 Organizational Culture at Artcaffe

The first objective of the study was to examine the organizational culture at Artcaffe. The study sought information on motivation, hard work, rewards, teamwork, innovation, consultation, and consensus.

4.3.1 Descriptive Statistics on Organizational Culture

SPSS version 20 helps in conducting descriptive statistics of this study. Mean and standard deviation were the statistical measures that were used to provide descriptive results for parameters under organizational culture. The results of the study illustrate that 128 was the total number of respondents analyzed in each measure. The number of valid complete questionnaires in each case determined this.
Table 4.1: Organizational Culture at Artcaffe (Employee)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have learnt to accommodate everyone</td>
<td>115</td>
<td>3.64</td>
<td>1.063</td>
</tr>
<tr>
<td>We are always motivated by supervisors to perform better</td>
<td>115</td>
<td>4.68</td>
<td>.466</td>
</tr>
<tr>
<td>We are consulted during organization decision making</td>
<td>115</td>
<td>4.72</td>
<td>.448</td>
</tr>
<tr>
<td>We work hard to achieve the objective of Artcaffe</td>
<td>115</td>
<td>4.43</td>
<td>.601</td>
</tr>
<tr>
<td>We are rewarded after achieving the set targets</td>
<td>115</td>
<td>3.67</td>
<td>.741</td>
</tr>
<tr>
<td>Team work is encouraged during problem solving</td>
<td>115</td>
<td>4.60</td>
<td>.659</td>
</tr>
<tr>
<td>We easily get support from different departments</td>
<td>115</td>
<td>4.25</td>
<td>.836</td>
</tr>
<tr>
<td>The goals of the organization has united us</td>
<td>115</td>
<td>4.58</td>
<td>.628</td>
</tr>
<tr>
<td>We easily reach consensus without too much arguments</td>
<td>115</td>
<td>4.78</td>
<td>.415</td>
</tr>
<tr>
<td>Employees easily settle their disagreements when they occur</td>
<td>115</td>
<td>4.62</td>
<td>.812</td>
</tr>
<tr>
<td>We are encouraged to be innovative at the workplace</td>
<td>115</td>
<td>4.81</td>
<td>.492</td>
</tr>
<tr>
<td>We easily get information from other departments</td>
<td>115</td>
<td>4.70</td>
<td>.671</td>
</tr>
<tr>
<td>We easily open ourselves to other employees of the organization on how job is carried out</td>
<td>115</td>
<td>4.10</td>
<td>.798</td>
</tr>
<tr>
<td>We have a friendly organization atmosphere</td>
<td>115</td>
<td>4.40</td>
<td>.596</td>
</tr>
<tr>
<td>Leaders are always concerned about employee welfare</td>
<td>115</td>
<td>4.34</td>
<td>.888</td>
</tr>
</tbody>
</table>

The mean for organizational culture ranged from 3.64 to 4.81. The findings of the study mean that organizational culture at Artcaffe enhances productivity hence helps in achieving competitive advantage. Even though the study shows that respondents agreed that most of the variables of organizational culture enhance productivity, they highly disagreed on the first variable that they have learnt to accommodate everyone hence the lowest mean of 3.64. The standard deviation for constructs under organizational culture lowest varied from 0.415 to 1.063. It means that Artcaffe uses organizational culture to enhance productivity.
Table 4.2: Organizational Culture at Artcaffe (Management)

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>We value employees as a critical resources</td>
<td>30</td>
<td>4.58</td>
<td>.628</td>
</tr>
<tr>
<td>We have taught employees how to accommodate everyone</td>
<td>30</td>
<td>4.78</td>
<td>.415</td>
</tr>
<tr>
<td>The management always motivate employees to perform better</td>
<td>30</td>
<td>4.62</td>
<td>.812</td>
</tr>
<tr>
<td>We consult employees during organization decision making</td>
<td>30</td>
<td>4.81</td>
<td>.492</td>
</tr>
<tr>
<td>The management encourage employees to work hard to achieve the objective of Artcaffe</td>
<td>30</td>
<td>4.70</td>
<td>.671</td>
</tr>
<tr>
<td>We reward employees after achieving the organization’s goals and objectives</td>
<td>30</td>
<td>4.10</td>
<td>.798</td>
</tr>
<tr>
<td>The management encourages team work during problem solving</td>
<td>30</td>
<td>4.40</td>
<td>.596</td>
</tr>
<tr>
<td>We encourage different departments to give support to every employee</td>
<td>30</td>
<td>4.34</td>
<td>.888</td>
</tr>
<tr>
<td>The goals of the organization have united every employee</td>
<td>30</td>
<td>0.00</td>
<td>0.000</td>
</tr>
<tr>
<td>The management encourages employee to reach consensus without too much arguments</td>
<td>30</td>
<td>3.92</td>
<td>1.084</td>
</tr>
<tr>
<td>We encourage employees to settle their disagreements when they occur</td>
<td>30</td>
<td>3.30</td>
<td>1.373</td>
</tr>
<tr>
<td>The management encourages innovation at the workplace</td>
<td>30</td>
<td>3.37</td>
<td>1.039</td>
</tr>
</tbody>
</table>

Table 4.2 shows the mean for organizational culture under management ranging from 3.30 to 4.81. The findings of the study mean that organizational culture at Artcaffe enhances productivity hence helps in achieving competitive advantage. Even though the study shows that respondents agreed that most of the variables of organizational culture enhance productivity, they highly disagreed on the first variable that they have learnt to accommodate everyone hence the lowest mean of 3.64. The standard deviation for parameters under organizational culture varied from 0.415 to 1.063. It means that Artcaffe uses organizational culture to enhance productivity.

4.3.2 Regression of Organizational Culture at Artcaffe

To determine relationship between organizational culture and productivity, regression analysis was done between organizational culture as a predictor variable against the productivity achieved at Artcaffe.
Table 4.3: Model Summary of Organizational Culture and Productivity

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

The R<sup>2</sup> of the model was 0.727. This means that 72.7 percent of the variations in the productivity achieved at Artcaffe is as a result of organizational culture available. The 27.3 percent difference is due to constructs not foreseen in this model signified by the error term. Using the research model, the study tested if there is a strong empirical base to conclude that organizational culture significantly enhances productivity at Artcaffe.

Table 4.4: ANNOVA of Organizational Culture and Productivity

<table>
<thead>
<tr>
<th>ANOVA&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>1 Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

The following were the results of the model in Table 4.5.

From ANNOVA in Table 4.4, there is a p-value of 0.000. The study concludes that there is a significant relationship between organizational culture and productivity at Artcaffe. This implies that organizational culture has a significant influence in enhancing productivity.

The study used linear regression model to test the relationship between organizational culture and productivity at Artcaffe. The linear equation model is stated as: \( Y = \alpha_0 + \alpha_1X_1 + \epsilon \): Where Y = Productivity, \( \alpha = \) Constant value, X1 = Organizational Culture and \( \epsilon = \) error term

The following were the results of the model in Table 4.5.
Table 4.5: Coefficients Variation of Organizational Culture and Productivity

<table>
<thead>
<tr>
<th>Coefficients&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.070</td>
<td>.130</td>
<td>8.212</td>
</tr>
<tr>
<td>Organizational culture at Artcaffe - Employees</td>
<td>.404</td>
<td>.048</td>
<td>.484</td>
<td>8.444</td>
</tr>
<tr>
<td>Organizational culture at Artcaffe - Management</td>
<td>.277</td>
<td>.038</td>
<td>.415</td>
<td>7.245</td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: Employee Productivity

The study thus represents employee productivity as,  
\[ Y = 1.070 + 0.404X1 + 0.277X2 \]

To interpret the elasticity of this model, it is noted that the constant is at 1.070, meaning that the predictor variable is a strong element in determining employee productivity. A unit variation in organizational culture causes a positive change in employee productivity.

### 4.4 The Influence of Organizational Culture at Artcaffe on Employee Performance

The second objective of the study was to assess how organizational culture influence employee productivity at Artcaffe. The study sought information on mission, brand name, vision, training and development, strategies, and performance culture.

#### 4.4.1 Descriptive of Influence of Organizational Culture at Artcaffe on Employee Performance

Statistical tools that used to test the significance of the variables of this study were the mean and standard deviation (S.D). The results of the study show that the total number of respondents analyzed in each measure was 128.
Table 4.6: Organizational Culture and Employee Performance (Employee)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of the organization motivates me to achieve my targets</td>
<td>115</td>
<td>3.92</td>
<td>1.084</td>
</tr>
<tr>
<td>Artcaffe has a brand name that is well known</td>
<td>115</td>
<td>3.30</td>
<td>1.373</td>
</tr>
<tr>
<td>I am proud of Artcaffe brand name</td>
<td>115</td>
<td>3.37</td>
<td>1.039</td>
</tr>
<tr>
<td>I am identified with the vision of Artcaffe</td>
<td>115</td>
<td>3.67</td>
<td>1.210</td>
</tr>
<tr>
<td>Training and development sessions at Artcaffe have enhanced my skills</td>
<td>115</td>
<td>3.88</td>
<td>1.053</td>
</tr>
<tr>
<td>We smoothly execute the formulated strategies</td>
<td>115</td>
<td>4.61</td>
<td>.573</td>
</tr>
<tr>
<td>I am happy with my supervisors’ approach</td>
<td>115</td>
<td>4.14</td>
<td>.840</td>
</tr>
<tr>
<td>The mission of the organization directs me what to do</td>
<td>115</td>
<td>3.57</td>
<td>1.111</td>
</tr>
<tr>
<td>Our company strategies define where we are going</td>
<td>115</td>
<td>3.98</td>
<td>.857</td>
</tr>
<tr>
<td>The organization assist me to grow professionally</td>
<td>115</td>
<td>4.00</td>
<td>.858</td>
</tr>
<tr>
<td>My organization has created a high performance culture</td>
<td>115</td>
<td>3.52</td>
<td>1.112</td>
</tr>
<tr>
<td>The organization develops our capabilities to perform</td>
<td>115</td>
<td>3.88</td>
<td>1.162</td>
</tr>
<tr>
<td>The organization assist me to grow personally</td>
<td>115</td>
<td>4.06</td>
<td>.906</td>
</tr>
<tr>
<td>The management clearly communicates what needs to be done</td>
<td>115</td>
<td>4.25</td>
<td>.755</td>
</tr>
<tr>
<td>The working environment at Artcaffe enhances our work enthusiasm</td>
<td>115</td>
<td>3.02</td>
<td>1.430</td>
</tr>
<tr>
<td>We are better treated than our counterparts in the hospitality industry</td>
<td>115</td>
<td>3.99</td>
<td>.852</td>
</tr>
</tbody>
</table>

The means for organizational culture and employee performance ranged from 3.02 to 4.61. This means that on average, Artcaffe uses organizational culture to enhance employee performance. This is shown with the moderate opinions of the respondents about organizational culture and employee performance.

The study also shows that the standard deviation for organizational culture and employee performance ranged from 0.575 to 1.430. This means that there was high deviation among the opinions of the respondents about organizational culture and its influence on employee performance. The opinions were especially highly deviated on the statement that the working environment at Artcaffe enhances our work enthusiasm.
Table 4.7: Organizational Culture and Employee Performance (Management)

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of the organization motivates employees to achieve my targets</td>
<td>30</td>
<td>3.88</td>
<td>1.053</td>
</tr>
<tr>
<td>Artcaffe has a brand name that is well known</td>
<td>30</td>
<td>4.61</td>
<td>.573</td>
</tr>
<tr>
<td>The management initiated employee training at workplace</td>
<td>30</td>
<td>4.14</td>
<td>.840</td>
</tr>
<tr>
<td>The management formulated the ethical guidelines that guide employees</td>
<td>30</td>
<td>3.57</td>
<td>1.111</td>
</tr>
<tr>
<td>We enhance the skills of employees through training sessions</td>
<td>30</td>
<td>3.98</td>
<td>.857</td>
</tr>
<tr>
<td>Formulated strategies are smoothly executed</td>
<td>30</td>
<td>4.00</td>
<td>.858</td>
</tr>
<tr>
<td>Company artifacts are well displayed in the organization</td>
<td>30</td>
<td>3.52</td>
<td>1.112</td>
</tr>
<tr>
<td>We have a mission statement that direct and guides performance</td>
<td>30</td>
<td>3.88</td>
<td>1.162</td>
</tr>
<tr>
<td>Our company strategies define where we are going</td>
<td>30</td>
<td>4.06</td>
<td>.906</td>
</tr>
<tr>
<td>The management assists employees to grow professionally</td>
<td>30</td>
<td>4.25</td>
<td>.755</td>
</tr>
<tr>
<td>The management has created a high performance culture</td>
<td>30</td>
<td>3.02</td>
<td>1.430</td>
</tr>
<tr>
<td>What else could management do to enhance productivity?</td>
<td>30</td>
<td>3.99</td>
<td>.852</td>
</tr>
</tbody>
</table>

Table 4.7 shows the mean for influence of organizational culture under management ranging from 3.02 to 4.61. The findings of the study mean that Artcaffe has a brand name that is well known hence helps in achieving competitive advantage. Even though the study shows that respondents agreed that most of the variables of organizational culture enhance productivity, they were neutral on the statement that management has created a high performance culture hence the lowest mean of 3.02. The results of the study illustrated that the standard deviation for influence of organizational culture varied from
0.573 to 1.430. It means that there is high variation between respondents’ opinions on the influence of organizational culture on employee performance at Artcaffe.

4.4.2 Regression Analysis of Influence of Organizational Culture at Artcaffe on Employee Performance

The study sought to statistically test whether organizational culture significantly influences employee performance at Artcaffe. This was tested using the perceived organizational culture a predictor variable against the employee performance at Artcaffe.

Table 4.8: Model Summary of Organizational Culture at Artcaffe on Employee Performance

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>.906&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.821</td>
<td>.820</td>
<td>.13203</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Influence of organizational culture at Artcaffe on employee performance- Management, Influence of organizational culture at Artcaffe on employee performance- Employees

The R² from this test is 0.821 meaning that 82.1 percent of the variation in employee performance at Artcaffe results from organizational culture. The remaining 17.9 percent is due to other constructs not tested in this model.

Table 4.9: ANOVA of Organizational Culture at Artcaffe on Employee Performance

<table>
<thead>
<tr>
<th>ANOVA&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>Regression</td>
<td>18.008</td>
<td>2</td>
<td>9.004</td>
<td>516.532</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Residual</td>
<td>3.922</td>
<td>225</td>
<td>.017</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>21.930</td>
<td>227</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Influence of organizational culture at Artcaffe on employee performance- Management, Influence of organizational culture at Artcaffe on employee performance- Employees

49
The ANNOVA in Table 4.9 above has a p-value of 0.000. From the results of this study, it was concluded that organizational culture had a significant relationship with employee performance at Artcaffe.

The study used linear regression model to test the relationship between organizational culture and employee performance at Artcaffe. Table 4.10 depicts the results of the model.

### Table 4.10: Coefficients Variation of Organizational Culture and Employee Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unstandardized Coefficients</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.904</td>
<td>.065</td>
<td>29.315</td>
</tr>
<tr>
<td></td>
<td>Influence of organizational culture at Artcaffe on employee performance-Employees</td>
<td>.375</td>
<td>.050</td>
<td>.655</td>
</tr>
<tr>
<td></td>
<td>Influence of organizational culture at Artcaffe on employee performance-Management</td>
<td>.153</td>
<td>.051</td>
<td>.262</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Productivity

The study thus represents competitive advantages as,

\[ Y = 1.904 + 0.375X1 + 0.153X2 \]

To interpret the elasticity of this model is that the intercept is moderately low at 1.904, meaning that the predictor variable is a strong element in determining employee performance. A unit variation in organizational culture causes a positive change in employee performance.

### 4.5 Artcaffe Change its Organizational Culture to improve Employee Productivity

The objective of the study was to examine the influence of organization culture change on employee productivity at Artcaffe. The study sought information on leadership approach, human resources, effective communication, and business environment.
4.5.1 Descriptive of Artcaffe Change its Organizational Culture to improve Employee Productivity

SPSS was used to conduct the tests for descriptive statistics. Mean and standard deviation were the statistical measures used to provide descriptive results for organizational culture change. The total number of respondents analyzed in each case was 128.

<table>
<thead>
<tr>
<th>Table 4.11: Organizational Culture Change and Employee Productivity (Employee)</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would prefer Artcaffe to change its organizational leadership approach</td>
<td>128</td>
<td>3.53</td>
<td>1.132</td>
</tr>
<tr>
<td>The human resources department at Artcaffe is ready to handle the changes in the operation of Artcaffe</td>
<td>128</td>
<td>3.90</td>
<td>1.170</td>
</tr>
<tr>
<td>It is very important for Artcaffe to change its leadership approach to realize its goals</td>
<td>128</td>
<td>4.08</td>
<td>.899</td>
</tr>
<tr>
<td>Management should effective communicate about changes in operation of Artcaffe</td>
<td>128</td>
<td>4.27</td>
<td>.753</td>
</tr>
<tr>
<td>I like the changes in leadership approach at Artcaffe</td>
<td>128</td>
<td>3.00</td>
<td>1.436</td>
</tr>
<tr>
<td>Artcaffe leadership is very critical in enhancing effective change process that promote productivity</td>
<td>128</td>
<td>1.61</td>
<td>.490</td>
</tr>
<tr>
<td>Artcaffe is changing its leadership approach according to the business environment</td>
<td>128</td>
<td>3.07</td>
<td>1.567</td>
</tr>
<tr>
<td>The changes in leadership styles at Artcaffe have enhanced productivity</td>
<td>128</td>
<td>2.95</td>
<td>.784</td>
</tr>
<tr>
<td>I prefer that decision making should involve all employees</td>
<td>128</td>
<td>2.08</td>
<td>.764</td>
</tr>
<tr>
<td>This organization plans for changes that take place</td>
<td>128</td>
<td>2.74</td>
<td>.876</td>
</tr>
<tr>
<td>Change communication is important in preparing employees for change</td>
<td>128</td>
<td>4.68</td>
<td>.466</td>
</tr>
<tr>
<td>Top management readily embrace new ways of doing things</td>
<td>128</td>
<td>4.72</td>
<td>.448</td>
</tr>
<tr>
<td>Employee resist the proposed new ways of doing things</td>
<td>128</td>
<td>4.43</td>
<td>.601</td>
</tr>
<tr>
<td>Changes in leadership approaches have helped Artcaffe to maintain its competitiveness</td>
<td>128</td>
<td>3.67</td>
<td>.741</td>
</tr>
<tr>
<td>My managers initiate the new ways of doing things</td>
<td>128</td>
<td>4.60</td>
<td>.659</td>
</tr>
</tbody>
</table>

The mean for organizational culture change ranged from 1.61 to 4.72. The findings of the study mean that organizational culture change at Artcaffe enhances employee productivity. The study findings show that respondents strongly agreed that organizational culture change enhance employee productivity.
The organizational culture change and employee performance had standard deviation range from 0.448 to 1.567. It means that there is a great variation in convincing employees to buy into the idea of change management.

| Table 4.12: Organizational Culture Change and Employee Productivity (Management) |
|-------------------------------------------------|-------|-------|
| Descriptive Statistics                         | N    | Mean  | Std. Deviation |
| The management is ready to handle organizational culture change | 30    | 3.53  | 1.132          |
| It is very important for Artcaffe to change its organizational culture to realize its goals | 30    | 3.90  | 1.170          |
| The management communicates necessary changes | 30    | 4.08  | .899           |
| We include all employees in the change process | 30    | 4.27  | .753           |
| Artcaffe is changing it culture according to the business environment | 30    | 3.00  | 1.436          |
| The management sensitizes employees to understand the importance of culture change | 30    | 3.30  | 1.373          |
| We assign new roles to employees after culture change | 30    | 3.30  | 1.373          |
| The change process at Artcaffe is always planed | 30    | 3.37  | 1.039          |
| The management spend more time in organizational change process | 30    | 3.67  | 1.210          |
| Management is more involved in culture change process | 30    | 3.88  | 1.053          |
| We anticipate and prepare for resistance to change | 30    | 4.61  | .573           |
| What other benefits do you expect from culture change? | 30    | 4.14  | .840           |

Table 4.13 illustrates the coefficient of determination for the relationship between employee productivity and organizational culture change. The results show that 46.4 percent of employee productivity at Artcaffe was explained by organizational culture change. The remaining 53.6 percent was explained by other elements not measured in the model.
Table 4.13: Model Summary of Culture Change and Employee Productivity

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.681a</td>
<td>.464</td>
<td>.460</td>
<td>.22850</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Artcaffe change its organizational culture to improve employee productivity - Management, Artcaffe change its organizational culture to improve employee productivity - Employees

Table 4.14 indicates the overall model significance with a p-value of 0.000. The study hence concluded that organizational culture change has a significant influence on employee productivity.

Table 4.14: Anova of Organizational Culture Change and Employee Productivity

<table>
<thead>
<tr>
<th>ANOVAa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>--------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Artcaffe change its organizational culture to improve employee productivity - Management, Artcaffe change its organizational culture to improve employee productivity - Employees

Table 4.15 shows the beta coefficients of organizational culture change. The beta coefficient of organizational culture change was positive meaning that a unit change in the application of culture change causes a positive change in the employee productivity. The relationship in the table was represented by the following equation:

\[
\text{Employee Productivity} = 1.858 + 0.208 X1 + 0.385X2
\]

The regression equation shown above indicates that a unit change in the organizational culture change causes an increase of 0.208 + 0.385 in employee performance.
Table 4.15: Coefficient of Variation of Culture Change and Employee Productivity

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Unstandardized Coefficients</td>
<td>Standardized Coefficients</td>
<td>t</td>
<td>Sig.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.858</td>
<td>.188</td>
<td>9.899</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Artcaffe change its organizational culture to improve employee productivity-Employees</td>
<td>.208</td>
<td>.060</td>
<td>.195</td>
<td>3.460</td>
<td>.001</td>
</tr>
<tr>
<td>Artcaffe change its organizational culture to improve employee productivity-Management</td>
<td>.385</td>
<td>.039</td>
<td>.562</td>
<td>9.964</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Productivity

4.6 Chapter Summary

This chapter entails the results and findings of the study. These results and findings were based on the data given out by the respondents from Artcaffe. From the chapter, response rate, background information, and organizational culture at Artcaffe have been discussed. The study has also discussed the influence of organizational culture and organizational culture change. Chapter five discusses the summary of the whole study, discussions, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Summary of the whole study, discussion, conclusions and recommendations are discussed in this chapter. The study, in the first part, provides the summary of the whole study. In part two and three of the study we have discussion and conclusion. Part four presents the recommendations.

5.2 Summary

The purpose of the study was to assess the organizational culture and its influence on employee productivity with a specific focus on Artcaffe Nairobi. This study aimed at exploring the organizational culture at Artcaffe, establishing the influence of organizational culture at Artcaffe on employee performance, and determining how Artcaffe change its organizational culture to improve employee productivity.

The study adopted a descriptive correlational research method in analyzing, interpreting, and presenting data. The descriptive research method was the best for this study because it focused on the relationship between organizational culture and employee productivity at Artcaffe. The study used questionnaires to get data from respondents. The study focused on 150 employees and managers of Artcaffe. The study used random sampling on the targeted population. In data analysis and presentation, this study used descriptive and inferential statistics. Statistical Package for Social Sciences (SPSS) and Microsoft excel programs were the statistical software used to conduct data analysis. Charts and tables were used in data presentation.

The study explored the organizational culture at Artcaffe. The study found that most employees at Artcaffe are encouraged to be innovative at the work place. Employees of the company normally reach consensus without too much arguments and this is because they have learnt to accommodate everyone. Employees of Artcaffe are always motivated by supervisors to perform better hence they work hard to achieve the objective of the organization. Employees are also encouraged to be innovative at the workplace and are rewarded after achieving the set targets. The study findings from the management
perspective reveal that the management values employees as critical resources hence they consult them during organization decision making. The management of Artcaffe encourages employees to work hard to achieve the objective of Artcaffe by enhancing teamwork during problem solving and rewarding employees after achieving the organization’s goals and objectives. The study found that organizational culture at Artcaffe is critical as far as employee productivity is concerned.

The findings of this study illustrated how Artcaffe’s organizational culture influenced employee performance. The study findings show that the mission statement of the organization motivates employees to achieve their targets hence employees of Artcaffe are identified with the vision of the organization. Training and development sessions at Artcaffe have enhanced employees’ skills causing smooth execution of formulated strategies. This, according to the findings, has also enabled employees to grow professionally and developed their capabilities to perform better. The management clearly communicates what needs to be done hence creating a high performing culture. The study findings revealed that the management formulated the ethical guidelines that guide employees hence enhancing smooth execution of formulated strategies. The findings show that the management has created Artcaffe to be a well known brand that every employee is proud to be associated with.

The study also examined Artcaffe can effect cultural change to further enhance employee productivity at Artcaffe. The study findings reveal that it is very important for Artcaffe to change its leadership approach to realize its goals. This means that the management should effectively communicate about changes in operation of Artcaffe. Change communication is important in preparing employees for change hence the management is ready to handle organizational culture change. It is very important for Artcaffe to change its organizational culture to realize its goals hence all employees should be included in the change processes. Artcaffe is changing it culture according to the business environment hence the management sensitizes employees to understand the importance of culture change.
5.3 Discussion

5.3.1 Organizational Culture and Employee Productivity

The study analyzed how organizational culture at Artcaffe enhances employee productivity in the organization. The study findings show that management consult employees during organization decision making hence employees are motivated to perform better. The study supports the findings of Denison, (2009) who argue that while culture constitutes a bond that holds an organization together it is also an informal control mechanism that facilitates coordination of people efforts. Dacin, Munir and Trace (2010) on the other hand found that corporate culture reflects value of owners in reinforcing the vision/mission of the organization to establish the main operating orientation as well as providing members with shared identity. Achua and Lussier (2013) found that most organizations use values to provide direction to and motivation for their employees to ensure their survival and flourish, and register better performance in the market.

The study found that employees easily settle their disagreements when they occur by easily reaching consensus without too many arguments. Campbell (1990) confirms that a strong culture promotes employees bonding through widely shared values and beliefs. Chegini (2010) found that clearer goals decrease staff uncertainty and promote quicker response performances resulting into lower monitoring costs, improving efficiency due to existence of a strong corporate culture. Contrary, Cheung, Wong and Wu (2011) revealed that a weak culture involves having widely different value and beliefs that make staff feel separated from the organization and that only a small group has loyalty toward management or individual. The author found that this type of culture rarely supports strategy implementation or performance.

The study showed that employees are consulted during decision making hence feel motivated to perform better. McNeal (2015) argues that a culture in an organization is transformed in the beliefs, values, and expectations that managers say and practice; in attitudes of employees and their behavior; in operating policies, in ethical guidelines, and in the stories individuals repeat about events in the companies. Contrary, Armstrong and Baron (1998), found that success and sustainability of a firm can only be achieved by enhancing the performance of the individuals who work in them and by promoting the capabilities of teams and individual contributors. Company culture, according to Reynolds and Ablett (1998), supports the rationale that people, and not capital, provide
organizations with a competitive advantage. DeWitt (2010) found that the competitive capacity of organization can be increased by building strong people and effectively managing and developing people, which is in essence performance management.

From the study, it is well demonstrated that employees at Artcaffe well rewarded after achieving the organization’s goals and objectives by encouraging employees to work hard to achieve the objective of Artcaffe. Cabrera and Banache (1999) found that company culture helps to change the behavior of the workers towards high performance or low performance. Martins and Terblanche (2003) concur with the findings by believing that company culture plays a none-direct role in changing behavior by using best managerial tools, such as goals, strategic direction, tasks, structure, technology, cooperation, communication, decision-making, and interpersonal relationships, and so forth, which are all designed to do things. Sorensen (2013) revealed that some parameters of culture in a company help to enhance high employee job performance. Among them are tangible cultural symbols like, pictures of employees placed at the entryways and the size of one's office. The pictures make workers feel recognized as part of those who make the organization perform, hence they put more effort in their duties.

From the study it is found that the management encourages innovation at the workplace. The study findings confirm the findings of Case (1996) who revealed that powerful cultures have powerful effects on how a company's people work together. A successful corporate culture is not some kind of black magic; it derives its power not just from abstractions, but from specific practices that employees understand as symbolizing and representing the culture. A strong organizational culture pays off as it relates to the specific competitive demands of today's marketplace, hence enable companies to outstrip their competitors. Ojo (2009) found that organizational culture assists in the sense-making process. It helps employees understand what goes on and why things happen in the organization. This makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it. Contrary, Gordon (2014) asserts that in any type of organization, a poor culture can lead to staff disengagement and customer dissatisfaction - two criteria that significantly affect the profitability of an organization.
5.3.2 Influence of Organizational Culture at Artcaffe on Employee Performance

The results of the study showed how organizational culture influenced employee performance at Artcaffe. The study findings reveal that the mission of the organization motivates employees to achieve their targets. Alas, Kraus and Niglas (2009) found that organizational culture has been identified as one of the essential factors that affect the efficiency and productivity of a firm. On the other hand, Scholz (1987) asserts that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. The study findings confirmed that culture is the determinant of organizational performance. Ndwiga (2012) affirms this fact, noting that if the culture of an organization is weak, it does not matter how great the strategy is, the execution will be adversely affected.

From the study, it was found that the management clearly communicates what needs to be done enhancing smooth execution of formed strategies. Siew, et, al. (2014) assert that language classifies how participants of a social group view the world see the world and gives important clues about the cultural values. Some countries like the Asian counties have the same language but this does not mean that they have the same culture. Understanding a language or the countries linguistic gives an MNC a competitive advantage since communication is very vital element in doing business. Toarmina (2013) found that communication barrier is a major challenge especially when people from various cultures interact. Communication is seen in both verbal and non-verbal. The symbols or terms in one culture may mean totally different things in the other culture.

From the study, it is confirmed that training and development sessions at Artcaffe have enhanced employees’ skills and develop their capabilities to perform better. To support the study, Chegini (2010) affirm that in a strong culture, employee capacity building is encouraged, and that a leader formulated strong value and practices relevant to competitive environment; own organizational commitment to manage according to established principles; and worry for the well-being of stakeholder. According to Kottler et al (1992) in a weak culture internal environment is too politicized such that issues get solved on the basis of turf and decisions are made based on lobbying; people are hostile to change with innovator being thwarted and lazy getting rewarded; encouragement is only to staff with machine expertise while entrepreneurial skills and leader ship capabilities staff are neglected; and lastly executive short-sightedness.
From the study, it is confirmed that the management formulated the ethical guidelines that guide employees hence enhancing the skills of employees through training sessions. Dacin, et al., (2010) confirm that organizations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next, through mechanisms such as stories, artifacts, rituals, slogans, symbols and special ceremonies. In addition Ramayah, et al., (2011) found that According to Wines and Hamilton (2009), strong cultures make up the cultural DNA that gives organizations and individuals their identities.

5.3.3 Organizational Culture Change and Employee Productivity

The study confirms that organizational culture change has a significant effect on employee productivity. The study findings confirmed that it is very imperative for Artcaffe to change its leadership approach to realize its goals. Ojo (2009) revealed that implementing culture change needs people involvement through the key phases; ‘unfreezing’ existing culture and ‘refreezing’ the new. The author adds that pilot study by change facilitators and champions is vital. Belias and Koustelios (2014) found that changing the culture within an organization is a significant endeavor requiring multiple organizational tools. On the other hand, Coleman (2013) argues that organizations can use planned change, as opposed to just letting change happen to their members, to solve problems, learn from experience, shift shared perceptions, adapt to external environmental changes, improve performance and improve future changes. He adds that following a pre-determined theory of change, with its outlined steps, is recommended as the primary step in organizational change.

The study found that the management should effectively communicate about changes in operation of Artcaffe. Chand and Katou (2007) in their study found that beyond general theories about organizational change, it is important to understand how employee characteristics also shape the process. Both practitioners and scientists agree that organizational change communication is the most effective strategy to improve employee adjustment to change, yet little is known about how change communication enhances more proactive employee reactions to change. Karatepe (2013) found that adequate change communication is linked to increased job crafting behaviors for promotion focused employees, inadequate change communication is linked to increased job crafting behaviors for prevention focused employees.
The study found that the human resources department at Artcaffe is ready to handle the changes in the operation of Artcaffe. Ojo (2009) confirm that firms that human resource function are very critical during the organizational change process. Karatepe (2013) revealed that internal communication necessitated by the human resources department is important in informing employees about the culture change in the organization. Belias and Koustelios (2014) in their study found that the internal communicational enhances organizational learning which helps employees understand and adopt new roles and responsibilities while discarding old ones.

The findings of the study revealed that Artcaffe changed her leadership approach according to the business environment and this enhanced employee productivity. The change in the leadership approach was very important to the organization as it also enhance the performance of the company. These findings support the findings of Arnold and Spell, (2006) who revealed that leadership is associated with organizational culture that drive the processes of articulating a vision and setting expectations hence enhancing employee productivity. This means that changing to effective leadership style is imperative to an organization that is working to enhance productivity and performance. Belias and Kostelios (2014) revealed that the most central issue for leaders is to understand the deeper levels of a culture, to assess the functionality of the assumptions made at that level, and to deal with the anxiety that is unleashed when those assumptions are challenged. Cameron and Quinn, (2011) looked at the quality of relationships between leaders and employees and found that it mediated the influence of transformational leadership on employee task performance and organizational change behavior.

The study revealed that the management at Artcaffe spends more time in organizational change process. This means that they engage more on sensitizing Artcaffe’s employees to understand the importance of culture change to them and the organization as a whole. The findings of this study support the findings of Palmer, Dunford and Akin (2016) who posit that organizational change is a critical change process to an organization hence it is not just the result of one leader who sets the direction, inspires others and drives the project, but actually a team effort that requires a “guiding coalition” of more or less senior managers, who guarantee permission for change, oversee progress, and unblock problems that arise. Palmer et al (2016) in their study confirmed that change is rarely a solo performance and that many members of an organization, from across all levels, can be
involved in encouraging, catalyzing, facilitating, supporting, driving, and otherwise contributing to the implementation of change.

5.4 Conclusions

5.4.1 Organizational Culture and Employee Productivity

The study concludes that employees at Artcaffe are 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. The management also encourages teamwork during problem solving hence employees work hard to achieve the set targets. The study findings conclude that employees of Artcaffe easily reach consensus without too many arguments hence they easily settle their disagreements when they occur. The study concludes that employees of Artcaffe 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. From a general point of view, the study findings conclude that organizational culture of Artcaffe significantly enhances employee productivity.

5.4.2 Influence of Organizational Culture on Employee Performance

From the study it is concluded that organizational culture at Artcaffe significantly influences employee performance. This is done by creating an effective mission statement that motivates employees to achieve their targets. The study concludes that the training and development sessions at Artcaffe have enhanced the skills of employees making them to easily execute the formulated strategies. This has been made easier by management developing employees’ capabilities to perform. The study also concludes that the management at Artcaffe communicates what needs to be done hence creating a high performing culture. Due to the latter, the quality of services of the company is enhanced and the performance capability of employees increased.

5.4.3 Organizational Culture Change and Employee Productivity

The study concludes that organizational culture change at Artcaffe significantly influences employee productivity. The study findings conclude that the change of leadership style at Artcaffe has enabled the organization to enhance employee
productivity and realize her set goals. Artcaffe leadership is very critical in enhancing effective change process that promote employee productivity. The study also concludes that Artcaffe management should have effective communicate about changes in operation of Artcaffe as change communication is important in preparing employees for change. This helps in minimizing the resistance from employees who are against the changes. From the study, it is concluded that changes in leadership approaches have helped Artcaffe to maintain its competitiveness.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Organizational Culture and Employee Productivity

The study recommends the management of Artcaffe to appropriately adopt and enhance organizational culture as it was found to enhance productivity. The management at Artcaffe should always encourage employee to engage in innovative activities and consult them during crucial organizational decision making. The organization 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 Artcaffe. Teamwork should 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.

5.5.1.2 Influence of Organizational Culture on Employee Performance

The study recommends management of Artcaffe to enhance culture of employee training and development as it enhances employee skills that enable them to smoothly execute the formulated strategies. 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 Artcaffe 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.
5.5.1.3 Organizational Culture Change and Employee Productivity

The study recommends Artcaffe 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 Artcaffe. Artcaffe leadership is very critical in enhancing effective change process that promote productivity hence the management should effectively communicate about changes in operation of Artcaffe. The best leadership style Artcaffe should adopt is the leadership style whereby everyone is made free to express their ideas about te operation of the company.

5.5.2 Recommendation for Further Research

The study was only carried in one company in hospitality industry (Artcaffe). Further researches about influence of organizational culture on the performance of employee should be carried on in other companies in hospitality industry and other industries like, financial, manufacturing and agricultural.

Future scholars are encouraged by this study to assess the factors that enhance effective execution of organizational change process in organizations.
REFERENCES


Denison, D. (2009), Denison Organization culture Model, Lausanne, Switzerland. Available at


APPENDICES
APPENDIX I: INTRODUCTION LETTER

SHAHAR AUSTRIAN ICHAK
UNITED STATES INTERNATIONAL UNIVERSITY AFRICA
P.O BOX 14634, 00800.
NAIROBI.

TO Whom it May Concern

RE: RESEARCH DATA COLLECTION ON THE EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEE PRODUCTIVITY IN ARTCAFFE
I am a master’s student at the United States International University, undertaking a Master’s degree in Business Administration degree in Leadership (MBA). In order to fulfill the requirements of the master’s degree, I am currently undertaking a research study entitled “ORGANIZATIONAL CULTURE AND ITS INFLUENCE ON EMPLOYEE PRODUCTIVITY: A CASE STUDY OF ARTCAFFE”.

This study targets employee of Artcaffe in Nairobi Kenya. Information from this study will shed light on the influence of organizational culture on employee productivity in the hospitality industry, and indeed in organizations. It will inform the hospitality industry, business fraternity, policy makers and the general public on the influence of organizational culture on employee productivity. It will provide useful insights in ensuring effective organizational culture.

Based on the above, I hereby kindly request you to spare a little time from your busy schedule and complete the attached questionnaire. This should take about 15 to 20 minutes of your time. Your participation will immensely contribute to my successful completion of this program.

Any information herewith provided shall strictly be for academic purposes and will be treated with utmost confidentiality.

Thank you for your assistance on the stated matter.

Yours Sincerely,

SHAHAR AUSTRIAN ICHAK
APPENDIX II: RESEARCH QUESTIONNAIRE FOR EMPLOYEES
SECTION A: GENERAL INFORMATION

1) Gender
   Male [ ]
   Female [ ]

2) Age
   18 – 24 Years ( )
   25 – 29 years ( )
   30 – 34 years ( )
   35 – 40 years ( )
   41 – 45 years ( )
   Over 45 years ( )

3) Period worked at Artcaffe
   1 – 3 Years ( )
   3 – 6 years ( )
   6 – 9 years ( )
   9 – 12 years ( )
   Over 12 years ( )

4) What is your highest level of school completed?
   Secondary level [ ]
   Tertiary level (colleges, polytechnics) [ ]
   University [ ]
   Post Graduate [ ]
**SECTION B: ORGANIZATIONAL CULTURE AT ARTCAFFE**

Kindly indicate the extent to which the following factors of organizational culture have influenced employee productivity at Artcaffe. Please (✓) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We have learnt to accommodate everyone</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. We are always motivated by supervisors to perform better</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>3. We are consulted during organization decision making</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>4. We work hard to achieve the objective of Artcaffe</td>
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<tr>
<td>5. We are rewarded after achieving the set targets</td>
<td>1</td>
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<tr>
<td>6. Team work is encouraged during problem solving</td>
<td>1</td>
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</tr>
<tr>
<td>7. We easily get support from different departments</td>
<td>1</td>
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</tr>
<tr>
<td>8. The goals of the organization has united us</td>
<td>1</td>
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</tr>
<tr>
<td>9. We easily reach consensus without too much arguments</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>10. Employees easily settle their disagreements when they occur</td>
<td>1</td>
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</tr>
<tr>
<td>11. We are encouraged to be innovative at the workplace</td>
<td>1</td>
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</tr>
<tr>
<td>12. We easily get information from other departments</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>13. We easily open ourselves to other employees of the organization on how job is carried out</td>
<td>1</td>
<td>2</td>
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<tr>
<td>14. We have a friendly organization</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>15. Leaders are always concerned about employee welfare</td>
<td>1</td>
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</tr>
</tbody>
</table>

16. Kindly state other cultural factors observed at Artcaffe?

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75
SECTION C: INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Kindly indicate the extent to which the following factors of organizational culture have influenced employee performance at Artcaffe. Please (✓) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The mission of the organization motivates me to achieve my targets</td>
<td>1</td>
<td>2</td>
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<td>4</td>
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</tr>
<tr>
<td>2.</td>
<td>Artcaffe has a brand name that is well known</td>
<td>1</td>
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<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>I am proud of Artcaffe brand name</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>4.</td>
<td>I am identified with the vision of Artcaffe</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>Training and development sessions at Artcaffe have enhanced my skills</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>We smoothly execute the formulated strategies</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>7.</td>
<td>I am happy with my supervisors’ approach</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>8.</td>
<td>The mission of the organization directs me what to do</td>
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<td>5</td>
</tr>
<tr>
<td>9.</td>
<td>Our company strategies define where we are going</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>10.</td>
<td>The organization assist me to grow professionally</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>11.</td>
<td>My organization has created a high performance culture</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>12.</td>
<td>The organization develops our capabilities to perform</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13.</td>
<td>The organization assist me to grow personally</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>14.</td>
<td>The management clearly communicates what needs to be done</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>15.</td>
<td>The working environment at Artcaffe enhances our work enthusiasm</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>16.</td>
<td>We are better treated than our counterparts in the hospitality industry</td>
<td>1</td>
<td>2</td>
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</tbody>
</table>

17. How else can management enhance organization productivity at Artcaffe? -

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76
SECTION D: INFLUENCE OF ORGANIZATIONAL CULTURE CHANGE ON EMPLOYEE PRODUCTIVITY

Kindly indicate the extent to which the organization culture change has influenced employee productivity at Artcaffe. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
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</thead>
<tbody>
<tr>
<td>1. I would prefer Artcaffe to change its organizational leadership approach</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>2. The human resources department at Artcaffe is ready to handle the change in the operation of Artcaffe</td>
<td>1</td>
<td>2</td>
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<tr>
<td>3. It is very important for Artcaffe to change its leadership approach to realize its goals</td>
<td>1</td>
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</tr>
<tr>
<td>4. Management should effectively communicate about changes in operation of Artcaffe</td>
<td>1</td>
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</tr>
<tr>
<td>5. I like the changes in leadership approach at Artcaffe</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>6. Artcaffe leadership is very critical in enhancing effective change process that promote productivity</td>
<td>1</td>
<td>2</td>
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<tr>
<td>7. Artcaffe is changing its leadership approach according to the business environment</td>
<td>1</td>
<td>2</td>
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<tr>
<td>8. The changes in leadership styles at Artcaffe have enhanced productivity</td>
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<tr>
<td>9. I prefer that decision making should involve all employees</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>10. This organization plans for changes that take place</td>
<td>1</td>
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</tr>
<tr>
<td>11. Change communication is important in preparing employees for change</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>12. Top management readily embrace new ways of doing things</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>13. Employee resist the proposed new ways of doing things</td>
<td>1</td>
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<td>5</td>
</tr>
<tr>
<td>14. Changes in leadership approaches have helped Artcaffe to maintain its competitiveness</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>15. My managers initiate the new ways of doing things</td>
<td>1</td>
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<tr>
<td>16. What other benefits do you expect from culture change at Artcaffe?</td>
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</table>

THANK YOU FOR YOUR TIME!!
**MANAGEMENT QUESTIONNAIRE**

**SECTION B: ORGANIZATIONAL CULTURE AT ARTCAFFE**

Kindly indicate the extent to which the following factors of organizational culture have influenced employee productivity at Artcaffe. Please (✓) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th>Factor</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We value employees as a critical resources</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>2. We have taught employees how to accommodate everyone</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. The management always motivate employees to perform better</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. We consult employees during organization decision making</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>5. The management encourage employees to work hard to achieve the objective of Artcaffe</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>6. We reward employees after achieving the organization’s goals and objectives</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>7. The management encourages team work during problem solving</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. We encourage different departments to give support to every employee</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>9. The goals of the organization have united every employee</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>10. The management encourages employee to reach consensus without too much arguments</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>11. We encourage employees to settle their disagreements when they occur</td>
<td>1</td>
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<td>5</td>
</tr>
<tr>
<td>12. The management encourages innovation at the workplace</td>
<td>1</td>
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</tr>
</tbody>
</table>

13. Kindly state your philosophy pertaining to Artcaffe?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
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78
SECTION C: INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Kindly indicate the extent to which the following factors of organizational culture have influenced employee performance at Artcaffe. Please (✓) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. The mission of the organization motivates employees to achieve my targets</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>2. Artcaffe has a brand name that is well known</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>3. The management initiated employee training at work place</td>
<td>1</td>
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<td>5</td>
</tr>
<tr>
<td>4. The management formulated the ethical guidelines that guide employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
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</tr>
<tr>
<td>5. We enhance the skills of employees through training sessions</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>6. Formulated strategies are smoothly executed</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>7. Company artifacts are well displayed in the organization</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>8. We have a mission statement that direct and guides performance</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>9. Our company strategies define where we are going</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>10. The management assists employees to grow professionally</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>11. The management has created a high performance culture</td>
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</tr>
</tbody>
</table>

12. What else could management do to enhance productivity?

________________________________________________________________________
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SECTION D: INFLUENCE OF ORGANIZATIONAL CULTURE CHANGE ON EMPLOYEE PRODUCTIVITY

Kindly indicate the extent to which the organization culture change has influenced employee productivity at Artcaffe. Please (✓) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Our organizational culture needs to be changed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>2.</td>
<td>The management is ready to handle organizational culture change</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>3.</td>
<td>It is very important for Artcaffe to change its organizational culture to realize its goals</td>
<td>1</td>
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</tr>
<tr>
<td>4.</td>
<td>The management communicates necessary changes</td>
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<td>2</td>
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</tr>
<tr>
<td>5.</td>
<td>We include all employees in the change process</td>
<td>1</td>
<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>Artcaffe is changing its culture according to the business environment</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>7.</td>
<td>The management sensitizes employees to understand the importance of culture change</td>
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<td>2</td>
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<td>5</td>
</tr>
<tr>
<td>8.</td>
<td>We assign new roles to employees after culture change</td>
<td>1</td>
<td>2</td>
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</tr>
<tr>
<td>9.</td>
<td>The change process at Artcaffe is always planned</td>
<td>1</td>
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</tr>
<tr>
<td>10.</td>
<td>The management spend more time in organizational change process</td>
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<td>2</td>
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</tr>
<tr>
<td>11.</td>
<td>Management is more involved in culture change process</td>
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<tr>
<td>12.</td>
<td>We anticipate and prepare for resistance to change</td>
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</tr>
<tr>
<td>13.</td>
<td>What other benefits do you expect from culture change?</td>
<td>-</td>
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</tr>
</tbody>
</table>

THANK YOU FOR YOUR TIME!!

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APPENDIX II1: INTERVIEW GUIDE

1. Describe the day to day routine when you were at Artcaffe?
2. What were some of the unique characteristics of Artcaffe when you worked there?
3. Describe the role of the managers when you were employed at Artcaffe?
4. Describe the role of rules/regulations/job descriptions/policies when you were employed at Artcaffe?
5. Why did you leave Artcaffe?
6. Where are you currently working and compare the culture there to Artcaffe. What’s better? what’s worse?