THE INFLUENCE OF ORGANIZATION CULTURE ON ORGANIZATION EMPLOYEE’S JOB PERFORMANCE: CASE STUDY OF ME TO WE (K) LTD.

BY

CYNTHIA NKATHA MBURUGU

UNITED STATES INTERNATIONAL UNIVERSITY

SUMMER 2014
THE INFLUENCE OF ORGANIZATION CULTURE ON EMPLOYEE’S JOB PERFORMANCE: CASE OF ME TO WE (K) LTD.

BY

CYNTHIA NKATHA MBURUGU

A Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Executive Masters in Organization Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY

SUMMER 2014
STUDENT'S DECLARATION

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

Signed: _________________________  Date: _________________________
Cynthia Nkatha Mburugu (ID 640544)

The project has been presented for examination with my approval as the appointed supervisor.

Signed: _________________________  Date: _________________________
Dr. Paul Katuse

Signed: _________________________  Date: _________________________
Dean, School of Business
The aim of this study was to determine the influence of Organization culture and job outcome of Me To We (K) Ltd. The study focused on three research objectives: To determine to what extent rapport between the management and colleagues affected job outcome; To what extent corporate norms and traditional values affected job outcome; The impact of systems and procedures on job outcome.

The study adopted a descriptive study whereby the target population of the case study constituted 60 respondents who made up the entire population of the Organization. The collection of data was done by use of questionnaires and adopted strata sampling technique. Data was coded and later analysed using SPSS and excel, data presentation was done through use of graphs, tables and charts.

The study findings revealed that organization culture does affect job outcome through the various cultural elements. According to the case study, 94% of respondents agreed that good rapport between the management and the employees was useful as it created good working relations and enhanced performance. Therefore from the findings it was clear good rapport between management and employees should be a priority for the Organization as it impacted strongly on the employees’ job outcome. The study revealed that corporate norms and values affected job outcome, enhanced a sense of belonging and productivity. Corporate norms and values guided behaviour of the organization and were important for the success of the organization. From the findings it showed that proper systems helped ensure fair and equal treatment for all and guided management decisions in regards to disciplinary, reward, hiring, promotions etc.

In conclusion the study revealed that proper systems were important as they guided behaviour and management decision making, good rapport is important for the success of the company and also corporate culture was important for cohesion, performance and emotional satisfaction.

The study recommended that management involvement in ensuring good rapport between them and their employees, it was also recommended that corporate values and norms should be emphasized by the top management as they guide behaviour and created emotional satisfaction for the employee’s,
DEDICATION

I dedicate this Research project to God my strength who enabled me to have good health and a sound mind to complete the project. To my family who supported me throughout this project. God bless you abundantly.
ACKNOWLEDGEMENT

This proposal would not have been a reality without the immense contribution and inspirations of quite a number of people. I wish to express gratitude to my family (Peter, Faith and Evan) who have helped me greatly during the writing of the proposal. My Father, Dr. Kei who has always been a source of encouragement and mentor throughout my life and for encouraging me to aim at the sky.

I also wish to thank my Lecturers at USIU especially to Dr. Paul Katuse for devoting his time and effort to read through my work and help me throughout this project. I sincerely thank you all very much for your valuable contribution to my project.
**TABLE OF CONTENTS**

STUDENT'S DECLARATION ........................................................................................................... ii

ABSTRACT .................................................................................................................................. iii

DEDICATION ............................................................................................................................... iv

ACKNOWLEDGEMENT .............................................................................................................. v

LIST OF TABLES ....................................................................................................................... ix

LIST OF FIGURES .................................................................................................................... x

CHAPTER ONE .......................................................................................................................... 1

1.0 INTRODUCTION .................................................................................................................. 1

1.1 Background of the Problem ................................................................................................. 1

1.2 Statement of the Problem ................................................................................................... 4

1.3 Purpose of the Study .......................................................................................................... 6

1.4 Research Questions ............................................................................................................ 6

1.5 Importance of the Study ..................................................................................................... 6

1.6 The Scope of the Study ..................................................................................................... 8

1.7 Definition of Terms ............................................................................................................ 8

1.8 Chapter Summary .............................................................................................................. 9

CHAPTER TWO .......................................................................................................................... 10

2.0 LITERATURE REVIEW ...................................................................................................... 10

2.1 Introduction ....................................................................................................................... 10

2.2 Rapport with the Employee and Management ................................................................. 10

2.3 Corporate Norms and Traditional Values ........................................................................ 15

2.4 Organization Systems ....................................................................................................... 18

2.5 Chapter Summary ............................................................................................................. 23
5.5 Recommendations .............................................................................................................43

REFERENCES.........................................................................................................................45
APPENDICES.........................................................................................................................49
APPENDIX I: INTRODUCTION LETTER .................................................................................49
APPENDIX II: QUESTIONNAIRE ..........................................................................................50
LIST OF TABLES

Table 1: Sample Size Distribution .................................................................26
Table 2: Employees Rapport with Management ..............................................31
Table 3: Corporate Values and Norms ............................................................32
Table 4: Systems on job Outcome .................................................................33
LIST OF FIGURES

Figure 2.4.1 The Approach ................................................................. 19
Figure 2.4.2 Open systems............................................................... 20
Figure 1: Gender ............................................................................. 28
Figure 2: Age bracket..................................................................... 29
Figure 3: Education Level............................................................... 29
Figure 4: Length of work with Organisation ..................................... 30
Figure 5: Marital Status ................................................................. 30
Figure 6: Connection with Organisation Vision ............................... 34
Figure 7: Understanding of the systems......................................... 34
CHAPTER ONE

1.0 INTRODUCTION.

1.1 Background of the Problem.

Schein (2009) argued that Organizational Culture was a design of basic shared values, norms and expectations that governed the way people approached their work and intermingled with each other. According to Robins (2000) Organizational Culture referred to a system of common meanings held by members that made a distinction among different organizations strong organization cultures had a massive control over the behaviour of its members. Lee and Yu (2004), any organization’s management has a responsibility of introducing their mode of operations to their employees. Effective orientation supported them to get familiar with the systems, processes and procedures of the organization. According to Lewis (2002), the comprehensive awareness of organizational culture was helpful in enhancing the capacity to examine the behaviour of organization which helped to manage and lead.

Schein (2009) emphasized that it was essential for the management to identify the norms and values of the company of the employees. In addition, an organizational culture was to be developed in a way that heightened the style of employee’s performance and continuously increasing their quality attentiveness. This development was found to enrich productivity, which leads to employee commitment as norms, values and objectives helped in improving culture of an organization. In application of their cultures in organizational management, leaders established strong relationships between their employees and clients Brooks, (2006). For a young Organization like Me To We, culture was found to be central to their identity, any organizational culture was so transformative because one has to unlearn in order to learn and this is the hardest part which most at times causes resistance to change according to Schein (2009). According to Ivancevich et al (2005), Organization Culture was what employees perceived and how those perceptions created a pattern of beliefs, values and expectations. Organization Culture, a pattern of simple traditions that were revealed or developed by a group as it learns to survive with the problems of external education and internal integration that had operated well enough to be deliberated as effective and hence to educate to new members as the correct way to perceive, think, and feel in relation to those problems, Ivancevich et al
Organization culture involved shared expectations, values and attitudes; it exerted influence on individuals, groups and organizational processes. According to John, Hunt and Richard (2008), just a person’s individual personality was unique the same applied as there were no two organizations that had similar culture. Management scholars and consultants increasingly believed that cultural differences had a major impact on the job performance and the quality of work produced.

According to Denison, Haaland, and Goelzer (2004) culture contributed to the accomplishment of the organization, although not all dimensions contributed to the success but it was established that the effects of these dimensions differed by global regions, which proposed that organizational culture was impacted by national culture. Organizational culture reflected in the way people accomplished tasks, set objectives and run the necessary resources to achieve goals. Culture affected the way individuals made decisions, felt, and acted in response to the opportunities and threats touching the organization.

Adkins and Caldwell (2004) argued out that job satisfaction was positively connected to the degree to which employees fitted into both the overall culture and subculture in which they operated. An observed disparity of the company’s culture and what employees felt the culture was connected to low job satisfaction, higher job stress and high turnover. It had been suggested that organizational culture affected the level of employee creativity, the strength of employee motivation, and the reporting of unethical behavior, but more research was needed to backing these inferences.

Research carried out on organizational culture and several studies showed that Organization culture was very vital, Schein (2009) emphasized that the strength and depth of an Organizations culture reflected the strength of the founder and the intensity of shared experiences that employees had and the success of the organization.

John et al (2008) argued out that it was necessary for an Organization to go over the levels of culture has they bring the topic into focus as they highlight the fact that while some manifestations of culture can be easily observed, others specifically the deepest aspects of common assumptions may be difficult to uncover, not least because they were taken for granted by members of that culture. The three important levels of cultural analysis included; Observable culture, Shared values and Common assumptions. The first level which was the observable culture, these were methods that the group had developed
and were explained to new employees through induction programs. The observable culture included the unique stories, ceremonies, dress code, logos and corporate rituals that made up the history of the successful work of the organization. A strong organization culture was found to be important and contributed to high performance and success, whether or not this was consistently true a study of organization culture was important to understanding of how the organizations operate in the real world. According to John et al (2008), employees shared norms as a result of their joint experiences that guide values and behaviours and most at times are implicit and unspoken.

According to John (1990), argued out job outcome as something a single person does. This concept differentiated performance from outcomes. Outcomes were the consequences of an individual's outcome, but they were also the result of other influences. In other words, there were more factors that regulated outcomes than just an employee's behaviors and actions. He further argued out that performance required to be under the individual's control, regardless of whether the outcome of interest was mental or behavioral. The difference between individual controlled activities and outcomes were best conveyed through an example.

Job performance referred to be the ability to execute a specific task in a specific manner that was measured as high, medium or low in scale. The word performance was to be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance, John et al (2008). Job outcome was the sum total of a worker's execution of assigned tasks. Grouping, allocating, scrutinizing and evaluating a worker's job outcome generally involved human resource proficiency. Job standards quantified job outcome in objective and subjective terms, typically used benchmarks to measure how well the worker achieved the employer's expectations over a specified period of time, (Geek 2014).

John et al (2008) identified two dimensions of performance: an action dimension (i.e. behavioural aspect) and an outcome dimension (i.e. performance aspect). Here, the behavioural aspect of performance was assumed to be corresponded with work situation and job specifications, selective behavioural aspects turned into a means of achieving organizational goals and objectives that was the outcome dimension or performance aspect. Early studies showed that there existed affiliation between organizational culture and its performance. Richard (2002) argued that organizational culture was inherently
connected to organizational practices. Therefore, organizational performance was conditional on organizational culture. Organizational culture was to enhance performance in a large scale if it was to be understood that it sustained a culture. Lewis (2002), culture of an organization allowed the employees to be acquainted with the firm’s history as well as current methods of operations, and this specific detection endowed the employees with guidance about expected and acceptable future organizational behaviours and norms.

Me To We was established in 2004 in Kenya as an innovative social enterprise out of a desire to provide people with better choices for a better world. Me To We offers socially conscious and environmentally friendly products as well as life-changing experiences. They have a large team of talented creative designers for their products, technicians who helped in making the leather artisans products from different disciplines who brought together a unique balance of creativity, passion and energy with a common aim of working with clients to improve their brands and grow sales within their outlets in the world. As the Company looked for ways to remain competitive in the market over time it had experienced enormous growth in terms of the number of staffing, operational wise and management. This brought about new challenges to the Company whereby the management team had not established good rapport with the employees and also lack of systems and structures to guide decision making was evident in the way the company operated its business, also they had core values but the management was not doing enough to ensure all employees understood the vision, mission and the core values for the Company, the local employees were not engaged and there was lack of a sense of belonging, hence the reason the study was keen into looking at how Me To We’s culture was influencing their employees job outcome. The information was derived from the Operations manager and their website,(metowe.com)

1.2 Statement of the Problem

According to Khan (2005) the concept of Organization culture had widely been researched on and therefore, a supportive culture was considered as a motivational instrument which promoted the employees to perform smoothly and ensured better productivity. According to Khan several studies showed that Organization culture was very crucial and emphasized that the strength and depth of an Organizations culture reflected; the strength of the founder and the intensity of shared experiences that
employees had and the success of the organization according to Schein (2009). The kind of culture adopted at Me To We Limited was found to be very static and in turn had made employees unable to channel their complaints through their respective managers as there was no good rapport between the management and their juniors. There were no forums organized to air out issues hence some employees became disgruntled and left the Company. In addition, the Company did not embrace management by walking around and there was no open door policy to the managers; this made issues to pile up causing burn out and employees ended up resigning and more often demotivated and this had greatly affected the job outcomes.

Another problem found was that the Company’s corporate norms and values were not shared with the employees. There was no strong emphasize of the mission, vision and core values from the management team hence the employees did not know the Company core values. According to Ivancevich et al (2005) company’s work efficiently only when shared values exist.

Another problem was that the Company was yet to develop proper systems and procedures. Disciplinary measures do not have a structured policy or guideline and when applied, they are determined based on the rapport one has with the manager the employees felt there was no fairness as some employees were let to walk free without punishment. The Company had not yet established a compensation strategy hence increments within the Company did not follow any systematic procedure and in turn affected the morale and employees who go for years without an increment. The company did not conduct performance appraisals hence there was no forum for feedback on performance except for when one was not meeting their targets then they would be fired without a chance for improvement or coaching. Generally the company lacked in knowledge on cultural factors affecting their employee’s job outcome.

John et al (2008) said that values played a critical role in linking people and provided a powerful motivational mechanism for members of that culture. Organizational values underpinned the patterns for behaviour in observable cultural analysis. Cultivating a strong organization culture had a positive effect in attaining a competitive advantage; however managers needed to acknowledge individual differences within a collective and the value of individuality to the overall organizational culture. Unique and shared values
provided a strong identity, improved collective commitment, provided a stable social system and reduced the need for controls.

Barbra(2002), Alexander (2001), John et al (2008), Schein (2009), Ely and Thomas (2001), have researched on organization culture in relation to; resistance to change, international competitiveness, work place diversity, job satisfaction, leadership and development and change management However, few researchers studied organization culture and its influence on job outcome. The project therefore focused on this gap.

The study therefore attempted to find out the degree cultural elements affect employee’s job performance. It was hoped that observations and the recommendations made by this study would contribute immensely to the existing knowledge in this field and provide forum for further research.

1.3 Purpose of the Study

The main purpose of the study was to find out the influence of Organizational cultural elements; values, rapport and systems on job outcome.

1.4 Research Questions

The following research questions guided the study:

1.4.1 To what extent does rapport between the management and colleagues affect job outcome?

1.4.2 To what extent do corporate norms and traditional values affect job outcome?

1.4.3. The impact of systems on job outcome?

1.5 Importance of the Study

The importance of this study was to provide Me To We with consciousness of the type of culture required, and how they could best ensure they stream lined on the areas of creating proper channels for open and honest communication between their employees
and management; The study also raised awareness on the importance of forming structures and procedures to guide employees on their conduct and expectations.

1.5.1 To the Organization

Based on the results of the study, Me To We (K) Limited would be able use the information and recommendations to improve on the existing culture or adopt a new culture. This was geared to enhance the productivity of its employees and products in order to ensure they maintain a highly motivated and productive team who understand the values, policies and systems of the Company. This research shall be helpful to the decision makers within the Organization such as the CEO, HR Manager, and line Managers.

1.5.2 To Employees

Culture represents the feeling of togetherness thus counteracting process of differentiation which was an avoidable part in the organization. It offered a shared system of communication and understanding; if these functions were not well shared in the organization, culture can significantly reduce the efficiency of the organization. An employee in an organization that had instilled the right culture was bound to reap good relations between employees lead to commitment and togetherness; enhanced teamwork among the employees. Employees were likely to be affected in one way or another by the dominant culture in the organization.

1.5.3 To Academia

Other scholars who may wish to undertake further research on organizational culture and how it affected job performance in modern organizations was beneficial by reading and referring to this research work. Therefore, the findings of this research work shall form a basis for further research in this field by other scholars within undergraduate, master and PhD levels of academics. Scholars can also use the research to write journals and books and can help in further research.
1.6 The Scope of the Study

The scope of the study was limited to Me To We employees and the sample population was 60 employees who represented the entire population within the Company. The study was conducted as from March 2014 to June 2014. In trying to provide a clear picture on how job outcome was influenced by culture the study was limited in a number of ways. It was quite difficult to gather information from some respondents due to the fact that they considered part of the information asked as confidential hence they evaded some particular questions completely or answered sparingly. There were few staff who had travelled to other regions and did not give back the questionnaire.

1.7 Definition of Terms

1.7.1. Organization Culture:
Organization Culture: an array of basic suppositions that were invented, discovered or developed by a group as it learned to deal with the problems of external education and internal integration that had worked well enough to be considered binding and therefore, to be taught to new members as the right way to be perceived, thought, and felt in relation to those problems (Ivancevich et al, 2005).

1.7.2 Job Performance
Job Performance: was referred to the ability to execute a specific task in a specific manner that can be measured as high, medium or low in scale according to John et al (2008).

1.7.3 Corporate Culture:
Corporate culture: was described as the whole amount of the values, customs, traditions, and meanings that make a company distinctive, (Schein, 2012).

1.7.4 Task inducement
1.7.4 Task inducement system: was source of validating feedback when individuals could affirm their competencies and values through their jobs, positive affect was made, (Denison, et al, 2004).
1.8 Chapter Summary.

The study introduced the concept of culture and argued how it would help explain some of the seemingly incomprehensible and irrational aspects of what goes on in groups or organizations. The chapter summarized the background of the problem which was cultural aspects were affecting job outcome at Me To We which included; good rapport between the management and employees, absence of corporate norms and traditional values of the Company as well as lack of systems and how they were affecting the employee’s job outcome. The chapter looked into the purpose of the study which was to find out the influence of Organizational cultural elements; corporate culture, rapport and systems and procedures on job outcome. Chapter entailed background of the study and the statement of the problem. The chapter highlighted the purpose of the study, research questions, importance and scope of the study described the population and context. Chapter two presented the literature review on organization culture and its influence on job outcome. Chapter three covered the process that was followed in the study which included the target population, sample, research instrument, data collection and statistical method used to analyze the data. Chapter four presented the summary of findings, conclusions, recommendations and suggestions for further research. The presentation was based on data collected from Me To We employees.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature related to Organizational Culture aspects and the influence it had on employees’ job outcome. The most striking finding was that organizations do not realize what kind of culture they have or the effects of their cultures to their outcome. Employee job outcome was the quality and quantity that was achieved by someone in conducting their responsibilities. A strong organizational culture supported adaptation and developed organization’s outcome by motivating employees towards shared goals and objectives.

2.2 Rapport with the Employee and Management.

Managerial inducement system was one of the major sources of validation in social feedback. Positive affect was created when others affirmed one's worth, competencies, values, and status. The extent to which one's boss specified that they were a valued and skilled employee through his or her words or actions affected their emotional response to him or her according to Schroeder and Mauriel (2000).

Social inducement system the extent to which employees appreciated social interactions at work and degree to which work social interactions are affirming of one's identity (acceptance, worth, and status) leads to satisfaction with co-workers. For high satisfaction to occur, peer (social) feedback and acceptance was generally unconditional and positive. As teamwork involved interactions between individuals, it was found to be beneficial if the members knew each other well. Every individual ought to understand that they are professionals and to achieve success they need to bury their personal hatchets and embrace team work. Employees realized that their contribution was necessary for the progress of the project and that the success achieved was the result of a collective endeavour and not an individual one. It was great that team members were able to interact outside the work place to know each other more on a personal level; this helped in growing a sense of togetherness at work, thus improved on teamwork, (Schroeder and Mauriel, 2000).
According to Ivancevich *et al* (2005), the concept of cohesiveness was important for understanding groups in organizations. If cohesiveness was high and the group accepted and agreed with formal organizational goals then group behaviour probably would be positive.

2.2.1. Ensuring Free Flow of Communication.

According to Ivancevich *et al* (2005) one of the more important effects creating teams on organization’s management was an increased need for information. Team members need information in order to accomplish their objectives. For the success of a team, the most essential factor was communication. The team leader was the person who made decisions, but this did not mean that they should not listen to anyone else. A good team leader was one who encouraged members to participate in discussions and come out with their thoughts and then collectively found a way that they could follow to reach their goal. Regular meetings should be organized to review the development of the project and to record the contribution of each member. According to Miner (2002), research found out that regular meetings helped in boosting the morale of the team members and made them understand their progress at work. Embracing a decentralized communication network where all group members communicate directly and share information with one another. It was important for management to call an all-channel and involve interacting groups.

The world had witnessed groups of highly skilled individuals within specific arts and sciences who raised the level of quality as the result of social interaction. These groups were called skilled or technological subcultures. Examples of these subcultures included; the artists of the Italian Renaissance, the composers and musicians in 18th and 19th century Vienna, or the Swiss watchmakers. Because of their close proximity to other members within this subculture, new ideas, new approaches, and creative thinking flowed freely among them and rose the level of quality for all perhaps substantially beyond what any of these individuals had accomplished when they worked alone. As a result, the artisans within the ranks of these subcultures became globally known for their expertise, even though they remained locally based, such subcultures were spread across the globe. Therefore the need for knowledge to become more widely dispersed is essential. To get new information to the right people at the right time required knowledge producers to break down many different barriers, according to Nelson and Quick (2012). The barriers to the flow of information were not just geographical, a fissure can be found between
universities and private companies, with the pace at which technological innovations had been surfacing recently, they found their way into practical use in societies; it seemed maintaining a division of labor between the two types of organization in regard to interaction design was counter-productive. Knowledge became significant only when it was expressed in practical terms, such as product development and other applications. However, information became knowledgeable and applicable only when built upon the ever-growing body of basic knowledge, which was discovered in the academic inquiry of the university (Kitchin, 2002).

According to Barrett (2006), communication was the controlled, purposeful transfer of meaning whereby leader’s influenced an individual, a group, an organization, or a community. Good communication skills facilitated the understanding and trust necessary that encouraged others to follow a leader. Without effective communication, managers accomplished little (Barrett, 2008). It had been noted that managers spend 70% to 90% of their time on communication. In an era where communication speed had increased through cellphones, email, video conferencing and Skype communication should be more of a priority. Leaders, who do not communicate well, are not really leading at all. It was important for leaders to be aware of barriers that were hindering their ability to communicate effectively, as the first step to improving their communication style. Barriers were experienced from the encoding barriers such as lack of sensitivity to receiver, lack of basic communication skills, insufficient knowledge of the subject, information overload, emotional interference; the second barrier was transmitting barriers which included physical distractions, conflicting messages, channel barriers, long communication chain; the third barrier was decoding barrier that included lack of interest, of knowledge and communication skills, emotional distraction, physical distractions, the final barrier was responding barrier which included no provision for feedback and inadequate feedback (Argenti, 2009).

In order for complementary fusion of knowledge to be achieved those interested in the creation and application of knowledge needed to find ways to scale the languages of the fields of expertise, the different social rules and forms of expression between and within organizations, lacked trust, had varied goals and interests, to name a few, which created barriers to effective communication and the quality used knowledge. One possible means that bridged the gap between these distinct cultures was through open access scientific publishing (Kitchin, 2002).
2.2.2 Intragroup Competition

According to John and Sak (2005), competition was important for an individual’s growth; however, unhealthy competition among group members was found to hinder team spirit. One ought to understand that each person had their own strengths and weaknesses, instead of competing with each other they learnt from others and improved one's performance. These factors helped in creating a cordial environment at work, as well as improved the quality of work. If a team was not performing well, it was up to the manager to try to understand the causes and try and make changes to bring about development. It was found out that when members in a team worked together with a common goal in mind, success was sure to come.

According to Saks and John (2005), nothing accidental about cultural strengths, they strongly felt that was a connection between organization culture and job outcome. They suggested that original culture can be powerful tool for cultivating job outcome and the key to effective leadership and original development. However there was more to a good culture than a happy staff.

Teamwork was the rock upon which good cultures were built upon. It ought to be strategically relevant; a culture that was not strategic and relevant loses its focus and thus cannot lead to the achievement of organizational goals. It needed to be strong in order that people can care about what was important. The stronger the culture the more the job outcome would be high. The culture must have an intrinsic ability to adapt to changing circumstances. According to Saini and Khan (2002), Kaizen (Kai meaning change and Zen’ meaning good) Kaizen presupposed not only tangible improvement but also the corporate management promotions in general openness. This openness concerned the provisions of information about the company to every employee, and the open and constructive acknowledgement of problems. In order to solve problems more cohesively corporate management needed to actively create cross-functional teams.

2.2.3 Problem Solving Team.

According to Ivancevich et al (2005), encouraging teams to meet regularly to solve problems, to recommend areas of improvements and solve quality related problems this aided in good relationships and increased job satisfaction. According to Ziegenfuss (2001), use of the eight dimension process to address problems had been proved to be
effective when followed to the latter. Step one was to plan approach ahead before assembling a team to address the problem. This means thinking about who was to be on the team, what their time frame was, and what resources would be needed to address the problem at hand, then build the team, aim to put together a team that had the skills needed to solve the problem and that had time and energy to commit to the problem-solving process. Implement a temporary fix, identify and eliminate the root cause, verify the solution, implement a permanent solution, prevent the problem from recurring and celebrate team success. The last step in the process was to celebrate and reward team's success. Manager should say thank you to everyone involved and be specific about how each person's hard work had made a difference. If appropriate, plan a party or celebration to communicate your appreciation, Ziegenfuss (2001). An organization needed to define some standard of problem solving so that leadership can effectively direct others in the research and resolution of issues according to Beecroft, Duffy and Moran (2003). In problem solving, there were four basic steps;

2.2.3.1 Define the Problem

According to Richard (2002) the first step to defining a problem was to diagnose the situation and focus was on the problem, not just its symptoms. Helpful techniques included using flowcharts to identify the expected steps of a process and cause-and-effect diagrams that defined and analyzed root causes. These steps supported the involvement of interested parties, used factual information, compared expectations to reality and focused on root causes of the problem. What was needed: Review and documentation of how processes currently worked (who did what, with what information, used what tools, communicated with what organizations and individuals, in what time frame, used what format etc). Evaluated the possible impact of new tools and revised policies in the development of a model of what should have been.

2.2.3.2 Generate Alternative Solutions

The manager adjourned the selection of one solution until several alternatives were proposed. Had standards which compared the characteristics of the final solution which were not the same as defining the desired results. A standard permitted one to evaluate the different intended results offered by alternatives. When one tried to build towards desired results, it was very difficult to collect good information about the process.
Considering multiple alternatives significantly boosted the value of the final solution. Once the team or individual had decided on what should be modelled, this targeted standard became the basis for developing a road map for investigating alternatives. Brainstorming and team problem-solving techniques are both useful tools in this stage of problem solving.

Many alternative solutions were generated before evaluating any of them. A common mistake in problem solving was that alternatives were evaluated as they were proposed, so the first acceptable solution was chosen, even if it was not the best fit. If one focused on trying to get the results they wanted, they missed the potential for learning something new that allowed for real improvement, (Ziegenfuss, 2001).

2.2.3.3 Evaluate and select an Alternative

Skilled problem solvers used a series of considerations when selecting the best alternatives. They considered the extent to which: A particular alternative would solve the problem without causing other unanticipated problems. All the individuals involved would accept the alternative and implement the alternative. The alternative fitted within the organizational constraints, (Ziegenfuss, 2001).

2.2.3.4. Implement and Follow up on the Solution

Leaders were called upon to order the solution to be implemented by others, sold the solution to others or facilitate the implementation whereby they involved the efforts of others. The most effective approach, by far, had been to involve others in the implementation as a way of minimizing resistance to subsequent changes. Feedback channels were built into the implementation of the solution, to produce continuous monitoring and testing of actual events against expectations. Problem solving and the techniques used to derive elucidation, were only effective in an organization if the solution remained in place and was updated to respond to future changes, (Ziegenfuss, 2001).

2.3 Corporate Norms and Traditional Values

According to Ivancevich (2005), organizations were able to operate efficiently only when shared values existed among the employees. Values were the conscious, affective desires
or needs of people that guided behaviour. He further stated that a society had an impact on organizational values because of the interactive nature of work.

According to Schein (2012), he stated that corporate culture was the total sum of the values, customs, traditions, and meanings that made a company unique. Corporate culture was often called the character of an organization, since it embodied the vision of the company's founders. The values of a corporate culture influenced the ethical standards within a corporation, as well as managerial behavior. Senior management tried to determine a corporate culture or impose corporate values and standards of behavior that specifically reflected the objectives of the organization. In addition, there was also an extant internal culture within the workforce. Work-groups within the organization had their own behavioral quirks and interactions which, to an extent, affect the whole system. Roger Harrison's four-culture typology adapted by Charles Handy, suggested that unlike organizational culture, corporate culture was to be 'imported'. For example, computer technicians had expertise, language and behaviors gained independently of the organization, but their presence could influence the culture of the organization as a whole, (Schein, 2012).

### 2.3.1. Task Inducement System

Task inducement system was another source of validating feedback which came from direct task feedback. When individuals affirmed their competencies and values through their jobs, positive affect was created. Emotionally satisfying jobs either were intrinsically created the conditions whereby individual’s felt that they were making a contribution to something of value and that they had impacted on the success or failure of goals and projects, Denison *et al* (2004).

### 2.3.2. Building on Great Workplace.

According to Geert (2001), great workplaces with a great corporate culture were more financially successful than their peers. Great workplaces with a great corporate culture had lower voluntary employee turnover than their competitors, also they were able to recruit the best employees to fit their culture and needs, provided top quality customer service and created innovative products and services all activities that contributed to their overall financial success. While trusting relationships in the workplace had always
mattered, business leaders were wise to focus on company culture now for following three reasons:

Mitigated employee turnover; As the economy begun to rebound, employees had greater options to move to companies where they felt respected, their contributions recognized and had opportunities for career development, focused relationships with your people was a key way to shore up their commitment to your organization.

Aligned customer service, leaders who recognized their employees as in charge of the relationship between their customers and their organization experienced greater consumer confidence. Increased companies with excellent customer service moved to the front of the line. While high-quality products were an important component of their company’s success.

Positioned for growth, the increasingly competitive landscape of the inter-connected economy took over the center stage in our post-recession business calculus. The best companies were acutely aware of these workplace trends and opportunities and were actively pursuing a strategy to address all three above (Geert, 2001).

According to Anthony et al (2006), a culture that placed great value on employees and the worth of the individual likely defined and protected more employee rights than a culture that did not value employees as individuals. The key factors that affected the strategic choices employers had in defining employee rights and responsibilities were management philosophy, the tightness of the labour market, the law, union and employee power and the outside as well as the organizational culture. Corporate culture was used to control, coordinate and integrate of company subsidiaries. However differences in national cultures existed contributing to differences in the views on the management. Differences between national cultures were deep rooted values of the respective cultures, and these cultural values can shaped how people expected companies to be run, and how relationships between leaders and followers should be resulting to differences between the employer and the employee on expectations. According to Geert (2001) perhaps equally foundational; observed the vast differences in national copyright and taxation, etc, laws suggests deep rooted differing cultural attitudes and assumptions on property rights and sometimes; the desired root function, place, or purpose of corporations relative to the population.
According to Schein (2004), leadership was the source of beliefs and values that get a group moving in dealing with its external and internal problems. Once a set of shared basic assumptions gradually came to be shared it was functional as a cognitive defense mechanism both for individual members and for group as a whole. Rituals, the collective interpersonal behavior and values were demonstrated by that behavior, constituted the fabric of an organization's culture the contents of myths, stories, and sagas revealed the history of an organization and influenced how people understood their organization values and believes. Language, stories, and myths were examples of verbal artifacts and were represented in rituals and ceremonies. Technology and art exhibited by members or an organization were examples of physical artifacts. The next level deals with the professed culture of an organization's members the values. Shared values were individuals’ preferences regarding certain aspects of the organization’s culture (e.g. loyalty, customer service). At this level, local and personal values were widely expressed within the organization. Basic beliefs and assumptions included individuals' impressions about the trustworthiness and supportiveness of an organization, and were often deeply ingrained within the organization’s culture, Schein (2004). Organizational behavior at this level usually was studied by interviewing the organization's membership and using questionnaires to gather attitudes about organizational membership, Denison, et al (2004). Job outcome was positively associated with the degree to which employees fitted into both the overall culture and subculture in which they worked. A perceived mismatch of the organization’s culture and what employees felt the culture should be was related to a number of negative consequences including low job outcome, job strain, and turnover intent according to Adkins and Caldwell (2004).

2.4. Organization Systems.

Schein (2004), the most visible parts of life in any organization are the daily, weekly, monthly, quarterly and annual cycles of routines and other recurrent tasks that had to be performed. The origins of such routines were often not known to participants and even in some cases to management. The systems served a function quite similar to the formal structure in that they made life predictable and thereby reduced ambiguity and anxiety. Schein (2004) stated that if management did not design systems as reinforcement mechanisms, they open the door to historically evolved inconsistencies in the culture. The most rewarding inducement system pay had a pure instrumental meaning which was
valued as means of purchasing necessary and desirable goods and services. Pay also had an expressive meaning in that it was used by many as a major indicator of worth and status. The reward system impacted on an individual’s emotional attachment to the organization by the degree to which one's pay and organizational position validates one's self-worth and status, (Ely and Thomas, 2001).

2.4.1 Closed Systems

A useful approach to Organizations was to consider them as closed systems. This approach applied to all organizations whether private companies, public bureaucracies, profit making and non-profit making according to Schneider (1994).

![Diagram]

INPUT → PROCESS → OUTPUT

People Added value
Materials Finished goods
Machines Sales turnover profit
Land

Money → More money

Figure 2.4.1 The Approach

The example above related to a profit making organization where the main goal was to make money and more money. The initial investment was converted into factors of production, specific inputs, such as raw materials. A closed system was simple, rational and highly useful, Schneider (1994).

2.4.2 Open systems

According to Schneider (1994), open systems had high chances for success, opportunities and threats belonged to this environment and they consumed revenue, elements such as pressure groups, terrorism, legislation, new opportunities to mention a few. Organization
ought to be able to identify personal open systems which would be unique to every individual and which would be equally important imperative for change. The hard part of strategic analysis lied in the identification of elements that were truly significant, with correct assessment one could identify the significant elements and then the easy part of change management was over. Most managers ignored the open system because it was too frightening.

![THE ORGANIZATION (Input/Process/Output)](image)

**Figure 2.4.2, Source: Schneider (1994).**

**2.4.3. Staff Promotions Procedures**

According to Schultz (2006), promotions from within was good business practice and had been proved to be a powerful employee motivator. Internal promotion policies generated loyalty through the recognition of individual merit and improved morale by fulfilling employees’ need for increased status. Companies that enjoyed enduring success had core values and core purposes that remained fixed while their business approaches and practices were easily adaptable to a changing world. Core ideologies were part of the success. By the core ideology he meant the organizational culture, more specifically what the company stood for and its reason for being; which together provided the glue that kept
the company together through a long period of time. The ideologies reflected more on the
criteria used by an organization to promote its staff, Schultz (2006). Many businesses
approached the concept of job promotions with something less than a studied eye. While
the process seemed basic, the consequences of an ill-advised promotion were critical to
understand what works and what doesn't in the art of promoting employees.

The Wall Street Journal by Bidwell (2003) was about an intriguing new study looking at
the cost of hiring employees from the outside, versus promoting from within. The study
was by Matthew Bidwell, an assistant professor at Wharton who focused on patterns of
work and employment. Bidwell was interested in the 30-year-old trend of workers
jumping from one employer to another multiple times in their careers. Bidwell said,
there’s not much data on the costs of job-hopping. He suspected that employers didn’t
realize how much more they were paying to bring in workers from the outside. Indeed,
Bidwell found that not only do external hires get paid more, but for their first two years
on the job, they receive significantly lower marks in performance reviews. External hires
were also much more likely to get laid off than were those promoted from within. Bidwell
scrutinized seven years of employee data, from 2003-2009, from the U.S. investment
banking unit of a financial services firm, which included information on 5,300 employees
in multiple jobs and research analysts to support staff. (http://online.wsj.com/news/articles, 2014)

The external hires made 18% more than the internal promotes in the same jobs. In
addition to scoring worse on performance reviews, external hires were 61% more likely to
be fired from their new jobs than were those who had been promoted from within the
firm. The external hires tended to have more education and experience than the internal
hires, but Bidwell said, employers did not appreciate how important it was for workers to
know the ropes of an organization. We have relationships in organizations that were
important to getting work done and a set of structures and routines we needed to know.
Knowing where and when to file papers, for instance, or who to ask about approving a
project, could make work much more efficient. Employers underestimated the time it took
for workers to get up to speed, said Bidwell. After two years, the performance reviews of
the external hires caught up to the internal promotes. But sometimes an employee had
already moved on, or gotten laid off, before hitting that mark. Bidwell did some further
analysis, of how people in a particular unit were affected by an external hire. Because
everyone had to work to bring the new hire up to speed, the performance of the whole
unit declined. The silver lining for workers was that bringing in an employee from the outside also tends to raise the pay for everyone in the unit. Journal article, (http://online.wsj.com/news/articles)

In the past, external hiring was in many ways the preferred norm. Rather than hire from within, companies seemed to prefer the idea of stealing talent away from the competition, thereby bringing in new perspectives and bit of intelligence, among other benefits. Major companies had sizable advertising and recruiting budgets, and assumed that a larger applicant pool would result in better hires. Flush with cash, they could take chances on hiring passive or active job seekers. Spending tens of thousands of dollars on recruiters seemed necessary to hire top talent, especially in executive-level positions. Due to the weak economic forces recruiting budgets had to be slashed and companies had to work with fewer resources. Instead of the default approach of hiring from the outside, companies were discovering (or rediscovering) that internal recruiting was cost-effective and sensible in more ways than one, (Schultz, 2006).

The main reasons why companies were concentrating on internal promotions was because it was cheaper to save money on recruiting fees, training, the opportunity cost of not having the position filled, advertising, travel and relocation costs. It was also quick; the entire process from reviewing a job description to advertising to potentially paying a recruiter to interviewing several candidates to completing an actual hire easily takes months for external hires. For an internal promotion, the process could be over and done within a few weeks. Internal hires were already in HR databases. They usually had the backing of managers, and their performance reviews were already accounted for. It worked out better for the Organization that already had connections and knowledge about how work gets done. Promoting internally refreshed employees and showed them that they had a future, therefore serving as a retention tool according to Schultz (2006).

Systems played a secondary rather than primary role. Schneider (1994), argued out that systems in organizations initially focused on work systems rather than the information systems that supported those work systems. The work system approach conceived as work systems the way particular organizations performed important functions such as hiring employees, producing products and services, and finding customers. Looking at typical work system activities such as communication, decision making, and coordination applied. Schneider’s model argued that the different norms and values in different
cultures affected both the way these activities were performed in operational systems as well as the way the phases of a work system life cycle were performed. The discussion of activities led to hypotheses implying that the impact of culture occurred mostly through work systems rather than through the information systems that support those work systems. According to Schneider some observers theorized that mutual impacts of culture and work systems differed from the mutual impacts of cultural and information systems, research analysis implied that these differences were far less important and less interesting than more direct impacts involving culture and work systems, (Schneider, 1994).

2.5 Chapter Summary

This chapter reviewed literature on how management should work into building strong teams through proper communication, conflict resolutions and encouraging an open door policy.

Managers ought to encourage cross–functional team work that feel empowered to take decisions in order for them to work more effectively, from the various reviews it was also important to create an open and honest forum for communication with team and the manager through actively listening to each other in a climate of trust and understanding as this had been seen to facilitate problem solving by all members of the team.

Secondly, with proper laid out procedures and structures through HR Manual they aided in creating strong commitments to the achievement of organizational goals and clear understanding of tasks. Disciplinary process, salary increment, promotions, leave and many policies became clear and acceptable by all. Corporate norms and values enabled individuals to affirm their competencies and values through their jobs, positive affect was created. As with the case of Me To We which was in the growth stage, procedures, systems and formally espoused values were only supportive but as the organization grew they became primary maintenance mechanisms.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Research methodology was defined as a systematic way of solving a problem. The methodology gave the researcher a direction to follow in order to get answers to the problems. The methodology addressed the research method, target population, sample and sampling procedures. It looked at the data collection process, data collection tools and data analysis plan (Kothari, 2004). This chapter covered the process that the research followed including the target population, selected sample, research instrument, procedures involved in data collection and statistical method used to analyze the data.

3.2 Research Design

The study used descriptive research design in collecting and analyzing data. Descriptive research was a scientific technique that tried to find out who, what, where when or how much regarding the study and tried to build a pattern or profile between variables. According to AECT (2001) this type of research was able to balance elements of both quantitative and qualitative study. In addition, it gathered and organized data using different visual aids such as tables, graphs and charts to assist the reader in understanding the data distribution.

Descriptive design was ideal when one was not able to test large sample numbers as would be the case of a study that was more quantitative based. Descriptive design helped the researcher to observe natural behaviour and make inferences without influencing it in any way which assisted the researcher to make objective interpretations (Shuttleworth, 2013). According to Robson (2002), the objective of descriptive research was to portray an accurate profile of persons, events or situations. It gave a clear picture of the issue to be studied that the researcher was to collect data about and thus the researcher had prior knowledge of what to collect data on Saunders, Lewis and Thornhill, (2003). This research aimed at analyzing how corporate culture influenced job performance at Me To We (K) Limited.
3.3 Population and Sampling Design

3.3.1 Population

The target population of this study was 60 employees who constituted the entire population of Me To We (K) Limited employees.

3.3.2 Sampling Design

A sample was defined as a group of individuals that represent the population. Sampling design was a way of selecting a sample of the population so that the sample selected was a true representation of the whole population, (Saunders, Lewis and Thornhill, 2003)

3.3.2.1 Sampling Frame

Saunders et al. (2003) described a sampling frame as a comprehensive list of all the individuals or unit in a population from which selection of the sample would be drawn. The sampling frame of this study was to be drawn from the employees of Me To We (K) Limited who participated in the study. Detailed description of sampling frame was provided. Sampling frame was the actual set of units from which a sample had been drawn: in the case of a simple random sampling was used. A sampling frame was a list or other device used to define a researcher's population of interest. The sampling frame defined a set of elements from which a researcher could select a sample of the target population. Because a researcher rarely had direct access to the entire population of interest in social science research, a researcher relied upon a sampling frame to represent all of the elements of the population of interest.

3.3.2.2 Sampling Technique

The case study adopted strata sampling technique which was accomplished by choosing a level of the employees within the company. The sample frame of this case study was representative enough for the study because they were all in one Company and location. In order to produce influential and meaningful results, the study used strata sampling technique as an appropriate sampling method to select the representative sample of participants.
3.3.2.3 Sample Size

The sample size was 60 respondents who constituted the entire population of Me To We (K) Limited.

Table 1: Sample size Distribution

<table>
<thead>
<tr>
<th>Categories</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Supervisors level</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Support staff</td>
<td>25</td>
<td>41.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The study collected primary data to ensure that what was collected was only for the purpose of the research. In addition, this was to ensure that data collected matched the need of the research which was to ensure it was appropriate for the research questions. Additionally, the researcher had control over the data quality and included most significant points and emphasized on them when collecting data, according to Saunders, Lewis and Thornhill, (2003)

Data was collected using questionnaires which were based on the research questions. Both open and closed ended questions were used. Questionnaires were suitable for descriptive research because they used standardized questions that the researcher had confident was to be interpreted in the same way by all the respondents and would enable the researcher to categorize and depict the unpredictability in situations, (Robson, 2002).

3.5 Research Procedures

The questionnaire was designed by developing questions based on the study’s research questions. The questionnaire was administered to the respondents during their weekly meetings to get hold of them all. The respondents were left with the questionnaires to fill at their convenient time and collected later as agreed between the researcher and the respondent. The questionnaire was divided into two distinct parts. Section A was an overview of the respondent, Section B entailed the three subsections which included the
research questions rapport with the team, corporate values and norms and systems. This preliminary analysis was helpful in determining whether the questionnaires were reliable and valid for data collection and that the respondents understood the questions properly (Saunders, et al 2003).

3.6 Data Analysis Methods

The data collected from the study was analyzed using strata statistics. The quantitative analysis was applied using descriptive statistics which summarized the descriptive data in a clear and understandable way. Data was analyzed using SPSS and presented using tables, bar charts, graphs and pie charts (Saunders et al 2003). The data was first edited by the researcher per day, assigning numbers and codes, and then cleaning it to ensure the data was clear and precise. The data was calculated using frequencies and percentages in order to identify the general trends and summarized the pattern of the findings. Descriptive data considered the inferences that were made from respondents’ opinions for the open ended questions. This data was analyzed by organizing it into categories based on concepts with similar features.

3.7 Chapter Summary

In this chapter the areas covered included the research design indicating the defined design to be used in the case study. The chapter further gave a brief of the population and sampling design. The chapter elaborated the data collection methods, research procedures and data analysis methods. Descriptive design considered inferences that were made from opinions of the respondents from the open ended questions by organizing it into categories on the basis of themes or concepts with similar features. Quantitative data was analyzed using SPSS. The findings were calculated in percentages. The data was presented using tables and charts. Interpretation of the data was done within the frame of reference of the research problem and chapter five presented the discussions, conclusions and recommendations from the findings.
CHAPTER FOUR

4.0 FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study on the research questions with regards to the data collected from the respondents. The first section covered the general information with regards to the respondents. The second section covered the importance of rapport between employees and management. The third section looks at corporate values and norms and the final section was on understanding of systems impact on job outcome and connection to the vision. A total of 50 employees at Me To We participated in the survey which represented a 83% response rate.

4.2 General Information of the Study and Study Group

This section gave the general information about the case study and the study group.

4.2.1 Gender of Respondents

Figure 1 showed the findings with regards to the gender of the respondents. Male participants had a high representation of 56% while female were 44%.

![Figure 1: Gender](image)

Figure 1: Gender
4.2.2 Age bracket

Figure 2 presents a summary of the findings with regards to the age of the respondents. Employees within 26-35 age brackets were the highest with 66% followed by 36-45 years at 14%, 18-25 years 14% had the lowest representation of 6%.

![Figure 2: Age bracket](image)

4.2.3 Level of Education

In terms of employees’ level of education, majority (36%) had university & college education. 22% had secondary education while only 6% had masters’ education as depicted in the figure 3.

![Figure 3: Education Level](image)
4.2.4 Work period

Among those who participated in the survey 70% had worked with the company for a period of 1-3 years, 26% 4-5 years while 4 % had 6 years and above with the company as shown by figure 4.

![Figure 4: Length of work with Company](image)

4.2.5 Marital Status

The survey as depicted in figure 5 revealed that 60% of the respondents were married, 38% were single while only 2 % had gone through divorce.

![Figure 5: Marital Status](image)

4.3 Importance of Rapport between Employees and Management

The participants were asked to rank their agreement level on the extent to which the rapport between the management and colleagues affect job outcome. As seen from table 2, majority of the employees strongly agreed (70%) that a company’s success depends on good rapport between management and employees with a mean of 4.6. Sense of
togetherness improved team work was second with a mean of 4.56, good rapport and regular interactions helped solve problems and increased job satisfaction was ranked with a mean of 4.42. On the other hand the employees neither agreed nor disagreed that whether the social interactions affirms one's identity with a mean of 3.82 which was below the overall average. In addition, despite employees agreeing that good rapport encourages open door policies to the managers with a mean of 4.18 and that positive effect was affirmed by ones worth, competence, values & status with a mean of 4.12 both had a mean below the overall mean of 4.32. In overall the employees agreed that good rapport between the management and colleagues do affect job outcome with an overall average of 4.32 (Agree).

Table 2: Employees rapport with Management

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company required good rapport between management and employees to succeed</td>
<td>4.60</td>
<td>2%</td>
<td>0%</td>
<td>4%</td>
<td>24%</td>
<td>70%</td>
</tr>
<tr>
<td>Sense of togetherness improved team work</td>
<td>4.56</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>32%</td>
<td>64%</td>
</tr>
<tr>
<td>Good rapport and regular interactions helped solve problems and increased job satisfaction</td>
<td>4.50</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>38%</td>
<td>58%</td>
</tr>
<tr>
<td>Regular team meetings boosted morale and knowledge on the progress of the work</td>
<td>4.42</td>
<td>0%</td>
<td>2%</td>
<td>2%</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>Rapport eased free flow of information up down and down up</td>
<td>4.32</td>
<td>2%</td>
<td>2%</td>
<td>8%</td>
<td>38%</td>
<td>50%</td>
</tr>
<tr>
<td>Social interactions enhanced sociability and team cohesion</td>
<td>4.32</td>
<td>2%</td>
<td>0%</td>
<td>10%</td>
<td>40%</td>
<td>48%</td>
</tr>
<tr>
<td>Good rapport encouraged open door policies to the managers</td>
<td>4.18</td>
<td>2%</td>
<td>0%</td>
<td>8%</td>
<td>58%</td>
<td>32%</td>
</tr>
<tr>
<td>Is positive effect affirmed by one's worth, competences, values and status</td>
<td>4.12</td>
<td>4%</td>
<td>2%</td>
<td>8%</td>
<td>50%</td>
<td>36%</td>
</tr>
<tr>
<td>Are the social interactions affirming of one's identity</td>
<td>3.82</td>
<td>2%</td>
<td>10%</td>
<td>20%</td>
<td>40%</td>
<td>28%</td>
</tr>
<tr>
<td>Overall Average</td>
<td>4.32</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2014
4.4 Effect of Corporate Values and Norms on job outcome

The survey sought to find out the extent to which the corporate norms and traditional values affect the employees’ job outcome. As summarized by the table 3, the employees agreed that it’s important for an organization to have shared values with the highest mean of 4.46. This was followed by agreement that the job is emotionally satisfying and makes one feel that he/she is an impact with a mean of 4.32. Corporate culture enhances performance and low corporate culture affect job outcome had a mean of 4.08 and 3.98 respectively which were below the overall average of 4.22.

In overall the employees agreed (overall average of 4.22) that corporate norms and traditional values affect the employees’ job outcome.

Table 3: Corporate Values and Norms

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important for an organization to have shared values?</td>
<td>4.46</td>
<td>0%</td>
<td>4%</td>
<td>4%</td>
<td>34%</td>
<td>58%</td>
</tr>
<tr>
<td>Is their job emotionally satisfying and makes you feel that you are making impact</td>
<td>4.32</td>
<td>2%</td>
<td>0%</td>
<td>6%</td>
<td>48%</td>
<td>44%</td>
</tr>
<tr>
<td>If Management had done a good job in ensuring everyone understood the vision mission of the Company</td>
<td>4.26</td>
<td>0%</td>
<td>2%</td>
<td>6%</td>
<td>56%</td>
<td>36%</td>
</tr>
<tr>
<td>Whether company values and norms guided behavior of the employees?</td>
<td>4.22</td>
<td>0%</td>
<td>4%</td>
<td>10%</td>
<td>46%</td>
<td>40%</td>
</tr>
<tr>
<td>If they felt the corporate culture enhanced performance in their department</td>
<td>4.08</td>
<td>2%</td>
<td>4%</td>
<td>12%</td>
<td>48%</td>
<td>34%</td>
</tr>
<tr>
<td>In own opinion, whether a low corporate culture affected job outcome?</td>
<td>3.98</td>
<td>0%</td>
<td>4%</td>
<td>18%</td>
<td>54%</td>
<td>24%</td>
</tr>
<tr>
<td>Overall Average</td>
<td>4.22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2014
4.5 Impacts of Systems on job Outcome.

Further the study sought to establish the impacts of company systems and procedures on job outcome. As illustrated by table 4, the employees agreed that internal promotions generates loyalty and improved morale with the highest mean of 4.4 followed by policies guiding one to what was expected of them with a mean of 4.28. They also agreed that proper systems and procedures were of importance to the company with a mean of 4.22. On the other had the employees seemed to be on average neutral on; managers mostly made decisions guided by procedures, disciplinary procedure that were followed by management when administering discipline fair and as per the policies, one stand equal chances of growth within the company and whether current procedures for reward were fair and motivating. Of these, the four last systems and procedures had each a mean below the overall average of 3.94. In overall, the employees moderately agreed that systems and procedures impact job outcome evidenced by an overall average of 3.94.

Table 4: Systems on job Outcome

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal promotions can generate loyalty and improve morale</td>
<td>4.40</td>
<td>0%</td>
<td>2%</td>
<td>10%</td>
<td>34%</td>
<td>54%</td>
</tr>
<tr>
<td>Are the company policies guiding you to what is expected of you?</td>
<td>4.28</td>
<td>0%</td>
<td>2%</td>
<td>6%</td>
<td>54%</td>
<td>38%</td>
</tr>
<tr>
<td>Do you believe that proper systems and procedures are of importance to the company?</td>
<td>4.22</td>
<td>0%</td>
<td>2%</td>
<td>14%</td>
<td>44%</td>
<td>40%</td>
</tr>
<tr>
<td>Do your managers mostly make decisions guided by procedures?</td>
<td>3.96</td>
<td>2%</td>
<td>2%</td>
<td>24%</td>
<td>42%</td>
<td>30%</td>
</tr>
<tr>
<td>Is the disciplinary procedure that is followed by management when administering discipline fair and as per the policies</td>
<td>3.84</td>
<td>0%</td>
<td>6%</td>
<td>20%</td>
<td>58%</td>
<td>16%</td>
</tr>
<tr>
<td>The process and procedures followed within the Company are predictable and consistent</td>
<td>3.84</td>
<td>0%</td>
<td>6%</td>
<td>26%</td>
<td>46%</td>
<td>22%</td>
</tr>
<tr>
<td>Do you feel that you stand equal chances of growth within the company?</td>
<td>3.52</td>
<td>4%</td>
<td>10%</td>
<td>40%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>Are the current procedures for reward fair and motivating?</td>
<td>3.46</td>
<td>8%</td>
<td>10%</td>
<td>26%</td>
<td>40%</td>
<td>16%</td>
</tr>
<tr>
<td>Overall Average</td>
<td>3.94</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author 2014
4.6 Connection to Company Vision

The employees were asked whether they knew and felt connected to the vision of the organization. As seen in figure 6, 94% of the employees knew and felt a connection with the company vision.

![Pie chart showing 94% Yes and 6% No for connection to company vision.]

Figure 6: Connection with Company Vision

4.7 Understanding of the systems, procedures and policies within Organization

The survey also investigated how well the employees understood the systems, procedures and policies within the organization. Figure 7 shows good 54%, fair 44% and excellent 6% as how well they understood the company’s systems and policies.

![Bar chart showing understanding of systems: Excellent 6%, Good 54%, Fair 40%.]

Figure 7: Understanding of the systems
4.8 Chapter Summary

The Chapter outlined the findings based on the respondent’s information provided. The first section outlined results on the respondent’s background information. This was followed by findings on importance of good rapport between employees’ and management. Then consecutive section was on findings and analysis based on the effects on corporate norms and traditional values on the job outcome and finally analysis on impact of systems on job outcome. The next chapter provided summary, discussions, conclusions and recommendations of the study based on the analysis and findings.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter was generally considered as the most critical section of the research project. This chapter presented the summary, discussions, conclusions and recommendations of the study. The first section gave a summary of the purpose of the study, research design and major findings. The second section discussed the findings of the research questions based on the literature review. The consequent section included conclusions drawn from the discussions and in conclusion, the section concluded by giving recommendations guided by the research questions.

5.2 Summary.

The purpose of this study was to investigate the influence of Organization culture on the employee’s job outcome a case study of Me To We (K) Ltd. The study was guided by the following research questions: To what extent does rapport between the management and colleagues affect job outcome; to what extent do corporate norms and traditional values affect job outcome; the impact of systems on job outcome?

The research design used was descriptive research design. The target population was drawn from employees of Me To We (K) Ltd. The sample size was 60 employees. The data was collected using questionnaires. The questionnaire was tested using pilot sampling design with five respondents selected from the sample size. Data was analyzed using SPSS and Excel to obtain descriptive statistics through frequencies and percentages.

With regard to rapport between the management and colleagues affect job outcome, the results showed that 94% of respondents agreed that good rapport between management and employees was important and did have an effect on job outcome. 94% of the respondents were of the opinion that good rapport helped a company to succeed; in addition the 88% of the respondents felt that good rapport created a sense of togetherness and improved team cohesion. 96% of the respondents also agreed that good rapport and regular interactions helped solve problems and increased job satisfaction.
The extent to which corporate norms and values affected the employees’ job outcome 92% of the respondents agreed that it was important for an organization to have shared values as it led to emotional satisfaction of the job and made employees felt they were making an impact. From the respondents the study found that corporate culture enhanced performance and low corporate culture affected job outcome. In overall the employees agreed that corporate norms and traditional values affected the employees’ job outcome. 82% of the respondents felt corporate culture enhanced performance in their departments while 86% agreed that it guided corporate behaviour.

Regarding the company systems and procedures impact on job outcome, 88% of the respondents agreed that internal promotions generated loyalty and improved on the morale. In addition 84% of the respondents agreed that proper systems and procedures are of importance to the company and managers should follow laid procedure when making decisions, administering disciplinary to ensure fairness. 54% of the respondents did not feel that they had equal chances for equal growth opportunities within the company and 44% felt that the current procedures for reward are not fair and motivating to them. 26% of the respondents revealed that managers mostly did not follow the laid systems in decision making.

5.3 Discussions

Discussion was based on the research specific objectives provided in this section. The section compared literature reviewed with the findings.

5.3.1 Existence of Good Rapport and Job Outcome.

From the findings 94% of the respondents agreed that good rapport boosted employee’s morale and helped management to know the progress of the work or goals, while 2% percent disagreed that good rapport between management boosted morale and 4% remained neutral on their response. The study also found out that 96% affirmed that good rapport and regular interactions helped solve problems and increased job satisfaction. These findings were in line with the argument put forward by Miner (2002) where he stated that regular meetings between the employees and managers helped in boosting the morale and helped employees understand their progress at work and embrace a culture where information shared was important for the employees.
The results of the study revealed that good rapport between employees and management eased free flow of top down, down up information across the organization according to 88% of the respondents, while 4% disagreed that good rapport encouraged free flow of information and 8% remained neutral. This was affirmed by Nelson and Quick (2012) they argued out that getting new information to the right people at the right time required knowledge producers to break down many different barriers, that affected the job outcome. According to Barrett (2006), communication was the controlled, purposeful transfer of meaning whereby leader’s influenced an individual, a group, an organization, or a community. Good communication skills enabled the understanding and trust necessary that encouraged others to follow a leader. Without effective communication, managers accomplished little according to Barrett (2008).

The study investigated the how good rapport and regular interactions helped solve problems and increase job satisfaction. From the findings 96% agreed that good rapport helped solved problems while 2% remained neutral and 2% disagreed that rapport helped solve problems and raise job satisfaction. These findings were supported by Ivancevich et al (2005), whereby he argued out that by encouraging regular meetings to solve problems, to recommend areas of improvements and solve quality related problems aided in good relationships and increased job satisfaction.

It had been noted that from the study that managers spend 70% to 90% of their time on communication Today’s era where communication speed had increased through cellphones, email, video conferencing and Skype communication should be more of a priority. Leaders, who do not communicate well, are not really leading at all. It was important for leaders to be aware of barriers that were hindering their ability to communicate effectively, as the first step to improving their communication style. Barriers were experienced from the encoding barriers such as lack of sensitivity to receiver, lack of basic communication skills, insufficient knowledge of the subject, information overload, emotional interference; the second barrier was transmitting barriers which included physical distractions, conflicting messages, channel barriers, long communication chain; the third barrier was decoding barrier that included lack of interest, of knowledge and communication skills, emotional distraction, physical distractions, the final barrier was responding barrier which included no provision for feedback and inadequate feedback (Argenti, 2009).
From the findings 86% affirmed that good rapport helped assert one’s worth, competences, values and status, while 8% remained neutral 6% disagreed that rapport helped assert ones worthiness and status. This was affirmed by Schroeder and Mauriel (2000) they argued out that positive affect was formed when others assert one’s worth, competencies, values, and status. The extent to which one's boss pointed out that they were a valued and skilled employee through their words or actions affected their emotional response to the boss. 

From the findings 88% agreed that social interactions enhanced sociability, affirmed one’s identity and created team cohesion, while 12% did not agree with that social interactions enhanced sociability or affirmed ones identity. This was asserted by Schroeder and Mauriel (2000) they argued out that for high satisfaction to occur, peer feedback and acceptance was generally unconditional and positive. As teamwork involved interactions between individuals, it was found to be beneficial if the members knew each other well. Every individual ought to realize that they are professionals and to achieve victory they should bury their personal hatchets and embrace team work. Employees realized that their contribution was essential for the development of the project and that the success achieved was the result of a communal endeavour and not an individual one. It was great that team members interacted outside their work place to know each other more on a personal level this helped to raise social interactions at work and improve teamwork.

5.3.2 Corporate values, norms and Job outcome

From the study findings 92% of the respondents agreed that it was important for an organization to have shared values as it led to emotional satisfaction and employees felt valued by the management, while 8% did not agree to this finding, John et al (2008), they argued our that shared values played a critical role in linking people and provided a powerful motivational mechanism for members of that culture.

Basic beliefs and assumptions encompassed individuals' impressions about the trustworthiness and supportiveness of a company, and were often deeply ingrained within the company’s culture according to Schein (2004).

From the findings 86% of the respondents agreed that norms and traditional values were important to the Organization as they guided behaviour, while 14% disagreed that norms
and values guided behaviour, this was affirmed by David (2002), whereby he stated that
culture of an organization allowed the employees to be acquainted with the firm’s history
as well as current methods of operations, and this specific detection endowed the
employees with guidance about expected and acceptable future organizational behaviours
and norms.

The study findings revealed that 82% of the respondents confirmed that corporate culture
enhanced performance and productivity in their respective departments while 6%
remained neutral in their view, 12% disagreed with this finding. This was affirmed by
Khan (2005) he argued that positive corporate culture benefits the company with high
level of production. Having employees who are not sharing the same corporate culture
and traditional values weakness the strong links and bonds of the company. The degree to
which the corporate values align with the employee’s values determined whether one was
a good match for the company.

From the findings 78% agreed that a low corporate culture affected their job outcome,
while 4% disagreed and 18% remained neutral on their view. This was affirmed by
Adkins & Caldwell (2004) whereby they argued out that job outcome was positively
linked with the level to which employees fitted into both the larger culture and subculture
in which they worked. A perceived discrepancy of the company’s culture and what
employees felt the culture should be was related to a number of negative consequences
including low job outcome, job strain, and turnover intent. According to Ivancevich et al
(2005), he argued out that Company’s work efficiently only when shared values exist.

From the findings 92% of the respondents agreed that their jobs were emotionally
satisfying and they were making an impact to the organization, while only 2% disagreed
with the statement and 4% remained neutral on their view on the same, this was affirmed
by Denison et al (2004), he argued out that emotionally satisfying jobs intrinsically
created the conditions whereby individual’s felt that they were making an impact to
something of value and that they had affected on the success or failure of goals and
projects.

5.3.3 Systems and Job outcome.

From the respondents it was clear that 44% were not convinced that reward system was
fair to all employees and also from the findings 54% did not feel they stood equal chances
for growth within the Organization, according to Ely & Thomas, (2001), they argued out that pay had an expressive meaning in that it had been used by many researchers a major indicator of worth and status. The reward system affected an individual’s emotional attachment to the company by the level to which one's pay and organizational position validates his or her self-worth and status and this was the case with the findings.

From the study 54% of the respondents did not feel there was fairness in terms of how internal promotions were done, they felt that there were no forums to recognize and reward staff accordingly in terms of their academic level and performance achievement, while 46% did felt that the reward systems was fair, this was stipulated in the open ended questions. Schultz (2006), argued out that promoting employees internally encouraged and showed them that they had a future, therefore serving as a retention tool to the organization. Promoting from within was deemed to be a good business practice and had been shown to be a powerful employee motivator tool. Internal promotions guidelines generated loyalty through the recognition of individual merit and improved morale by fulfilling employees’ need for increased status (Schultz, 2006),

84% agreed that proper systems were of importance to the organization, while 14% remained neutral and 2% disagreed that systems were important, this was asserted by Schein (2004), he stated that if management did not design systems as reinforcement mechanisms, they opened the door to historically progressed discrepancies in the culture. According to Scheinder (1994), he stated that company’s ought to be able to identify personal open systems which would be unique to every individual and which would be equally important imperative for change. The hard part of strategic analysis lied in the identification of elements that were truly significant, with correct assessment one could identify the significant elements and then the easy part of change management was over.

From the findings 74% of the respondents agreed that the disciplinary procedure followed by management was fair and was per the company policies while 26% of the respondents felt that their managers did not follow the set policies guiding disciplinary procedure, from the study 72% agreed that management made decisions based on the laid procedures while 4% disagreed with this statement and 24% remained neutral of their view, this was asserted by Schein (2004), where he argued out that the most visible parts of life in any organization were the daily, weekly, monthly, quarterly and annual cycles of routines, procedure and other recurrent tasks that had to be performed. The origins of such routines
were often not known to participants and even in some cases to management. The systems served a function quite similar to the formal structure in that they made life predictable and thereby condensed ambiguity and anxiety. Schein further stated that if management did not design systems as strengthening mechanisms, they open the door to historically evolved discrepancies in the culture. Therefore it was important for the company to follow the set systems in decision making and when rewarding disciplinary.

According to Schneider (1994), he argued out that looking at typical work system activities such as communication, decision making, and coordination applied, different norms and values in different cultures affected both the way these activities were performed in operational systems as well as the way the phases of a work system life cycle were performed. The discussion of activities led to hypotheses implying that the impact of culture occurred mostly through work systems rather than through the information systems that support those work systems.

According to Schneider some observers theorized that mutual impacts of culture and work systems differed from the mutual impacts of cultural and information systems, research analysis implied that these differences were far less important and less interesting than more direct impacts involving culture and work systems.

5.4 Conclusions

5.4.1 Good rapport and its influence on Job outcome.

According to the study, 96% of the respondents agreed that good rapport between the management and the employees was useful for the organization because the process helped create a good working relations and team work. 96% of the respondents also agreed that good rapport was helped ensure effective performance due to effective communication.

When asked whether good rapport enhanced open door policy 90% of the respondents agreed, 8% remained neutral and 2% disagreed. It was also evident that the respondents agreed strongly that good rapport is essential for the organization.

88% agreed that good rapport between management and employees eased free flow of information and encouraged top down and down top communication. Therefore from the
findings it was reasonable to conclude that good rapport between management and employees strongly impacted on the job outcome.

5.4.2 Extent to Corporate Norms and Values influenced Job outcome

On the extent to which corporate norms and values affected job outcome, 92% of the respondents agreed that corporate norms and traditional values were important to the organization as they made the employees to feel a sense of belonging and enhanced productivity. The results from the open ended questions also indicated that the respondents felt that corporate values should be made clear to all employees through various activities for instance through policies, meetings, through team buildings. In conclusion from the findings corporate norms and values strongly guided corporate behaviour and created emotional satisfaction that made employees feel that they were making an impact aiding in enhancing job outcome.

5.4.3 Impact of Systems on Job Outcome.

Regarding the research question on the importance of system 84% of the respondents agreed that it was important to have systems that guide behaviour, management decision making and processes. It was evident from 88% of the respondents felt that proper systems helped ensure fair and equal treatment for all. Furthermore, 84% of the respondents agreed that proper reward systems were important for motivation and increased morale and should be based on merit and one’s performance. From the findings it was reasonable to conclude that lack of proper systems strongly affected job outcome.

5.5 Recommendations

5.5.1 Recommendations for Improvement

The following recommendations were made based on the findings and conclusions of the study.

5.5.1.1 Good Rapport and Job outcome
From the findings, it is recommended that organizations should ensure there is good rapport within the team. This allowed effective communication between teams and enhance productivity through team work. It is however recommended that organization should ensure good communication and team work within the team. In addition, good rapport encourages open door policy to the managers and that positive effect was affirmed by ones worth, competence, values & status.

5.5.1.2 Corporate Norms, Values and Job outcome.

It was clear from the findings that it can be recommended that organizations take into account their corporate norms and values as they guide employee’s behaviour and action. Corporate norms and values should be emphasized by the founders and top management and continuously emphasized to all employees through the various forums. It is important to talk about the history of the Organization and create a sense of ownership and belonging to the employees as it increased job outcome. From the findings it was clear that corporate norms and values enabled individuals to affirm their competencies and values through their jobs creating a positive effect.

5.5.1.3 Importance of Systems on Job Outcome

The study revealed that proper systems were important as they guided the decisions of the management and ensured fairness and equality. Additionally, it was clear from the findings that proper systems and procedures enhance motivation, increased morale and job outcome. From the study with proper laid out procedures and structures through HR Manuals they aided in creating strong commitments to the achievement of organizational goals and clear understanding of tasks. Disciplinary process, salary increment process, promotions, leave issuance and many company policies became clear and acceptable by all.

5.5.2 Recommendations for Further Studies

From the study it reveals that Organization culture is an important factor to consider for the success and growth of the Organization. In future, researchers doing research in the same area should consider the following areas which previous researchers have not concentrated on. These include: organization culture and internal factors influencing productivity, organization reward systems and employee job security, organization culture and internal promotions and hiring and its effect on job performance.
REFERENCES


http://online.wsj.com/news/articles-wallstreet journals


Khan, A. (2005) Matching people with Organization culture, Business Management group journal


APPENDICES

APPENDIX I: INTRODUCTION LETTER

CYNTHIA NKATHA

United States International University

P.O Box 14634 -00800,

NAIROBI.

Dear Respondent,

I am carrying out a research on the influence of Organization culture on Employees Job outcome. This is a partial fulfilment of the requirement of Master’s degree in Organization Development (EMOD) program at United States International University.

This study provided more insight into what Me To We (K) Ltd can do in order to enhance their employee’s job outcome with regards to their Organization Culture.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the study report. The questionnaire takes only 5 minutes to complete so kindly assist in answering the questions honestly.

Thank you in advance,

Cynthia Nkatha
APPENDIX II: QUESTIONNAIRE

SECTION A:

This questionnaire has been specifically designed for the employees of Me To We (K) Ltd. The main purpose is to evaluate the influence of Organizational Culture on employees’ job outcome. Please answer the questions as objectively as possible and tick (√) where appropriate.

1. What is your gender?
   Male ☐ Female ☐

2. What is your age bracket?
   Between 18-25 years ☐ Between 26-35 years ☐
   Between 36-45 years ☐ Over 46 years ☐

3. What is your level of education?
   Secondary ☐ College ☐ University ☐
   Masters ☐

4. What is your job title:
   __________________________________________

5. How long have you been working with the Organization?
   1-3 years ☐ 4-5 years ☐
   6 years and above ☐

6. Indicate your technical/ professional qualification
   __________________________________________

7. Marital status:
   a) Single ☐
   b) Married ☐
   c) Divorced / Separated ☐
### SECTION B:

In Section you are required to tick on the option that best describes you on the box or options provided below. A brief explanation was required for some options below.

**Section B (i).**

<table>
<thead>
<tr>
<th>Importance of rapport between employees and management</th>
<th>Strongly Disagree (1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly Agree (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RA1 The Company requires good rapport between management and employees to succeed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA2 Sense of togetherness improves teamwork</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA3 Regular team meetings boost morale and help know the progress of work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA4 Rapport eases free flow of information up down and down up.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA5 Good rapport encouraged an open door policy to the managers?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA6 Good rapport and regular interactions helps solve problems and increase job satisfaction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA7 Social interactions enhance sociability and team cohesion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA8 Are the social interactions affirming of one’s identity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RA9 Is positive affect affirmed one’s worth, competences, values and status</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VN1</td>
<td>Do you feel that the corporate culture enhance performance in your department</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VN2</td>
<td>Do you feel that the management has done a good job in ensuring everyone understands the mission, vision of the Company</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VN3</td>
<td>Do the Company values and norms guide behaviour of the employees’</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VN4</td>
<td>Is your job emotionally satisfying and makes you feel that you are making an impact.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VN5</td>
<td>In your own opinion does a low Corporate culture affect job outcome?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VN6</td>
<td>It is important for an Organization to have shared values?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| SP1 | Are the Company policies guiding you to what is expected of you |
| SP2 | Do you feel that you stand equal chances of growth within the Company |
| SP3 | Are the current procedures for reward fair and motivating |
| SP4 | Is the disciplinary procedure that is followed by management when administering discipline fair and as per the policies |
| SP5 | The process and procedures followed within the Company are predictable and consistent |
| SP6 | Internal promotions can generate loyalty and improve morale |
| SP7 | Do you believe that proper systems and procedures of importance to the Company? |
| SP8 | Do your managers mostly make decisions guided by the procedures? |

**Section B (ii).**
Section B (iii).

Section B (iv).

a) Suggest ways in which management can improve on the Company’s cultural values and norms?

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

b) Do you know and feel connected to the vision of the Organization?

a) Yes  

b) No  

c) How well do you understand the systems, procedures and policies within your Organization?

a) Excellent  

b) Good  

c) Fair  

d) Poor  

d) What would you recommend to management in regards to how rewards are undertaken?

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