EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF ERICSSON KENYA LIMITED

BY

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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

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DEDICATION

This research project is dedicated to my Mum Mrs. Nancy Githui and my Dad Mr. Peter Githui for making me who I am today, their unwavering encouragement, guidance and support as I pursued my education. I will remain forever grateful.
DECLARATION

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

Signed: ___________________________ Date: ___________________________

Judith Mumbi Githui (638839)

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

Signed: ___________________________ Date: ___________________________

Dr. George O. K’Aol

Signed: ___________________________ Date: ___________________________

Dean, Chandaria School of Business
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My foremost gratitude goes to our almighty God for enabling and guiding me through my academic life. Besides, my appreciation goes to the United States International University- Africa, for accepting me to undertake my MBA Degree in the institution. A lot of thanks go to my Supervisor; Dr. George O. K’Aol for the support and guidance. Your positive suggestions and comments gave me the impetus to refine and produce quality work. My vote of thanks also goes to all the members of the Faculty at USIU- Africa who have tutored me throughout the course, as well as the support staff who worked to see that my life as a student at USIU was okay. Above all, I am grateful to my family members for their immense moral and spiritual support, and in particular my dear husband Mr. Robert Ndumia and our children.

All in all, I hope this paper will help the organization I work for (Ericsson Kenya Limited) and will as well advance the field of organizational development and performance management.
ABSTRACT

The purpose of this study was to examine the effects of organizational culture on employee job performance. The study sought to answer the following research questions: To what extent does involvement dimension of organizational culture affect employee job performance? To what extent does consistency dimension of organizational culture affect employee job performance? To what extent does adaptability dimension of organizational culture affect employee job performance?

A descriptive survey research design was adopted to carry out the study. The target population for the study was 204 employees working for Ericsson Kenya Limited located in Nairobi, Kenya and the sampling frame was a list of employees obtained from the human resource management department. The study used stratified random sampling technique to draw a sample of 163 employees from the population under study and used a questionnaire as a tool for data collection. Descriptive statistics measures such as mean and standard deviation were used to analyze the data, while inferential statistics, and particularly correlation analysis was used to draw inferences about the population under study. During the study, data was analyzed using Statistical Package for Social Sciences (SPSS) program as a tool and presented using tables, graphs and charts.

The findings on the extent to which the involvement dimension of organizational culture affects employee job performance indicated that there was a statistically significant moderate correlation between involvement dimension of organizational culture and employee job performance ($r = 0.557, p < 0.001$), implying that involvement dimension of organizational culture affects employee job performance.

The findings on the extent to which adaptability dimension of organizational culture affects employee job performance revealed that there was a statistically significant strong correlation between adaptability dimension of organizational culture and employee job performance ($r = 0.685, p < 0.001$), implying that adaptability dimension of organizational culture affects employee job performance. Also, the findings on the extent to which consistency dimension of organizational culture affects employee job performance revealed that there was a statistically significant moderate correlation between consistency dimension of organizational culture and employee job performance.
(r = 0.470, p < 0.001), implying that consistency dimension of organizational culture affects employee job performance.

The study revealed that involvement dimension of organizational culture has an effect on employee job performance. The conclusion drawn from the study indicated that when employees are involved in decision making and taking responsibility for their work, they become empowered leading to improved performance. The study further revealed that consistency dimension of organizational culture has an effect on employee job performance, with consistency there is proper coordination and integration as well as consistent decisions which lead to efficiency and improved employee performance. The study also concluded that adaptability dimension of organizational culture has an effect on employee job performance, adaptable organizations and employees respond faster to changes in the work environment and serve their customers better, leading to improved performance.

From the study it was recommended that the organization should give employees authority, responsibility and ability to manage their work in order to enhance their job performance. Further, the organization should develop employee capabilities, and have programs of appreciating and recognizing employee efforts. It was also recommended that the organization should continue to manage failures and seek new and improved ways to meet customer expectations while enabling staff to adapt fast to any new changes in the organization. Values and principles that are shared by all employees should be embraced and maintained. Finally, the leadership should be consistent in behavior, action and decision making in order to promote a favorable work environment that encourages high performance.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Research has demonstrated that organizational culture is continually receiving much attention due to its effects and potential impact on employee performance. Scholars like Deal and Kennedy (2008), have incited the interest of other researchers and consultants to the concept of corporate culture, and how these values and philosophy guide the employees’ behavior in the organization towards greater success. Rashid, Sambasivan and Johari, (2003) commented that the relationship between organization culture and employee performance has been a recurring theme for many years. The intensification of research on organization effectiveness, has led to the identification of several factors that have an influential role in the determination of organization performance. Key among them is organizational culture which is indeed very essential in the aspect of various things that characterize organizations.

Gordon and Cummins (1979) defines organizational culture as the drive that recognizes the contributions and efforts of the members of an organization and provides an understanding holistically of what goals are to be achieved and how they are to be achieved, their interrelationship and how employees could attain them. Organizational culture is summarized by Hofstede (1980) as a collective process of the mind that differentiates members of one group from members of another. Hofstede further stated that culture accounts for the economic performance of the various Countries. According to Kotter and Heskett (1992), organizational culture can be conceptualized as shared values and beliefs that shape the behavior patterns of employees within an organization. Therefore, organizational culture is the means of keeping employees inline towards achieving organizational objectives.

Organizational culture according to Muruguan (2009) is a strategic process that involves attracting, developing and maintaining an energetic and talented workforce in a bid to support the objectives, mission and strategies of the organization. With increased complexity in global business, a highly competitive and rapidly changing environment, an effective organizational culture is a vital concern for the organizations today.
While defining culture, Schein (2010) puts emphasis of learned shared experiences which lead to shared, basic assumptions held and taken for granted by the members of the organization or a group. Any group with a history of shared learning and stable membership will develop some sort of culture. Having taken for granted a set of shared assumptions, a group behavior is determined and the norms and rules that are taught to the new ones who join the group in a socialization process, become the reflection of culture. According to findings by Kriemadis, Pelagidis, and Kartakoullis (2012), Organizational culture entails the values and norms which guide the employee’s actions, manners, behavior and attitudes in an organization.

Organization culture has been defined in many ways by various scholars and researchers. According to Rashid, Sambasivan and Johari (2003), there is a general consensus in the manner in which various scholars define organization culture. They have collectively defined it as a set of values, beliefs, and behavior patterns that form the core identity of organizations, and help in shaping the employees’ behavior. However, due to the nature of culture being subjective, it can be a challenge to define organizational culture specifications. No single theory is accepted uniformly, but there is a general consensus about organizational culture on being traditionally determined and socially structured that involves values, beliefs, behaviors and morals associated with different organization levels and incorporates all aspects of organizational life (Pattigrew, Wilson & Rosenfeld, 1990).

According to Muruguan (2009) Information technology companies follow organizational culture elements and strategies that are designed to attract and retain the professionals and formulated to meet the current market conditions. The study about culture system therefore becomes imperative, as the competition increases and the competitors are willing to pay more to poach the much skilled workforce, therefore making the demand for talent intense in the market. An organization will operate more productively as a whole when key values are shared among the majority of its members. To that end, employees need to be comfortable with the behaviors’ encouraged by the organization so that individual motivation and group productivity remain high. High functioning organizations are comprised of individuals whose overt behaviors’ are consistent with their covert values. All of this is of crucial importance to managers. Senior executives usually set the tone by exerting core values that form the overall dominant culture shared
by the majority of an organization’s members. Therefore, if management does not take the time to understand the culture that motivates an organization, problems are inevitable. New procedures and activities will be very difficult to implement if they do not mesh with the organization’s culture (Khan, 2010).

Schein (2010) said that success of an organization heavily relies upon individual contribution in an organization at all levels. All the employees of the organization must work hard in order to comply with the expected standards of performance in the organization. This explains the importance of employee job performance in an organization as a primary contributor to success of an organization. Job performance is a term that is used to define the degree of success of an individual in performing their duties. Cascio (2006) refers to it as the accomplishment of a task which defines the job of an employee. It is the net effect of the effort of an employee as modified by task perceptions and abilities.

Determination of employee job performance is critically essential in order to predict productivity of an organization as indicated by Deal and Kennedy (2008). It is measured by considering a number of factors which form the backbone of job performance. The first factor is level of employee productivity. This is determined by considering the extent to which an employee produces desired quantity and quality of work. Another factor used to measure job performance is the capacity of an employee to develop solutions to problems. To measure performance, the management determines the ability of an employee to come up with exemplary solutions to problems they encounter in their day to day work activities. Capacity to complete assignments before deadlines presents the other factor that is used to measure job performance of an employee. The management determines the capacity of an employee to complete projects within given time frame. They also measure performance by considering the efficiency of an employee when working under a lot of pressure and time sensitive expectations (Strempek, 2009).

Organizational culture plays a vital role in ensuring performance of employees and organization. Organizational culture entails values, beliefs, and practices which constitute the characteristics of an organization according to Gostick and Elton (2007). It is, therefore, a system of shared values that interacts with staff, structure, and control system of an organization as indicated by Rock (2006). It, therefore, defines behavioral norms of employee which lead to productivity of employee.
Organizational culture has a positive bearing upon human resource performance and development of employees. According to Biswas (2009) organizations which depict a high level of employee performance have a well-defined organizational culture. Employees adapt to this culture when they are employed in the organization. They utilize the culture values and practices when performing their duties and achieve success. Organizational culture is particularly vital in an organization since it ensures continuity of powerful informational and values of an organization according to Aksoy (2014). It is this continuity of beliefs, ethics, art, law, skills, and habits which results in success of an organization.

Ubius and Alas (2009) found that organizational culture positively impacts on employee job performance. It defines the hypothesis, interpretations, values, and approaches that an organization uses to achieve success. Rashid, Samashivan and Johari (2003) studied the impact of culture on financial performance in Malaysian companies. They found out that providing employees an environment with an organizational culture enables them to deliver their best and, therefore, attain success for the organization. Organizational culture has considerable influence on organizations particularly in areas such as performance and commitment; therefore culture is among the most important forces operating within an organization. Culture can have an impact on performance of employees as well as on the productivity of the organization and the culture of an organization is an essential part of the success of an organization (Khan & Afzal, 2011).

Kriemadis, Pelagidis, and Kartakoullis (2012), concluded that there is a positive corellation between the organizational culture and customer orientation, teamwork, as well as goal achievement and change, all of which influence business success. Managers can foster the development of a positive culture by employing people who share the same values and vision that the organization represents. To do this, employers can spend time with prospects before they enter the organization as new employees. Creating an environment where people enjoy and value their work is important. To do this effectively, leaders must be sure to communicate clear expectations for every member of the organization. These expectations should be supported by the words and actions of managers who regularly let people know how their work is important to the organization (Strempek, 2009).
Kotter (2009) said that individuals should be given assignments that are consistent with their strengths, interests, and opportunities for continued learning and growth. Having a positive and aligned culture benefits the organization in many ways. One important benefit is a high level of productivity. The destructive influence of hiring someone who does not share the same set of values, goals and commitment espoused by the organization will weaken a strong chain of links and bonds. An employee’s performance depends on what is and what is not proper among his or her peers, which in turn affects that individual’s behavior and motivation to participate and contribute within the organizational framework (Khan, 2010).

For multinational businesses, it is critically essential to have a lucid understanding of the various cultures which exist in the Global market. This is because culture affects decision making in management. In the process of developing policies on ethical and social responsibilities, a multinational business must put the culture of the people into consideration. The culture of the market that the business serves guides on the various social and ethical responsibilities that the business should adopt (Cullen & Parboteeah, 2013).

Denison’s (1997) culture and effectiveness model is most relevant to this study. The model is based on three hypothesis related to the dimensions or traits of organizational culture, which Denison synthesizes into a framework. These in turn guides the organization and its members in the appropriate course of action. Denison’s model allows cultures to be described broadly as externally or internally focused as well as flexible versus stable (Ubius & Alas 2009). The model has typically been used to diagnose cultural problems in organizations and it shall be used in this study as a tool for measuring the impact of organizational culture on employee job performance.

This study shall focus on Denison’s (1997) model to guide the study on the effect of organizational culture on employee performance. Denison developed an organizational culture survey instrument (OCSI) used to measure the four culture traits within an organization. According to Denison (1997), all the cultural dimensions are positively related to employee job performance. The dimensions are explained briefly in the following section and will be discussed in details in the Literature review in Chapter 2 of this proposal.
Deem, Barnes, Segal and Preziosi (2010) summarized the dimensions as follows; the first hypothesis is involvement dimension of organizational culture which suggests that when members are encouraged to participate, a sense of ownership and responsibility develops leading to organizational commitment and improved performance. The elements of involvement dimension which impact employee job performance include employee empowerment, team orientation and capability development. The second dimension of organizational culture is Consistency which explains that when the organization’s culture which is comprised of shared beliefs, values and symbols becomes internalized; consensus and coordination are more effectively achieved. Elements of consistency which impact employee performance include coordination & integration, agreement and core values. The third dimension is adaptability which is based on the organizational need to recognize the changes in the internal and external environment and make appropriate responses to accommodate the changes. Elements of adaptability dimension include organizational learning, customer focus and creating change. The fourth and final dimension is the mission, which states that if the broadly shared mission is clearly communicated, the organization finds direction purpose as well as meaning. Elements of mission are strategic direction and intent, goals & objectives and vision (Denison & Fey, 2003).

1.2 Statement of the Problem

Multinationals are now facing substantially different challenges which include, sophisticated range of services required by their customers, decomposition of activities and greater reliance on knowledge types that exist only at the firms operating level as indicated by Fridenson (1996). This calls for rebuilding the kind of competences and organizational capabilities of international firms. With these dynamics the existing corporate culture may not be enough to deal with them and therefore owners, top managers and employees of international firms need to remake their corporate culture in various dimensions in order to reinvent their efficiencies. This study therefore examined how the organizational culture of international organizations relates with the opportunities and constraints of globalization. Multinationals critically depend on the creation and exchange of different values, skills and vision, which sums up the core of the multinationals cultural life (Cullen & Parboteeah, 2013).
According to Muruguan (2009) Information technology companies follow organizational culture elements and strategies that are designed to attract and retain the professionals and formulated to meet the current market conditions. The study about culture system therefore becomes imperative, as the competition increases and the competitors are willing to pay more to poach the much skilled workforce, therefore making the demand for talent intense in the market. In addition to hiring people who fit the organization, managers need to have a solid understanding of the dynamics of culture and how to transform it so that they can direct activities in a manner that gets results Khan (2010). With this in mind, this study investigated the traits of the organizational culture and their impact in employee job performance.

The relationship between organizational culture and employee performance has been a subject of research in many fields including organizational behavior, strategic management and international business. In the 1990’s a lot of research was done on the relationship between culture and performance, however the researchers highlighted genuine caution in testifying on the relationship between culture and performance (Nazir & Mushtaq, 2008). Researchers like Denison (1990) argued that the performance of an organization is related to the degree to which culture values are strongly held or widely and commonly shared. Denison and Fey (2003) further argued that organizational performance is relative to how well the organizational culture values are held, either strongly or widely and if commonly shared. Other researchers argued that the compatibility between organizational culture values and the individual employee values do enhance organizational commitment as noted by Nazir (2005), positively impacts on employee job performance as highlighted by Ubius and Alas (2009), and positively impacts productivity of an organization (Khan & Afzal, 2011).

On the contrary, Collins (2009) argued that organizational culture relationship with performance is sensitive to the environment. He continued to say that strong cultures were advantageous when firms operated in a stable environment. While on the other hand weak cultures were advantageous in an unstable environment. Ogbonna (2000) stated that culture must have unique qualities in addition to being strong and widely shared to realize superior performance and must not be imitable. Burke, Pierce and Salas (2006) argued that a strong culture may be harmful to success if by being consistent, leads to routines thereby yielding conformist attitudes. Further, Kotter (2009) said that individuals should
be given assignments that are consistent with their strengths, interests and opportunities for continued learning and growth.

Fey and Denison (2000) noted that despite the plethora of studies on organizational culture in the last few decades there is little consensus and no widely accepted causal relationship between organizational culture and employee performance. The studies so far have yielded mixed results that are sometimes inconclusive and contradictory. With this in mind the questions as to how the organizational culture affect the employee performance is worthy of further research (Nazir & Mushtaq, 2008). This study sought to fill this gap by looking at the effects of the dimensions of organizational culture on employee job performance.

Fey, Carl and Denison (2000) argued that there is need to have a better understanding of the relationship between the organizational culture and effectiveness adding further that it is of great importance to the organization studies development. This study was intended to provide further insights into the area of culture and performance by providing more evidence on the effects of organizational culture on employee job performance. The study therefore examined the link between culture and performance using the organizational culture model developed by Denison (1997), looking at the effects of Involvement, Consistency and Adaptability dimensions of organizational culture to employee job performance.

With increased complexity in global business, a highly competitive and rapidly changing environment, it is vital for multinationals to explore the ways in which employee performance can be improved, in a bid to support the organizational objectives, mission and strategies (Muruguan, 2009). Current rapid changes of business environment gathered with the existing knowledge based economy, lead enterprises to confront with more stringent competitive environment in the area of pricing, quality, time duration, innovation product knowledge and employee retention as concluded by Lorsuwanrat (2010). According to Little (2008) the incumbent telecommunications suppliers like Ericsson are encountering increased competition particularly by the vendors from Asia, who are increasingly building presence in both developed as well as developing markets.

It was therefore vital to carry out this study and add knowledge on to how the global organizations can enhance performance and enhance competitive advantage through their
organizational culture. As a result, the researcher undertook a case study of Ericson Kenya limited, a multinational doing business in the Kenyan market, in a bid to provide more insights as to how the organization can enhance its performance in the wake of rising competition from the Asian giants.

1.3 Purpose of the Study

The purpose of the study was to examine the effects of organizational culture on employee job performance.

1.4 Research Questions

The study was guided by the following research questions

1.4.1 To what extent does involvement dimension of organizational culture affect employee job performance?

1.4.2 To what extent does consistency dimension of an organizational culture affect employee job performance?

1.4.3 To what extent does adaptability dimension of an organizational culture affect employee job performance?

1.5 Importance of the Study

The findings of the study can be importance to the following stakeholders

1.5.1 Ericsson Limited

The findings of this study will be useful to the management of Ericsson in identifying the areas of weaknesses that need attention for continued success of their business through examining their employee job performance in their respective areas of responsibility. It will also help the management to develop policies that can improve employee job performance in the international markets. The study will also help employees of Ericsson to appreciate the various dimensions of organization culture and their usefulness in achieving individual performance targets or set Key Performance Indicators.
1.5.2 Multinational Corporations

The study generated information useful to various players in the international market, and especially suppliers in the telecommunications industry. It will enhance their understanding of the various factors affecting employee productivity and job performance. Multinationals will use the findings to develop an organizational culture that is more effective in producing the desired results especially while conducting business in international markets as employees originate from various countries with different cultural orientations.

1.5.3 Researchers and Scholars

The study contributes to the body of knowledge on the operating environment of telecoms multinationals and the organizational aspects that affect employee job performance. Researchers can use the findings and recommendations of this study as a point of reference or to further develop new knowledge.

1.6 Scope of the Study

Organizational culture influences organizations in many ways, from the overall organizational performance to other areas such as, financial performance, market performance, employee job satisfaction among others. This study was limited to the organizational culture and how it affects employee job performance.

The study focused on the international business zeroing in to the telecoms industry in Kenya and specifically to Ericsson Kenya limited, a subsidiary of Ericsson which is a telecommunications multinational organization with its headquarters in Stockholm, Sweden. The target population was Ericsson employees as well as the management who work in the Kenyan office.

1.7 Definition of Terms

1.7.1 Organizational Culture

Organization culture has been defined in many ways by various scholars and researchers. According to Rashid, Sambasivan and Johari, (2003), there is a general consensus in the manner in which various scholars define organization culture. They have collectively
defined it as a set of values, beliefs, and behavior patterns that form the core identity of organizations, and help in shaping the employees’ behavior

1.7.2 Job Performance

Job performance is a term that is used to define the degree of success of an individual in performing their duties. Cascio (2006) refers it as the accomplishment of a task which defines the job of an employee. It is the net effect of the effort of an employee as modified by task perceptions and abilities.

1.7.3 Multinational

A Multinational company is an enterprise which extends its business into more than two countries with the aim of responding to worldwide opportunities for the most efficient employment of its firm’s specific assets, including its production & service facilities and knowledge either in its own or in partnership with other firms, in pursuit of clearly defined aims and objectives (Andrew, Erturgrul, & Ena, 2000).

1.7.4 Telecommunications Industry

The telecommunication industry covers activities which offer access telephone services and access to certain networks including the internet. It encompasses telephone, telegraph and telex communication, the transmission (but not provision) of radio and television programs, internet access provision and the maintenance of networks (Gallacci, 2006).

1.8 Chapter Summary

This chapter has provided the background of culture as well as an in-depth view of organizational culture, job performance and how the organizational culture affects employee job performance. It has stated the problem; the purpose of the study, the research questions, the importance of the research, the scope of the study as well as provided the definition of unusual terminologies and concepts in the context of the study. The next Chapter will review the literature related to the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This Chapter reviews the available literature on the dimensions of organizational culture and their impact on employee job performance. These dimensions of organizational culture which amount to success of employees in job performance comprise of involvement, adaptability, and consistency.

2.2 Involvement Dimension of Organization Culture and Employee Performance

Organizational culture refers to the patterns of shared values and beliefs over time that produces behavioral norms that employees adopt in solving problems. Organizational culture is manifested in beliefs and assumptions, attitudes, values, and behaviors of its members according to Wood and Menezes (2011). It acts as a valuable source of a firm’s competitive advantage as it shapes organizational procedures and provides solutions to organization’s problems therefore, facilitating achievement of organization’s goals (Stamatis, 2014).

Nazir and Mushtaq (2008) carried out a research in the Indian community and concluded that, involvement being a cultural trait in Denison’s model is crucial among the determinants of effectiveness of firms especially when with regards to employee satisfaction and the overall organizational performance. Nazir and Mushtaq continued to say that the success of organization in the often quoted knowledge economy lies in the power given to the employees to take decisions by harnessing their skills and at the same time participate in building their capabilities.

Involvement is a tremendously essential element that immensely contributes to the success of an organization. Successful organizations empower the people and develop human capability at all levels. They build their organizations around teams. This makes the employees, executives, and managers committed to their work since they feel they own a piece of the organization as stated by Mobley, Wang and Li (2011). By developing this feeling, the employees of the organization provide high levels of effectiveness on job performance. Since they are always involved in the procedures of the organization, they
develop the feeling that they are an integral part of the organization and hence provide exemplary employee services. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization, said Christiansen (2012). Involvement, therefore, plays an important part in enabling the organization to achieve its target goals and objectives by ensuring employee effectiveness at all levels.

2.2.1 Levels of Involvement

There are four types of involvement which include role involvement, voice involvement, high involvement management, and economic involvement. According to Wall, Wood and Leach (2004), Role involvement concerns the level of responsibility of an individual to manage and execute their primary tasks. It plays an essential role especially where jobs are structured with non-routine tasks and job discretion. It enables employees to conduct job redesign in order to achieve job enrichment. This finally results in formation of high performance work system since it provides the employees with a high degree of autonomy and variety over their role. Role involvement therefore, plays a primary role in enhancing job performance of employees in an organization (Wood & Menezes, 2011).

High involvement management presents another type of direct organizational involvement which centers on quality circles, teamwork, and idea capturing schemes. It is a managerial orientation which encourages great proactivity, collaboration, and flexibility. High involvement management positively impacts employee job performance because it provides flexible job descriptions, encourages teamwork, and introduces idea-capturing schemes as indicated by Griffin, Neal and Parker (2007). It also disseminates information and provides training to ensure efficiency of employees in job performance. This form of involvement equips employees with better ways of doing their jobs by enabling them connect with what others are doing. It, therefore, produces more proficient performance (Wood & Menezes, 2011).

Employee voice is another form of involvement which is particularly vital in enhancing employee job performance. This is an indirect mechanism for employee participation and includes trade unions and consultative committees. They allow employees to express their dissatisfactions, grievances, demands for changes, and reactions to management plans according to Wall, Wood and Leach (2004). This ensures that all employee problems and
grievances are addressed and, therefore, it boosts employee loyalty to the organization. Voice mechanisms address any form of gap between employees and the organization and thus facilitating employee job performance (Christiansen, 2012).

Economic involvement presents a form of involvement which constitutes methods of promotion, payment, and financial benefits. These are practices which comprise of the motivational element of a high performance work system. They provide the employees with the incentive to use their enthusiasm, creativity, and intimate knowledge of their job for the benefit of the organization (Appelbaum, 2000). Employees may also be given a permanent increase in their base pay according to their performance; this is done with an intention to reward excellent efforts or great results, which motivates future performance and job retention (Stone & Stone-Romero, 2012).

2.2.2 Elements of Involvement

Empowerment is one of the elements of involvement which clarifies the areas where employees can make decisions or have input and areas that are beyond employee’s scope and responsibility. This is a critical aspect of involvement which significantly empowers employee effectiveness according to Stamatis (2014). It defines the specific areas of organizational culture where an employee can make influential decision. This ensures that the employees undertake their responsibilities and perform their duties effectively as Banto (2012) said. The employees are completely aware of the various fields which are under their jurisdiction and hence will lead to performance since there is no confusion. Involvement empowers the most appropriate employees to conduct various responsibilities which require their expertise. This significantly boosts employees’ effectiveness in performing their duties.

Another element of Involvement is Team orientation. Involvement encourages teamwork in order to capture creative ideas and ensure employees support in order to accomplish work goals. This is critically essential in achieving employee effectiveness in the organization. By working as a team, an organization develops this culture of tackling a problem together by emerging with the most appropriate method of solving the problem (Bruyere, 2013).

Capability development is another element of involvement which is practiced in various ways like training, coaching, and giving employees exposure to new roles and
responsibilities. Capacity development has played a critically essential role in ensuring on employee effectiveness. It enables the employee to significantly adopt the organizational culture and employ it in achieving organizations goals. The culture of capability development plays a critical role essential in enhancing success of various numerous organizations (Christiansen, 2012).

2.2.3 Effects of employee involvement on Performance

Involvement is an important dimension of organizational culture and yields numerous benefits to an organization. When we consider the employee job performance in an organization, employee involvement is of great benefit to organizations that have an established work culture, systems, and processes that make use of employee feedback and input. Involving employees in decision making processes is of great importance in an organization since it ensures that all the employees at all levels are engaged in core activities (Labovitz et al, 2012). This ensures that the employees engage with the management as well as the customers. The engagement provides the employees with the capacity to make appropriate decisions in their workplaces which significantly improves the quality of work that they deliver in the organization. The culture of involvement is therefore, essential and affects employee job performance positively (Lencioni, 2012).

Involvement of employees in the affairs of an organization results in employee commitment to the organization. Organizations affirm the value of employees by involving them actively in decision making. The employees develop deep commitments to the organizational and departmental objectives by helping in the process of setting them and achieving them. Involvement therefore results in high employee effectiveness in an organization (Christiansen, 2012).

Involvement of employees in making material decisions of an organization enables them to develop a sense of belonging and recognition in the organization. This directly raises their morale in job. The employees tend to be more effective in job performance and offer the best to the customers and organization (McShane & Von, 2014). This shows that employee job performance relies upon an exemplary culture of involvement in an organization. Involvement of employees in various activities of an organization develops a culture of solving crisis in the organization. This saves the organization the additional
cost of human resource recruitment to address the issues. The organization thus incurs reduced operational cost.

Involvement ensures interaction of employees with the customers and clients and thus they develop more insight into customer concerns. An organizational culture of a company with high level of involvement builds an informed perspective with regard to the needs of the customers. This enables exemplary delivery of services to the customers and, therefore, impacts on employee effectiveness (Stamatis, 2014). Interaction of employees with the customers is particularly essential since it will enable inclusion of consumer insights in production or when offering services. This plays a paramount role in creating a great customer relationship with the company. Whenever the customers are always happy with the products or services that the company offers, they remain loyal to the company. This shows that involvement is numerous benefits to an organization and employees (Wood & Menezes, 2011). It ensures a high level of employee performance in an organization.

Despite the fact that involvement is highly beneficial to an Organization; it may culminate in various shortcomings. For instance, a company with high levels of involvement is very difficult to manage. This is because managers may have a hard time monitoring decisions and activities. More lines of communication and hence the potential for inconsistent decisions may lead to disadvantages with employee involvement system (Labovitz et al, 2012). This may finally lead to employee ineffectiveness.

Employee involvement may also lead to a blurred line of distinction between the management level and employee level. A disciplined structure with clear reporting lines should be established in order to ensure stability in the organization. Failure to ensure a disciplined structure is an enormous risk which may hinder employee from performing effectively (Stamatis, 2014).

2.3 Adaptability Dimension of Organization Culture and Employee Performance

Adaptability presents an essential element of organizational culture which ensures employee effectiveness in their job. High performing organizations have the ability to perceive and respond to customers, environment, and re-institutionalize behaviors and processes that allow them to adapt according to Feinberg (2008) of Palm Beach Atlantic University. Adaptable organizations are driven by their customers, take risks, learn from
their mistakes, and have capability and experience at creating change as highlighted by Evans and Lawrence (2013). They develop and transfer this culture of adapting to their employee in order to ensure achievement of the company goals. They are continuously changing the system so that they improve the organizations’ collective abilities to provide value for their customers.

According to Strempek (2009), numerous organizational culture literatures show that adaptability is significantly related to a firm’s performance. This is because numerous high performing organizations have strong cultures and values which encourage adaptable behaviors. The employees adapt to the culture of the organization and employ it to conduct normal organizations businesses. This significantly amounts to success of the organization in accomplishing its goals.

Adaptability is also tremendously essential in the development of organizational strategies. This is because a strategy is a series of adaptive choices by a dominant coalition which is influenced by contextual variables. Adaptability presents a set of shared organizational values which influence strategy. Adaptability is, therefore, an essential field which affects development and adoption of effective strategies. It ensures that a firm adopts required strategies which provide the employees an exemplary environment for job performance. Through enhancing employee job performance, an organization succeeds in achieving its goals and objects (Feinberg, 2008).

Currently, there is tremendous growth in the pace and type of change that the world is experiencing. This change has made researchers and practitioners of organizations to build interest in comprehending and enhancing adaptability in workplace. For instance, there is always a high level of change in technology and automation which is consistently altering the nature of work as explained by Mackin, Freundlich, Rodgers and Kerr (2012). This requires employees to learn new ways of performing their duties. At times, it forces employees to learn new skills in order to remain competitive for different jobs. This implies that workers have to be adaptable, versatile, and tolerant of uncertainty in order to operate effectively in the changing environment. Adaptability is, therefore, a critical essential field which defines employee job performance. The employees who significantly adapt to various changes in the job environment are more efficient and effective in performing their duties (Thompson, Shanley & McWilliams, 2011).
2.3.1 Elements of Adaptability

Creating change is an element of adaptability. Mobley, Wang and Li (2011) stated that organizations that are high performing readily welcome new ideas and are willing to try new approaches of doing things. They perceive creating change as an essential part of doing business. Creating change in an organization ensures that the employees offer the best services to the customers. It makes sure that they implement new approaches of doing things and emerge with the best strategy. Creation of change is essential in an organization since it ensures effective services by employees. This is because employees focus on the most efficient strategies of solving problems (Strempek, 2009).

Whenever new opportunities arise in the market, the organization has to act fast and take advantage of the opportunity. To facilitate this move, an organization should have highly adaptive employees who are flexible enough to adapt to existing conditions. Employees who can easily adapt to new changes enable the organization to take advantage of existing circumstances in the market (Burke et al, 2006). They will therefore, offer a high level of performance and contribute to the success of the Organization. Adaptability is pivotal in enabling an Organization attain success in the market. It also significantly impacts on performance of employees, since they can learn and adapt to new work conditions and new strategies of addressing issues (Deal et al, 2008).

Employee career adaptability has proven to be essential and influential on organization’s success. When employees have a high level of career adaptability, they show high levels of job performance and turnover. Highly adaptive employees have proved important in organizations. This is because today’s organizations are characterized by dynamic and changing environments. Numerous organizations implement changes regularly as a measure of responding to the growing international competition (Strempek 2009). The economic downturn, changing work environments, and external pressure also forces organizations to adopt new strategies and changes. For an organization to succeed in the market, it must effectively address these changes that occur. Failure of the organization to adapt to the situation may culminate in its collapse (Calarco et al, 2006). This significantly depicts the importance of having adaptive employees since they will change with situation and provide high levels of output.
Another element of adaptability is customer focus. Adaptability allows the employees to focus on customers. It makes them realize the need to serve both internal and external customers and continually seek new and improved ways to meet customer expectations according to Bruyere (2013). Adaptability is, therefore, critically essential in ensuring employee effectiveness. By focusing on customers, employees offer exemplary services to the customers and thus improve efficiency of services offered by the company.

The other element of adaptability is organizational learning. Thoughtful risk taking is a critical aspect of attaining success for companies through ensuring employees job effectiveness as highlighted by Feinberg (2008 of Palm Beach Atlantic University. Organizational learning entails gaining knowledge from successes and failures of the organization. By subjecting employees to the failures and successes of an organization, a firm empowers them to learn on the appropriate mode of offering their services. It improves the efficiency of delivery of their services to the organization (Evans & Lawrence, 2013).

Research has revealed that with increased education, employee involvement at work improves, and the associated effort towards goal and mission achievement gets integrated. The employees with higher education standards display more responsible exposure towards the overall organizational performance. This is seen as a consequence of instilled knowledge and its application in the employee discharge of his duties (Khan & Afzal, 2011). This implies that subjecting employees to organizational learning helps to increase their levels of output in their work.

According to Alessandra (2006) Organizations should play a central role in enabling the employees adapt to change. Organizations should provide employees with development opportunities to increase exposure to other fields. This will build the skills and competences of employees and, therefore, improve their capacity to respond to changing circumstances. Organizations should also maintain employee records on skills and expertise. This will enable the organization to identify and address gaps in skills and redeploy the set of skills where necessary. Performance agreements also play a paramount role in enhancing adaptability. It is achieved by focusing on broad priorities, intended outcomes, and the expected level of performance at different hierarchical levels. Existing performance agreements in an organization should encourage reflection, learning, and
meaningful conversations. They should also provide the scope for the employees to make amendments on their goals and priorities (Calarco et al, 2006).

2.3.2 Impact of Adaptability on Employee Performance

According to Phillips and Gully (2009) adaptability plays a central role in enhancing employee job performance. Adaptability allows employees and an organization to adapt to changes that occur in the market and take advantage of the new opportunities that arise. In the current world market, there are numerous changes that occur every day. For instance, advancement in technology takes place after a very short period. This implies that the conduct of activities must change in tandem with the change that occurs in the market. Organizations have to adopt the new strategies of conducting their activities in order to remain competitive in the market. This implies that if a Company has employees who are not ready to change, they stand to lose the existing market to their competitors. Employees should, therefore, adapt to the prevailing circumstances at all times (Calarco et al, 2006). They should change their way of working and match with the prevailing conditions in the market without struggle. When employees understand and achieve this, they effectively give their best performance.

According to Alessandra (2006) adaptability is essential for all organizations. Organizations value employees who are versatile with respect to adaptability since they make a tremendous contribution towards attaining success of an organization. An organization seeks to employ such employees since they know they have the capacity to adjust to and understand change which may be necessary in the work place. Adaptive employees show high levels of work performance, ability to handle challenging situations, and work attitude. The employees also influence the conduct and attitude of other members of the organization (Deal et al, 2008). They not only affect success of the organization by their own output but also through the output of other employees in the organization.

Cultural adaptability plays a critical role in influencing performance of an employee. It enables an employee to show high levels of respect on the other members of the organization and customers in general. This fosters a good relationship with the people they associate with on a daily basis (Burke et al, 2006). Customers like organizations and people who treat them with a lot respect. This enhances performance of an employee and
yields success for the organization. Cultural adaptability also enables an individual to be considerate of different cultural backgrounds of people. It enables employees to handle other people from different cultures appropriately. This form of treating employees guarantees an organization a sizable customer base since they are satisfied with the treatment they receive from the employees (Calarco et al, 2006).

Adaptability is also paramount in enhancing employee job performance. For instance, when an employee faces an emergency or a crises situation, they must show high level of adaptability in order to solve the crises. Adaptability ensures that employees respond immediately and make quick and critical decisions and address the emergency. This significantly demonstrates the high level of performance of the employee in the organization. Whenever employees have stress related to workforce, adaptability enables them to focus on a task and deal with the high demanding tasks effectively. According to Alessandra (2006) adaptability also ensures creativity in problem solving within the organization. This is an element of culture which enables employees to think outside the boundary limits and develop solutions to problems. This innovation enables an organization to address challenges which would be time consuming and expensive. It makes work easy for both the employees and the organization and culminates in success of the organization in the industry (Deal et al, 2008).

According to Phillips and Gully (2009) adaptability also enables employees to deal with unpredictable and uncertain work conditions. It ensures that the employees are always productive despite the occurrence of various unknown situations. The organization experiences success as a result of employees who are highly adaptive. Adaptability also proves to be pivotal especially where new technology and procedures have to be adopted to complete an assignment. It enables employees to adapt to new approaches and methods in order to accomplish a task. Adaptability to technological advancement also ensures that employees can use numerous technologies to address challenges and approach work tasks (Burke et al, 2006). Adaptability, therefore, significantly affects the output of an employee while performing their duties. For an organization to be successful, employees must depict a high level of adaptability.

Adaptability is paramount with regard to employee job performance in an organization. According to Mackin, Freundlich, Rodgers and Kerr (2012), Employees who are able to adapt to the changes in their workplace enhance their performance and job effectiveness.
The organization considers them as worthy to retain since they blend well with the culture of the organization according to Sturman (2001). Adaptability is critically essential as it enables employees to assess new developments, raise valid questions, and suggest innovative ways of improving a given situation. Strempek (2009) said that the employees who have the willingness to do more than their share of work and venture into new domains have the opportunity to learn more. The employees who embrace change employ ever changing technology to reap benefits in the future. By using the acquired knowledge and skill, employees handle great responsibilities and hence enhance their job effectiveness (Keshavarzmanesh, 2012).

Adaptability is critically essential as it makes employees change with time and think out of the box. Through encountering numerous changes, employees think of fresh and dynamic strategies that can propel the organization. This positively impacts on the effectiveness of employees in the process of offering services (Cavusgil, Knight & Riesenberger, 2012). Strempek (2009) also said that there are some employees who embrace change more rapidly and take risks. This fierce attitude helps a falling company regain confidence and plan for progress. The employees who love experiencing changes empower people to continue fighting during difficult situations. Adaptation encourages employee effectiveness in job performance in an organization (Salviati, 2013).

2.4 Consistency Dimension of Organizational Culture Employee Performance

Consistency implies the extent to which values, beliefs, and standards of behavior are acquired and shared among employees of an organization. It defines a normative order that serves as a source of consistent behavior in an organization according to Achua and Lussier (2013). Consistency in an organization is critically essential in ensuring success of the entity. It provides a central source of integration, control, coordination, and aids organizations to develop a set of systems that create an internal system of governance that is based on consensual support as indicated by Mobley, Wang and Li (2011). Such consistency in an organization ensures employee effectiveness in job performance. According to Zhang, Li & Pan (2009), consistency is manifested through shared beliefs and values which enable members of an organization reach a consensus and take concerted action. This finally culminates in a positive impact on performance.
Khan (2005) said that organizations that share key values among the members make employees comfortable and, therefore, raise individual motivation. This positively impacts on employee job performance by ensuring that it is on a high level. The leaders of an organization have the primary role of developing a culture of consistency. Achua and Lussier (2013) argue that the stories that leaders tell, their decisions, and actions they take reveal cultural expectations to their followers. The employees learn the values of the organization from the leaders. The leaders of organizations with consistency design physical work environment reflect the values they promote in the organization. They assign employees responsibilities that are consistent with their strengths and interests. This presents a primary factor which amounts to effective employee job performance. This is because the employees give their best when assigned responsibilities that falls within their interest.

2.4.1 Elements of Consistency

High performing organizations have a clear set of core values that enable leaders and employees make consistent decisions. These decisions ensure that the employees behave in a consistent manner as indicated by Evans and Lawrence (2013) of Technological University. This is an essential organizational culture value which ensures employee’s effectiveness in performance. Consistent decision making ensures appropriate handling of customers. It also ensures that the employees develop exemplary solutions to customer problems (Rosen & Rodgers, 2011).

Agreement presents an element which ensures consistency in adopting appropriate decisions in an organization. Agreement ensures that people engage in dialogue which amounts to multiple perspectives of an idea. This ensures that people reach an agreement on the best strategy which should be adopted in cases of difficult issues and when problems arise as concluded by Christiansen (2012). Companies which adopt an effective culture on agreements have succeeded in the market. This is because employees of such organizations dialogue on the most effective strategies of handling issues in the organization. This ensures that the employees offer the best to the customers. This efficiency of employees in job performance amounts to success of the organization (Rosen & Rodgers, 2011).
Coordination and integration presents another element of consistency which is tremendously essential in ensuring employee effectiveness in an organization. It enables employees to understand how the work that they do impact others and how other people’s work impact them. This enables them to ensure that work is coordinated and integrated to serve the organization as a whole says Banto (2012). Coordination and integration ensures effectiveness of service delivery to the customers by the employees. This is mainly because the employees comprehend the impact of their services or actions to the customers. They are thus skeptical while offering services and ensure that they offer the best.

Katzenbach (2000) argues that clear goals and targets should be clearly defined in an organization in order to ensure success. Whenever these goals are effectively described, employee will put substantial efforts to achieve the target. This ensures a culture of consistency in the organization since all goals and targets have to be achieved at the end of a certain period. An organization should also offer rewards to the employees who achieve goals and displays high levels of employee performance. This motivates the employees to work hard and be dedicated at all times (Bradler, 2013). A culture of consistency is critically essential in every organization and the management has to do its best to ensure that they establish and foster the culture.

2.4.2 Relationship between a Consistent Culture and Performance

A culture of consistency is a pivotal driver of success for most organizations. Lencioni (2012) argued that the consistency of performance ensures that customers get all that they expect. The philosophy of consistency is critically essential and significantly affects the customers. For instance, a customer likes a place where they are sure that they will be offered similar fast and efficient service. Consistency of ensuring quality performance at all times is the one that maintains the customers for the Organization. Consistency in an organization ensures that an Organization performs the best in the industry. The management should, therefore, ensure that there exists an exemplary consistency culture in the organization (Katzenbach, 2000).

High performing organizations have a clear set of core values that enable leaders and employees make consistent decisions. These decisions ensure that the employees behave in a consistent manner as indicated by Rosen & Rodgers (2011). This is a tremendously
essential organizational culture value which ensures employee’s effectiveness in performance. Consistent decision making ensures appropriate handling of customers. It also ensures that the employees develop exemplary solutions to customer problems (Evans & Lawrence 2013)

Consistency positively affects employee job performance in that it creates accountability. Consistency in performance of employees ensures that employees work hard in order to achieve goals and objectives set by the organization (Bradler, 2013). This makes them to observe high levels of accountability while performing their duties. Since the products manufactured or services offered by a Company have to be consistent, the leaders and employees have to fully engage. Leaders closely monitor the employees in order to ensure quality service or products (Sturman et al, 2001). This close relationship between management and employees ensures a high level of accountability.

High levels of production are associated with consistency since employees perfect the art of doing their duties. Doing consistent things provides the employees an opportunity to dedicate more time to completion of job which amounts to productivity and efficiency in job performance. Little or no time is wasted by employees through learning on new procedures and policies (Bossert & Suzumura, 2010). When an organization creates a consistent plan for their workplace and make little or no deviation from plan, employees find it easy to understand the duties associated with their jobs according to Rosen and Rodgers (2011). This enables them to easily accomplish their duties as expected without complications which amount to high employee effectiveness in job performance (Stein, 2007).

2.4.3 Factors that Ensure a Culture of Consistency in an Organization

In order to promote a culture of consistency in an organization, an organization should undertake the following measures. First, they should demonstrate the desired level of output. Work task output acts as a benchmark for evaluating the performance of the employees (Gebauer et al, 2008). An organization should ensure that it defines the appropriate work task output for all the employees. This motivates the employees to work hard in order to meet the target expectation. After effective establishment and implementation of this strategy, employees get used to this culture. This will adopt the strategy of meeting the target as a routine. Even under circumstances when they are not
supervised, they will always perform and meet the work output since they got absorbed into the system (Bossert & Suzumura, 2010).

According to Lencioni (2012), another factor which is paramount in achieving a culture of consistency in an organization is breaking down tasks into small steps and avail finished products for reference. In order to make employees adopt a culture, an organization should ensure that it avails appropriate measures which are required. For instance, breaking down of work task is very important. It guides the employees to understand the level of performance that the Organization expects of them. It makes the process of understanding very easy for all the employees in the organization.

The third factor that an organization should adopt is to provide task instructions through a range of formats in order to accommodate numerous learning styles (Katzenbach, 2000). These formats include, physically demonstrating the task, breaking down the tasks on charts and posters on the walls, and availing written instructions. These ensure that the employee acquire all instructions regarding their duties. This enhances performance of the employees in the organization and makes the employees adopt a culture of learning. Whenever new employees join the organization, they learn from the existing avenues of learning laid out in the organization. This is an essential move which significantly supports and develops a culture of consistency in an organization (Lencioni, 2012).

Consistency in an organization is also ensured through establishment of written task checklists where various steps are ticked off to ensure consistency in the method of task completion. This method checks and verifies that all which are required to complete a task are effectively conducted. It ensures that the employees conduct all the steps that they are required to complete while offering their services. This is essential since it ensures consistency in task completion and offer quality services in an organization (Gorrell & Hoover, 2009).

Falk & Zimmermann (2011), argue that consistency is a very powerful organizational tool that increases organizational performance. The philosophy of consistency occurs at a unique crossroad where organizational theory merges with personal theory. Consistency of an employees’ performance is determined from a personal standpoint through classifying their personality and abilities. Desire for consistency presents a characteristic that is used to describe people. When things fall out of alignment, cognitive dissonance
occurs and enables people to achieve the maximum level of consistency in the world (Sturman et al, 2001). Organizations should, therefore, develop a strong culture of consistency since they are just but a group of people.

2.4.4 Impact of Consistency on Employee Performance

Consistency is particularly essential in every organization. It has a principle effect on the attitude, commitment, and performance of employees at all time. According to Singh (2010), Organizations should establish a consistency culture with regard to job performance in order to ensure success of the organization. When an Organization establishes a strong consistency culture, all the employees will learn and adopt this culture. The culture will have a positive effect on employee job performance since they will develop a positive attitude and show high levels of commitment while performing their duties (Falk & Zimmermann, 2011). Employees should always have consistent work habits at all times. Consistency of employees is paramount in an organization since it improves employee productivity, and efficiency. Consistent employees also significantly impact on coworker morale.

The organizations that make maximum use of consistency in their performance from a product standpoint, customer service standpoint, and from an employee management standpoint outperform competitors (Bossert & Suzumura, 2010). A product standpoint ensures that an organization produces uniform products at all times with no defects. Consistency from a customer service standpoint implies that customers have a similar experience each and every time they interact with the organization. These three factors are critically essential in attracting and retaining employees of an organization (Gebauer et al, 2008). They denote the impact of consistency in an organization especially on performance. Consistency culture will, therefore, enable organizations to effectively maximize performance.

Where the leaders of an organization are consistent in their actions and leadership roles, they foster employee job performance in the organization. Numerous employees pay attention to what their leaders say and do. Consistency in the activities of the leaders makes them appear as role models for the employees (Gorrell & Hoover, 2009). When the leaders show a culture of high levels of performance, the employees also perform well. Consistency is a virtue that makes the employees give their best while undertaking their
responsibilities in an organization. Organizations should, therefore, ensure that they introduce and develop a culture of consistence in order to ensure high levels of employee performance. The leaders should be the first people to promote and a culture of consistence (Falk & Zimmermann, 2011). Through depicting high levels of performance, they influence other employees of the Organization to adopt the culture. Consistency positively affects employee job performance by making them perfect on their responsibilities. The perfection leads to exemplary performance of an organization since employees and leaders and highly effective.

Consistency in an Organizations yields material benefits to an organization. Organizations that have a culture of consistency appear better organized than those where things keep on changing constantly. Such a consistency culture communicates that the organization is in control of the business. This appearance makes employee think better of the Company and have a feeling that the organization is stable which significantly improves the quality of services offered by the employees to the customers (Bossert & Suzumura, 2010).

2.5 Chapter Summary

In Summary, the above literature review section highlighted the various dimensions of organizational culture and their impact on employee job performance. The first factor discussed is involvement, reviewed literature suggest that involving employees in running the affairs of the organizations affects their performance positively. Adaptability is the second dimension discussed, and it was also suggested that employees with high levels of adaptability demonstrate high performance in a dynamic work environment. The third dimension discussed is consistency, the reviewed literature suggest that consistent beliefs and values in an organization translates into higher employee performance. The next chapter presents the Research Methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This Chapter describes the Research methodology. It looks at the research design, the target population, sampling frame size and the sampling technique. It also explains the data collection method used to carry out the study and the research procedures. Data analysis and presentation methods used in the research is also discussed.

3.2 Research Design

A research design involves the arrangement of conditions for data collection and analysis in order to combine relevance to the research purpose with economy in the procedure. It can also be said to be the conceptual structure within which research is conducted, which contains the blueprint for the data collection, measurement and data analysis (Kothari, 2005).

This study used a descriptive survey research design. According Cooper and Schindler (2014) a descriptive survey design is one that facilitates the understanding of the characteristics of a certain population. The research design entails description of variables in the population with the aim of collecting information about the certain variables within the population through administration of questionnaires.

In order to carry out the descriptive research, the nature of the problem needs to be understood; in this case the effects of organizational culture on employee job performance. The objective of this design was to determine whether there exists a relationship between the variables, to determine the frequency of occurrence and also describe the state of the variables. The dependent variable was the employee job performance while the independent variables were the dimensions of organizational culture which include involvement, consistency and adaptation. This researcher used a case study of Ericsson Kenya limited, as the multinational organization under study. According to Kothari (2005) the case study method involves intensive study of the particular unit under consideration. This helped to collect in-depth information that was used investigate the complexity of factors under study and draw valid conclusions.
3.3 Population and Sampling Design

3.3.1 Population

A population is a collection of all items to be studied. According to Cooper and Schindler (2014), a population is the total collection of the elements about which we want to make inferences. In this study the Target population was total number of full time employees who are employed by the Ericsson Kenya limited office across the various departments in the organization, according to the latest records from Human Resource department. The reason for this was that some of the company employees are part time employees and do not have access to all the facilities offered by the organization and as such part time employees could have affected the accuracy of the data collected in as far as organizational culture is concerned.

3.3.2 Sampling Design

Kothari (2010) describes a sampling design as a definite plan of how a sample from a given population is obtained. It refers to the procedure the researcher will adopt in the sample items selection. It can also lay down the number of items included in the sample.

3.3.2.1 Sampling Frame

A Sampling frame refers to the listing of units such that a sample may be picked from the list (Gatara, 2010). Furthermore according to Cooper and Schindler (2014), a sampling frame should be a complete and correct list of population members only. The Sampling frame for this study was the list of all the full time employees and management of Ericsson Kenya Limited obtained from the HR department which constitutes a total of 204 employees.
Table 3.1: Study Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Population (No. of Employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement Practices</td>
<td>27</td>
</tr>
<tr>
<td>Sales</td>
<td>23</td>
</tr>
<tr>
<td>Commercial management</td>
<td>14</td>
</tr>
<tr>
<td>Business support</td>
<td>8</td>
</tr>
<tr>
<td>HR</td>
<td>3</td>
</tr>
<tr>
<td>Operations</td>
<td>104</td>
</tr>
<tr>
<td>Strategy &amp; Marketing</td>
<td>5</td>
</tr>
<tr>
<td>Supply</td>
<td>15</td>
</tr>
<tr>
<td>Sourcing</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>204</strong></td>
</tr>
</tbody>
</table>

3.3.2.2 Sampling Technique

According to Babbie (2004) sampling is a method of picking some part of a population to represent the entire population of interest. The study used stratified random sampling technique to draw the sample from the target population. The target population was stratified into nine main departments. Then a sample was drawn from each department using simple random sampling by listing the names alphabetically and picking the first eight for every ten names in the population, representing 80% of the target population. This was done to ensure that the outcome is a representative of the whole population in the organization.

3.3.2.3 Sampling Size

This refers to the number of items to be selected from the sample frame to constitute a sample. The sample size should be optimal by fulfilling the requirements of efficiency, representativeness, reliability and flexibility. It should be neither too big nor too small (Kothari, 2005). To determine the specific sample size in this study, the researcher considered the availability of the employees since most of them are always travelling due to the nature of the organization, as well as the appropriate time and any costs that were incurred. For this study a sample size of 163 employees was used out of an estimated population of 204 employees working for the organization. This consideration is in line
with Mahy, Plasman and Rycx (2005) who highlighted that the size of a sample should be enough to represent the total population accurately and that a sufficient sample would be 30% - 50% of the total population of under consideration.

**Table 3.2: Sample Size Distribution**

<table>
<thead>
<tr>
<th>Department</th>
<th>No. of Employees</th>
<th>Percentage (80%)</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement Practices</td>
<td>27</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Sales</td>
<td>23</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Commercial management</td>
<td>14</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Business support</td>
<td>8</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>HR</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Operations</td>
<td>104</td>
<td>83</td>
<td>83</td>
</tr>
<tr>
<td>Strategy &amp; Marketing</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Supply</td>
<td>15</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Sourcing</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>204</strong></td>
<td><strong>163</strong></td>
<td><strong>163</strong></td>
</tr>
</tbody>
</table>

**3.4 Data Collection Methods**

Primary data collection method was used in this study. Data was collected using self-administered questionnaires developed by the researcher based on the research questions. The questionnaire contained the following sections; Section one was on the bio data and general information of the respondent with respect to the organization. Section two contained set of questions on the extent to which involvement dimension of organizational culture affects employee job performance. Section three comprised of questions on the extent to which consistency dimension of organizational culture affects employee job performance and lastly section four contained questions on the extent to which adaptability dimension of organizational culture affects employee job performance. The questionnaire was designed to include both the unstructured and Likert
scale type of questions. The questionnaire was administered with the help of a research assistant.

3.5 Research Procedures

The questionnaire was developed based on the research questions. The questionnaire was intended to provide data about organization culture and its effect on employee job performance. The questionnaire contained four sections, the first section covered the demographic information of the respondents, the second section covered the Involvement dimension of organizational culture, and the third section addressed the Consistency dimension of organizational culture, while the last section covered the Adaptability dimension of organizational culture. This was sent to the management of Ericsson Kenya limited electronically requesting for permission to carry out the research in the organization.

After the permission was granted, a Pilot test of the questionnaires was done to ascertain the suitability of the tool before the actual administration. Pilot test involved administration of the questionnaire to 10 respondents selected randomly from the population. The pilot test enabled the researcher to fine tune the questionnaire for objectivity and efficiency of the process. In revising the questionnaire, the researcher ensured that the choice of words in the questions was unambiguous meaning that respondents were able to read the questions smoothly, and the survey had clear instructions for the respondents. The redevelopment of the survey focused on formulating and categorizing key research questions clustered around the organizational culture dimensions that affect employee job performance and the questions’ statement were assessed and refined.

There was general suggestion that the tool needed to be made available to respondent through web/online as well as manual format. For the respondent-friendly design of web questionnaires, the researcher applied Dillman’s principles which are; First, to introduce web questionnaire with well-designed welcome screen. Second, to present each question in a conventional format. Third, to limit line length for the respondents’ browser. Fourth, to provide specific instructions. Fifth, to use graphical symbols or words for the completion progress and lastly, to be cautious about using question structures (e.g. check all-that apply and open-ended questions).
Demographic information is an essential snapshot of a respondent’s work environment; it demonstrates the organization's diversity and culture. The inclusion of demographic variables made it possible to describe the groups in Ericson as an organization, and the data allowed for the investigation of issues such as respondents’ experience, gender, level of seniority, level of education, and how they influence the organizational culture. With this data, we could hypothesize how the data is correlated with the organizational culture and job performance. In this part, the questions were stated as directly as possible, and the answer to each question was given in terms of the answer choices provided.

The construct of organizational culture and its effects on job performance was the most critical part of this survey, and questions’ statement related to dimensions of organizational culture were considered in the revision of the questionnaire. Underlying the revision of the questionnaire was the researcher’s assessment of what respondents would know, what words they would understand, what sorts of information they could provide, and what response tasks they could perform. One thing which was carefully considered was the respondent’s ability to provide appropriate answers to the questions. Therefore, statements were valid and reliable so as to interpret the question as intended. In this case, the results from pre-test were used to improve the survey design and questions, and to estimate how long it takes to complete a survey in either an online or a paper-based survey. During the pre-test, the researcher also discovered factors that affect response rates and data quality, which were adjusted accordingly; these included reducing number of statements in each culture dimension to ten and revising statements to make them clear, precise and shorter.

The response choices for several statements were also revised to improve the interpretability of results. Qualitative activities such interviewing procedures were conducted to modify the statements measuring the dimensions of organizational culture, which helped to ensure that respondents understood the intent of questionnaires and provided an opportunity to improve on how statements could better convey respondent’s intended meaning. In this case, the Likert scale used to indicate level of agreement or disagreement with the statements was revised to: 1= Strongly Disagree (SD), 2= Disagree (D), 3= Do not know (DK), 4= Agree (A) and 5= Strongly Agree (SA). This item revision process was essential in order to obtain more accurate information throughout the data collection phase of the study.
The general concept of validation defined as "the degree to which a test measures what it claims or purposes to be measuring" (Brown, 1996) was considered. In this case, the researcher considered face validity and content validity. The questions and statement were modified with valuable feedback from all respondents. These have ensured that statements of questions are clear, precise and shorter devoid of redundancy and repetition. The questionnaire was estimated to take ten minutes to complete. The questionnaire was amended after the pilot test and a final copy was electronically sent to the respondents in addition to physical administration by a research assistant. A cover letter detailing the purpose of the study was attached together with the questionnaire.

3.6 Data Analysis Methods

Kothari (2010) defines data analysis as, “a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing these in manner that they answer the research questions” (p.122). The whole process starts immediately after data collection and ends at the point of interpretation and processing data. Therefore, editing, coding, classifying and tabulating are the processing steps used to process the collected data for a better and efficient analysis. Data editing examined the collected new data to detect errors and omissions for correction to ensure accuracy and consistency. Data coding was used to assign symbols to answers to classify or categorize responses. Data was coded and recorded on tally sheet after the systematic analysis of each individual variable for measuring completeness; occurrence and clarity because raw data collected from the field through primary data are never well organized for interpretation. Tabulation was used to arrange data into concise and logical order in a procedure referred to as tabulation through columns and rows (Kothari, 2010).

Both descriptive and inferential statistical techniques were used in data analysis. Descriptive analysis measures such as frequency, percentage, mean and standard deviation were used to summarize the data. Inferential analysis is the process of making conclusion and, in some cases, making predictions about the properties of a population based on information obtained from a sample. Using inferential statistical techniques, and particularly correlation analysis, the study assessed the effects of organizational culture on the employee job performance. The data was analyzed using Statistical Package for Social Sciences (SPSS) as a tool and presented using tables, graphs and charts.
3.7 Chapter Summary

The chapter discloses in detail research design, the target population, data collection methods and procedures, data analysis and procedures, data interpretation and reporting and ethical issues concerning data collection; which were used in the study for having a qualified study and getting the researcher through the inevitable bad times while conducting the research. The study used a questionnaire that is both structured and unstructured as the Data collection tool. Data was analyzed using SPSS and summarized for presentation in tables and figures. The next chapter presents research findings in relation to the research questions.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the findings of data analysis and presents the results. The chapter is divided into two main parts. The first part deals with general information describing the characteristics of the respondents in relation to study objectives. The second part discusses the findings on the three research questions, the first question was; To what extent does involvement dimension of organizational culture affect employee job performance? While the second question was; To what extent does consistency dimension of an organizational culture affect employee job performance? The last research question was; To what extent does adaptability dimension of an organizational culture affect employee job performance? The study had targeted a sample of 163 respondents, however, 124 responded to the questionnaire which translated to 76% response rate.

4.2 Demographics of the Respondents

Demographic information is an essential snapshot of a respondent’s work environment; it demonstrates the organization's diversity and culture. The inclusion of demographic variables makes it possible to describe the groups in Ericsson as an organization, and the data allows for the investigation of issues such as respondents’ experience, gender, level of seniority, education level, and how they influence the organizational culture. With this data, we can hypothesize how this data is correlated with the organization culture and job performance. The demographic information collected includes; Gender, position held, highest level of academic qualification, years of hands-on experience at Ericsson, and the department they work in. The respondents’ demographic information is presented in the following section.

4.2.1 Gender of Respondent

Gender is known to have an influence on employees’ culture in an organization which may influence their performance. The gender distribution of the respondents is as shown in figure 4.1. There is unequal gender distribution of the respondents with 67% respondents being male while 33% being female. Thus, the findings indicate that majority
of the respondents were male. Consequently, we can say that the male gender may have an effect on the organizational culture and hence the performance of the organization.

![Gender of Respondents](image)

**Figure 4.1 Gender of Respondents**

### 4.2.2 Distribution of Respondents by Level of Education

The findings show that the education background of the respondents was found to be varied. Of all the respondents, 70.6% have bachelors’ university education, 20.3% have college and Diploma education and 9.1% have post graduate education. Figure 4.2 summarizes the findings.

![Respondents distribution by Education Level](image)

**Figure 4.2: Respondents distribution by Education Level**
4.2.3 Respondents Distribution by Years of Worked in Ericsson

The number of years an employee has worked for an organization can determine the assessment index of the organizational cultural dimensions. Equally, it can also determine efficiency and effectiveness within the organization, which may influence their overall performance. The respondents were asked to indicate the number of years they have worked for Ericsson and the results are as shown in figure 4.3. Fifty six percent of the respondents have worked for Ericsson for 7 to 10 years, 22% for 4 to 6 years and 22% for less than 3 years. This shows that majority of the respondents were aware of influence of organizational culture on employee performance given their long experience with the organization.

![Figure 4.3: Respondents Distribution by Years of Experience at Ericsson](image)

4.2.4 Respondents Distribution by Position in the Organization

The position held by an employee in an organization can determine how they respond to different organizational culture dimensions. Equally, it can also determine their involvement in making decisions which enables them to develop a sense of belonging and recognition in the organization leading to performance improvement. The respondents were asked to indicate their position which is indicative of their role in Ericsson Kenya Limited and the results were as follows; 22% were support staff, 11% were managers in the various levels of management, 56% were individual contributors which include engineers, solution architects and subject matter experts, while 11% were senior managers. This is shown in figure 4.4.
4.2.5 Respondents Distribution by Department they serve in the Organization

Different departments may have different working environment which shapes organizational culture. Thus, depending on the area/department a staff is serving a staff may respond differently to changes in an organization. When a staff member is subjected to certain changes in the job environment they may or may not produce better results. The respondents were asked to indicate the department they served in and the results are as shown in figure 4.5. From the results, 44% were in operations, 22% in engagement practices while others were equally distributed in supply chain, customer support and project management. It is therefore expected that staff in the operations department may influence the organizational culture and values which may affect staff performance. The influence of staff from other departments may be minimal given that their respective representations in the organization are less than 20%.
4.3 Effects of Involvement Dimension of Organization Culture on Employee Job Performance

This section presents the results on the effects of involvement dimension of organization culture on employee job performance. To answer the research questions “To what extent does involvement dimension of organizational culture affect employee job performance?” The researcher developed a questionnaire with 10 statements and the respondents were asked indicate their level of agreement or disagreement with each of the 10 statements, using a Likert scale. Responses to each of the statement were summarized in percentages and are reported in tables and figures in this section.

4.3.1 Engagement with other Employees at the Workplace empowers me to make appropriate decisions which improves my Performance

According to the research findings, 56% of respondents strongly agreed that engaging with other employees at the workplace empowers them to make appropriate decisions, which improves their performance, while 44% of respondents agreed with the statement. These results are shown in figure 4.6.

Figure 4.5: Respondents distribution by Department they serve
4.3.2 When an Organization develops Employees’ capabilities they become more efficient and thus perform better

The study findings shown in figure 4.7 indicate that 82% of the respondents strongly agreed that when an organization develops employees’ capabilities they become more efficient and thus perform better. This implies that involvement is a tremendously essential element that immensely contributes to the success of an organization. When organizations empower the people at all levels through developing their capability, involve them in decision making and give them authority together with recognizing their contribution, employees get committed to their work since they feel they own a piece of the organization.
4.3.3 When am given the Authority, Responsibility and Ability to manage my work, I produce better results

Figure 4.8 indicates that 90% of the respondents strongly agreed that when given the authority, responsibility and ability to manage their work they produce better results. Only 10% of respondents agreed with the statement that given authority, responsibility and ability to manage their work, they produce better results.

Figure 4.7: Respondents opinion on Capability Development by the Organization

Figure 4.8: Given Authority, Responsibility and Ability to manage their work Employees perform better
4.3.4 Teamwork at work improves my overall Performance

According to the research findings, 56% of respondents agreed that teamwork at the workplace improves overall staff performance while 44% of respondents strongly agreed. These results are presented in the figure 4.9.

![Figure 4.9: Teamwork improves overall Employee Performance](image)

4.3.5 Proactivity and Collaboration with other Staff improves Job Performance

The study findings indicate that 67% of the respondents agreed that proactivity and collaboration with other staff improves job performance in their organization. Similar opinion was strongly agreed to by 33% of the respondents as shown in figure 4.10

![Figure 4.10: Staff Proactivity and Collaboration improves Job Performance](image)
4.3.6 Giving feedback enables Employees Improve their Job performance

According to the results shown in figure 4.11, 56% of respondents agreed that when they are given feedback on their performance, they are able to work on the feedback and improve on their job performance. Similar opinion was strongly agreed to by 44% of the respondents.

Figure 4.11: Giving Feedback improves Job Performance

4.3.7 Appreciating and Recognizing my Efforts gives me the morale that result to improved Performance

According the findings and as shown in figure 4.12, 82% of respondents strongly agreed with the statement that “appreciating and recognizing my efforts gives me the morale that results to improved performance”, while 18% of the respondents agreed to the statement.

Figure 4.12: Appreciating and Recognizing Staff Efforts and Performance
4.3.8 Celebrating Performance achieved by staff as well as teams is a way of encouraging better Performance

Figure 4.13 shows that 56% of respondents strongly agreed that celebrating performance achieved by staff as well as teams is a way of encouraging better performance in an organization, while 44% of the respondents agreed with the statement.

Figure 4.13: Celebrating Performance encourages better future Performance

4.3.9 Giving Employees’ exposure to Innovation, new Roles and Responsibilities can improve their Performance

Figure 4.14 shows that, 44% of the respondents strongly agreed, while 44% agreed that giving employees exposure to innovation, new roles and responsibilities can improve their work performance. 12% of respondents reported that they do not know whether giving employees exposure to innovation, new roles and responsibilities in an organization can result in improving their work performance.

Figure 4.14: Innovation, new Roles and Responsibilities improves Job Performance
4.3.10 Involvement of Employees in decision making enables them develop a sense of belonging to the Organization which improves their Performance

As shown in figure 4.15, 67% of respondents strongly agreed that involving employees in making decisions enables them to develop a sense of belonging and recognition in the organization which improves their performance. Similar opinion was shared by 33% of the respondents who agreed to the statement. This implies that involvement is a tremendously essential element that immensely contributes to the success of an organization. When organizations empower the people through developing their capability at all levels, involve them in decision making and give them authority together with recognizing their contribution, employees get committed to their work since they feel they own a piece of the organization.

Figure 4.15: Involving Employees in Decision making improves Performance
To show overall effect of involvement dimension of organizational culture on employee job performance the frequency and percentage of the responses to each statement was calculated and presented in table 4.1.

Table 4.1: Frequency and Percentage results on the Involvement Dimension of Organizational Culture

<table>
<thead>
<tr>
<th>No</th>
<th>Statements on Involvement and employee performance</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
</tr>
<tr>
<td>1</td>
<td>Engagement with other employees at the workplace empowers me to make appropriate decisions which improves my performance</td>
<td>0</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>2</td>
<td>When organization develop employees’ capabilities they become more efficient and thus they perform better</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>3</td>
<td>When am given the authority, responsibility and ability to manage my work, I produce better results</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>Teamwork at work improves my overall staff performance</td>
<td>0</td>
<td>0</td>
<td>69</td>
</tr>
<tr>
<td>5</td>
<td>Proactivity and collaboration with other staff improves my job performance</td>
<td>0</td>
<td>0</td>
<td>83</td>
</tr>
<tr>
<td>6</td>
<td>Giving feedback enables me to improve their job performance</td>
<td>0</td>
<td>0</td>
<td>69</td>
</tr>
<tr>
<td>7</td>
<td>Appreciating and recognizing my efforts gives me the morale that result to improved performance</td>
<td>0</td>
<td>0</td>
<td>28</td>
</tr>
<tr>
<td>8</td>
<td>Celebrating performance achieved by staff as well as teams is a way of encouraging better performance</td>
<td>0</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>9</td>
<td>Giving employees exposure to innovation, new roles and responsibilities can improve their work performance</td>
<td>14</td>
<td>22</td>
<td>55</td>
</tr>
<tr>
<td>10</td>
<td>Involvement of employees in making decisions enables them to develop a sense of belonging and recognition in the organization which improves their performance</td>
<td>0</td>
<td>0</td>
<td>41</td>
</tr>
</tbody>
</table>
The mean score and standard deviation of respondents’ responses to each statement were calculated. A calculated mean close to 5 indicates that the respondent is agreeing with the statement being considered while a mean of close to 1 indicates their disagreement. The results of the analysis are summarized in table 4.2.

Table 4.2: Calculated Mean Score and Standard Deviation on the Involvement dimension of Organizational Culture and Employee Job Performance

<table>
<thead>
<tr>
<th>No</th>
<th>Statements on involvement and employee performance</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Engagement with other employees at the workplace empowers me to make appropriate decisions which improves my performance</td>
<td>4.6</td>
<td>0.527</td>
</tr>
<tr>
<td>2</td>
<td>When organization develop employees’ capabilities they become more efficient and thus they perform better</td>
<td>4.8</td>
<td>0.441</td>
</tr>
<tr>
<td>3</td>
<td>When am given the authority, responsibility and ability to manage my work, I produce better results</td>
<td>4.9</td>
<td>0.333</td>
</tr>
<tr>
<td>4</td>
<td>Teamwork at work improves my overall staff performance</td>
<td>4.4</td>
<td>0.527</td>
</tr>
<tr>
<td>5</td>
<td>Proactivity and collaboration with other staff improves my job performance</td>
<td>4.3</td>
<td>0.5</td>
</tr>
<tr>
<td>6</td>
<td>Giving feedback enables me to improve their job performance</td>
<td>4.4</td>
<td>0.527</td>
</tr>
<tr>
<td>7</td>
<td>Appreciating and recognizing my efforts gives me the morale that result to improved performance</td>
<td>4.8</td>
<td>0.441</td>
</tr>
<tr>
<td>8</td>
<td>Celebrating performance achieved by staff as well as teams is a way of encouraging better performance</td>
<td>4.6</td>
<td>0.527</td>
</tr>
<tr>
<td>9</td>
<td>Giving employees exposure to innovation, new roles and responsibilities can improve their work performance</td>
<td>4.3</td>
<td>0.727</td>
</tr>
<tr>
<td>10</td>
<td>Involvement of employees in making decisions enables them to develop a sense of belonging and recognition in the organization which improves their performance</td>
<td>4.7</td>
<td>0.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Scores</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
</table>

The mean scores for the above statements ranged from 4.3 to 4.9, with an average score of 4.58. This implies that respondents strongly agreed with the research statements.
In order to test the research question the Pearson Product Moment Correlation Coefficient was used and the results presented in table 4.3.

Table 4.3: Correlation between Employee Job Performance and Involvement

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>124</td>
</tr>
<tr>
<td>N</td>
<td>124</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

These results showed that there was a statistically significant moderate correlation between involvement dimension of organizational culture and employee job performance ($r = 0.557$, $p < 0.001$). This implies that 31% ($0.557^2$) of the variation in employee job performance can be explained by involvement dimension of organizational culture.

4.4 Effects of Adaptability dimension of Organization Culture on Employee Job Performance

This section presents results on the effects of adaptability dimension of organization culture on employee job performance. To answer the research questions “To what extent does adaptability dimension of organizational culture affect employee job performance?”

The researcher developed a questionnaire with 10 statements and the respondents were asked to indicate their level of agreement or disagreement with each of the 10 statements, using a Likert scale. Responses to each of the statement were summarized in percentages and are reported in tables and figures in this section.

4.4.1 Adaptable Organizations have capability and experience for creating change which promotes Staff Performance

The study findings with this statement are shown in Figure 4.16, 67% of respondents agreed that adaptable organizations have the capacity and experience to create change which promotes staff performance. While 33% strongly agreed with the statement.
Figure 4.16: Adaptability of an Organization to changes promotes Staff Performance

4.4.2 High performing organizations have strong cultures and values which promotes staff performance

The findings in figure 4.17 indicate that 89% of respondents agreed that high performing organizations have strong cultures and values, which promotes staff performance. While 11% strongly agreed with the statement.

Figure 4.17: Strong Organizational Culture and Values promotes Performance
4.4.3 Adopting new Effective Strategies Improves Staff Performance

According to the research findings shown in figure 4.18, 78% of the respondents agreed that adopting new effective strategies improves staff performance while 22% of respondents reported that they do not know whether adopting new effective strategies improves staff performance.

Figure 4.18: Adopting new effective Strategies improves Staff Performance

4.4.4 When I adapt to the changes in the Job environment I produce better Results

According to the research findings shown in figure 4.19, 56% of the respondents agreed that when they adapt to the changes in the job environment they produce better results while 22% strongly agreed with the statement. However, 22% of respondents reported that they do not know whether when they adapt to the changes in the job environment they produce better results.

Figure 4.19: Adapting well to Changes enables Staff perform better
4.4.5 Employees in Organizations that continually seek new and improved ways to meet Customer expectations perform better

Figure 4.20 shows that 67% of the respondents agreed that employees in organizations that continually seek new and improved ways to meet customer expectations perform better, while 11% strongly agreed with the statement. However, 22% of respondents reported that they do not know whether organizations that continually seek new and improved ways to meet customer expectations lead to improved staff performance.

![Figure 4.20: Adopting new and improved ways to meet customer expectations improves Performance](image)

4.4.6 Adaptability enables Employees serve their Customers better which leads to high Staff Performance

According to the research findings shown in figure 4.21, 67% of the respondents agreed that adaptability enables employees serve their customers better which leads to high staff performance while 33% of respondents reported that they do not know whether adopting new effective strategies improves staff performance.
4.4.7 Employees who Adapt, Perceive and Respond to their Customers’ (internal or external) needs are able to improve their Performance

According to the research findings shown in figure 4.22, 67% of the respondents agreed that employees who adapt, perceive and respond to their customers’ (internal or external) needs, are able to improve their performance while 33% of respondents strongly agreed with the statement.

Figure 4.21: Adaptability enhances Employee Performance

Figure 4.22: Employees who Adapt, Perceive and Respond to their Customers’ needs perform better
4.4.8 Managing Failures and Successes enables Employees to learn on the appropriate mode of offering services to the Clients, leading to improved Performance

According to the research findings shown in figure 4.23, 56% of the respondents strongly agreed that managing failures and successes enables employees to learn on the appropriate mode of offering services to the clients which leads to improved performance, while 44% of respondents agreed with the statement.

Figure 4.23: Managing Successes and Failures leads to improved Staff Performance

4.4.9 When I acquire more Knowledge and Skills my Work Performance improves

According to the findings shown in figure 4.24, 56% of the respondents strongly agreed that when they acquire more knowledge and skills their work performance improves while 44% of respondents agreed with the statement.

Figure 4.24: Acquiring more Knowledge and Skills leads to higher Job Performance
4.4.10 Change management during difficult situations assists Staff to cope with the situation and Perform better

According to the findings shown in figure 4.25, 56% of the respondents agreed that change management during difficult situations assist staff to cope with situation better and improve performance while 44% of respondents strongly agreed with the statement.

Figure 4.25: Proper Change Management enables Staff to improve Performance
To indicate the overall effect of adaptability dimension of organizational culture on employee job performance, the frequency and percentage of the responses to each statement was calculated and presented in Table 4.4.

**Table 4.4: Frequency and Percentage results on the Adaptability dimension of Organizational Culture**

<table>
<thead>
<tr>
<th>No.</th>
<th>Statements on adaptability and employee performance</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
</tr>
<tr>
<td>1</td>
<td>Adaptable organizations have capability and experience for creating change which promotes staff performance</td>
<td>0</td>
<td>0</td>
<td>83</td>
</tr>
<tr>
<td>2</td>
<td>High performing organizations have strong cultures and values which promotes staff performance</td>
<td>0</td>
<td>0</td>
<td>110</td>
</tr>
<tr>
<td>3</td>
<td>Adopting new effective strategies improves staff performance</td>
<td>28</td>
<td>22</td>
<td>96</td>
</tr>
<tr>
<td>4</td>
<td>When I adapt to the changes in the job environment I produce better results</td>
<td>28</td>
<td>22</td>
<td>69</td>
</tr>
<tr>
<td>5</td>
<td>Organizations which continually seek new and improved ways to meet customer expectations their staff perform better</td>
<td>28</td>
<td>22</td>
<td>83</td>
</tr>
<tr>
<td>6</td>
<td>Adaptability enables employees serve their customers better which leads to high staff performance</td>
<td>0</td>
<td>0</td>
<td>83</td>
</tr>
<tr>
<td>7</td>
<td>Employees who adapt, perceive and respond to their customers’ (internal or external) needs are able to improve their performance</td>
<td>0</td>
<td>0</td>
<td>83</td>
</tr>
<tr>
<td>8</td>
<td>Managing failures and successes enables employees to learn on the appropriate mode of offering services to the clients which leads to improved performance</td>
<td>0</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>9</td>
<td>When I acquire more knowledge and skills my work performance improves</td>
<td>0</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>10</td>
<td>Change management during difficult situations assist staff to cope with situation and performance better</td>
<td>0</td>
<td>0</td>
<td>69</td>
</tr>
</tbody>
</table>
The mean score and standard deviation of the responses to each statement were calculated. A calculated mean close to 5 indicates that the respondent is agreeing with the statement under consideration while a mean close to 1 indicates their disagreement. The results of the analysis are summarized in the table 4.5.

Table 4.5: Calculated Mean Score and Standard Deviation on the Adaptability dimension of Organizational Culture on Employee Job Performance

<table>
<thead>
<tr>
<th>No.</th>
<th>Statements on adaptability and employee performance</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Adaptable organizations have capability and experience for creating change which promotes staff performance</td>
<td>4.3</td>
<td>0.5</td>
</tr>
<tr>
<td>2</td>
<td>High performing organizations have strong cultures and values which promotes staff performance</td>
<td>4.1</td>
<td>0.333</td>
</tr>
<tr>
<td>3</td>
<td>Adopting new effective strategies improves staff performance</td>
<td>3.8</td>
<td>0.441</td>
</tr>
<tr>
<td>4</td>
<td>When I adapt to the changes in the job environment I produce better results</td>
<td>4.0</td>
<td>0.707</td>
</tr>
<tr>
<td>5</td>
<td>Organizations which continually seek new and improved ways to meet customer expectations their staff perform better</td>
<td>3.9</td>
<td>0.601</td>
</tr>
<tr>
<td>6</td>
<td>Adaptability enables employees serve their customers better which leads to high staff performance</td>
<td>4.3</td>
<td>0.5</td>
</tr>
<tr>
<td>7</td>
<td>Employees who adapt, perceive and respond to their customers'(internal or external) needs are able to improve their performance</td>
<td>4.3</td>
<td>0.5</td>
</tr>
<tr>
<td>8</td>
<td>Managing failures and successes enables employees to learn on the appropriate mode of offering services to the clients which leads to improved performance</td>
<td>4.6</td>
<td>0.527</td>
</tr>
<tr>
<td>9</td>
<td>When I acquire more knowledge and skills my work performance improves</td>
<td>4.6</td>
<td>0.527</td>
</tr>
<tr>
<td>10</td>
<td>Change management during difficult situations assist staff to cope with situation and performance better</td>
<td>4.4</td>
<td>0.527</td>
</tr>
</tbody>
</table>

Overall Scores  4.23

The mean scores for the above attributes ranged from 3.8 and 4.6, with an average score of 4.23. This implies that respondents agreed with the research statements.
In order to test the research questions the Pearson Product Moment Correlation Coefficient was used and the results presented in table 4.6.

**Table 4.6: Correlation between Employee Job Performance and Adaptability**

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>Adaptability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>124</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

These results showed that there was a statistically significant strong correlation between adaptability dimension of organizational culture and employee job performance ($r = 0.685$, $p < 0.001$). This implies that 47% ($0.685^2$) of the variation in employee job performance can be explained by adaptability dimension of organizational culture.

**4.5 Effects of Consistency Dimension of Organizational Culture on Employee Job Performance**

This section presents results on the effects of consistency dimension of organization culture on employee job performance. To answer the research questions “To what extent does consistency dimension of organizational culture affect employee job performance?” The researcher formulated 10 statements and respondents were asked to indicate their level of agreement or disagreement with each of the 10 statements on a Likert scale. Responses to each statement were summarized in percentages and are reported in tables and figures in this section.

**4.5.1 When my Organization’s way of doing things is predictable, I am able to deliver my work better**

The study findings indicated in figure 4.26 shows that 44% of the respondents strongly agreed with the statement that “when my organization’s way of doing things is predictable, I am able to deliver my work better”. In addition, 44% of the respondents
agreed that with the statement, while 22% of respondents reported that they do not know whether “when their organization’s way of doing things is predictable, they are able to deliver their work better”.

Figure 4.26: Predictable Organizations deliver Better Results

4.5.2 Defining and practicing Organizations Values make Employees comfortable leading to improved employees’ performance

According to the research findings shown in figure 4.27, 56% of the respondents agreed that defining and practicing organizations values make employees comfortable which improves employees’ performance while 44% of respondents strongly agreed with the statement.

Figure 4.27: Practicing Organization’s Values improves Performance
4.5.3 When my Responsibilities are consistent with my Strengths and Interests, I perform better

According to the research findings shown in figure 4.28, 56% of the respondents agreed that when their responsibilities are consistent with their strengths and interests, they perform better, while 44% of respondents strongly agreed with the statement.

Figure 4.28: Responsibilities consistent with Staff Interests and Strengths produces better Performance

4.5.4 Organizational Consistency allows me to make Consistent Decisions which enhances my Performance

The study findings in figure 4.29 indicate that 56% of respondent agreed with the statement that “organizational consistency allows me to make consistent decisions which enhance my performance”. In addition, 22% of respondents strongly agreed with the statement, while 22% of respondents reported that they do not know whether “organizational consistency allows them to make consistent decisions leading to improved performance”.

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Figure 4.29: Consistent Decisions enhances Staff Performance

4.5.5 Proper Coordination and Integration inspires consistent behavior at the work place which ensures effective delivery of my work and improved Performance

According to the research findings shown in figure 4.30, 56% of the respondents agreed that proper coordination and integration inspires consistent behavior at the work place which ensures effective delivery of their work and improved performance while 44% of respondents strongly agreed with the statement.

Figure 4.30: Coordination and Integration ensures effective Delivery
4.5.6 Consistency instils a feeling of stability and dedication at my work place which enables me to perform better

Results shown in figure 4.31 indicate that 67% of the respondents agreed that consistency instills a feeling of stability and dedication at the work place which enables employees to perform better, while 33% of the respondents strongly agreed with the statement.

Figure 4.31: Consistency instils a feeling of Stability and Dedication

4.5.7 Organizations shared Values and Beliefs help Staff to reach agreement on critical issues which improves their Performance

According to the research findings shown in figure 4.32, 78% of the respondents agreed that organizations shared values and beliefs help staff to reach agreement on critical issues which improves their performance, while 22% of respondents strongly agreed with the statement.

Figure 4.32: Shared Values and Beliefs in an Organization improves Performance
4.5.8 Sharing Key Values of the Organization by the majority of the employees improves performance

The study findings presented in figure 4.33 show that, 67% of the respondents agreed that when the majority of the employees share key values of the organization, the employee reports high performance. In addition, 22% of respondent strongly agreed with the statement, while 11% of respondents reported that they do not know whether shared key values of the organization among the employees’ leads to high performance.

![Bar Chart](image)

**Figure 4.33: Shared Organizational Values by majority enhances Performance**

4.5.9 The Leaders of an Organization have the primary role of developing a Culture of Consistency in order to inspire high Performance among Employees

The study findings shown in figure 4.34 indicate that 44% of the respondents strongly agreed that the leaders of an organization have the primary role of developing a culture of consistency in order to inspire high performance among employees. In addition, 34% of the respondents agreed with the same statement, while 22% of respondents reported that they do not know whether the leaders of an organization have the primary role of developing a culture of consistency in order to inspire high performance among employees.
Figure 4.34: Consistent Leaders in an Organization inspire high Performance

4.5.10 Consistent leaders in an organization promotes conducive work environment that encourages high Staff Performance

The study findings shown in figure 4.35 indicate that, 67% of the respondents agreed that consistent leaders in an organization promote a favorable work environment that encourages high staff performance. In addition, 22% of the respondents strongly agreed with the statement, while 11% of the respondents reported that they do not know whether consistency of leaders in an organization promotes a favorable work environment that encourages high staff performance.

Figure 4.35: Consistent Leaders in an Organization promotes a conducive environment that encourages high Performance
To indicate the overall effect of consistency dimension of organizational culture on employee job performance, the frequency and percentage of the responses to each statement were calculated and presented in table 4.7.

Table 4.7: Frequency and Percentage results on the Consistency dimension of Organizational Culture on Employee Job Performance

<table>
<thead>
<tr>
<th>No.</th>
<th>Statements on Consistency and employee performance</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>1</td>
<td>When my organization’s way of doing things is predictable, I am able to deliver my work better</td>
<td>14</td>
<td>12</td>
<td>55</td>
</tr>
<tr>
<td>2</td>
<td>Defining and practicing organizations values make employees comfortable which improves employees performance</td>
<td>0</td>
<td>0</td>
<td>69</td>
</tr>
<tr>
<td>3</td>
<td>When my responsibilities are consistent with my strengths and interests, I perform better</td>
<td>0</td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td>4</td>
<td>Organizational consistency allows me to make consistent decisions which enhances my performance</td>
<td>28</td>
<td>22</td>
<td>69</td>
</tr>
<tr>
<td>5</td>
<td>Proper coordination and integration inspires consistent behavior at work place that ensures effective delivery of my work and improved performance</td>
<td>0</td>
<td>0</td>
<td>69</td>
</tr>
<tr>
<td>6</td>
<td>Consistency instills a feeling of stability and dedication at my work place which enables me to perform better</td>
<td>0</td>
<td>0</td>
<td>83</td>
</tr>
<tr>
<td>7</td>
<td>Organizations shared values and beliefs help staff to reach agreement on critical issues which improves their performance</td>
<td>0</td>
<td>0</td>
<td>96</td>
</tr>
<tr>
<td>8</td>
<td>Key values of the organization are shared by the majority of the employees hence their high performance</td>
<td>14</td>
<td>11</td>
<td>83</td>
</tr>
<tr>
<td>9</td>
<td>The leaders of an organization have the primary role of developing a culture of consistency in order to inspire high performance among employees</td>
<td>28</td>
<td>22</td>
<td>41</td>
</tr>
<tr>
<td>10</td>
<td>Consistent leaders in an organization promote conducive work environment that encourages high staff performance</td>
<td>14</td>
<td>11</td>
<td>83</td>
</tr>
</tbody>
</table>
The mean score and standard deviation were calculated for the respondents’ opinions on each statement. A calculated mean close to 5 indicates that the respondent is agreeing with the statement being considered while a mean close to 1 indicates their disagreement. The results of the analysis were summarized in the table 4.8.

Table 4.8: Calculated Mean Score and Standard Deviation on the Consistency dimension of Organizational Culture on Employee Job Performance

<table>
<thead>
<tr>
<th>No.</th>
<th>Statements on consistency and employee performance</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>When my organization’s way of doing things is predictable, I am able to deliver my work better</td>
<td>4.3</td>
<td>0.707</td>
</tr>
<tr>
<td>2</td>
<td>Defining and practicing organizations values make employees comfortable which improves employees performance</td>
<td>4.4</td>
<td>0.527</td>
</tr>
<tr>
<td>3</td>
<td>When my responsibilities are consistent with my strengths and interests, I perform better</td>
<td>4.6</td>
<td>0.527</td>
</tr>
<tr>
<td>4</td>
<td>Organizational consistency allows me to make consistent decisions which enhances my performance</td>
<td>4.0</td>
<td>0.727</td>
</tr>
<tr>
<td>5</td>
<td>Proper coordination and integration inspires consistence behavior at work place that ensures effective delivery of my work and improved performance</td>
<td>4.4</td>
<td>0.527</td>
</tr>
<tr>
<td>6</td>
<td>Consistency instills a feeling of stability and dedication at my work place which enables me to perform better</td>
<td>4.3</td>
<td>0.5</td>
</tr>
<tr>
<td>7</td>
<td>Organizations shared values and beliefs help staff to reach agreement on critical issues which improves their performance</td>
<td>4.2</td>
<td>0.441</td>
</tr>
<tr>
<td>8</td>
<td>Key values of the organization are shared by the majority of the employees hence their high performance</td>
<td>4.1</td>
<td>0.601</td>
</tr>
<tr>
<td>9</td>
<td>The leaders of an organization have the primary role of developing a culture of consistency in order to inspire high performance among employees</td>
<td>4.2</td>
<td>0.883</td>
</tr>
<tr>
<td>10</td>
<td>Consistent leaders in an organization promote conducive work environment that encourages high staff performance</td>
<td>4.1</td>
<td>0.601</td>
</tr>
</tbody>
</table>

Overall Scores 4.26

The mean scores for the above statements ranged from 4.0 to 4.6, with an average score of 4.26. This implies that the respondents agreed with the research statements.
In order to test the research question the Pearson Product Moment Correlation Coefficient was used and the results presented in table 4.9.

**Table 4.9: Correlation between Employee Job Performance and Consistency**

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>Consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.470**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>124</td>
</tr>
<tr>
<td></td>
<td>124</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

The results showed that there was a statistically significant moderate correlation between consistency dimension of organizational culture and employee job performance ($r = 0.470$, $p < 0.001$). This implies that 22% ($0.470^2$) of the variation in employee job performance can be explained by consistency dimension of organizational culture.

**4.7 Chapter Summary**

This chapter provided the findings with respect to the information given out by the respondents. The first section deals with general information describing the characteristics of the respondents in relation to study objectives. The second part discussed the findings on the effects of organizational culture on employee job performance. In this study, organizational culture covers three dimensions: involvement dimension, consistency dimension and adaptability dimension.

The results on the extent to which the involvement dimension of organizational culture affects employee job performance indicated that there was a statistically significant moderate correlation between involvement dimension of organizational culture and employee job performance ($r = 0.557$, $p < 0.001$), implying that involvement dimension of organizational culture affects employee job performance.
The findings on the extent to which adaptability dimension of organizational culture affects employee job performance revealed that there was a statistically significant strong correlation between adaptability dimension of organizational culture and employee job performance \( (r = 0.685, \ p < 0.001) \), implying that adaptability dimension of organizational culture affects employee job performance.

The results on the extent to which consistency dimension of organizational culture affects employee job performance revealed that there was a statistically significant moderate correlation between consistency dimension of organizational culture and employee job performance \( (r = 0.470, \ p < 0.001) \), implying that consistency dimension of organizational culture affects employee job performance.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, discussion as well as conclusions, and provides recommendations for further improvements on the effects of the various dimensions of organizational culture on employee job performance.

5.2 Summary

The purpose of the study was to examine the effects of organizational culture on employee job performance. The organization under study was Ericsson Kenya limited based in Nairobi. The study answered the following research questions: To what extent does involvement dimension of organizational culture affect employee job performance? To what extent does consistency dimension of an organizational culture affect employee job performance? Finally, To what extent does adaptability dimension of an organizational culture affect employee job performance?

A descriptive survey research design was adopted to carry out the study. The target population for the study was 204 employees working for Ericsson Kenya Limited, while the sampling frame was a list of employees obtained from the human resource management department. The study used stratified random sampling technique to draw a sample of 163 employees from the population under study and a questionnaire as a tool for data collection. A pilot test was carried out before the actual administration of the research questionnaire to the respondents and adjustments were made based on the feedback received. After the administration of the questionnaire to the respondents, 124 responses were received out of the 163 questionnaires issued. Descriptive statistics measures such as mean and standard deviation were used to analyze the data, while inferential statistics, and particularly correlation analysis was used to draw inferences about the population. During the study, the data was analyzed using Statistical Package for Social Sciences (SPSS) program as a tool and presented using tables, graphs and charts.
The major finding from the first objective which was on the extent to which involvement dimension of organizational culture affects employee job performance, indicated that there was a statistically significant moderate correlation between involvement dimension of organizational culture and employee job performance \( (r = 0.557, p < 0.001) \), implying that involvement dimension of organizational culture affects employee job performance. From these results it was deduced that employees who embrace teamwork and engage with other employees at the workplace, get empowered to make decisions and as a result improve their performance. Furthermore, when an organization involves employees in decision making, enhances employee capabilities, gives employees authority, responsibility and ability to manage their own work, their performance improves. Giving feedback, appreciating and recognizing efforts, and exposure to innovation, new roles and responsibilities was also found to enhance employee job performance.

The major finding from the second objective which was on the extent to which adaptability dimension of organizational culture affects employee job performance was that, there was a statistically significant strong correlation between adaptability dimension of organizational culture and employee job performance \( (r = 0.685, p < 0.001) \), implying that adaptability dimension of organizational culture affects employee job performance. From the results it was deduced that adaptable organizations have the capability and experience to create change, adopt new and effective strategies, and to continually seek new and improved ways to meet customers’ expectations leading to performance improvement. An organization with strong culture and values as well as proper change management was also seen to enhance staff performance. Furthermore, when employees adapt to changes in the job environment, they serve their customers better, and when they adapt and respond to their customers’ needs they produce better output.

The major finding from the third objective which was on the extent to which consistency dimension of organizational culture affects employee job performance was that, there was a statistically significant medium correlation between consistency dimension of organizational culture and employee job performance \( (r = 0.470, p < 0.001) \), implying that consistency dimension of organizational culture affects employee job performance. From the results it was deduced that, organizational consistency allows employees to make consistent decisions, and the way of doing things becomes predictable leading to better results. When employees are given responsibilities consistent with their strengths
they perform better. Furthermore, proper coordination and integration as well as practicing organizations shared beliefs and values were seen to inspire a consistent behavior at the workplace, which ensures effective delivery of work by employees. The Leaders in an organization were seen to have the primary role in developing a culture of consistency; additionally consistent leaders promote a favorable work environment that encourages high performance. Consistency was also seen to instill a feeling of stability and dedication at the workplace leading to improved employee performance.

5.3 Discussion

5.3.1 Effects of Involvement Dimension of Organization Culture on Employee Job Performance

The findings indicated that 90% of the respondents strongly agreed that, when employees are given the authority, responsibility and ability to manage their work they produce better results. This result conforms with Christiansen (2012) findings that people at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. We can therefore say that, involvement plays an important part in enabling the organization to achieve its target goals and objectives by ensuring employee effectiveness at all levels.

The results also indicated that 82% of the respondents feel that organizations enhance efficiency in performance by developing employee capabilities. Fifty six percent of the respondents strongly agreed that celebrating performance achieved by staff as well as teams is a way of encouraging better performance in an organization. They believe that by recognizing and appreciating employee efforts, an organization boosts employee morale. The boost in morale and development of employee capabilities culminates in exemplary performance. The results conform to the findings by Allessandra (2013) which indicated that organizations enhance their performance by exposing employees to development opportunities and enhancing their capabilities. Allesandra further argued that recognition of employee efforts plays a critical role in enhancing performance.

The study findings indicated that 67% of the respondents agreed that pro-activity and collaboration with other staff improves their job performance in the organization. Eighty eight percent of the respondents agreed that giving employees exposure to innovation, new roles and responsibilities improves their work performance. These results support
Griffin, Neal and Parker (2007) assertions that high involvement management positively impacts employee job performance because it provides flexible job descriptions, encourages teamwork, and introduces idea-capturing schemes. It also disseminates information and provides training to ensure efficiency of employees in job performance. The results also agree with Bruyere (2013) findings who stated that, by working as a team, an organization develops the culture of tackling a problem together by emerging with the most appropriate method of solving the problem.

According to the findings 67% of respondents strongly agreed that involvement of employees in decision making enables them to develop a sense of belonging and recognition in the organization which improves their performance. This implies that involvement is an essential element that immensely contributes to the success of an organization. When an organization empowers the people by developing their capability at all levels, involves employees in decision making and gives them authority together with recognizing their contribution, employees get committed to their work since they feel that they own a piece of the organization. This result is in line with Mobley, Wang and Li (2011) findings which stated that employee sense of belonging in the organization provides high levels of effectiveness on job performance. Since they are always involved in the procedures of the organization, they develop the feeling that they are an integral part of the organization and hence provide exemplary employee services. Involvement, therefore, plays an important part in enabling an organization to achieve its target goals and objectives through ensuring employee effectiveness at all levels.

The correlation results on the effects of involvement dimension of organizational culture on employee job performance indicated that there was a statistically significant moderate correlation between involvement dimension of organizational culture and employee job performance ($r = 0.557, p < 0.001$), implying that involvement dimension of organizational culture affects employee job performance. The results are in agreement with the findings by McShane and Von (2014) who stated that employee job performance relies upon an exemplary culture of involvement in an organization. For organizations to succeed in the market, they should involve their employees at all times. The theory by Christiansen (2012) also supports the study findings on the relationship between involvement and employee performance. Christiansen said that involving employees in the affairs of the organization makes them develop a sense of recognition and deep
commitment to the organizational goals and commitments. Such deep commitments result in appropriate and effective execution of various departmental and organizational objectives, which significantly amounts to success of the entire organization.

5.3.2 Effects of Adaptability Dimension of Organization Culture on Employee Job Performance

The study findings indicated that 67% of respondents agreed that adaptable organizations have capability and experience for creating change which promotes staff performance while 33% strongly agreed with the statement. The study findings are consistent with the findings by Calarco (2006) who said that adaptability enables organizations to adapt to changes that occur in the market. Calarco further argued that adaptable organizations take advantage of opportunities which arise in the market due to employment of new strategies, advancement in technology, and adaptation to prevailing circumstances at all times.

From the study findings, 78% of the respondents agreed that, adopting new effective strategies improves staff performance. These results support Burke et al (2006) findings that employees who easily adapt to new changes enable the organization to take advantage of existing circumstances in the market. Various opportunities in the market require an organization to be flexible for them to take full advantage. This is because they may require the organization to adopt a new technology or to different ways of working. Where an organization is not flexible enough, the opportunity is lost. The results of the study indicated the importance of adaptability in attaining exemplary performance and concluded that adaptability offers a high level of performance and as such contributes to the success of the organization.

According to the research findings, 56% of the respondents agreed that when they adapt to the changes in the job environment they produce better results while 22% strongly agreed with the statement. This supports the statement that, adaptability is pivotal in enabling an organization attain success in the market. It also significantly impacts on employee performance, as they learn and adapt to new work conditions and new strategies of addressing issues (Deal et al, 2008). The research findings also indicated that 67% of the respondents agreed that adaptability enables employees serve their customers better which leads to high staff performance. This result verifies findings by Sturman
which indicated that employee effectiveness in job performance relies upon adaptation. Adaptability of employees enables them to handle different customers to the required levels of satisfaction.

The results also indicated that 67% of the respondents agreed that employees who adapt, perceive and respond to their customers’ (internal or external) needs are able to improve their performance while 33% of respondents strongly agreed with the statement. These findings support Sturman (2001) who said that organizations consider such employees as worthy to retain since they blend well with the culture of the organization. The findings by Sturman are also in line with the study findings which showed that 56% of the respondents strongly agreed that managing failures and successes enables employees to learn on the appropriate modes of offering services to the clients which leads to improved performance while 44% of respondents agreed with the statement.

Results indicated that 56% of the respondents strongly agreed that when employees acquire more knowledge and skills their work performance improves, while 44% of respondents agreed with the statement. These results verify the findings by Khan and Afzal (2011) who concluded that adaptability provides the employees with an opportunity to acquire knowledge and skills which are essential in every organization since it culminates in high productivity. The results confirm that adaptability is of material benefit to both organization and employees and that it plays a pivotal role in enhancing performance of an organization.

The study findings indicated that 89% of respondents agreed that high performing organizations have strong cultures and values which promote staff performance. Seventy eight percent agreed that adopting new effective strategies improves staff performance, while 67% agreed that organizations which continually seek new and improved ways to meet customer expectations have better staff performance. Adaptability enables employees serve their customers better which leads to high staff performance and that employees who adapt, perceive and respond to their customers’ needs are able to improve their performance. Results showed that adaptability presents an essential element of organizational culture which ensures employee effectiveness in their job. These results are consistent with Feinberg (2008) findings, which indicated that high performing organizations have the ability to perceive and respond to customers, environment, and re-institutionalize behaviors and processes that allow them to adapt. The results are also in
line with the findings that, adaptable organizations are driven by their customers, take risks, learn from their mistakes, and have capability and experience necessary for creating change as highlighted by Evans and Lawrence (2013). They develop and transfer this culture of adapting, to their employees in order to ensure the company’s goals are achieved. They are also continuously changing the system so that they improve the organizations’ collective abilities to provide value for their customers.

The correlation analysis results on the effects of adaptability dimension of organizational culture on employee job performance revealed that there was a statistically significant strong correlation between adaptability dimension of organizational and employee job performance ($r = 0.685, p < 0.001$), implying that adaptability dimension of organizational culture affects employee job performance. The results conform with findings by Strempek (2009), who said that adaptability is significantly related to a firm’s performance because high performing organizations have strong cultures and values which encourage adaptable behaviors that amount to success of the organization in accomplishing its goals. The study findings also agree with findings by Phillips and Gully (2009) who said that adaptability plays a central role in enhancing employee job performance.

5.3.3 Effects of Consistency Dimension of Organizational Culture on Employee Job Performance

Results indicated that 78% of the respondents are convinced that organizations shared values and beliefs help staff to reach agreement on critical issues which improves their performance. Sixty seven percent agreed that consistency instills a feeling of stability and dedication at their work place which enables them to perform better, key values of the organization are shared by the majority of the employees hence their high performance. The study findings indicated that 44% of the respondents strongly agreed with the statement that when an organization’s way of doing things is predictable, they deliver their work better. This supports Katzenbach (2000) findings that consistency in an organization ensures that an organization performs the best in the industry. The management should, therefore, ensure that there exists an exemplary consistency culture in the organization.
The results further indicated that 56% of the respondents agreed that defining and practicing organizational values make employees comfortable which improves employees’ performance. Fifty six percent of the respondents agreed that when their responsibilities are consistent with their strengths and interests, they perform better while 44% of respondents strongly agreed with the same statement. Fifty six percent of respondents agreed with the statement that organizational consistency allows employees to make consistent decisions, which enhances their performance. These results support Lencioni (2012) argument that consistency of performance ensures that customers get all that they expect. Consistency of ensuring quality performance at all times is the one that maintains the customers for the Organization.

According to the research findings, 56% of the respondents agreed that proper coordination and integration inspires consistent behavior at workplace which ensures effective delivery of their work and improved performance while, 44% of the respondents strongly agreed with the statement. Sixty seven percent of the respondents agreed that when majority of the employees share key values of the organization, the employees report high performance. This supports the findings by Khan (2005) who said that organizations that share key values among the members make employees comfortable and, therefore, raise individual motivation therefore positively impacting on employee job performance.

Forty four of the respondents strongly agreed that the leaders of an organization have the primary role of developing a culture of consistency in order to inspire high performance among employees. When the majority of the employees share key values of the organization, the employees report high performance. Thirty four percent of the respondents agreed with the same statement. This result is in line with Sturman et al (2001) findings that, leaders closely monitor the employees in order to ensure quality services or products. This close relationship between management and employees ensures a high level of accountability. Sturman further stated that the leaders of an organization have the primary role of developing a culture of consistency.

Results further indicated that high performing organizations have a clear set of core values that enable leaders and employees make consistent decisions. These decisions ensure that the employees behave in a consistent manner which is an essential organizational culture value that ensures employee’s effectiveness in performance.
Consistent decision making ensures appropriate handling of customers. These findings are consistent with Lencioni (2012) who stated that a culture of employee performance is a pivotal driver of success for most organizations. Lencioni further argued that consistency ensures that customers get all that they expect. Consistency in ensuring quality performance at all times is the one that maintains the customers for the organization, while consistency in an organization ensures that an organization performs the best in the industry. Katzenbach (2000) stated that the management should, ensure that there exists an exemplary consistent culture in the organization which is in line with the findings of this study.

The correlation results on the effects of consistency dimension of organizational culture on employee job performance revealed that there was a statistically significant moderate correlation between consistency dimension of organizational culture and employee job performance ($r = 0.470, p < 0.001$), implying that consistency dimension of organizational culture affects employee job performance. The results agree with findings by Falk & Zimmermann (2011), who found out that when an organization establishes a strong culture of consistency, all the employees learn and adopt this culture. The culture has a positive effect on employee job performance as employees develop a positive attitude and show high levels of commitment while performing their duties. The study findings also conform to conclusions by Gorrell & Hoover (2009) who stated that consistency in the activities of the leaders makes them appear as role models for the employees and when the leaders of an organization are consistent in their actions and leadership roles; they foster employee job performance in the organization.

**5.4 Conclusions**

Correlation analysis was used in determining the relationship between each of the organizational culture dimensions and employee job performance. The dependent variable was the employee job performance while the independent variables were the various dimensions of organizational culture which include consistency, involvement and adaptability.
5.4.1 Effects of Involvement Dimension of Organization Culture on Employee Job Performance

The results indicated that there was a significant relationship between the involvement dimension of organizational culture and employee job performance. Based on the findings it was concluded that employees who embrace teamwork and engage with other employees at the workplace get empowered to make decisions and as a result improve their performance. Furthermore, when an organization involves employees in decision making, enhances employee capabilities, gives employees authority, responsibility and ability to manage their work, their performance improves.

5.4.2 Effects of Consistency Dimension of Organization Culture on Employee Job Performance

The result on the effects of organizational culture on employee job performance showed that consistency dimension of organizational culture has a significant relationship with employee job performance. Based on the findings it was concluded that, when an organization makes consistent decisions, the way of doing things becomes predictable. Proper coordination and integration as well as practicing organizations shared beliefs and values inspire a consistent behavior at the workplace, which ensures effective delivery. Furthermore, the Leaders in an organization have the primary role in developing a culture of consistency.

5.4.3 Effects of Adaptability Dimension of Organizational Culture on Employee Job Performance

The results on the effects of organizational culture on employee job performance indicated that there was a significant relationship between adaptability dimension of organizational culture and employee job performance. The study concluded that adaptable organizations have the capability and experience to create change, adopt new and effective strategies, and continually seek new and improved ways to meet customers’ expectations leading to improved performance. When employees adapt to changes in the job environment, they serve their customers better, and produce better results.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Effects of Involvement Dimension of Organization Culture on Employee Job Performance

The following recommendations were made from the study; the organization should give employees the authority, responsibility and ability to manage their work in order to enhance their job performance; the organization needs to develop employees’ capabilities continually in order for them to become more efficient and improve their performance; The organization also needs to have programs of appreciating and recognizing employee efforts, which in turn gives them the morale that result in improved performance. Further, the organization should involve staff in decision making in areas related to their work so that employees get committed to their work as they feel part of the organization. This employee sense of belonging in the organization provides high levels of effectiveness on job performance.

5.5.1.2 Effects of Adaptability Dimension of Organization Culture on Employee Job Performance

The organization should continue managing failures in order to enable employees adapt to the appropriate mode of offering services to the clients for improved performance; the organization should also provide an enabling environment for staff to acquire more knowledge and skills at work in order to improve their adaptability mechanism and hence improve performance. Further, the organizations should continually seek new and improved ways to meet customer expectations and enable staff to adapt to any new changes in the organization, since employees who adapt, perceive and respond to their customers’ needs produce better results. Finally, the organization should develop and transfer the culture of adaptability to their employees in order to ensure the company achieves its goals.
5.5.1.3 Effects of Consistency Dimension of Organizational Culture on Employee Job Performance

The organization should develop and maintain values and principles that are shared by all staff. Such consistency instills a feeling of stability and dedication of staff to their work which enables them to perform better; Key values of the organization should be shared by the majority of the employees for higher performance. Further, the leadership in an organization should be consistent in behavior, action and decision making in order to promote a favorable work environment that encourages high staff performance. The management also needs to ensure that there exists an exemplary consistent culture in the organization.

5.5.2 Recommendations for Further Studies

This study points out the following areas that could possibly be investigated in the future: The effects of work environment on employee job performance; the effects of organizational design on employee performance; the effects of management and leadership styles on employee performance; Finally, similar research can be carried out in other organizations operating in the telecoms sector to establish if similar findings would be obtained.
REFERENCES


APPENDICES

APPENDIX 1: QUESTIONNAIRE

Section 1: Introduction

JUDITH GITHUI

United States International University - Africa

P. O. Box 14634, 00800

NAIROBI

Dear Respondent,

I am carrying out a research on the effects of organizational culture on employee job performance. This is in partial fulfilment of the requirements of Master’s in Business Administration (MBA) degree program at the United States International University-Africa. The study uses Ericsson Kenya Limited as a case study from which you have been selected as one of the respondents. The results of this study will provide insights into how involvement, consistency and adaptability dimensions of organizational culture influence employee job performance and suggestions as to how the work environment can be improved.

This is purely an academic research and confidentiality is strictly emphasized. The questionnaire takes about 10 minutes only. Kindly take some time to complete the questionnaire herein.

Thank you in advance.

Yours Sincerely,

Judith Githui.
Section 2: Respondents Demographic/General information

This section is about respondents’ general information. These include Gender, Job level; Years of experiences gained while working in Ericson, Highest level of education and the Department currently working in. Kindly indicate with a tick inside the box the appropriate response.

1. Indicate your Gender
   - Male
   - Female

2. In which department are you in?
   - Sales
   - Engagement Practices
   - Sourcing
   - Marketing and Communication
   - Commercial management
   - Others (Specify) …………………………………………

3. What is your current position in the Organization?
   - Support Staff
   - Individual Contributor
   - 1st level manager
   - 2nd Level Manager
   - 3rd Level Manager
   - Other (Specify) …………………………………………

4. For how long have you worked for Ericson?
   - Less than 3 years
   - 4 - 6 years
   - 7 - 10 years
   - over 11 years

5. Indicate your highest level of Education
   - Certificate/Diploma
   - Degree
   - Post graduate Degree


Section 3: Involvement and Employee Performance

6. Using a scale of 1 – 5 where: 1= Strongly Disagree (SD); 2= Disagree (D); 3= Do Not Know (U); 4= Agree (A) and 5= Strongly Agree (SA) Indicate your level of agreement or disagreement with the following statements by ticking the appropriate box.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Do Not Know</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engagement with other employees at the workplace empowers me to make appropriate decisions which improves my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. When organization develop employees’ capabilities they become more efficient and thus they perform better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. When am given the authority, responsibility and ability to manage my work, I produce better results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Teamwork at work improves my overall performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Proactivity and collaboration with other staff improves my job performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Getting feedback enables me to improve my job performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. Appreciating and recognizing my efforts gives me the morale that result to improved performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. Celebrating performance achieved by staff as well as teams is a way of encouraging better performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. Giving employees exposure to innovation, new roles and responsibilities improves their work performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. Cultivating a sense of belonging and recognition in the organization improves employee performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Section 4: Adaptability and Employee Performance

7. Using a scale of 1 – 5 where: 1= Strongly Disagree (SD); 2= Disagree (D); 3= Do Not Know (U); 4= Agree (A) and 5= Strongly Agree (SA) indicate your level of agreement or disagreement with the following statements by ticking the appropriate box.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Do Not Know</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adaptable organizations have capability and experience for creating change which promotes staff performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Well communicated values in the organization promotes staff performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. Adopting new and effective work improvement strategies improves staff performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. When I adapt to the changes in the job environment I produce better results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Organizations which continually seek new and improved ways to meet customer expectations have better employee performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Adaptability enables employees serve their customers better which leads to high staff performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. Employees who adapt, perceive and respond to their customers’ (internal or external) needs are able to improve their performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. Managing failures and successes enables employees to learn on the appropriate mode of offering services to the clients which leads to improved performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. Improved knowledge and skills at workplace enhances staff performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. Change management during difficult situations assist staff to cope with situation and performance better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
**Section 5: Consistency and Employee Performance**

8. Using a scale of 1 – 5 where: 1= Strongly Disagree (SD); 2= Disagree (D); 3= Do Not Know (U); 4= Agree (A) and 5= Strongly Agree (SA) Indicate your level of agreement or disagreement with the following statements by ticking the appropriate box.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Do Not Know</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. When my organization’s way of doing things is predictable, I am able to deliver my work better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Defining and practicing organizations values make employees comfortable which improves employees performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. When my responsibilities are consistent with my strengths and interests, I perform better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Systems and procedures uniformity allows me to make consistent decisions which enhances my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Proper coordination and integration inspires consistent behaviour at work place that ensures effective delivery of my work and improved performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Consistency instills a feeling of stability and dedication at my work place which enables me to perform better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. Organizations shared values and beliefs help staff to reach agreement on critical issues which improves their performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8. Key values of the organization are shared by the majority of the employees hence their high performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9. The leaders of an organization have the primary role of developing a culture of consistency in order to inspire high performance among employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10. Consistent leaders in an organization promote conducive work environment that encourages high staff performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Thank for your co-operation**