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## **Nexus between Organizational Culture and Job Performance in the Public Service: A Study of Department of Finance and Economic Planning, Embu County Kenya**

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### **Abstract**

Most countries are in the process of improving service delivery with a focus on Job Performance. Job Performance is the sum total of employee efforts measured based on organization performance. The Public Service in Kenya is involved in enhancing Job Performance through improving Organizational Culture. The study assessed the relationship between Organizational Culture and Job Performance in Kenya. A descriptive research design was used. The study was conducted at the Department of Finance and Economic Planning, County Government of Embu targeting a sampling frame of 120 employees. A sample size of 92 respondents was obtained from the sampling frame using Yamane formula. Proportionate random sampling was used to identify the targeted respondents. Semi-structured questionnaires were used to collect data. Data was collected on Demographic Information, Organizational Culture, and Job performance. Both descriptive and inferential statistics were utilized to analyze the data. Results were displayed in tables, column charts and pie-charts. The study findings established that Organizational Culture has a both positive significant correlation and relationship with Job Performance. Organizational Culture had a significance value (0.000) that is less than the critical significance value ( $\alpha$ ) of 0.05. When Organizational

Culture is equal to zero, Job Performance is equal to 2.833 units. Subsequently, when one improves Organizational Culture by one unit, there is an increase in Job Performance by 0.334 units. The co-efficient of determination ( $R^2$ ) has a value of 0.186, a discovery that Organizational Culture results to an 18.6% of the deviations in Job Performance. Further the study findings established that there was clear and consistent set of values that govern the operations of the department with 61.6% of the respondents agreeing to that. 60.6% of the respondents agreed that the department had Standard Operating Procedures which were applied in service delivery. There was teamwork and regular training opportunities which were fairly distributed among the staff in the department with 59.6% and 61.6% of the respondents agreeing respectively. There were systems in place for celebrating staff success and achievements with 62.6% of respondents agreeing. Moreover, 60.6% of the respondents were in agreement that the department had a Performance Contracting/Performance Appraisal System with annual appraisal. The study recommends further research on other factors which influences Job Performance but were not part of this study accounting for 81.4% of the variations in Job Performance.

**Keywords:** Job Performance, Organizational Culture, Public Service, Devolved Government

### Introduction

Job Performance relates to the way in which individuals perform in their job duties. In addition, to training and natural ability Job Performance is impacted by Organizational Culture. Globally, there seems to be a performance crisis in the public sector and specifically in developing countries which has raised the appetite for efficiency, hence the need for evaluation mechanisms on the performance of government institutions and programs (Nabukeera *et al.*, 2015). In Africa, most Countries have embraced a process delivery approach with a focus on employee performance. This is aimed at improving the efficiency, customer satisfaction, and productivity and depends largely on availability of skilled employees hence improve Job Performance (Safei, 2011).

According to Malawi State Government, employee Job Performance is very important because it reflects the government performance. The quality of employees influence performance and it is believed that the employees are the backbone of the state government services with an imperative role of ensuring that government policies and programs in the new era of national development are implemented effectively and efficiently (Fauzilah *et al.*, 2011). Despite employee performance being the blood stream of any organization performance, low and middle income countries including Kenya, have been reported to display poor employee performance due to corruption, poor quality of services, delay in service delivery, and poor cost effectiveness in service delivery (Aluvisia, 2016). The study assessed the connection between Organizational Culture and Job Performance in the Public Service in Kenya.

### Statement of the Research Problem

An ideal Organizational Culture involves a culture of teamwork, adequate training opportunities to develop competencies of employees, and increased staff morale that enables achievement of maximum possible output. Open door policy and participatory decision making as opposed to 'command and control' model have been poised to effectively exploit staff talents and lead to increased productivity. When employees are well rewarded they tend to reciprocate this by increasing their level of productivity (Khan, 2006). The primary

source of catastrophe of many change initiatives in organizations, such as Business Process Re-engineering (BPR) or Total Quality Management (TQM), has been failure to transform the Organizational Culture (Cameron & Quinn, 2011). Most public servants are demoralized by several issues in the performance of their duties. Such issues include job stagnation, inadequate implementation of the succession management policies, low morale, lack of ethical values and failure to adhere to corporate governance principles. Following this premise, and tandem to this background, this study aimed at bridging the gap between ideal and the current scenario on Organizational Culture and Job Performance.

### **Objective of the Study**

The objective of the study was to assess the primacy of Organizational Culture on Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

### **Research Question**

How does Organizational Culture influence Job Performance in the Department of Finance and Economic Planning, County Government of Embu?

### **Research Hypothesis**

The study tested the following null hypothesis:

H<sub>01</sub>: Organizational Culture has no significant influence on the Job Performance in the Department of Finance and Economic Planning, County Government of Embu.

### Conceptual Framework

The study conceptualized that Organizational Culture influences Job Performance in the Public Service in Kenya. The relationship is shown in Figure 1.

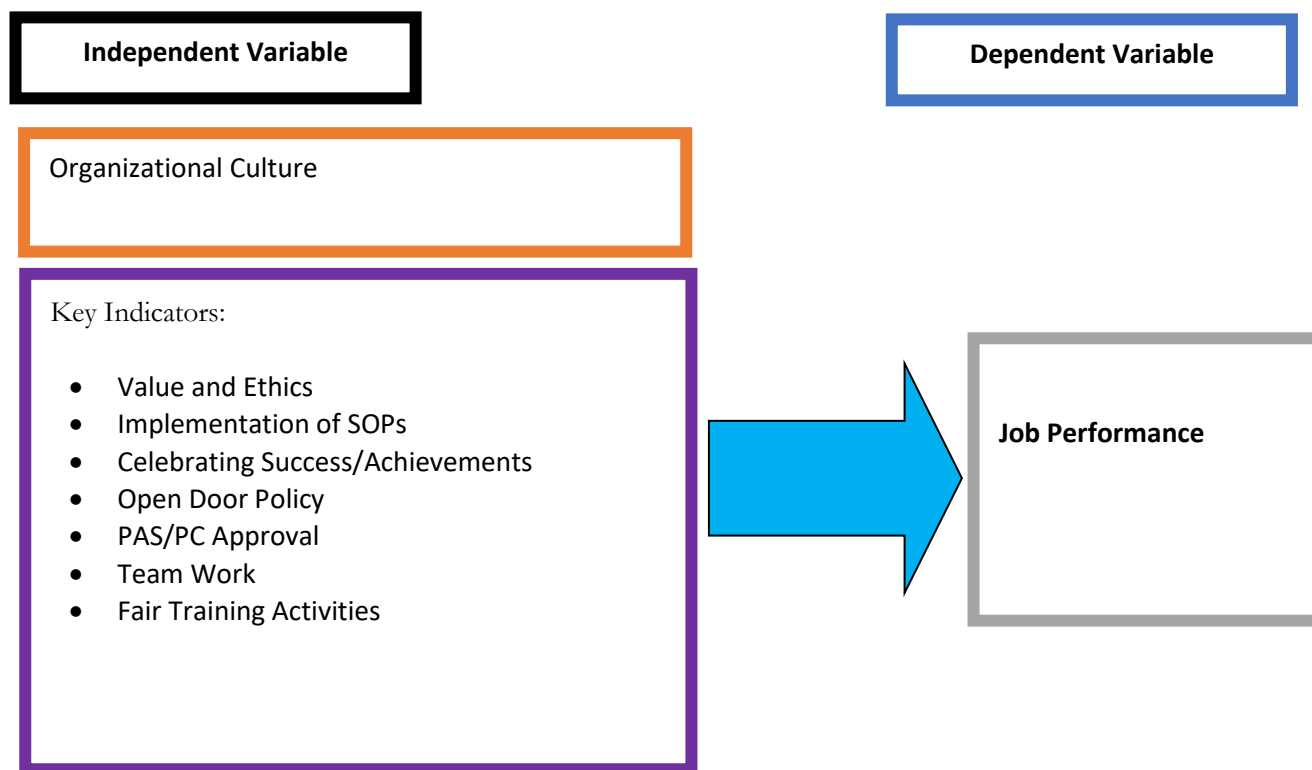


Figure 1: Conceptual Model (Source: Authors, 2022)

### Literature Review

#### Empirical Review of Literature

#### Organizational Culture and Job Performance

Organizational Culture refers to the beliefs and values existing within an organization in a long period time, and the beliefs of the staff and the foreseen value of their work that influence their attitudes and behavior (Tsai, 2011). Organizational Culture is a set of signs and rules for the organizations use that signal how they might differ from one organization to another (Oparanma, 2010). Organizational Culture is divided into two major aspects; material and non-material cultures. The material aspects of culture include products of industry, art, and are directly observable. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in an organization. They are not visible or tangible but they are manifested through the psychological states and behavior of the people (Aluko, 2003). The different attributes of culture have been arranged on basis of norms and attitudes that help in differentiating one firm from another. The process of thinking helps in establishing one member from another on the basis of cognitive thinking (Hofstede, 1980). The success guidance is also based upon different values and norm that makes culture effective (Schein, 1990). The set of beliefs, behaviors, norms and values equally help in making culture most effective (Kotter & Heskett, 1992).

Job Performance depends on willingness and openness of employees in carrying out their duties. Regardless of the employee's expertise and experience, managers ought to avail tools and materials to realize adequate output (Naharuddin, 2013). Managers should initiate activities that develop talents and skills of employees to better their performance. Further, rewards can act as catalysts to more effort and productivity. Organizations which are ignorant on employee performance might end up collapsing since managers do not monitor the employee achievements which might not relate to the set organizational goals and objectives. (Mbithe, 2012). However, Howell and Hall-Merenda (1999), have a different point of view regarding what determines employees' performance. They stated that employees' performance is all about social standing while other scholars argue that, there is a relationship between Job Performance and vocation or talent (Howell & Hall-Merenda, 1999).

Different from others scholars, Stup in 2003 explained that the success of the employees' performance is based on certain factors such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, Standard Operating Procedures, knowledge, skills and attitude. He also emphasized that a number of factors may be affecting the employees' performance where by each employee may have a different impact from different things at the workplace. Their attitude and behavior can play a vital role in their performance (Stup, 2003).

## **Theoretical Framework**

### **The Theory of Organizational Excellence**

The Theory of Organizational Excellence was proposed by Thomas Peters and Robert Waterman in 2006. It theorizes that Organizational Culture is closely linked to the success of best-run organizations which are characterized by such attributes as: a bias toward action, close to the customer, autonomy and entrepreneurship, productivity through people, and hands-on value-driven effort. The Kenya Constitution 2010, introduced the Devolved System of Government that allowed Counties to have certain levels of autonomy. The decentralization system provided for ways through which Counties were to be managed in terms of ensuring timely project delivery, cost effectiveness and prioritization of projects to benefit the residents. The Organizational Excellence Theory was found ideal to explain the variables of the study Organizational Culture and Job Performance. The Theory is linked to the study as the Counties are skewed towards action since the staff are always seeking and developing new strategies for identifying and implementing County Integrated Development Plans. In addition, the Counties encourages autonomy and a spirit of entrepreneurship by promoting entrepreneurial orientation that include innovation, proactiveness and risk taking among its technical staff by rewarding new techniques.

Further, the Counties belief in the power of human capital as a way of ensuring high yield through shared decision making, absence of rigidity of command and encouragement for creative and innovative ideas. The Counties therefore manifest great levels of trust in its employees, use participatory decision making, listen to and use employees' ideas/show concern for staff welfare. The County also encourages hands-on, value driven effort by the employees by paying great attention in promoting and clarifying core County values to its employees. The culture of the County emphasizes high achievement levels by the staff.

### Research Gap

From the literature reviewed, Job Performance has largely been found to be directly influenced by Work Environment, and the Use of Technology. There exists a gap in the available literature on the supremacy of Organizational Culture and Job Performance in Public Service especially devolved units in Kenya. Therefore the study intends to address this gap.

### The Scope of the Study

The study was carried out in Embu County. The County is located in Eastern Kenya and borders Tharaka Nithi County to the North, Kitui County to the East, Machakos County to the South, Murang'a County to the South West, Kirinyaga County to the West and Meru County to the North West. It covers an area of 2,820.7 KM<sup>2</sup>. It is a devolved unit number 14 as per the Constitution of Kenya 2010. The County has two distinct ecological zones; one on the highlands which is agricultural zone and lowland which is largely livestock keeping Zone. Embu County Government has ten (10) departments each headed by the County Executive Committee Member. Specifically the study was conducted in the Department of Finance and Economic Planning.

### Research Methodology

Descriptive research design was employed in this study as it expounds on situations regarding a research problem by responding to questions of what, where and how. The targeted study population was public service employees in Embu County. A Sampling frame of public service employees was obtained from the Department of Finance and Economic Planning, County Government of Embu. To get the minimum number of respondents enrolled into the study, a minimum sample size was calculated based on the number of officers employed at the Department of Finance and Economic Planning. The study adopted the Yamane formula to estimate an ideal sample size (n) from a known population size (N) (Yamane, 1967)

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

Where: n= the required sample size; N = the target population, 120; e = the level of significance (5%) hence the minimum sample size was calculated to be 92.

Proportionate stratified random sampling was used to identify the respondents to be enrolled for the study. Respondents were stratified along the management level to include top, middle and low level management and the expected numbers of respondents along the strata were calculated as shown in Table 1.

Table 1

#### *Target Population and Sampling*

Management Level	Population	Sample Size
Top Management	4	3
Middle Management	41	31
Low Level	75	58
<b>N</b>	<b>120</b>	<b>92</b>

(Source: Researchers 2022)

A Structured questionnaire was used to collect data. The questionnaire was administered through face to face interview. Data was collected on demographic information of the

respondents, Organizational Culture and Job Performance. Data was entered into Microsoft-Excel spreadsheet, coded and analyzed using descriptive analysis (mean, standard deviation, frequency and percentages) while the Statistical Package for Social Sciences (SPSS) version 25 was utilized as the statistical analysis software for deriving the inferential statistics which included correlation and simple linear regression. Results were displayed using tables, column charts and pie charts.

## Discussion of the Findings

### Employees Gender Proportions

As depicted in Figure 2, 66.7% of the respondents were male while 33.3% were female. From the study, it can be concluded that the County Government of Embu, meets the Kenya constitutional requirement on gender inclusion.

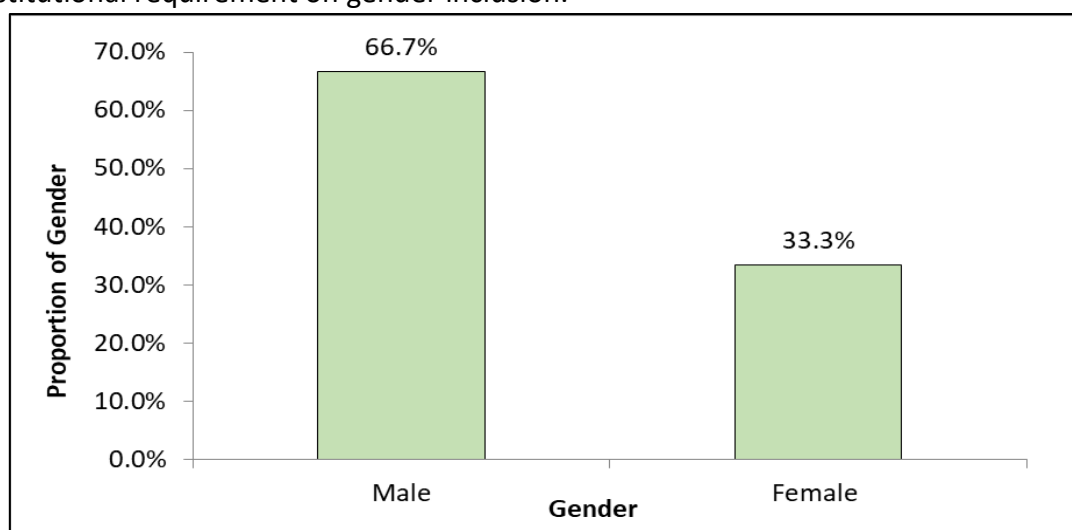


Figure 1. Gender (Source: Authors, 2022)

### Employee Age Groups

Figure 3, indicates that 45.5% of the respondents were below 30 years, 23.2% of the respondent were aged between 30-39 years while 28.3% of the respondents were aged between 40-49 years and finally 3.0% of the respondents were above 50 years. This implies that majority of the employees in the department were the youth. This can be explained by the fact that Counties were created in 2013 and they employed younger generation to enhance their staff capacity.

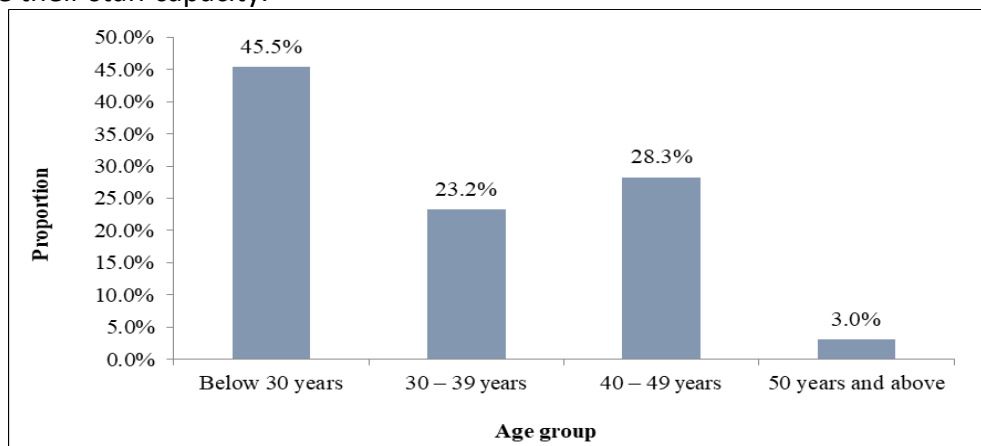


Figure 2. Age Groups (Source: Authors, 2022)



### Employees Work Experience

Figure 4 depicts that 44.4% of the respondents had a work experience of less than 5 years, while 30.3% of the respondents had a work experience of between 6 to 10 years, 15.2% of the respondents had a work experience of between 11 to 15 years, 6.1% of the respondents had a work experience of between 16 to 20 years, 4.0% of the respondents had a work experience of over 20 years. Most of the workers were employed after the devolved units were created hence the reason for majority of the respondents having less than 10 years' work experience.

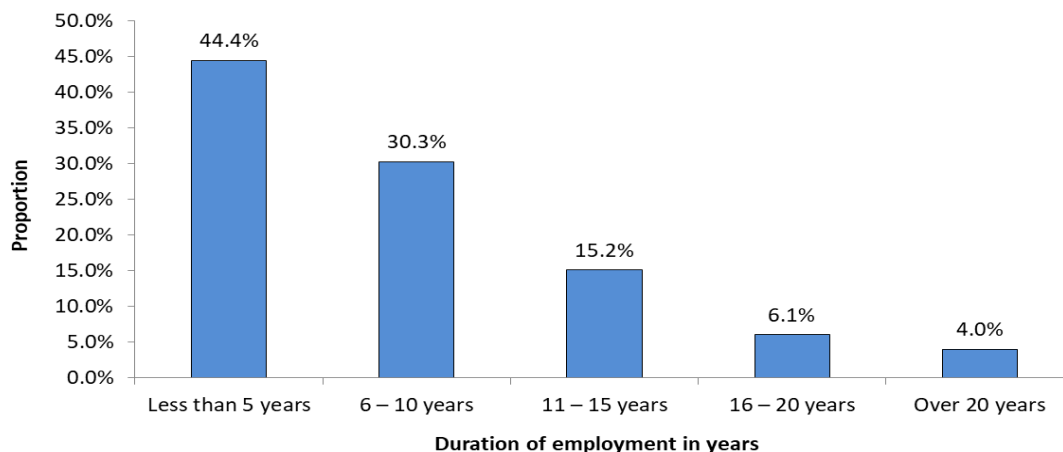


Figure 3. Work Experience (Source: Authors, 2022)

### Employees Educational Levels

Figure 5 indicates that 54.5% of the respondents were degree holders, 24.2% of the respondents were diploma holders, 14.2% of the respondents were master's holders while 1.0% of the respondents had doctorate. The findings concurs with the scholarly works of Mueni (2014) in Machakos County where majority of the officers were degree holders. This may be attributed to the minimum entry academic level requirements for planning, finance, procurement officers and other officers which is bachelors' degree.

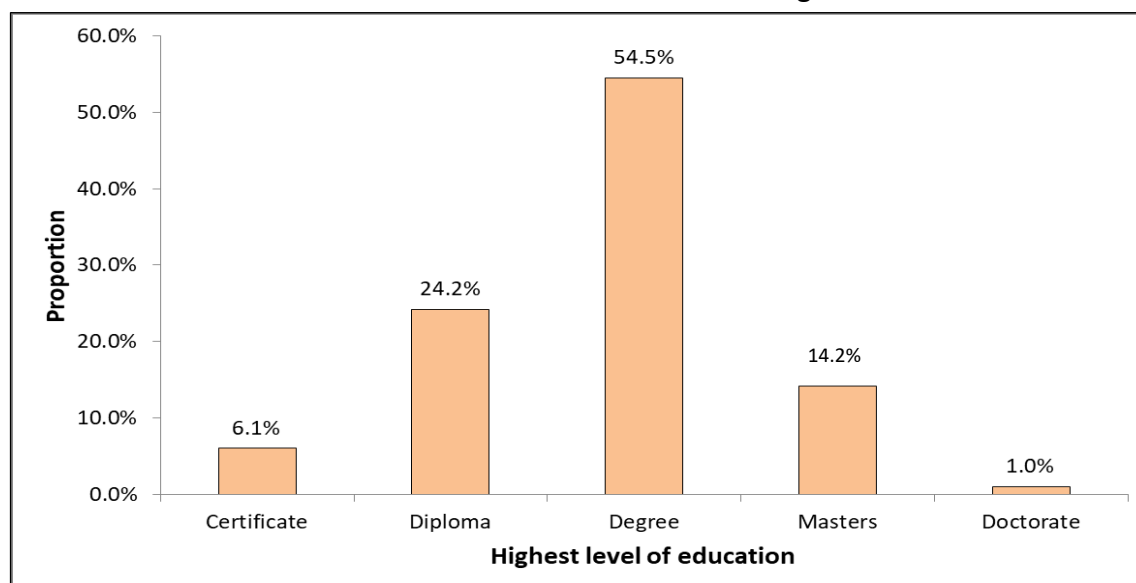


Figure 4. Educational Levels (Source: Authors, 2022)

### Employees Level of Management

Figure 6 indicates that, 47.5 % of the respondents were in the middle management, 40.4% of the respondents were in low level management while 12.1% were in top management and this corresponded well with the management proportions of the number of staff in each level.

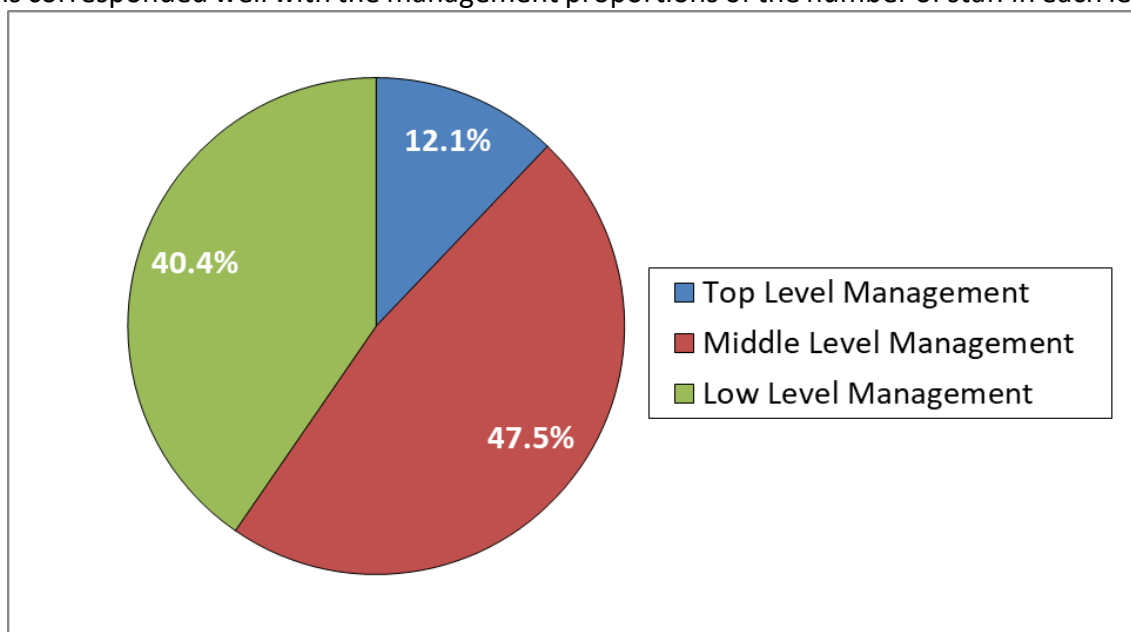


Figure 5. Management Levels (Source: Researchers, 2022)

### Descriptive Analysis of Organizational Culture on Job Performance

Organizational Culture consists of beliefs and values that influence how a given organization performs. Table 2 depicts that 61.6% of the respondents agreed that having clear and consistent set of values that governs the operations of a department influences job performance with 23.2% strongly agreeing. Organizations culture heavily relies on set of values which guides the operations of its employees. Majority of the respondents (60.6%) agreed that there was adequate implementation of Departmental Standard Operating Procedures which were needed to be followed during service delivery to customers.

Majority of the respondents 62.6% agreed that there were systems of celebrating staff success and achievements in the department, however it was observed that up to 12.0% disagreed. Despite having 35.4% of the respondents strongly agreeing that the department requires a customer to book appointment before getting services, 25.3% disagreed, while 12.1% strongly disagreed, while 13.1% did not know of existence of this requirement. Majority of respondents 60.6% agreed that the department had a Performance Contracting/Performance Appraisal System with annual appraisal, 14.1% did not know of this appraisal system. 59.6% of the respondents agreed and 30.3% strongly agreed that there was teamwork which enhanced their Job Performance. Implementation of regular training opportunities were distributed among the staff as was acknowledged by 61.6% of respondents who agreed and 18.2% strongly agreed.

Table 2

*Organizational Culture*

Parameters	Strongly Disagree (%)	Disagree (%)	Don't Know (%)	Agree (%)	Strongly Agree (%)
There are clear and consistent set of values that govern the operations of this department	3.0	7.1	5.1	61.6	23.2
There are adequate implementation of Standard Operating Procedures which are needed and follow during service delivery to customers	0	11.1	8.1	60.6	20.2
There are systems of celebrating staff success and achievements in my department	3.0	12.0	10.1	62.6	12.1
My department requires customers to book an appointment before seeing the supervisor/ getting services	12.1	25.3	13.1	14.1	35.4
My department has a Performance Contracting/ Performance Appraisal System and am annually appraised to measure Job Performance	3.0	5.1	14.1	60.6	17.2
There is teamwork in my department that enhances work performance	3.0	4.1	3.0	59.6	30.3
The department provides regular training opportunities fairly to staffs of the department	5.1	8.1	7.1	61.6	18.1

(Source: Authors, 2022)

Table 3 displays the descriptive analysis of Organizational Culture parameters in terms of the mean, standard deviation and ranking. The responses were analyzed using a Likert scale of 1 (strongly disagree) being the lowest score and 5 (strongly agree) being the highest score. The mean of the parameters was calculated out of 5 while the ranking was done based on the mean values that is, 1 being the highest mean and 7 being the lowest thus enabled scoring and ranking. Table 3 showed that having clear and consistent values had a mean of 4.04 and a standard deviation of 0.77, adequate implementation of Standard Operating Procedures (SOP) had a mean of 3.90 and a standard deviation of 0.85. Celebrating staff success and

achievement had a mean of 3.77 and a standard deviation of 0.83, requiring customers to book an appointment had a mean of 3.44 and a standard deviation of 1.08, use of PC/PAS to measure Job Performance had a mean of 3.93 and a standard deviation of 0.73. The use of teamwork as a measure of enhancing Job Performance had a mean of 4.20 and a standard deviation of 0.69 and provision of regular and training opportunities to staff had a mean of 3.95 and a standard deviation of 0.78. When ranked based on mean having teamwork was ranked position 1 followed by having clear and consistent values as position 2. However, requirements of customers to book appointment ranked least at position 7. Systems for celebrating staff success and achievements were ranked position 6. The overall mean score of Organizational Culture and how it influences Job Performance, was 3.90 with a standard deviation of 0.85.

Table 3

*Descriptive analysis of Organizational Culture*

Parameters	Mean	Standard Deviation	Ranking
There are clear and consistent set of values that govern the operations of this department	4.04	0.77	2
There are adequate implementation of Standard Operating Procedures which are needed and follow during service delivery to customers	3.90	0.85	5
There are systems of celebrating staff success and achievements in my department	3.77	0.83	6
My department requires customers to book an appointment before seeing the supervisor/ getting services	3.44	1.08	7
My department has a Performance Contracting/ Performance Appraisal System and am annually appraised to measure Job Performance	3.93	0.73	4
There is teamwork in my department that enhances work performance	4.20	0.69	1
The department provides regular training opportunities fairly to staffs of the department	3.95	0.78	3
total score on organization culture	3.90	0.85	2

(Source: Author, 2022)

**Inferential Statistics of Organizational Culture on Job Performance**

$H_{01}$ : *Organizational Culture has no significant influence on the Job Performance in the Department of Finance and Economic Planning, County Government of Embu.*

Simple linear regression model was used to determine the association between Organizational Culture (Independent Variable), and Job Performance (Dependent Variable) in the Public Sector context. This provided the output of the model summary, Analysis of Variance (ANOVA) and regression coefficients.

Table 4

*Simple Linear Regression Analysis*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.431 <sup>a</sup>	.186	.177	.40999		
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.715	1	3.715	22.100	.000 <sup>b</sup>
	Residual	16.305	97	.168		
	Total	20.020	98			
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.833	.281		10.074	.000
	Org_Culture	.334	.071	.431	4.701	.000

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Organizational Culture

The cause and effect relationship amongst the predictor variables and response variable are evaluated using a statistical analytical method called multiple linear regression. In the current study, simple linear regression was utilized. The co-efficient of determination ( $R^2$ ) indicates deviations in the response variable as a consequence of variations in predictor variables. From Table 4, the  $R^2$  value is 0.186, a discovery that organizational culture results to an 18.6% of the deviations in job performance. Other factors influencing job performance not incorporated in the model warrant for 81.4% of the variations in job performance.

The null hypothesis is that Organizational Culture does not significantly influence Job Performance. The significance value obtained in the study (0.00) is less than the critical figure ( $\alpha$ ) of 0.05. Consequently, the null hypothesis is rejected. Additionally, the critical F-Value is 3.93912593, and the F-Value obtained in this research is 22.1, which is greater than the critical value. Hence, the null hypothesis is also rejected. Thus, the model entailing Organizational Culture significantly influences Job Performance and therefore it can be utilized to significantly predict employees' Job Performance.

The null hypothesis was that there was no substantial significant relationship between Organizational Culture and Job Performance. Organizational Culture has a significance value (0.000) that is less than the critical significance value ( $\alpha$ ) of 0.05. Additionally, the T critical figure for a two-tailed test is  $\pm 1.985$ . The T value for organizational culture (4.701) does not fall within the range of  $\pm 1.985$ . Thus, the null hypothesis that Organizational Culture does not significantly affect Job Performance is rejected. Therefore, Organizational Culture has a statistically significant effect on Job Performance.

The following model was thus developed

$$Y = 2.833 + 0.334X_1$$

Where;

Y = Job Performance

$X_1$  = Organizational Culture

This implies that when Organizational Culture is equal to zero, Job Performance is equal to 2.833 units. Subsequently, when one improves Organizational Culture by one unit, there is an increase in Job Performance by 0.334 units.

### **Discussion of Study Findings**

The survey depicted that Organizational Culture has a both positive and significant relationship with Job Performance. Subsequently, when one improves Organizational Culture by one unit, there is an increase in Job Performance by 0.334 units. Therefore, Organizational Culture has a statistically significant effect on Job Performance. Organizational Culture significantly influences Job Performance and therefore it can be utilized to significantly predict employees' Job Performance. While scoring using the mean and the ranking in a Likert scale (Table 3), having clear and consistent values had a mean of 4.04 and a standard deviation of 0.77, adequate implementation of Standard Operating Procedures had a mean of 3.90 and a standard deviation of 0.85. Celebrating staff success and achievement had a mean of 3.77 and a standard deviation of 0.83, requiring customers to book an appointment had a mean of 3.44 and a standard deviation of 1.08, use of Performance Contracting/Performance Appraisal System to measure Job Performance had a mean of 3.93 and a standard deviation of 0.73. The use of teamwork as a measure of enhancing Job Performance had a mean of 4.20 and a standard deviation of 0.69 and provision of regular and training opportunities to staff had a mean of 3.95 and a standard deviation of 0.78. When ranked based on mean value, having teamwork was ranked position 1 followed by having clear and consistent values as position 2. However, requirements of customers to book appointment ranked least at position 7. Systems for celebrating staff success and achievements were ranked position 6. The overall mean score of Organizational Culture and how it influences Job Performance, was 3.90 with a standard deviation of 0.85. There was high agreement that the organization had set of values. This was an expected finding as all government organizations are expected to derive their set of values from the departments' strategic documents. Existence of set of values may not necessarily imply practical application by its employees as been found in other studies (Alharbi, 2013). Use of standard operating procedures has been found to reduce complaints of internal customers in organizations and improve service delivery (Manuel, 2010). From the observation, teamwork was found to play a key role in employee performance. Boakye (2015) found out that team work and productivity have a positive correlation.

### **Summary, Conclusion and Recommendations**

#### **Summary of the Study Findings**

The purpose of this study was to assess the influence of Organizational Culture on Job Performance in Public Service in Kenya. The study findings established that Organizational Culture has a both positive and significant relationship with Job Performance. Therefore, Organizational Culture significantly influences Job Performance and hence it can be utilized to significantly predict employees' job performance. When ranked based on mean values, the indicators of Organizational Culture had teamwork ranked position 1 followed by having clear and consistent values as position 2. However, requirements of customers to book appointment ranked least at position 7. Systems for celebrating staff success and achievements were ranked position 6. The overall mean score of Organizational Culture and how it influences Job Performance, was 3.90 with a standard deviation of 0.85. There was clear and consistent set of values that govern the operations of the department. The department had standard operating procedures which were applied in service delivery. There was

teamwork and regular training opportunities which are fairly distributed among the staff in the department. The department had a Performance Contracting/Performance Appraisal System with annual appraisal.

### **Conclusion**

The study established that there is a significant and positive relationship between Organizational Culture and Job Performance. Therefore, Organizational Culture significantly influences Job Performance hence can be utilized to significantly predict employees' job performance. Subsequently, when one improves Organizational Culture by one unit, there is an increase in Job Performance by 0.334 units. Therefore, Government Ministries, Counties, Departments and Agencies are implored to embrace and institute positive Organizational Culture to guarantee employee productivity and hence their success. Moreover, the various indicators of Organizational Culture as measured using mean values had teamwork ranked position 1 followed by having clear and consistent values as position 2. However, requirements of customers to book appointment ranked least at position 7. Systems for celebrating staff success and achievements were ranked position 6. The overall mean score of Organizational Culture and how it influences Job Performance, was 3.90 with a standard deviation of 0.85. Consequently, more efforts are required by Government Ministries, Counties, Departments and Agencies towards celebrating staff success and achievements to raise their morale and hence positively impact productivity. The authors make a theoretical contribution by establishing existence of a significant and positive relationship between Organizational Culture and Job Performance, hence an organization seeking to improve its productivity and offer quality services to its customers can momentarily do so by inculcating a positive Organizational Culture. Further, best practices such as staff motivation and celebration of their success and teamwork can enhance the employee's performance and therefore impacting on achievement of the organization's mission, vision and objectives.

### **Recommendations**

The study established that Organizational Culture significantly influences employee's Job performance, hence the need for the National and County Governments, Development Partners and the Private Sector to work closely with Ministries, Departments and Agencies (MDAs) such as Kenya School of Government to realize the following recommendations;

- (a) Inculcation of clear and consistent set of values and ethics, and Standard Operating Procedures that govern the operations of their employees, since this impacts on employee performance.
- (b) Promote best practices which celebrate the achievements of their staff as this increases their morale, motivating them to be innovative, hence impacting on Organizational Productivity.
- (c) Embrace open door policy in offering timely and quality services to customers. This creates customer satisfaction and encourages repeat customers hence success of the businesses.
- (d) Inculcate best practices that promote Character development that build endurance and resilience skills, teamwork, and creation of more opportunities for human capital development, since this positively and significantly improves on employee's Performance, hence impacting on achievement of the organization's goals and objectives.

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