European Journal of Business and Management www.iiste.org
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.14, No.23, 2022

# Effect of Organisational Culture on Organisational Performance: A Case of Commercial Banks in Nairobi County, Kenya

Brigid Wangeci King'ori* Prof. Dinah Kipkebut
Department of Business Administration, Egerton University, P.O. Box 536-20115, Egerton, Kenya
* E-mail of the corresponding author: brigidkingori@gmail.com

**Abstract**
Banking, like any other industry, has a basic structure or a set of principal economic and technical characteristics which contribute to competitive forces. In the current turbulent business environment, organisational culture is a key player in providing the glue that binds several parts of the organisation together towards attaining the desired goal. The study aimed to determine the effect of organisational culture (organisation's mission, consistency, adaptability and employee involvement) on the organisational performance of commercial banks in Nairobi County, Kenya. The study was based on Dynamic Capability and Resource-Based View Theories. This study used a cross-sectional research design. A Census sampling technique was used to select the target population of 43 commercial banks. The respondents were the Operations Managers based at the headquarters of each of the 43 commercial banks. Primary data was collected using questionnaires. The data were processed using the Statistical Package for Social Sciences (SPSS). Data were analysed using descriptive and inferential statistics. Descriptive statistics were in the form of means and standard deviations, while inferential statistics, namely, Pearson Correlation analysis and multiple regression analysis. Multiple linear regression analysis was used to test the study hypotheses at a 0.05 significance level. The results were presented using tables. The results of Pearson's correlations analysis showed that the organisation's mission ($r = 0.379$, $p < 0.05$), consistency ($r = 0.487$, $p < 0.05$) and employee involvement ($r = 0.705$, $p < 0.05$) had a positive significant association with organisational performance while adaptability ($r = 0.260$, $p > 0.05$) had an insignificant positive association with organisational performance of commercial banks. The multiple linear regression analysis results revealed that organisational culture (organisational mission, consistency, adaptability, and employee involvement) was a significant predictor of the organisation performance of commercial banks ($F = 10.685$, $p < 0.05$). The study recommends that the top management of commercial banks, in consultations with stakeholders should implement organisational mission, consistency, adaptability and employee involvement in organisational culture simultaneously as conceptualized by Danson's model of organisational culture.
**Keywords:**Organisational culture, organisational performance, commercial banks, Nairobi county, organisation's mission, consistency, adaptability and employee involvement.
**DOI:** 10.7176/EJBM/14-23-03
**Publication date:** December 31st 2022

## 1.1 Introduction

Banking, like any other industry, has a basic structure or a set of principal economic and technical characteristics which contribute to competitive forces (Auer et al., 2022). In the current turbulent business environment, organisational culture is a key player in the provision of the glue that binds several parts of the organisation together towards the attainment of the desired goal (Al Issa, 2019). This is because it provides a social bond that appeals to employees towards the organisation. Thus a sense of belonging leads to the intrinsic and extrinsic drives toward organisational goals. According to Kaul (2019), employee commitments and a sense of ownership are affected by the organisational culture since it commands strategy implementation and integration in any organisation.

Schmiedel et al. (2019) stated that organisational culture provides a system of common values among teams with diverse backgrounds with a platform where employees share their beliefs, views, attitudes, and feelings and, in turn, improves the quality of the work life and productivity. In order to enhance an organisation's performance, banks have been looking for opportunities in strategic abilities exploitation, adaptation and seeking to improve every area of business, building on awareness and understanding of current strategies and successes (Chadwick & Flinchbaugh, 2021). This means that banks must therefore compete to outperform their rivals in this vibrant environment. He further argued that despite the notable performance of banks, customers continue to carry the heavy weight of high transaction costs (Rashid et al., 2020).

Cabana and Kaptein (2021) asserted that many subcultures indicate a weak organisation's culture; thus, few values and behavioural norms are shared, and traditions are rare. In such organisations, the sense of commitment, loyalty and identity is not there among the employees; they are wage-earners. In the banking industry, the attractiveness of the industry has been threatened and reduces the profitability of the players in the sector has been reduced due to competition. Competition has exerted pressure on banks, making them proactive and formulating successful strategies that enhance proactive responses to the expected and actual changes in the competitive setting (Wangechi, 2019). For the banks to respond and compete efficiently, there is a need to focus on enhancing organisational performance. Donnellan and Rutledge (2019) argued that identifying key competencies, including enhanced organisational culture by the banks, enables them to deliberate on areas that give them a lead over competitors, thus enhancing their organisational performance. According to Mazaud (2020), principal competences are more robust and difficult to imitate because of their relationship to the management of linkages within the organisations' value chain and linkages into the supply and distribution chains.

### 1.1.1 Organisational Performance

organisation performance is the ability of the organisation to achieve its goals and objectives by using resources efficiently and effectively (Taouab & Issor, 2019). Organisation performance is the key achievement of an organisation in realizing efficiency and effectiveness and with the ability to remain focused on its goals (Anyakoha, 2019). Organisation performance provides the basis for an organisation to assess how well it is progressing toward predetermined objectives, identify areas of strength and weakness and decide on future initiatives to initiate performance improvement (Nani & Safitri, 2021). Managers, including bank managers, monitor and oversee organisational performance because doing so improves measures of organisational knowledge, asset management, and the ability to give value to customers (Behera et al., 2022). Additionally, the reputation of a company is impacted by organisational performance metrics.

Performance can be classified into organisational performance, financial performance and employee performance (Xie et al., 2019). Organisational performance involves analyzing a company's performance against its objectives and goals. In other words, organisational performance comprises real results or outputs compared with intended outputs. Financial performance is measuring the results of a firm's policies and operations in monetary terms (Yoon & Chung, 2018). These results are reflected in the firm's return on investment, return on assets, and value-added. Most evaluations of organisational performance are based on indicators such as return on investments, sales, and profit per share (Eremina et al., 2019). Nevertheless, an organisation has many other facets. Among them are the people who work for it, the processes they use to achieve its objectives and the environment in which the organisation evolves.

Businesses that clearly understand the impact of their organisation's performance are better able to manage employee output and productivity (Anwar & Abdullah, 2021). Properly managing performance helps any business to increase profits and consistently meet sales goals. Every organisation has its unique style of working, which often contributes to its culture. An organisation's beliefs, ideologies, principles and values form its culture. The workplace's culture controls how employees behave amongst themselves and with people outside the organisation.

### 1.1.2 Organisational Culture

Organisational culture comprises the unwritten customs, behaviours and beliefs that determine the rules of the game for decision-making, structure and power. It is based on the shared history and traditions of the organisation combined with current leadership values. In effect, culture dictates the way business is done and the organisational survival tactics that facilitate assimilation and personal success (Atfraw, 2019). With a strong organisational culture, employees do things because they believe that it is the right thing to do and feel that they will be rewarded for their actions. The researcher perceived organisational culture as the shared norms, attitudes, patterns of work, and behaviour exhibited by employees in a particular organisation or a department within an organisation (Al-Jabari & Ghazzawi, 2019).

According to Boudlaie et al. (2020), organisational culture can be classified into seven dimensions. Key among these is universalism versus particularism, put as rules versus relationships; individualism versus communitarianism, commonly referred to as the individual versus the group; specific versus diffuse or how far people get involved; neutral versus emotional or how people express emotions; achievement versus ascription which looks at how people view status; sequential time versus synchronous time which is about how people manage time; and internal direction versus outer direction or how people relate to their environment. All these have a significant influence on the performance of an organisation.

Denison's Model analyses organisational culture's content and strength (Abane et al., 2022). Denison's Model investigates the external and internal environment of the organisation and also shows which level the organisation achieves the zone of stability and flexibility. This model divides the organisation culture into four quadrants which include mission which sets out a clear sense of existence and direction of the enterprise, adaptability which shows an enterprise's ability to adapt to change in the external environment, an involvement which is the rate of participation and initiative of all employees and finally consistency which indicates the extent to which the values, beliefs and standards of behaviour are acquired and shared among employees. These quadrants of Denison's model represent the characteristics (traits) that affect the efficiency of an organisation (Wahyuningsih et al., 2019).

Sabuhari et al. (2020) stated that employees need a supportive organisational culture to attain their objectives. According to Joseph and Kibera (2019), organisational culture functions as the internal integration and coordination between a firm's operations and its employees. Employees may be influenced negatively if it fails to fulfil these functions to a satisfactory level. A positive culture supports adaptation and enhances employees' job performance by motivating and shaping their behaviours toward the attainment of the organisation's objectives (Auer et al., 2022).

Feitão et al. (2019) observed that an organisation that had a well-integrated and effective set of values, beliefs and behaviours, thus a strong culture had a high degree of organisational performance. Gupta et al. (2020) concurred that culture would remain linked with superior organisational performance only if the culture can adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities which cannot be imitated (Derex & Mesoudi, 2020). Organisational culture directly impacts other vital performance outcomes of any organisation, including customer satisfaction and business growth (Cherian et al., 2021). The strong effects of organisational culture are consistent across a wide spectrum of businesses and industries, from education institutions, churches, automotive sales and service and fast-food retailing to home construction and computer manufacturing (Trushkina et al., 2020).

organisational culture can affect an organisation's bottom line. A strong culture in the organisation is very helpful in enhancing the performance of the employees, which leads to goal achievement and increases the organisation's overall performance (Longoni & Cagliano, 2018). Performance and productivity are two different things (Pennycook et al., 2021). He also suggested that result-oriented culture needed a high level of education, concepts, instruments, training and management, and leadership skills. According to Canning et al. (2020), organisational culture norms and values highly affect those directly or indirectly involved with the organisation. These norms are invisible but have a great impact on the performance of employees and profitability.

Denison's Model highlights the influence that cultural factors, namely, mission, consistency, adaptability and involvement, influence operational efficiencies, which boost performance in organisations (Mahamadou et al., 2020). This study has used the Denison Model of organisational culture to showcase how commercial banks have adopted the model and its influence on the bank's efficiency.

### 1.1.3 Commercial Banks in Kenya

According to Moraa and Muli (2018), a commercial bank is a company that carries on or proposes a banking business in Kenya. The banking business means: the accepting from members of the public of money on deposit repayable on demand or at the expiry of a fixed period or after notice; the accepting from members of the public of money on current account and payment on and acceptance of cheques; and the employing of money held on deposit or current account, or any part of the money, by lending, investment or in any other manner for the account and at the risk of the person so employing the money. Kenya has 43 commercial banks, with 30 being locally owned and 13 foreign-owned. The locally owned commercial banks comprise three banks with significant shareholding by the Government and State Corporations. In comparison, private investors largely own the other 27 commercial banks, with the Government having minority or no shareholding (Omware et al., 2020).

Commercial banks are licensed and regulated by the Central Banks of the jurisdictions (countries) in which they operate. In Kenya, the Central Bank of Kenya (CBK) licenses, supervises and regulates commercial banks, as mandated under the Banking Act (Cap 488). The Banking Act, Central Bank of Kenya Act, and the regulations and prudential guidelines issued there grant the CBK statutory powers to oversee the smooth entry (licensing), operations and exit of financial institutions falling under its purview (Central Bank of Kenya, 2014). CBK carries out both on-site surveillance and off-site surveillance. On-site surveillance involves routine inspections conducted by CBK officers (inspectors) at the institution's place of business to examine business records to confirm the institution's state of compliance with the legal and regulatory requirements. Off-site surveillance entails the review of the periodic returns submitted to the CBK by the institutions. Both on-site and off-site surveillance are based on predetermined inspection programs and rating criteria. Any non-compliance noted necessitates appropriate enforcement action as stipulated in the relevant legislation. The bank inspector's role is to determine the safety of depositors' funds held by banks or other deposit-taking institutions to ensure the banking sector's safety and soundness (Bett & Nasieku, 2022).

According to Kiptoo et al. (2022), the Central Bank of Kenya (CBK), the Kenyan banking industry remained resilient and stable in 2020, as seen by the improved organisational performance registered. The sector provided loans and advances to help numerous economic sectors. From Kshs.1.53 trillion in December 2020 to over Kshs.1.88 trillion in December 2021, the gross loans grew. Despite the growth in organisational performance, the Kenyan banking industry has faced some challenges, including stiff competition among the existing local banks, as they offer substitute products and loaning services at different rates. Microfinance and Savings and Credit Societies (Sacco) institutions are key players in delivering financial services (Mugo, 2020). However, it is expected that the banking sector will continue to grow, especially in the retail banking segment, as major consumer segments remain largely unbanked. According to Olaniyi and Oladeji (2022), the banking sector has continued to experience significant factors simultaneously. Commercial banks must establish a sustainable organisational culture in their core business activity in the markets and communities where they operate to attain organisational performance.

In Kenya, the headquarters of all commercial banks are located in Nairobi County. Nairobi city county is Kenya's well-developed business infrastructure, making it a natural choice for investors in the banking industry (Amran & Mwasiaji, 2019). Thus this study sought to determine organizational culture's effect on organizational performance in the case of commercial banks in Nairobi County, Kenya.

The banking sector remains paramount in the economy and development of any nation. The rapid competition in the banking sector has been an eye-opener for product differentiation and enhancement of organisational culture. Organisational culture is important in enhancing organisational performance. In Kenya, different commercial banks are guided by different cultural standards and norms that employees and customers share. These differences that constitute organisational culture are quite evident because different banks serve a variety of clientele. As a result, this could have a pervasive effect on the organisation performance of the commercial banks because it spells out who its legitimate employees and other stakeholders are alongside how they should interact with these key actors. Several studies have been conducted on organisational culture, including the study by Omega (2012) that examined the perceived relationship between organisational culture and employees' job satisfaction at Kenya Commercial Bank. Owino and Kibera (2015) examined the influence of organisational culture and market orientation on the performance of microfinance institutions in Kenya. These studies have not included all the variables of organisational culture (Involvement, Consistency, Adaptability and Mission) as captured in Denison's organisational culture model. The knowledge gap arises from the fact that limited studies have been conducted to determine the effect of the four dimensions of culture as captured in Denison's organisational culture model on performance. Therefore, this study intends to fill this gap by studying the effect of Involvement, Consistency, Adaptability and Mission on organisational performance in commercial banks in Nairobi County, Kenya.

### 1.3 Objective of the Study

To determine the effect of organisational culture (organisation mission, consistency, adaptability and employee involvement) on the organisational performance of commercial banks in Nairobi County, Kenya.

### 1.4 Research Hypothesis

$H_{01}$: The organization culture (Mission, consistency, adaptability and employee involvement) has no significant effect on the organisational performance of commercial banks in Nairobi County, Kenya.

## 2. Literature Review

### 2.1 Theoretical Framework

This section presents the theories on which the study is anchored. It specifically describes the Resource-based and dynamic capabilities theories, which explain how organisations can use different cultural aspects to influence their competitiveness in the industry.

#### 2.1.1 Dynamic Capabilities Theory

Dynamic capabilities theory was developed by Teece, Pisano and Shuen (1997). The theory enables organisations to integrate, build, and reconfigure their resources and competencies and, therefore, maintain performance in the face of changing business environments (Jiang et al., 2019). The notion of dynamic capabilities was subsequently refined and expanded by other scholars, including Santoro et al. (2019), among others. For an organisation to be competitive in its industry and in whatever it produces, it needs to have dynamic capabilities that constitute the firm's ability to utilize its resources effectively. Dynamic Capabilities enable the firm to quickly respond to change and deploy resources accordingly purposely integrated to achieve the desired end state (Teece, 2014).

Momaya (2019) argued that core competence has emerged as a central concept for competitive strategy in a highly competitive market. They define core competence as the knowledge set that distinguishes a firm and provides a competitive advantage over others. According to Kamau and Wanyoike (2019), core competences are more robust and difficult to imitate because they relate to the management of linkages within the organisations' value chain and linkages into the supply and distribution chains. Resources and capabilities are the building blocks upon which an organisation creates and execute a value-adding strategy so that the organisation can earn reasonable returns and achieve strategic competitiveness.

Resources are inputs to a firm in the production process (Tarigan et al., 2021). These can be human, financial, technological, physical or organisational. The more unique, valuable, and firm-specialized the resources are, the more possibly the firm would have a core competency. Resources should be used to build on the strengths and remove the firm's weaknesses. Capabilities refer to organisational skills in integrating a team of resources so that they can be used more efficiently and effectively (Bakker & de Vries, 2021). This theory is relevant to the study as it shows that for an organisation to remain competitive, it is important to leverage its dynamic capabilities. Therefore, dynamic capabilities are important in the development of a firm mission to improve performance.

### 2.1.2 Resource-Based View Theory

The Resource Based View theory is a common theory in management science developed by Barney (1991). The theory argues that a business can leap past its rivals by establishing resources that are unique and widely distributed (Barney, 1991). The Resource Based View theory seeks to describe the association between business resources and attaining competitiveness to enhance performance (Freeman et al., 2021). This perspective of a business views the organisation as a conglomeration of distinct productive resources that its management utilizes to enhance its organisation's performance (Hofmann & Jaeger-Erben, 2020). On the other hand, McGahan (2021) asserted that the resource-based view theory pictures an organisation as a collection of assets or resources that are temporarily linked to business management. The resources include human resources, capital and land.

According to Chen et al. (2021), a business performance's Resource Based View (RBV) is influenced by its particular resources and internal capabilities. The researchers add that businesses must know their internal capabilities since they are required to create strategies relating to outperforming the competition with these capabilities. The term resources in this theory imply a business asset, leadership capabilities, organisational processes and attributes, information, and knowledge, which are controlled by a firm that enables it to conceive of and implement strategies that improve its efficiency and effectiveness (Collins, 2021). The business's existing resource base may influence the readiness of its leaders to work toward the organisation's growth.

An organisation’s un-utilized resources motivate its managers to look for business opportunities to increase as they work towards putting these resources to productive use while exploiting economies of scale or size to enhance their organisation's performance (Bharadwaj et al., 2021). Furthermore, the researchers also established that non-economic factors such as the well-being of human capital and the level of conduciveness of the working environment are more significant compared to the probability of individual economic performance.

With the theory being based on organisational culture and performance attain, the theory, therefore, anchored the study objective adaptability and involving the employees in the performance as an aspect of organisational culture in relation to organisational performance.

## 2.2 Organisational Performance

According to Gazi et al. (2022), organisational performance is the degree of attainment of a work mission s measured in terms of work outcome, intangible assets, customer link, and quality services. Werdhiastutie et al. (2020) defined organisational performance as the organisation’s capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organisations to be guided by objective performance criteria when evaluating employees’ work-based performance.

Although a range of behaviours could be used for measuring organisation performance, Murphy (2020) emphasized that judgmental and evaluative processes take a great deal of action when defining organisation performance. According to Hoang and Ngoc (2019), organisation performance is a broader concept whose indicators include productivity, quality, consistency, and efficiency, as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers. Organisational performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Yoon & Suh, 2019).

According to Mughal et al. (2021), organisational performance covers financial performance, including profits, return on assets, return on investment, sales volumes, market share and shareholder return. Chanda and Goyal (2020) stated that organisational performance could be measured by looking at the growth of customers, the company's profitability, the level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

## 2.3 Organisational Culture

According to Szydło and Grześ-Bukłaho (2020), organisational culture is the set of assumptions that members of an organisation subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality, and they come from experience, while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that everyone shares in the organisation. This, in turn, controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values creates a business culture (Saad & Abbas, 2018). Organisational culture as a homogeneous discernment of the organisation based on outstanding uniqueness separating one organisation from the other (Abdullahi, 2018).

organisational culture has a pervasive effect on an organisation because it defines its relevant employees, customers, suppliers, and competitors and how to interact with these key actors (Chatterjee et al., 2021). The culture’s intensity or strength and its adaptiveness are the components that enable organisations to meet the twin demands of internal consistency and external flexibility (Rezaei et al., 2022). When employees are made aware of their company's culture, they will appreciate the organisation’s past and present systems of operation. This gives direction about how to behave in the future and also promotes the organisation's way of life by enhancing shared feelings. Therefore, any organisation that has a well-stipulated culture often works toward common goals and can achieve efficiency because workers share success-oriented ideals.

In Saad and Abbas's (2018) view, an individual's actions at work often depend on national, industrial and organisational cultures. Organisations often have their own distinctive cultures; however, unlike a society, an organisation is defined largely by its purpose, which further influences its culture. According to Champ et al. (2020), the dominance and coherence of culture are essential features of organisational culture. In most cases, cultures often function based on invisible, theoretical, and emotional structures that enable workers to meet their physical and social needs. Besides increasing employee commitment, organisational culture gives workers a sense of identity, reinforces work-based values and serves as a control mechanism for work-based ethics (Pepra-Mensah & Kyeremeh, 2018). This facilitates acceptable solutions to known problems as employees learn to set principles, norms, and behaviour patterns that promote work accomplishment.

Denison's model characterizes the mutual influence of the four cultural factors upon the organisation's efficiency: mission and consistency, adaptability and involvement (Botelho, 2020). The mission is a characterization of the organisation's aims and directions of strategic development based on the concept which has been developed by the organisation and is future-oriented; Involvement is a state during which the employees feel that their activity is tightly linked with the goals of the organisation, that they have been empowered, that team work is to be valued, and the priority is given to the development of employees' capabilities; Consistency is the high level of integration and coordination while Adaptability is a state within the frame of which the organisation flexibly responds to costumers' requirements, takes risks, learns from their own mistakes and is ready for changes.

### 2.4 Organisational Culture and Organisational Performance

By putting in place appropriate culture, an organisation can allow the workers to have control over their work, which will no doubt make them work well. Therefore, organisational performance depends on the organisation's culture since it indicates the business's survival (Zhang et al., 2019). Thus it is relevant to study organisational culture (Mission, consistency, adaptability and employee involvement) and organisational performance.

#### 2.4.1 Mission and Organisational Performance

The organisational mission is the degree to which the organisation and its members know where they are going, how they intend to get there, and how each individual can contribute to the organisation's success. According to Siengthai et al. (2019), the organisational mission consists of the following dimensions: strategic direction and intent, goals and objectives and vision. Successful organisations have a clear sense of purpose and direction that defines organisational goals and strategic objectives. The organisation expresses the vision of how the organisation will look in the future (Wessel et al., 2021). When an organisation's underlying mission changes, changes also occur in other aspects of the organisation's culture. Visions are ideals that represent or reflect the shared values to which the organisation should aspire. MacIndoe & Barman (2013) defined vision as the projected mental image of products, services and organisations that a business leader wants to achieve as "an ideal and unique image of the future.

Muriithi (2022) stated that value added per employee (VAE) was the only performance measure associated with the existence or non-existence of an organisational mission statement. Besides, VAE is associated with two possible mission statement dimensions' focus on relationships and focus on company resources. Fyall et al. (2018) stated that organisations' mission statements depended on the following antecedents and intermediate outcomes: the rationale underlying their development, the process of their development and implementation, their content and form and individual attitudes toward the mission statement.

Vision and mission significantly influence organisational performance (Purwanto et al., 2021). Strategic intent represents a crystallized vision of an organisation's aspired direction of growth and plays a pivotal role in shaping organisational resource allocation and capability development (Obonyo, 2020). Conversely, firms with low levels of strategic intent have a "scarcity of ambition" and frequently have trouble with effective goal setting. Strategic intent is about defeating competition and winning the market. It symbolizes and expresses a process of achieving competitive advantage (Brown & Kline, 2020). This is so because an organisation should possess certain capabilities that others do not have or cannot easily and promptly imitate. An organisation's mission is a measurable target or benchmark that must be met to attain the goal (Eze et al., 2020).

Sande and Nyadzo (2022) stated that organisational Missions kindle the enthusiasm and spirits of employees at all levels. According to Schultz et al. (2019), objectives determine strategy, provide a guide to action, provide a framework for decision-making, coordinate activities, facilitate prioritization and resolve conflicts between departments, measure and control organisation performance, encourage a concentration of long-term factors, motivates employee, provide bases for decision making, and provide shareholders with a clear idea of the organisation in which they invest. When goals and objectives are higher than strategic direction, intent and vision, this often indicates that the organisation is good at execution but lacks a real sense of direction, purpose, or long-range planning. The focus is usually a short-term, bottom-line focus with little planning.

### 2.4.2 Consistency and Organisational Performance

Consistency is the organisation's core values and the internal systems that support problem-solving, efficiency, and effectiveness at every level and across organisational boundaries (Mikalef & Gupta, 2021). Consistency has three components: Coordination and integration, agreement, and core values (Sena, 2020). Organisations also tend to be effective because they have strong cultures that are highly consistent, well-coordinated, and well-integrated (Assaye, 2021). The fundamental concept is that implicit control systems, based upon internalized values, are a more effective means of achieving coordination than external control systems, which rely on explicit rules and regulations. Behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching an agreement even when there are diverse points of view.

Siengthai et al. (2019) stated that consistency of organisational performance is the key to the success of any organisation. Employees feel secure about their work responsibilities and workplace demand when there is consistency in performance. A workplace with consistency of performance will promote employee retention and satisfaction where the employees are aware of the direction in which the organisation is moving, predict their position in the near past and plan their careers accordingly. Without a consistent work environment, one will be continuously second-guessed before making a move or taking action.

Consistency in organisational performance is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Ghasi et al., 2018). When the agreement is lower than core values and coordination, this tends to indicate that the organisation may have good intentions but may become unglued when conflict or differing opinions arise (Issa, 2020). During discussions, different people might be seen talking at once or ignoring the input of others, and withdrawal behaviours might be observed. The result is that nothing tends to get resolved, and the same issues tend to arise time and time again. Core organisational values are a set of beliefs that specify universal expectations and preferred modes of behaviour in a company.

Strategic consistency seems to be related to organisational survival and the most efficient change over time concerning the key elements of a firm’s strategy (Iborra et al., 2020). They point the way to purposeful action and approved behaviour. Core values create a foundation of attitudes and practices that support long-term success. Core values provide reference points for shaping and building the business (Yap & Truffer, 2019). Successful companies place a great deal of emphasis on values.

Generally, these companies share several values-related characteristics and have a clear and explicit philosophy about conducting their business. Management pays serious attention to clarifying and role-modelling values and ensuring they are successfully communicated and embodied in the organisation. The organisation's values are known and committed to by the people who work for the company (Jehanzeb & Mohanty, 2018). The values are integrated into the company's way of doing business (policies, procedures, compensation practices and performance appraisals.). According to Saad and Abbas (2018), organisational values affect all aspects of the company, from what products get made or sold to how people are treated.

### 2.4.3 Adaptability and Organisational Performance

Adaptability refers to perceiving and responding to the environment and adapting processes and crucial behaviours if necessary (Duchek, 2020). The components of adaptability are creating change, customer focus and organisational learning (Xuan et al., 2019). Organisations hold a system of norms and beliefs that support the organisation’s capacity to receive, interpret and translate signals from its environment into internal behaviour changes that increase its chances for survival and growth (Battilana, 2018). Ironically, well-integrated organisations are often the most difficult ones to change. Adaptable organisations are driven by their customers, take risks, learn from their mistakes, and have the capability and experience to create change. Organisational change is an important issue in organisations.

organisational change occurs as a reaction to an ever-changing environment, a response to a current crisis, or is triggered by a leader. Successful organisational change is not merely a process of adjustment but also requires sufficient managing capabilities. However, there are many topics to be considered to achieve successful change (Stouten et al., 2018). When customer focus is higher than creating change and organisational learning, this signifies that the organisation may be good at meeting customer demands currently but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future. Customer focus is important in that it helps in researching and understanding customer needs and expectations, ensuring that the objectives of the organisation are linked to customer needs and expectations, communicating customer needs and expectations throughout the organisation, measuring customer satisfaction and acting on the results, systematically managing customer relationships and in ensuring a balanced approach between satisfying customers and other interested parties (such as owners, employees, suppliers, financiers, local communities and society as a whole).

Colombo et al. (2021) conducted a study on “Dynamic capabilities and high-tech entrepreneurial ventures’ performance in the aftermath of an environmental jolt” in Italian high-tech entrepreneurial ventures. To enable empirical testing of the assertions, the study proposes a measure of the effectiveness with which a firm develops and deploys its dynamic capabilities, namely the average standard deviation of return on assets over ten years. The study found that effective dynamic capabilities have a more attractive risk/return effect in ventures with higher slack resources. The supportive effect of higher levels of slack resources seems to be most evident during the 1990s, while it is only partially present during the 2000s. This underlines the role of macroeconomic conditions as well as the importance for managers in striking a balance between the adaptability and cost features of slack resources to enhance organisational performance.

Farzaneh et al. (2020) stated that organisational learning (OL), as an essential component of adaptability, is about how individuals collect, absorb, and transform information into organisational memory and knowledge. Dynamic capability plays a crucial role in an organisation as it underscores the accumulation of capabilities embedded in a firm, and it is directly associated with its organisation's performance (Wójcik et al., 2022). In terms of organisation performance, firms in a dynamic environment must develop new products to secure their competitive advantages. But exploiting these opportunities requires organisations to be equipped with strong and patient dynamic capabilities and continuous innovation, enhancing their organisation's performance.

**2.4.4 Employee Involvement and Organisational Performance**

Employee Involvement of employees means engaging and aligning people, creating a sense of ownership and responsibility (Ewing et al., 2019). People feel a commitment to the organisation and a sense of autonomy. This trait consists of building human capability, ownership and responsibility. Employee involvement includes empowerment, team orientation, and capability development (Wahyuningsih et al., 2019). Team orientation is where employees support each other in achieving goals and teamwork is encouraged. Teunissen et al. (2021) stated that capability development involves training, coaching, and trying new roles and responsibilities are ways of developing new competencies.

Employee involvement in decision-making, sometimes referred to as participative decision-making (PDM), is concerned with shared decision-making in the work situation (Oyebamiji, 2018). Employee involvement as ‘joint decision-making’ between managers and subordinates (Daniel, 2019). Employee involvement is a special form of delegation in which the subordinate gains greater control and greater freedom of choice concerning bridging the communication gap between the management and the workers (Vijayashree & Chandran, 2018). It refers to employee involvement in a firm’s strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement in decision-making means that all categories of employees are involved in the planning process.

Conversely, a low degree of employee involvement in decision-making indicates a fairly exclusive planning process, which only involves top management (Kwon & Kim, 2020). Deep employee involvement in decision-making allows frontline employees to influence the planning process, enhancing organisational performance (Ezeanolue & Ezeanyim, 2020). Employee involvement in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organisation (Lee et al., 2020).

organisations empower employees, build their organisations around teams, and develop human capability at all levels (Tang et al., 2020). Executives, managers, and employees are committed to their work and feel they own a piece of the organisation. Employees 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 organisation (Caligiuri et al., 2020). When capability development is higher than empowerment, this can be an indication that the organisation does not entrust capable employees with important decision-making that impacts their work.

Hultman (2020) stated that capable employees might feel frustrated that their skills are not being fully utilized and may leave the organisation for better opportunities elsewhere if this is not dealt with. On the other hand, when empowerment is higher than capability development, this is often an indication that people in the organisation are making decisions they are incapable of making. This can have disastrous consequences, often when managers confuse empowerment with abdication. When team development is higher than empowerment or capability development, it indicates that there cannot be much substance to the team (Speer et al., 2019). The team will likely go about their daily activities without a real sense of purpose or contributing to optimal organisational functioning.

According to Taye (2019), human resource programs such as short-term incentives/bonus programs, long-term incentives or bonuses, the basic salary level, benefits program and base-salary increase highly enhanced employee engagement. Compensation is a crucial component of human resource management, which serves to increase organisational performance by encouraging people (Ali & Anwar, 2021). The human resource management function of compensation deals with all forms of compensation given to people in exchange for carrying out organisational duties. In addition to any other payments or benefits that the employee receives, money and benefits received may take a variety of forms depending on the compensation in monetary terms and the various benefits that may be linked to the employee's service to the employer, such as provident funds, gratuities, and insurance plans (Saeed et al., 2019).

Employees as a team form a fundamental work unit of organisational structure. Team orientation refers to an individual's propensity for functioning as part of a team and the degree to which individuals prefer to work in group settings for task accomplishment (Wang et al., 2020). Team orientation is generally viewed as stable enough to affect how individuals respond to a particular situation but can be changed over time through experience. Team orientation is defined as the degree to which the organisational members stress collaboration and cooperation in performing business activities and in making business decisions.

Team orientation means the state of being directed as a team. A team can also be described as the extent to which the employees have directed and committed toward team works. On the other hand, it is about the state of being orientated or directed towards in team works in achieving organisations' goals and objectives (Covin et al., 2020). The actions of external leaders, the production/service responsibilities given to teams, team-based human resources policies, and the social structure of teams all worked to enhance employee team empowerment experiences (Liao et al., 2020).

More empowered teams were also more productive and proactive than less empowered teams and had higher levels of customer service, job satisfaction and team commitment. At the team level, empowerment studies have explored the effectiveness of organisational change and development teams, as work teams have been more widely used in flattened, inter-connected, fast-paced, and customer-driven economies (Higson, 2017). Many empowered teams perform highly complex tasks, and teamwork requires members to work interdependently to achieve common goals. In teamwork, managerial and organisational structures help shape an individual's perception of an empowered team environment and affect empowered behaviours (Rhee et al., 2017). Psychological empowerment at the team level is viewed to be determined by team members' collective beliefs regarding their competency, the value of the task (meaningfulness), decision-making power (autonomy), and the significance of team work outcomes (Malik et al., 2021).

**2.5 Conceptual Framework**

The conceptual framework shows the interconnectedness between the research questions stated in the first chapter and the conceptualized theories which have been discussed earlier in this chapter. This study aims to investigate organisational culture's effects on commercial banks' performance in Nairobi County. The study's independent variables are Mission, consistency, adaptability and involvement. The dependent variable of the study is the organisation's performance. The study assumes that the independent variables directly affect the dependent variable, as indicated in Figure 1.

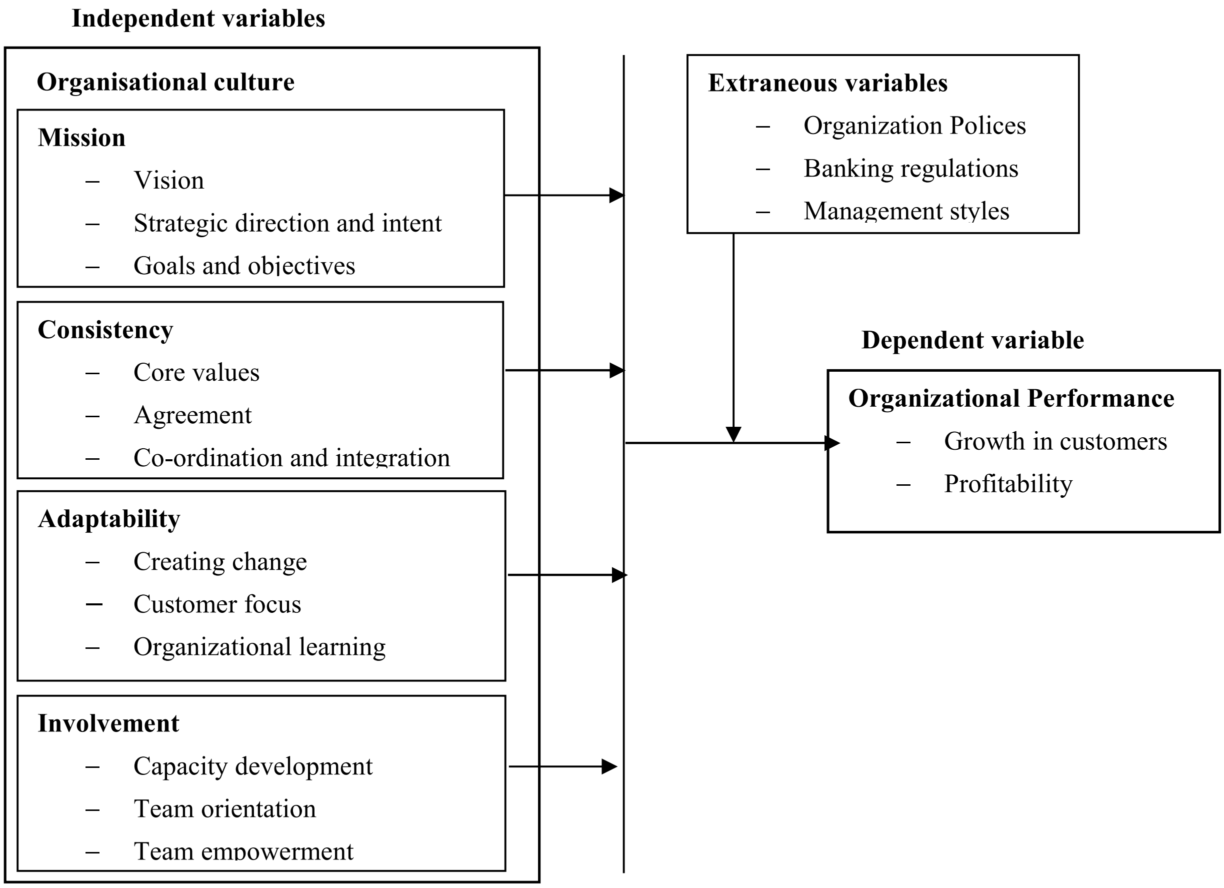


Figure 1: Relationship between organisational culture and organisational performance

 

## 3. Methodology

This study adopted a cross-sectional survey research design. The target population of the study consisted of all the operation managers of the 43 commercial banks headquarters in Nairobi County. A Census sampling technique was employed whereby all members of the target population participated in the study. Questionnaires were distributed to the respondents through the drop and pick-later method. Thirty-three questionnaires were filled and returned, accounting 76.7% response rate, while those that were not returned represented 23.3%.

## 4. Results and Discussion

### 4.1 Descriptive Statistics of Organisational Culture

Descriptive statistical analysis was used to analyze elements of organisational culture (organisation's mission, consistency, adaptability and employee involvement). The mean score was analysed according to the respondent's choices scaled between strongly agree and strongly disagree. The organisation's mission consisted of three components: Vision, Strategic direction and intent, and Goals and Objectives. Table 1 indicates the descriptive results of the organisational mission.

**Table 1: Results of Descriptive Statistics of Organisational Mission**

| Organisational culture | Mean | SD |
|---|---|---|
| **Vision** | | |
| Leaders have a long-term viewpoint | 3.90 | .947 |
| The bank's vision has been communicated to the employees clearly | 3.78 | .992 |
| Employees have a shared vision of what the organisation will look like in the future | 3.69 | 1.103 |
| Our bank vision creates excitement and motivation for employees | 3.69 | .951 |
| **Overall Mean Score** | **3.77** | **.998** |
| **Strategic direction and intent** | | |
| The bank's strategic direction and intent is well elaborated | 3.87 | .780 |
| Our strategy leads other organisations to change the way they compete in the industry | 3.81 | .882 |
| We have a clear strategy for the future. | 3.72 | .875 |
| There is a clear mission that gives meaning and direction | 3.51 | 1.003 |
| **Overall Mean Score** | **3.73** | **0.885** |
| **Goals and objectives** | | |
| There has been the timely achievement of set goals and objectives by the bank | 3.93 | 1.028 |
| Leaders set goals that are ambitious but realistic | 3.75 | 1.031 |
| In our bank, people understand what needs to be done for us to succeed in the long run. | 3.75 | 1.061 |
| There is widespread agreement about the goals of the company | 3.69 | 1.185 |
| **Overall Mean Score** | **3.78** | **1.076** |

The results in Table 1 indicate an overall score of M = 3.77, implying that most of the respondents agreed their banks had clearly stated vision communicated to employees. Specifically, the majority of the leaders agreed that their bank leaders had long-term viewpoints (M=3.90), that their vision was communicated to employees clearly (M=3.78)), that employees had a shared vision of what their banks will look like in the future (M=3.78) and that their banks' vision created excitement and motivation for employees (M=3.78). These findings are consistent with Heide et al. (2018), who stated that organisational visions are ideals that represent or reflect the shared values that organisations should aspire to achieve. Further, they reported that vision was the projected mental image of products, services and organisations that a business leader wants to achieve as an ideal and unique image of the future.

In terms of Strategic direction and intent, the results in Table 1 show an overall mean score of M=3.73, SD=0.885 which implies that most respondents agreed that their banks had strategic direction and intent. Specifically, most respondents agreed that their bank's strategic direction and intent were well elaborated (M=3.87) and that their strategy led other organisations to change how they compete in the industry (M=3.81). These findings are consistent with Gartenberg et al. (2019), who noted that successful organisations have a clear sense of purpose and direction that defines organisational goals and strategic objectives. The organisation expresses the vision of how the organisation will look in the future.

In terms of Goals and objectives, the results in Table 1 show an overall mean score of M=3.78, SD=1.076 for responses on goals and objectives. This means that most managers agreed that their banks had goals and objectives that guided their mission. Specifically, the majority of the respondents agreed that there was the timely achievement of set goals and objectives by their banks (M=3.93), that their bank leaders set ambitious goals, but realistic (M = 3.75), that in their banks, employees understand what needs to be done for them to succeed in the long run (M = 3.75) and that there is widespread agreement about the goals of the company (M = 3.69).

Table 2 indicates the descriptive results of Consistency (Core values, agreement, coordination and integration)

**Table 2: Results of Descriptive Statistics for Consistency**

| Consistency | Mean | SD |
|---|---|---|
| **Core values** | | |
| There is an ethical code that guides our behaviour and tells us right from wrong | 3.84 | 0.870 |
| There is a clear and consistent set of values that governs the way we do business. | 3.78 | 0.992 |
| The core values of the bank are well adhered to by management and all staff | 3.69 | 1.074 |
| The leaders and managers "practice what they preach." | 3.54 | 0.832 |
| There is a characteristic management style and a distinct set of management practices. | 3.45 | 1.175 |
| Ignoring core values will get you in trouble | 3.36 | 1.055 |
| **Overall Mean Score** | **3.61** | **1.000** |
| **Agreement** | | |
| When disagreements occur, employees work hard to achieve a "win-win" solution | 3.96 | 0.951 |
| The culture of the bank agrees with the general norms and beliefs of the society | 3.81 | 0.726 |
| It is easy to reach a consensus, even on conflicting issues | 3.63 | 1.112 |
| There is a clear agreement regarding the right way and the wrong way to do things | 3.48 | 0.905 |
| **Overall Mean Score** | **3.72** | **0.924** |
| **Co-ordination and integration** | | |
| It is easy to coordinate projects across different parts of the organisation | 3.87 | 0.780 |
| The bank has a culture that is well-coordinated and integrated | 3.72 | 0.977 |
| The approach to doing business is very consistent | 3.66 | 1.020 |
| Employees from different parts of the organisation share a common perspective | 3.54 | 0.904 |
| **Overall Mean Score** | **3.70** | **0.920** |

The results in Table 2 show that the overall mean score for core values was M=3.61, SD=1.000). This suggests that most respondents agreed they adhered to their bank's core values. Specifically, most of the respondents agreed that their banks had ethical codes that guided their behaviour and told them what was right from wrong (M=3.84), that they have clear and consistent sets of values that governed the way their banks did business (M=3.78), that the core values of the bank were well adhered to by management and all staff (M=3.69), that bank leaders and managers "practiced what they preached" (M=3.54), that there was a characteristic management style and distinct sets of management practices in their banks (M = 3.36) and finally, that ignoring core values would get one in trouble (M = 3.36). Consistency is the organisation's core values and the internal systems that support problem-solving, efficiency, and effectiveness at every level and across organisational boundaries (Shin & Konrad, 2017).

Regarding the agreement, the results in Table 2 indicate an overall mean score of M=3.72, SD=0.924), which suggests that most bank managers emphasize consensus and agreement when making decisions. Specifically, the majority of the respondents agreed when disagreements occurred in the workplace. Employees worked hard towards achieving a "win-win" solution (M=3.96), that the culture of the bank agreed with the general norms and beliefs of the society (M=3.812), that it was easy to reach a consensus, even on conflicting issues (M = 3.63), that there was a clear agreement regarding the right way and the wrong way to do things (M = 3.48). According to Bundy et al. (2018), the organisation may have good intentions when the agreement is lower than core values and coordination. Still, it may become unglued when conflict or differing opinions arise.

Regarding Coordination and integration, the results in Table 2 indicate the overall mean score of M=3.70, SD=0.920, which implies that most respondents agreed that coordination and integration were practiced in their organisation. Specifically, the majority of the respondents agree that it was easy to coordinate projects across different parts of their banks (M = 3.87), that their banks have a culture that is well coordinated and integrated (M = 3.72), that their approach to doing business was very consistent (M = 3.66) and that employees from different parts of the organisation shared a common perspective (M = 3.54). According to Warrick (2017), the organisation's values are known and committed to by the people who work for the company. The values are integrated into the company's way of doing business (policies, procedures, compensation practices, and performance appraisals, among others). They affect all aspects of the company, from what products get made or sold to how people are treated (Camilleri, 2017). Table 3 indicates adaptability's descriptive results (creating change, customer focus and organisational learning).

**Table 3: Results of Descriptive Statistics for Adaptability**

| Adaptability | Mean | SD |
|---|---|---|
| **Creating change** | | |
| Creating change is the focus of the bank in the competitive business environment | 3.87 | .927 |
| Attempts to create change usually meet with resistance. | 3.87 | .696 |
| New and improved ways to do work are continually adopted. | 3.75 | .969 |
| Different parts of the organisation often cooperate to create change | 3.42 | 1.031 |
| **Overall Mean Score** | **3.73** | **0.906** |
| **Customer focus** | | |
| The products and services that the bank offers are purely focused on the customer's needs | 3.81 | .982 |
| Customers' comment leads to changes and influences decision making | 3.72 | 1.008 |
| Employees understand customers' wants and needs | 3.63 | 1.112 |
| Customers' inputs directly influence the company’s decisions | 3.60 | 1.058 |
| **Overall Score** | **3.69** | **1.040** |
| **Organisational Learning** | | |
| We view failure as an opportunity for learning and improvement | 3.87 | 0.649 |
| Organisational learning in the external environment is key to the bank to ensure that bank remains competitive | 3.72 | 1.125 |
| We make certain that the right-hand knows what the left hand is doing | 3.69 | 1.015 |
| Learning is an important objective in the day-to-day work of the company | 3.39 | 1.087 |
| **Overall Mean Score** | **3.67** | **0.969** |

The results in Table 3 show an overall mean score of M=3.73, SD=0.906, which implies that most respondents agreed that they worked towards creating change in their banks. Specifically, the majority of the respondents agreed that creating change was the focus of their banks in the competitive business environment (M = 3.87), that attempts to create change were usually met with resistance (M = 3.87), that new and improved ways to do work were continually being adopted (M = 3.75) and that different parts of their banks often cooperated to create change (M = 3.42).

In terms of Customer focus, the results in Table 3 indicate the overall mean score of M = 3.69, which means that most respondents agreed that they focused on customers to ensure that their needs were met. Specifically, the majority of the respondents agreed that the products and services that the bank offered were purely focused on customer needs (M = 3.81), that customers’ comments led to changes and influenced decision-making (M = 3.72), that their employees understood customers want and need (M = 3.63) and that customers’ inputs directly influenced company’s decisions (M = 3.60). Customer focus is important in that it helps in researching and understanding customer needs and expectations, ensuring that the objectives of the organisation are linked to customer needs and expectations.

In terms of organisational Learning, the results in Table 3 show an overall mean score of M = 3.67, which implies that most of the respondents agreed they practiced organisational learning through the continuous acquisition of knowledge about bank activities and taking risks. Specifically, the majority of the respondents agreed that they viewed failure as an opportunity for learning and improvement (M = 3.87), that organisation learning of the external environment was key in their banks to ensure their banks remained competitive (M = 3.72), that they made certain that the right hand knew what the left hand was doing (M = 3.69) and learning was an important objective in the day-to-day work of their banks (M = 3.39). Table 4 indicates the descriptive results of employees’ involvement (Capacity development, team orientation and team empowerment).

 

**Table 4: Results of Descriptive Statistics for Employees Involvement**

| Employees involvement | Mean | SD |
|---|---|---|
| **Capacity development** | | |
| The capabilities of employees are viewed as an important source of competitive advantage | 3.78 | 0.892 |
| Problems often arise because we do not have the skills necessary to do the job. | 3.54 | 1.063 |
| There is continuous investment in the skills of the employee | 3.39 | 1.087 |
| The bank regularly organizes training to ensure that there is capacity development for all staff | 3.36 | 1.194 |
| **Overall Mean Score** | **3.52** | **1.059** |
| **Team orientation** | | |
| Cooperation across different parts of the bank is encouraged | 3.87 | 0.739 |
| Employees work like they are part of a team | 3.84 | 0.795 |
| Teamwork is used to get work done, rather than hierarchy | 3.81 | 0.982 |
| Team orientation on the activities that need to be carried out is done | 3.69 | 0.769 |
| **Overall Mean Score** | **3.80** | **0.821** |
| **Team empowerment** | | |
| Decisions are made at the levels where the right information is available | 3.87 | 0.960 |
| Team empowerment has been enhanced in the bank | 3.75 | 0.708 |
| Most employees are highly involved in their work | 3.72 | 1.039 |
| Everyone believes that they can have a positive impact | 3.63 | 1.140 |
| Information is widely shared so that employees can get the information they need | 3.63 | 0.994 |
| **Overall Mean Score** | **3.72** | **0.968** |

The results in Table 4 indicate an overall mean score of M = 3.52, which suggests that most of the respondents agreed that they focused on the training and development of their employees. Specifically, the majority of the respondents agreed that the capabilities of their employees were viewed as an important source of competitive advantage (M = 3.78) and that problems often arose because they did not have the skills necessary to do the job (M = 3.54), that there was the continuous investment in the skills of employee (M = 3.39), and that their banks regularly organized training to ensure that there was capacity development for all staff (M = 3.54). In other words, it can be shown that capacity development was practiced in most of the banks.

Regarding team orientation, the results in Table 4 show that the overall mean score of team orientation was M = 3.80, implying that most respondents agreed they emphasized teamwork and cooperation among their employees. Specifically, the majority of the respondents agreed that cooperation across different parts of the bank was encouraged (M = 3.87), that employees in their banks work like they are part of a team (M = 3.84), that teamwork is used to get work done, rather than hierarchy (M = 3.81) and that team orientation on the activities that need to be carried out is done in the bank (M = 3.69). In other words, it can be shown that team orientation was highly practiced in the studied commercial banks.

Regarding team empowerment, the results in Table 4 show that the overall mean score of team empowerment was M=3.72, implying that most respondents agreed that employees in their banks had been empowered to make decisions. Specifically, most of the respondents agreed that decisions were made at the levels where the right information was available (M = 3.87), team empowerment has been enhanced in their banks (M = 3.75), and most employees are highly involved in their work (M = 3.72), that employees believe that they can have a positive impact (M = 3.63). That information is widely shared so that employees can get the necessary information (M = 3.63). This suggests that team empowerment was practiced in the studied banks. According to Chen et al. (2019), empowered teams were also more productive and proactive than less empowered teams, and they had higher levels of customer service, job satisfaction and team commitment.

### 4.2 Descriptive Statistics of Organisational Performance

The results in Table 5 show the responses of organisation performance.

**Table 5: Results of Descriptive Statistics of Responses on Organisational Performance**

| Organisation performance | Mean | Std. Dev |
|---|---|---|
| Customer satisfaction with bank services | 3.93 | 0.788 |
| The ROE (return on equity) has been increasing annually | 3.84 | 0.939 |
| Increase in the number of customers | 3.81 | 0.726 |
| Improved profitability in the bank | 3.69 | 1.015 |
| ROA (return on assets) has been increasing annually | 3.60 | 1.058 |
| Good quality products and services | 3.57 | 0.936 |
| Overall Score | 3.74 | 0.910 |

The results in Table 5 indicate that the overall mean for organisational performance was M = 3.74, which implies that most respondents agreed on various aspects of performance in their Banks. More specifically, most of the respondents agreed that customers were satisfied with bank services (M=3.93), that there was Return on Equity (M=3.84), that there was an increase in the number of customers (M = 3.81), there was improved profitability in the bank (M = 3.69), there was Return on Assets (M = 3.60) and that there was Good quality of products and services (M = 3.57). This means that majority of the studied banks were performing well in most of the key indicators of organisational performance, especially customer satisfaction, ROE and increase in the number of customers. The findings of the study are consistent with the findings of a study done by Batchimeg (2017) on "Financial performance determinants of organisations: The case of Mongolian companies.", where the finding of the study showed a significant link to an increase in ROE and ROA organisation performance of Mongolian companies.

### 4.3 Tests of Linear Regression Assumptions

Multiple linear regression analysis was used as the primary analysis technique to test the study's hypotheses. Multiple regression is based on correlation, allowing a set of variables to predict a particular outcome. Thaba and Baharuddin (2022) stated that it is necessary to test for the underlying assumptions, which include linearity, autocorrelation, heteroscedasticity, homoscedasticity, normality of the scores, and multicollinearity between independent and dependent variables before performing multiple linear regression analysis. This study tested multicollinearity, heteroscedasticity and autocorrelation.

#### 4.3.1 Multicollinearity test

Multicollinearity is a state of very high inter-correlations or inter-association among the independent variables (Inyang et al., 2022). The variance inflation factor (VIF) for all independent variables was generated using SPSS to test multicollinearity. Table 6 presents the results for VIF.

**Table 6: Variance Inflation Factor Test Results for Independent Variables**

| Independent variables of the study | VIF |
|---|---|
| organisation's mission | 2.485 |
| Consistency | 1.509 |
| Adaptability | 1.511 |
| Employee involvement | 2.136 |
| Mean VIF | 1.910 |

Dependent Variable: performance of commercial banks.

There was no multi-collinearity as indicated by the Variance Inflation Factor (VIF<10), agreeing with the finding of the study done by Salmerón et al. (2018).

#### 4.3.2 Heteroscedasticity Test

The White test detects heteroscedasticity for all hypothesized explanatory variables (Table 7). Unlike the Breusch-Pagan test, which would only detect linear forms of heteroscedasticity, the white test was preferably applied as it incorporates both the magnitude and the direction of the change for non-linear forms of heteroscedasticity (Bongole et al., 2020).

**Table 7: Test for Heteroscedasticity Results**

| **Source** | **$chi^2$** | **df** | **p** |
|---|---|---|---|
| Heteroscedasticity | 17.86 | 14 | 0.213 |
| Skewness | 4.79 | 4 | 0.3099 |
| Kurtosis | 0.79 | 1 | 0.3739 |
| **Total** | **23.44** | **19** | **0.2184** |

$chi^2(14) = 17.86$
Prob > $chi^2 = 0.2130$

The $chi^2$ of 17.86 was not significant (chi2 = 0.2130 < 0.05); hence heteroscedasticity was not detected.

#### 4.3.3 Test for Autocorrelation

Durbin Watson's test was employed to test if autocorrelation exists among the study's independent variables. Regardless of the situation, the Durbin-Watson statistic has a value between zero and four (Kim, 2022). A score of two indicates that the data under investigation shows no autocorrelation. Values less than two indicate positive autocorrelation, whereas values more than two but less than four imply negative autocorrelation. Table 8 shows the results of Autocorrelation generated through the Durbin-Watson test.

**Table 8: Test for Autocorrelation**

| **Independent variables** | **Durbin Watson test** |
|---|---|
| organisation's mission | 1.630 |
| Consistency | 1.571 |
| Adaptability | 1.665 |
| Employee involvement | 1.830 |

The autocorrelation problem was not detected since the Durbin-Watson test results for all variables were between 1.5 to 2.5, implying that the problem of autocorrelation did not exist among the study variables.

### 4.4 Results of Pearson's Correlation Analysis

Pearson Correlation analysis was used to determine the strength, direction, and significance of the relationship between the independent variables (organisation's mission, Kenya, consistency, adaptability and involvement) and the dependent variable (Performance of commercial banks). The results of Pearson's correlation analysis are shown in Table 9.

**Table 9: Results of Pearson's Correlation Analysis between Organisational Culture and Organisational Performance**

| | | Organisational performance |
|---|---|---|
| **Organisations mission** | Pearson Correlation | 0.379** |
| | Sig. (2-tailed) | 0.030 |
| | N | 33 |
| **Consistency** | Pearson Correlation | 0.487** |
| | Sig. (2-tailed) | 0.004 |
| | N | 33 |
| **Adaptability** | Pearson Correlation | 0.260 |
| | Sig. (2-tailed) | 0.144 |
| | N | 33 |
| **Employee involvement** | Pearson Correlation | 0.705** |
| | Sig. (2-tailed) | 0.000 |
| | N | 33 |

**** Correlation is significant at the 0.05 level (2-tailed)**

The results in Table 9 showed a moderately significant positive association between the organisation's mission and the organisation's performance of commercial banks (r = 0.379, $p < 0.05$). This implies a significant link between the organisation's mission and performance in commercial banks. Thus this denotes that performance improved when the banks had clearly stated mission, vision, strategic intent and direction. The findings are similar to the study by Ahmed et al. (2018), who found a significant link between mission and organisational performance.

The results in Table 9 consistency had significant positive moderate correlations correlation with the organisation performance of commercial banks (r = 0.487, $p < 0.05$). This means that consistency positively enhanced organisation performance in commercial banks in Nairobi. The study's findings are consistent with those of the study done by Ali et al. (2021), who established a significant link between consistency and organisational performance.

The results in Table 9 indicate that adaptability had a weak, insignificant positive effect on organisational performance (r = 0.260, $p > 0.05$). This implies that there was no significant association between adaptability and the organisational performance of commercial banks.

The findings of the study (Table 9) study revealed a strong significant positive relationship between employee involvement and organisation performance of commercial banks (r = 0.705, $p < 0.05$). This implies that organisational performance could be enhanced when managers are empowered and employees are involved in decision-making, creating a sense of responsibility and ownership in commercial banks. This finding concurs with Al-dalahmeh et al. (2018) study findings. Who established a significant link between employee involvement and organisation performance via the mediating role of job satisfaction in the Jordanian banking sector.

#### 4.4.1 Effect of organisation Culture on Organisation Performance of Commercial Banks

A multiple Linear regression model was used to determine the effect of organisational culture (organisation mission, consistency, adaptability and employee involvement) on the performance of commercial banks in Nairobi County, Kenya. The results of the multiple linear regression model for the combined effect of organisational mission, consistency, adaptability and involvement on the organisation performance of commercial banks are presented in Table 10.

**Table 10: Multiple regression analysis Results for the Effect of organisation Culture on organisation Performance of Commercial Banks**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.777[a] | 0.604 | 0.548 | 1.36725 |

a. Predictors: (Constant), Involvement, Consistency, organisations Mission, Adaptability

**ANOVA**

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 79.900 | 4 | 19.975 | 10.685 | 0.000[b] |
| Residual | 52.342 | 28 | 1.869 | | |
| Total | 132.242 | 32 | | | |

a. Dependent Variable: Organisational Performance
b. Predictors: (Constant), Involvement, Consistency, organisations Mission, Adaptability

**Coefficients**

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|
| Model | B | Std. Error | Beta | t | Sig. |
| (Constant) | 2.644 | 3.786 | | 0.698 | 0.491 |
| organisations Mission | 0.067 | 0.053 | 0.165 | 1.274 | 0.213 |
| Consistency | 0.124 | 0.057 | 0.282 | 2.165 | 0.039 |
| Adaptability | 0.049 | 0.057 | 0.126 | 0.856 | 0.399 |
| Involvement | 0.262 | 0.070 | 0.620 | 3.752 | 0.001 |

a. Dependent Variable: Organisational Performance

The model summary of the regression analysis in Table 10 shows that the components of organisational culture (Involvement, consistency, organisations mission, adaptability) as captured in Denison's model jointly accounted for 60.4% of the variance in organisation performance in commercial banks in Nairobi County (R square = 0.604). This indicates that 39.6% of the variance in performance was explained by other factors not included in the multiple linear regression model of the study.

Discretely the unstandardized coefficients showed that consistency ($\beta = 0.124$, $p < 0.05$) and involvement ($\beta = 0.262$, $p < 0.05$) were significant predictors of organisation performance in commercial banks in Nairobi County. This denotes that the positive coefficients imply that the organisational performance of commercial banks improved when there was consistency and when employees were involved in decision-making and given autonomy. Contrastingly the specific unstandardized coefficients of the organisation's mission and adaptability variables in the multiple linear regression model were insignificant at a 0.05 significance level since their p-values of 0.213 and 0.399, respectively, were greater than the significance level of 0.05.

Further, the F statistic ($F = 10.685$, $p < 0.05$) from ANOVA results indicates the fitness of the regression model, which means that components of organisational culture (Organisational mission, consistency, adaptability and employee involvement) were significant predictors of performance in commercial banks in Nairobi county. Since the p-value of 0.000 was less than the 0.05 significance level of the study, it means that organisational mission, consistency, adaptability and involvement jointly significantly affected the organisational performance of commercial banks in Nairobi County. Thus, Hypotheses Five, which stated that the combined effect of dimensions of Denison's model of organisational culture has no significant effect on the organisational performance of commercial banks in Nairobi County, Kenya, was rejected and the alternative was accepted. These findings are consistent with the findings of the study done by Kwarteng and Aveh (2018) on "Empirical examination of organisational culture on accounting information system and corporate performance: Evidence from a developing country perspective.', who established a significant link between organisational culture on accounting information system and corporate performance. Their results further indicated that mission, adaptability and consistency dimensions of organisational culture were significant and also, accounting information system influences corporate performance in different industrial sectors in Ghana.

From the results in Table 4.10, the following model is predicted:

$y = 2.644 + 0.067X_1 + 0.124X_2 + 0.049X_3 + 0.262X_4 + \varepsilon$

Where:

$y$ = organisation performance
$X_1$ = Mission
$X_2$ = Consistency
$X_3$ = Adaptability
$X_4$ = Involvement

Hence, if all the study variables were to be held constant, the organisation performance of commercial banks in Kenya would be at 2.644. A unit change in organisational mission holding other factors constant would lead to a 0.067 unit increase in the organisation performance of commercial banks in Kenya. A unit change in consistency when other factors are held constant would lead to a 0.124 unit increase in the organisation performance of commercial banks in Kenya. A unit change in adaptability when other factors are held constant would lead to a 0.049 unit increase in the organisation performance of commercial banks. A unit change in involvement holding other factors constant would lead to a 0.262 unit increase in the organisation performance of commercial banks. Consequently, employee involvement had the largest significant effect on the organisational performance of commercial banks, followed by consistency, organisational mission and adaptability, respectively.

### 5.1 Summary of the Findings

The main objective sought to determine the effect of organisation culture (organisation mission, consistency, adaptability and involvement) on the organisation performance of commercial banks in Nairobi County, Kenya. The study established that organisation culture significantly affected the organisational performance of commercial banks in Nairobi County ($F = 10.685$, $p < 0.05$).

### 5.2 Conclusion

The study concludes that organizational culture (Employee involvement, consistency, organisation mission and adaptability) significantly affect the organisational performance of commercial banks. Hence the enhancement of organisational culture specifically employee involvement, consistency, organisation mission, and adaptability would boost the organisational performance of commercial banks in Nairobi County, Kenya.

### 5.3 Recommendations for Further Research

This study was based on a cross-sectional research design where the study was done at one point in time. Thus the study recommends future studies could use a longitudinal research design. Finally, similar studies can be carried out in the non-banking sector, like manufacturing firms and state corporations.

### Conflict of interests

The authors have not declared any conflict of interest.

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