



## **Organizational Culture and Employee Performance in the Scripture Union of Kenya**

**Ng'ang'a Nicholas Kahumburu, Prof. Loice Maru & Prof. Michael  
Korir**

# Organizational Culture and Employee Performance in the Scripture Union of Kenya

<sup>1\*</sup> Ng'ang'a Nicholas Kahumburu, <sup>2</sup>Prof. Loice Maru & <sup>3</sup>Prof. Michael Korir

<sup>1\*</sup>Postgraduate student, Moi University

<sup>2</sup>Lecturer, Department of Management Science, Moi University

<sup>3</sup>Lecturer, Department of Management Science, Moi University

\*E-mail of corresponding author: [nicholasnganga@yahoo.co.uk](mailto:nicholasnganga@yahoo.co.uk)

*How to cite this article:* Nganga N. K., Maru I. & Korir M. (2017), Organizational Culture and Employee Performance in The Scripture Union of Kenya, *Journal of Human Resource & Leadership*. Vol 1 (2) pp. 58-81.

## Abstract

The aim of this research study was to assess effects of the organizational culture on employee's performance in Scripture Union of Kenya. The specific objectives of the study were to determine the effect of power distance, individualism versus collectivism, uncertainty avoidance; masculinity versus femininity and long verse short term orientation on employee performance in scripture union of Kenya. The study adopted an explanatory and the research design that was employed was a survey, with the target population comprising of a stratified census sample of 130 members of staff of Scripture Union of Kenya. This design was selected due to its suitability in collecting detailed information from a small representative sample. Statistical Package for Social Sciences version 22 was used for data analysis. Data for the study was collected primarily through structured questionnaires. Data was analyzed using descriptive and inferential statistics, specifically Pearson's Product Moment Correlation and multiple regression analysis. The study also revealed a significant negative correlation between power distance and employee performance with a correlation coefficient of -0.618 ( $p\text{-value}=0.000<0.05$ ).The study also established a significant negative relationship between individualism versus collectivism and

employee performance with a correlation coefficient of  $-0.427$  ( $p\text{-value}=0.002<0.05$ ), significant positive relationship between uncertainty avoidance and employee performance with correlation coefficient of  $0.505$  ( $p\text{-value}=0.004<0.05$ ), negative relationship between masculinity versus Femininity and employee performance with a correlation coefficient of  $-0.456$  ( $p\text{-value}=0.007<0.05$ ), and negative relationship between long term orientation and employee performance with a correlation coefficient of  $0.543$  ( $p\text{-value}=0.010<0.05$ ). Regression analysis results that 53.6% of the variation in employee performance can be explained by the variables. The results also indicate that an increase in individualism versus collectivism, masculinity versus femininity and power distance by one unit would decrease employee performance by 0.714, 0.626 and 0.846 units respectively whereas an increase in uncertainty and long term versus short term orientation by one unit would increase employee performance by 0.563 and 0.511 units. Based on the study hypotheses it was concluded that employee performance is significantly affected by organizational culture dimensions namely power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance and long-term versus short term orientation. It is recommended that the Scripture union managers should empower employees, create a high uncertainty avoidance culture and organise team building initiative geared to improve employee performance.

**Keywords:** *Organizational Culture, Employee Performance & The Scripture Union of Kenya.*

## **1.0 Introduction**

### **1.1 Background of the study**

Employee performance is a commonly used term to refer to whether a person performs his or her job well or not. Campbell, McCloy, Oppler and Sager (1993) describe employee's performance as an individual level variable. In other words, performance is something a single person does. Cascio (2006) on the other hand, refers to the concept as the degree of accomplishment of the task that makes up an employee's job.

The concept of organizational culture, in particular, has been generating a lot of interest in both research and practice in recent times. It has so far attracted significant interest in both the academic and business world because of a tantalizing promise: that culture may be a key to enhancing financial performance (Siehl and Martin, 1990). Dodek, Cahill and Heyland (2010) stated that culture is to an organization and personality is to the individual, a hidden, yet unifying theme that provides meaning, direction, and mobilization. According to Chegini (2010), organizational culture is the beliefs, values and practices, which form the characteristics of an organization. Lund (2003) looks at the concept in a broader sense defining it as a system of shared values and beliefs that interacts with a company's people, organizational structure, and control systems to produce behavioural norms.

Employee performance is considered the backbone of an organization as it effectively leads to its development. The loyalty of employees relies upon knowledge and awareness of the organizational culture that improves the organization (Brooks, 2006). The concept of organizational culture has become a fundamental aspect in business, management, psychology and sociology. Organizational culture is a set of shared values, beliefs, and norms that influence the way the employees feels, think and behave in the workplace (Schein, 2009). This study focused on five independent variables. Hofstede's (1980 and 2001) works on work-related cultural dimensions, is regarded as a paradigm in the field of cross cultural studies. Specifically, his country classification on five work-related cultural values, power distance, uncertainty avoidance, masculinity-femininity, individualism-collectivism, and long term verse short term orientation, have been frequently cited by researcher. Organizational culture has four functions. It gives members a sense of identity, it increases their commitment, it reinforces the organizational values and it serves as a control mechanisms for shaping behavior (Nelson and Quick, 2011).

Schein (2009) also identified three proponents to the understanding of organizational culture. These includes "artifacts", "beliefs and values", and "basic underlying assumptions". The artifacts include noticeable and observable formation and course of action", while the beliefs and values coherently focus on the purposes, desire, objectives, values, philosophy and beliefs of the culture. The underlying assumptions represent the essence of culture and lay much emphasis on the "insensitivity and non-awareness of the instituted values, philosophy and beliefs" (Schein, 2009). However, not much research has been done on organizational culture as an antidote for employees' performance in Christian's oriented industries. This study therefore assessed the effects of organizational culture on employee performance in the Scripture Union of Kenya.

## **1.2 Statement of the Problem**

The relationship between corporate culture and performance has been the subject of abundant research in several fields, including strategic management, organizational behavior, and industrial organizations. This study has been examined by many researchers (Kotter and Heskett 1992; Denison, 1990; Van der Post and Wilderom 1998; Schwartz and Davis, 1981; Scholz, 1987; Choe, 1993; Rashid, Samashivan and Johari, 2003; Deshpande and Farley, 1999; Ojo, 2009). Despite the plethora of studies on organizational culture in the last few decades, there is no widely accepted causal effect between organizational culture and employee performance.

Despite of awareness in the differences between religious and secular organization culture, not much research has been given to the Christian oriented industry. This means that the effect of corporate culture on employee performance in the Christian industry in Kenya has not received adequate research attention. This study focused on filling this gap by studying the situation of the Kenyan Christian oriented organizations by providing more empirical evidence on the effects of organizational culture on employee performance. The knowledge gap has also been there in the sense that little has been done to bring out the joint effect (s) of the five Hofstede's value Dimensions identified in his (1984 and 2001) works.

This study thus sought to examine the effects of the five value Dimensions; namely power distance, uncertainty avoidance, individualism verses collectivism, masculinity verses femininity and long verses short term orientation on the organizational culture in Scripture Union of Kenya. The study sought to fill in the gaps left by other studies which have mainly focused on organizational culture on employee performance in Scripture Union of Kenya without using Hofstedes value Dimensions.

### **1.3 Objectives of the study**

The specific objectives of the study were:-

- i). To determine the effect of power distance on employee performance in Scripture Union of Kenya.
- ii). To determine the effect of individualism and collectivism on employee performance in scripture union of Kenya in Scripture Union of Kenya.
- iii). To establish the effect of uncertainty avoidance on employee performance in Scripture Union of Kenya.
- iv). To determine the effect of masculinity and femininity on employee performance in Scripture Union of Kenya.
- v). To determine the effects of long and short term orientation on employee performance in Scripture Union of Kenya.

### **1.4 Research Hypothesis**

The study was guided by the following hypotheses;

- i. **H<sub>1</sub>**: There is no significant effect of power distance on employee performance in Scripture Union of Kenya.
- ii. **H<sub>2</sub>**: There is no significant effect of individualism and collectivism on employee's performance in Scripture Union of Kenya
- iii. **H<sub>3</sub>**: There is no significant effect of uncertainty avoidance on employee performance in Scripture Union of Kenya.
- iv. **H<sub>4</sub>**: There is no significant effect of masculinity and femininity on employee's performance in Scripture Union of Kenya.
- v. **H<sub>5</sub>**: There is no significant effect of long term and short term orientation on employee's performance in Scripture Union of Kenya.

## **2.0 Literature Review**

### **2.1 Theoretical Review: Theories of Employee Performance**

Abraham Harold Maslow proposed a theory that outlined five hierarchical needs which could also be applied to an organization and its employees' performance (Gordon, 1965). According to Maslow's theory, one does not feel the second need until the demands of the first have been satisfied or the third until the second has been satisfied. The different levels of needs on Maslow's hierarchy are discussed as follows: Physiological needs; Safety needs; Needs for love, affection and belongingness; Needs for esteem and the needs for self-actualization. The hierarchy of needs theory is relevant to this study as the theory is applicable to organizational orientation and employee motivation (Greenberg & Baron, 2006). He further argues that the theory is able to suggest how managers can lead their employees or subordinates to become self-actualized. The role of the theory first to organizations and second to employees on the basis that both the organization and the employees must decide on the performance of their organization, and that when employees put in their best in the service of the organization, the culture and human resource practice should also ensure that the employees' level of needs are reflected in the values the organization holds with high esteem (Greenberg and Baron, 2006).

The cultural framework of the organization should reflect the fact that employees' physiological and security needs are paramount; therefore, when such needs became culturally focused, performance will improve tremendously in that organization (Maslow, 1954). As employees yearn for social needs, it is the role of organizational culture to create the values and norms that

human resource practice will focus on when planning for the smooth running of the organization, with employee relationship being one of the key areas that human resource must strengthen (Storey, 2006). Culture and human resource management practice should help employees attain their self-esteem and self-actualization needs. When employees discover that their organization cares about their developmental status, employees will offer their best to the service of the organization. They can also set his or her career path in a better direction, for future growth and the promotion.

Abraham Maslow's hierarchy of needs theory is still important and relevant in today's business organizations, for every organization that seek to obtain success and excellence, any attempt to shy away from practical application of the hierarchy of needs theory, will affect negatively the organizational culture, human resource management and the employee's performance, to achieve organizational excellence and create good atmosphere, better work environment and achieve target at the right time then a drive and application of the theory is paramount.

## **2.2 Empirical review**

Organizational culture has been identified as one of the essential factors that affect the efficiency and productivity of a firm (Armstrong & Baron, 2004). Scholz (1987) emphasizes that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. If strategy defines where a company wants to go, culture determines how it gets there. Culture, therefore, becomes the determinant of organizational performance. Ndwiga (2012) affirms this fact, noting that if the culture of an organization is weak, it does not matter how great the strategy is, the execution will be adversely affected.

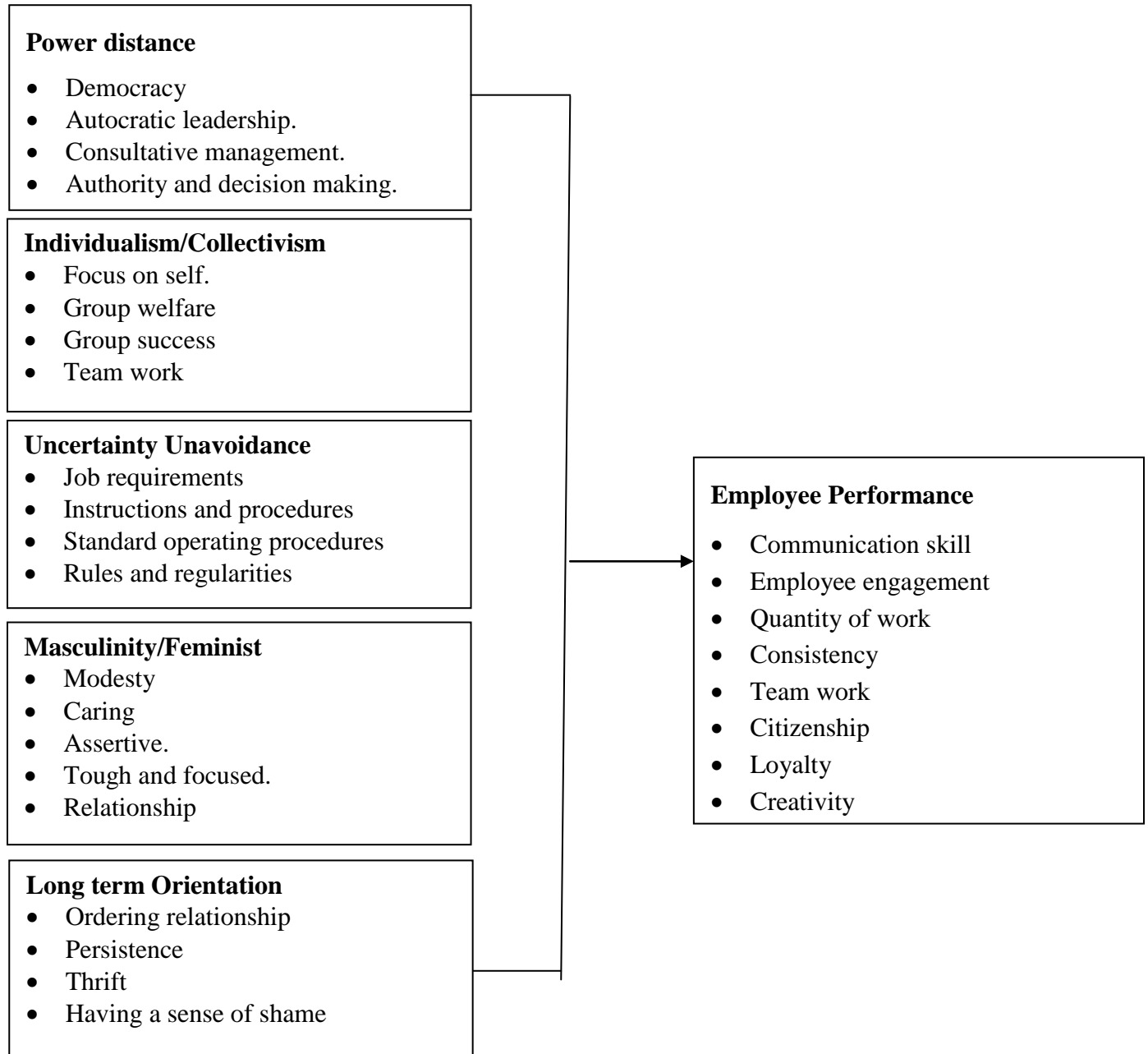
Armstrong and Baron (1998), assert that sustainability and success of an organization can only be attained by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It supports the rationale that people, and not capital, provide organizations with a competitive advantage (Reynolds and Ablett, 1998). The competitive capacity of organization can be increased by building strong people and effectively managing and developing people, which is in essence performance management. DeWitt (2010) is of the same school of thought when he says that improving employee performance begins by assisting and helping the employees to grow personally and professionally. A culture of an

organization can encourage high performance or low performance. It is the organizational culture that helps to influence the behaviour of the employees towards this. Siehl and Martin (1990) concur saying that organizational culture plays an indirect role in influencing behaviour by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation and interpersonal relationships, and so forth, which are all designed to do things. As an explanation, if an organization has a well laid down strategic plan, which in this case is meant to guide the organization towards achieving its goals, the employees will be expected to inculcate an atmosphere of high performance; the structure of the organization will have to be one that encourages high productivity, the same will apply to the level of decision-making as well as interpersonal relationship in the organization.

Earlier studies indicated a relationship between organizational culture and employees' performance. Magee (2002) argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance. Hellriegel and Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. Some theoretical models assert that effective human resource system is based on supporting values, that create a positive impact on employees' attitudes and behaviors which in turn influence their performance (Framhach & Schillewaert, 2002). From numerous" culture surveys" it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Denison, 2006). Siehl and Martin, 1990) argued that organizational culture is theoretically related to performance and have positive influence on it. Daft (2007) further observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization; employees need a supportive organizational culture to attain their individual objectives.



### 2.3 Conceptual Framework



**Independent Variables**

**Dependent variable**

**Figure 1: Conceptual framework**

### **3.0 Research methodology**

The study adopted exploratory and the research design that was employed was a survey. Triangulation with both qualitative and quantitative tools of analysis was used. The target population comprised of 130 employees of Scripture Union of Kenya. The researcher's target population for investigation was drawn from three categories of employees which included the top managers, middle level managers and junior staff. It is from this target population that a representative sample for the study was objectively drawn. The study conducted a census of the entire population because the target population was small to sample hence the entire population was considered for the research study. Data collection involved development of appropriate study instruments and obtaining data from various sources described below. The researcher collected cross sectional primary data which was quantitative in nature. Primary data was obtained from respondents using self-administered questionnaires developed for this study.

Instruments refer to the tools that were used to gather information from the respondents. The study relied on primary data, which was gathered using questionnaires. The questionnaire was collected after the respondents filled them. The study was concerned with variables which cannot be directly observed such as opinions, perceptions and feelings of respondents. Section A of the questionnaire presented questions on general information, section B: power distance, section C: individualism, section D: uncertainty, section E: masculinity/feminine, section F: long term orientation and lastly section G presented questions on employee performance

Primary data was collected using structured questionnaires administered to respondents. Completed questionnaires were collected for data processing and analysis. Secondary data relating to the effects of organizational culture and employee performance were gathered mainly through desktop research on scholarly articles, journals, books, bank reports among others. Validity is concerned with the extent to which an instrument measures what it is supposed to measure (Mugenda, 2008). To ensure validity of the questionnaire it was presented to supervisors for their independent review on its facial, criterion and content validity. Based on their comments and suggestions, necessary adjustments were done before the actual administration. To verify the reliability of the measuring instrument, the questionnaire was subjected to pre-trial tests. In carrying out the pilot tests, the validity in obtaining the required

information, a sample of 20% of the entire population were selected, administered and their responses scored.

Data analysis involves synthesizing information gathered from the field using suitable statistical techniques and models to make meaningful results. Numerical data was analyzed quantitatively, specifically using descriptive statistics that included frequencies, mean, median and mean. Statistical Program for Social Sciences (SPSS) version 22 software was used to analyze the data. To establish relationships between two variables, regression and correlation tests were carried out.

The model was summarized as follows

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Where

Y = Performance

X<sub>1</sub> =Power distance

X<sub>2</sub>= Uncertainty

X<sub>3</sub>= Individualism

X<sub>4</sub> =Masculinity

X<sub>5</sub>= Long term orientation

$\varepsilon$  is the error term for the extraneous variables

$\beta_0$  is the coefficient regression,

$\beta_1, \beta_2, \beta_3, \beta_4,$  and  $\beta_5$  are the regression coefficients,

## **4.0 Results and findings**

### **4.1 Descriptive Statistics on Power Distance**

The first objective sought to determine the effect of power distance on employee performance in Scripture Union of Kenya. The respondents were asked to rate the extent to which they agreed with statements regarding the influence of power distance on employee performance on a scale of 1 to 5. The results in Table 1 indicate that majority of respondents felt that managers should not make most decisions without consulting subordinates (1.5500). Lund (2003) through his

various propositions concludes that employees in high power distance culture are unwilling to participate in decisions and prefer their superiors making decisions for them and giving them instructions, which they could follow passively. The respondents further indicated that most managers do not usually ask for the opinions of employees (1.9400). They also indicated that it was not necessary for a manager to use authority and power when dealing with subordinates (1.8400). Majority of the respondents also disputed the claim that employees should not disagree with management decisions (1.4300).

The composite mean score for the all the statements on power distance was 1.456. This means that majority of the respondents were agreeing with the statements and thus an indication of high power distance. Kurtosis test was also run to test the normality of the distribution. The values of kurtosis ranged from -0.405 to 2.457. The values for kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010). This means that the distribution of response values was normal for all the items regarding power distance except the last one that had a kurtosis statistic of 2.457. The values of kurtosis statistics were negative implying that that the distribution was somehow flat. An asymmetrical distribution with a long tail to the right (higher values) has a positive skew.

**Table 1: Power Distance at Scripture Union of Kenya**

<b>Statement</b>	<b>Mean Statistic</b>	<b>Std deviation Statistic</b>	<b>Kurtosis Statistic</b>	<b>Skewers Statistic</b>	<b>Std. Error</b>
Managers should make most decisions without consulting subordinates.	1.55	0.217	0.017	-1.505	0.478
It is frequently necessary for a manager to use authority and power when dealing with subordinates.	1.84	0.096	0.206	-0.804	0.478
Managers usually ask for the opinions of employees	1.94	0.067	0.519	-0.772	0.478
Employees should not disagree with management decisions.	1.43	0.016	1.266	2.457	0.478
Composite mean	1.456				

#### 4.2 Descriptive Statistics on Individualism versus Collectivism

The second objective sought to determine the relationship between individualism and employee performance in Scripture Union of Kenya. This objective was addressed through a set of statements measured using a likert scale. The respondents were asked to rate the extent to which they agreed with statements regarding individualism at the institution on a scale of 1 to 5, where 1 is strongly disagree and 5 strongly agree. Table 2 presents the mean score of the responses of each attribute of individualism, their respective standard deviation and kurtosis. As shown in Table 2, majority of the respondents disputed the claim that group welfare is more important than individual rewards (2.0600). They also felt that group success is not more important than individual success (2.2300), however, they stated that being accepted by the members of the workgroup is very important (2.4200). The respondents further disagreed with the claim that employees should pursue their goals after considering the welfare of the group (1.9400). This shows that the item responses were slightly varied.

The composite mean score for the all the statements on individualism verses collectivism was 2.35. This means that majority of the respondents were agreeing with the statements and thus an indication of high individualism. The distribution of the item responses was normal as the kurtosis statistics were within the acceptable range of between -2 and +2. A flatter distribution has a negative kurtosis.

**Table 2: Individualism verses Collectivism at Scripture Union of Kenya**

<b>Statement</b>	<b>Mean Statistic</b>	<b>Std deviation Statistic</b>	<b>Kurtosis Statistic</b>	<b>Skewers Statistic</b>	<b>Std. Error</b>
Group welfare is more important than individual rewards.	2.06	0.009	0.173	-1.674	0.478
Group success is more important than individual success.	2.23	0.036	0.316	-1.061	0.478
Being accepted by the members of the workgroup is very important.	2.42	0.086	-0.116	-1.199	0.478
Employees should pursue their goals after considering the welfare of the group.	1.94	0.043	0.122	-1.982	0.478
Composite mean	2.35				

### 4.3 Descriptive Statistics on Uncertainty Avoidance

Objective three sought to investigate the effect of uncertainty avoidance on employee performance in scripture union of Kenya. The results in Table 3 indicate that majority of the respondents stated that it was important to have job requirements and instructions spelled out in detail so that employees always know what they are expected of them (3.1000). They also felt that managers expect workers to closely follow instructions and procedures (3.0700). Further, the respondents argued that rules and regulations were important as they informed workers what the organization expected of them (3.3600). They also argued that the standard operating procedures were helpful (3.7200) and the instructions for operations were also important for better performance of employees (3.2500). The composite mean score for the all the statements on uncertainty was 3.46. This means that majority of the respondents were disagreeing with the statements and thus an indication of low avoidance.

**Table 3: Level of Uncertainty at Scripture Union of Kenya**

Statement	Mean Statistic	Std deviation Statistic	Kurtosis Statistic	Skewers Statistic	Std. Error
It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.	3.10	0.765	-1.03	2.207	0.478
Managers expect workers to closely follow instructions and procedures.	3.07	0.324	-1.187	1.66	0.478
Rules and regularities are important because they inform workers what the organization expects of them.	3.36	0.091	-0.553	1.294	0.478
Composite mean	3.46				

### 4.4 Descriptive Statistics on Masculinity versus Feminine

The third objective sought to establish the influence of masculinity verses feminine on employee performance. The respondents were given a set of statements regarding the influence of masculinity verses feminine on employee performance and were asked to rate them on a scale of 1 to 5, where 1 was strongly disagree and 4 was strongly agree. The results (Table 4) indicate that most respondents disputed the claim that meetings are usually run more effectively when

they are chaired by a man (2.0500). They also felt that professional careers are important for both men and women (2.1400).

The respondents further argued that men usually solve problems with logical analysis; women usually solve problems with intuition (3.1600) and solving organizational problems usually requires an active, forcible approach which is typical of men (3.5900). However, it is preferable to have a man in a high level position rather than a woman (3.5700).

The composite mean score for the all the statements on masculinity versus feminine was 3.23. This means that majority of the respondents were disagreeing with the statements and thus there is no gender bias. The kurtosis test also revealed that the distribution of data is normal. In skewness, a score of zero infers a perfectly normal distribution, Negative scores infer a negative skew and therefore, it shows that the distribution was negatively skewed.

**Table 4: Masculinity versus feminine at Scripture Union of Kenya**

<b>Statement</b>	<b>Mean Statistic</b>	<b>Std deviation Statistic</b>	<b>Kurtosis Statistic</b>	<b>Skewers Statistic</b>	<b>Std. Error</b>
Meetings are usually run more effectively when they are chaired by a man.	2.05	0.453	-0.095	-1.557	0.478
It is more important for men to have a professional career than it is for women to have a professional career.	2.14	0.231	-0.124	-0.535	0.478
Men usually solve problems with logical analysis; women usually solve problems with intuition.	3.16	0.543	-1.125	0.641	0.478
Solving organizational problems usually requires an active, forcible approach which is typical of men.	3.59	0.123	-0.191	-0.765	0.478
It is preferable to have a man in a high level position rather than a woman.	3.57	0.219	-0.456	-0.337	0.478
Composite mean	3.234				

#### **4.5 Descriptive Statistics on Long-term versus Short term Orientation**

The fifth objective sought to establish effect of long term verses short term orientation on employee’s performance at Scripture Union of Kenya. The respondents were given a set of statements regarding the influence of long term/short term orientation on employee performance and asked to rate them on a scale of 1 to 4, where 1 was strongly disagree and 4 was strongly

agree. The results indicate that majority of the respondents were of the opinion that ordering relationships by status and observing this order is important in the workplace (3.1900). They also felt that thrift (3.3600) and persistence (3.0700) were important at work place. The respondents further claimed that having a sense of shame is important in the workplace (3.1000). The composite mean score for the all the statements on long term verses short term orientation was 3.03. This means that majority of the respondents were disagreeing with the statements and thus an indication of a short term orientation.

The kurtosis statistics revealed normal distribution as they fell within the range of  $\pm 2.0$ .

**Table 5: Long verses short term orientation at Scripture Union of Kenya**

Statement	Mean Statistic	Std deviation Statistic	Kurtosis Statistic	Skewers Statistic	Std. Error
Ordering relationships by status and observing this order is important in the workplace.	3.19	0.651	-0.09	-0.354	0.478
Thrift is important in the workplace.	3.36	0.432	-0.27	-0.441	0.478
Persistence is important in the workplace	3.07	0.209	0.104	0.772	0.478
Having a sense of shame is important in the workplace	3.1	0.521	-0.761	-0.35	0.478
Composite mean	3.03				

#### 4.6 Correlation Analysis

Pearson correlation was used to measure the degree of association between variables under consideration, that is, the independent variables and the dependent variable. Pearson correlation coefficients range from -1 to +1. Negative values indicate negative correlation and positive values indicate positive correlation; where Pearson coefficient  $<0.3$  indicates weak correlation, Pearson coefficient  $>0.3<0.5$  indicates moderate correlation and Pearson coefficient  $>0.5$  indicates strong correlation. The analysis of correlation results in Table 6 illustrates that between power distance and employee performance there is a positive coefficient (-0.782), with p-value of 0.001. It indicates that the result is significant at  $\alpha =5\%$  and that if power distance increases it will have a negative impact on employee performance. The correlation results between individualism versus collectivism and employee performance also indicates the same type of



result where the correlation coefficient is (- 0.700) and a p-value of 0.006 which is significant at  $\alpha = 5\%$ . The results also show that there is a positive association between uncertainty avoidance and employee performance where the correlation coefficient is 0.677, with a p-value of 0.010.

Further, the result shows that there is a negative association between masculinity versus femininity and employee performance where the correlation coefficient is 0.607, with a p-value of 0.025. Finally, the result shows that there is a positive association between long term versus short term and employee performance where the correlation coefficient is 0.567, with a p-value of 0.027. This therefore infers that power distance contributed negatively to employee performance while uncertainty avoidance contributed positively most to employee performance in the organization. The correlation matrix implies that the independent variables were major factors of organizational culture on employee performance as shown by their strong positive and negative relationship with the dependent variable; employee performance.

**Table 6: Correlation Coefficients**

	<b>Employee Performance</b>	<b>Power distance</b>	<b>Individualism Vs collectivism</b>	<b>Uncertainty avoidance</b>	<b>Masculinity Vs Feminity</b>	<b>Long term vs Short term orientation</b>
Employee Performance	R Sig.(2-tailed)	1.000 .				
Power distance	R Sig. (2-tailed)	-.782* 0.001	1.000			
Individualism Vs collectivism	R Sig. (2-tailed)	-.700* 0.006	0.076 0.050	1.000		
Uncertainty avoidance	R Sig. (2-tailed)	.677* 0.01	0.142 0.001	0.065 0.023	1.000	
Masculinity Vs Feminity	R Sig. (2-tailed)	-.607* 0.025	0.054 0.000	0.065 0.001	0.043 0.086	1.000
Long term vs Short term orientation	R Sig. (2-tailed)	-.567* 0.011	0.054 0.000	0.045 0.061	0.020 0.036	0.016 0.015

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

#### 4.7 Regression Analysis

In order to test this model multiple regression was run with employee performance as the dependent variable and organizational culture factors as the independent variables. As shown in Table 7, the R Square value of 0.536 and adjusted R square value is 0.518 this means that 53.6% of the variation in Employee performance can be explained by the independent variables. The remaining 46.4% of the variance is explained by other variables not included in this study. The standard error is minimal with a value of 0.002 meaning the model used in the study will have minimal effects of errors associated with it. The Durbin Watson test was used to detect the presence of autocorrelation between the variables tested and if the value is less than 3 there is no presence of autocorrelation in the regression model otherwise there is autocorrelation. As from Table 7 Durbin Watson value is 1.986 which show there was no autocorrelation.

**Table 7: Model of Fitness**

<b>Indicator</b>	<b>Coefficient</b>
Model	1
R	<b>0.732</b>
R Square	<b>0.536</b>
Adjusted R square	<b>0.518</b>
Std. Error of the Estimate	<b>0.7121</b>
Sig.	<b>.0020<sup>a</sup></b>
Durbin Watson	<b>1.9653</b>

Predictors: Power distance, individualism, masculinity, uncertainty, long term orientation

ANOVA test was also conducted to determine whether the model works in explaining the relationship among variables as postulated in the conceptual model. The results in Table 8 show an F value of 167.467 with a significance level of 0.000 which is far lower than the confidence level of 0.01, hence establishing a significant relationship. The implication is that the independent variable contributes significantly to changes in the dependent variable. This shows that the model works and thus accounts for significantly more variance in the dependent variable than would be expected by chance.

**Table 8: ANOVA Results**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	155.206	4	38.802	167.467	.000 <sup>a</sup>
Residual	22.582	95	.2317		
Total	177.788	99			

Predictors: Power distance, individualism, masculinity, uncertainty, long term orientation

Dependent Variable: Employee performance

### 5.0 Conclusions

Generally the performance of employees at Scripture Union was generally high. Based on the study hypotheses it was concluded that the said performance was significantly affected by organizational culture dimensions namely power distance, individualism verses collectivism, masculinity verses femininity, uncertainty avoidance and long verses short term orientation. Overall, there is a strong view in the literature that organizational culture lead to increased employee performance. However, studies on this relationship often differ as to the extent practice is likely to be positively or negatively related to performance as reported by this particular study.

Power distance had a negative impact on employee performance. The negative effect can only be avoided by ensuring that managers do not make most decisions without consulting subordinates i.e. they should usually ask for the opinions of employees. It also emerged that it was not necessary for a manager to use authority and power when dealing with subordinates. Individualism had a negative effect on employee performance as well. This was brought about by the perception that group welfare is more important than individual rewards and group success is not more important than individual success. Employee-employer relationships were seen as a personal commitment akin to family relationships. However, employee commitment to the organization was low and this compromises performance. Uncertainty avoidance is another dimension of organization culture that affected employee performance positively. It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected of them and managers expect workers to closely follow instructions and

procedures as well as the rules and regulations which in turn improves the performance of the employees.

Masculinity verses feminine had moderate and a negative relationship on employee performance may be due to gender inequalities. Masculinity verses feminity has significant negative impact on the employee performance in Scripture Union of Kenya. In masculine societies, the norm is for men to be assertive and focused on the material, while women are expected to be tender, modest, and concerned about the quality of life. Another dimension that positively impacted on employee performance was long verses short term orientation. This was due to emphasis on thrift and persistence in the Scripture Union.

### **6.0 Recommendation**

Managers should empower employees by delegating more to enhance the confidence of its employees which results in more creativity and innovation; delegate tasks that are challenging rather than mundane. The Scripture Union of Kenya should organize yearly team building initiatives to help enhance team spirit within the organization. The Scripture Union of Kenya managers should exercise the values of being resourceful, practical, orderly, and democratic; their management style should be based on personal experience and the counsel of subordinates. The Scripture Union of Kenya managers should also create a high uncertainty avoidance culture in the organization to achieve strong loyalty from employees. These managers should be decisive, firm, assertive, competitive, and just to all the employees irrespective of their gender.

### **7.0 References**

- Armstrong, M., & Baron, A. (2004). *Managing Performance: Performance management in action* (2nd ed.). London: McGraw-Hill.
- Brooks, I. (2006). *Organizational Behaviour: Individuals, Groups and Organization*. Essex: Pearson Education Ltd.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In N. Schmitt, & W. C. Borman, *Employee Selection*. New York: Jossey Bass.

Cascio, W. F. (2006). *Managing human resources: Productivity, quality of work life, profits.*

Boston: McGraw-Hill/Irwin.

Chegini, M. G. (2010). The relationship between organizational culture and staff productivity in public organizations. *Journal of Social Sciences*, 6(1), 127-129.

Cheng, C. B. (2008). Performance evaluation for a balanced scorecard system by a group decision making with fuzzy assessment. *International Applied Science*, 6(1), 53-69.

Cooper, D. R., & Schindler, P. S. (2005). *Business Research Methods*. New York NY: McGraw-Hill Irwin.

Daft, R. L. (2007). *Organization theory and design* (9th ed.). Mason, OH: Thomson South-Western.

Dodek, P., Cahill, N. E., & Heyland, D. K. (2010). The relationship between organizational culture and implementation of clinical practice guidelines. *Journal of Parenting and Eternal Nutrition*, 34(1), 669-674.

Framhach, R. T., & Schillewaert, N. (2002). Organizational innovation adoption: A multi-level framework of determinants and opportunities for future research. *Journal of Business Research*, 55(2), 163-176.

Gordon, G. G. (1965). The relationship of satisfiers and dissatisfiers to productivity, turnover and morale. *American Psychologist*, 20, 499-502.

Greenberg, J., & Baron, A. R. (2003). *Behaviour in organizations*. New York NY: Prentice Hall.

Hellriegel, D., & Slocum, J. W. (2007). *Organizational Behaviour*. South-Western College Pub: Boston, MA.

Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across 20 cases. *Administrative Science Quarterly*, 35(2), 286-316.

Kaplan, R. S., & Norton, D. P. (2006). *Alignment: Using the Balanced Scorecard to Create Corporate Strategies*. Watertown, MA: Harvard Business Review.

Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. New York NY: Free Press.

Lee, M., & Chang, S. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The Learning Organization*, 14(2), 155-185.

Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing, 18*(3), 219-236.

Magee, K. C. (2002). *The impact of organizational culture on the implementation of performance management*. (Unpublished PHD dissertation).

Maslow, A. H. (1954). *Motivation and personality*. New York: Harper and Row.

Mugenda, A. G. (2008). *Social Science Research: Theory and Principles*. Kijabe: Kenya: Kijabe Printing Press.

Ndwiga, M. (2012). *How to change the culture for an organization*. Nairobi, Kenya: Kenya Institute of Management Publication.

Nelson, D. L., & Quick, J. C. (2011). *Understanding organizational behaviour*. Belmont, CA: Cengage South Western.

Ohmae, K. (1982). *The mind of the strategist*. New York, NY: McGraw Hill.

Ojo, O. (2009). Impact assessment of corporate culture on employee job performance. *Business Intelligence Journal, 2*(2), 388-397.

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487-516.

Oso, W. Y., & Onen, D. (2005). *A general guide to writing research proposal and report: A handbook for beginning researchers*. Kisumu, Kenya: Option Press and Publishers.

Rashid, Z. A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of management development*, 22(8), 708-728.

Reynolds, R., & Ablett, A. (1998). Transforming the rhetoric of organizational learning to the reality of the learning organization. *The Learning Organization*, 5(1), 24-35.

Schein, E. (2004). *Organizational culture and leadership* (3rd ed.). San Francisco, CA: Jossey-Boss.

Scholz, C. (1987). Corporate Culture and Strategy- The problem of strategic fit. *Long Range Planning*, 25(1), 3-16.



Siehl, C., & Martin, J. (1990). Organizational culture: A key to financial performance? In B.

Schneider, *Organizational Climate and Culture*. New YorkNY: Jossey-Bass.

Slocum(2009) *Cultural theory and popular culture: An introduction* (4 ed.). New York  
NY:Prentice Hall.

Van den Berg, P. T., & Wilderom, C. P. (2004). Defining, measuring and comparing  
organizational cultures. *Applied Psychology: An International Review*, 53(1), 570-582.