EFFECTS OF CORPORATE CULTURE ON EMPLOYEE PERFORMANCE IN THE BANKING INDUSTRY: A CASE STUDY OF JAMII BORA BANK

BY

SHEILA WANJIRU MBURU

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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STUDENT’S DECLARATION

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

Signed____________________  Date________________________

Sheila Wanjiru Mburu (ID 650000)

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

Signed____________________  Date________________________

Dr. Joyce W. Ndegwa

Signed____________________  Date________________________

Dean, Chandaria School of Business.
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ABSTRACT

The purpose of this paper was to establish how corporate culture affects employee performance in the banking industry, specifically Jamii Bora Bank. The specific objective was to establish how employee involvement contributed to employee performance. How employee consistency contributed to employee performance and how employee adaptability affected employee performance.

The research adopted a descriptive research and this was aimed at determining if a relationship between the variables existed and also to determine how often it occurred and also give a description of the variables state. Employee job performance was the dependent variable while the dimensions of corporate culture which include involvement, consistency and adaptability were the independent variables. The study targeted a total population of 216 employees’ of the bank. A sample of 140 questionnaires was considered adequate and was arrived at using Yamane formula although only 100 respondents filled in the questionnaires. The tool used to collect the data was a structured questionnaire. The statistical package for social sciences (SPSS version 25) data analysis software was used to analyze data based on descriptive and inferential statistics.

It was established that when the company developed employees’ capabilities they became efficient and performed better. A common understanding of the outcome of a task enabled employees’ perform at their optimal. In addition, direct involvement such as team briefings and employee surveys helped in improving an employees’ performance. The research analyzed the relationship between employee performance and employee involvement. The results showed that variation in employee performance was explained by the variations in employee involvement.

The results revealed that employees’ behaviour that was consistent with their values resulted in a well-functioning organization. Also, a shared set of beliefs with colleagues enabled employees reach decisions faster and perform better, while proper coordination within the company ensured effective delivery of the employees’ work. The research analyzed the relationship between the dependent employee performance and against employee consistency. The results showed that variation in employee performance was explained by the variations in employee consistency.
The finding revealed that technology employed by an organization enabled improve the staffs’ performance. Proper management of failure and successes enabled employees learn the right way of delivering services. The research analyzed the relationship between employee performance and employee adaptability. The results showed that variation in employee performance was explained by the variations in employee adaptability.

The study concludes that Jamii Bora bank had been able to develop its employees’ capabilities hence improving their efficiency and performance although some employees failed to accept that the organizations involved them in the decision making process. Secondly, employees’ behaviour which was consistent with their values resulted in a well-functioning organization and having a shared set of beliefs with colleagues enabled employees reach decisions faster, while proper coordination within the bank had also ensured effective delivery of the employees’ work. Thirdly, technology employed by Jamii Bora bank had enabled the institution improve the staffs performance. In addition, the proper management of failure and successes enabled employees learn the right way of delivering services. The environment that the bank operated in allowed for the adaptation to change.

The study recommends that Jamii Bora bank should continue developing employees’ capabilities so as to ensure they remained efficient. Teamwork in the company was also encouraged in order to improve the overall performance of the employees. Secondly, the culture was to ensure that there was a shared set of beliefs that enabled employees reach decisions faster and perform better. This was also to allow for a proper coordination within the company so as to ensure effective delivery of the employees’ work. Thirdly, Jamii Bora bank was to ensure that development opportunities were provided to all employees to better their performance. In addition, there was to be shared accountability to ensure that employees’ were liable to the bank.

For further studies, similar research needed to be done in other banks in order to be able to generalize the findings. In addition, there could also be a study to compare the effect of employee involvement, employee consistency, and employee adaptability on an organizations performance in private and public banks.
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Special thanks to my parents for their moral and financial support and to my brothers and friends for their motivation, belief and constant encouragement.

Finally, a special thank you to the family of Jamii Bora Bank who gave me the permission to conduct the survey and taking their time to complete the questionnaires.
DEDICATION

I dedicate this research work to the woman who has shown me the value of hard work. The woman who has never wavered in giving me the support needed to pursue my goals in life and to the woman who has shown me all the love that I will ever need in my lifetime. My mother, Martha Wangui Mburu. I am the person that I am because of the woman my mother is.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Over a period of time, scholars had sought out to study the effects of corporate culture on employees’ performance within corporates. The most important part, which was, creating a company that was positively different from other corporates’, included focusing on building a culture that put more emphasis on the values and visions adopted by the leadership of the corporate (Hanson, Hitt, Ireland & Hoskisson, 2015).

Corporate culture refers to the intricate set of a company’s core values, its ideologies and its symbols that are shared across the corporate and influence how a firm carries out its business and operations (Ireland, Hoskisson & Hitt, 2013). Phillips and Gully (2012) identified corporate culture as shared norms that gave guidance to employees’ attitude and behaviour and influenced how they perceived and reacted to the environment. It is therefore, the personality of a corporate as it influences how staffs behave.

In their study of micro finance institutions in Kenya, Owino and Kibera (2015) demonstrated that corporate culture was crucial to a company’s performance. They gave a clear indication that leaders and managers of firms needed to create and adopt positive cultures that achieved as well as sustained superior performance among employees. Corporate culture was therefore seen as being under the control of management and it involved time and effort to achieve.

Thuku, Abiero and Juma (2016) identified three different cultural factors that affected employee performance in a corporate i.e., market culture, hierarchy culture and clan culture. According to their study on East African Breweries Limited (EABL), the three factors affected performance in varying ways. The market culture of a corporate played a significant role in the performance of a firm as employees were geared towards achieving set goals and targets. The hierarchy culture’s influence did not have a significant role in performance since most employees noted that as long as the job description had been stated they could deliver. As for the clan culture, its relevance to employee performance was noted to be minimal as often times corporates tended to lean more towards output and less towards socializing. According to Wanjiku and Agusioma (2014) employees’ performance was affected by competitive culture, entrepreneurial culture, bureaucratic
culture and consensual culture. In their analysis of World Vision Kenya, they indicated that the concoction of cultures and their effect on performance vary.

Wanjiku and Agusioma (2014) indicated that corporates that wanted to have a healthy competitive culture that boosted performance, needed the employers to assist their employees set goals that were achievable. As for entrepreneurial culture, managers needed to empower their subordinates by delegating more in order to improve their creativity and innovation and boost their confidence. Bureaucratic culture was enhanced through having rules that were widely considered fair and practical. This was easily achievable by setting up means of communications for airing concerns and feedback. Consensual culture was improved through team building initiatives that fostered an environment of healthy team work.

Different corporate culture dimensions affected how employees performed. Companies that were able to achieve results that were outstanding as compared to their counterparts had a common characteristic; they had high performing cultures (Achua & Lussier, 2013). These corporates had profiles that set them apart from average performing cultures and the profile included a strong corporate culture. Corporate culture was a variable that had significant effects on the success of a company. The culture of a corporate can last for long periods without being changed. It has been described as a model that was shared mentally by the individuals that worked within the corporate (Achua & Lussier, 2013).

Denison (2012) studied the connection between corporate culture and business performance over a period of more than twenty years. The studies, which led to the development of this model, included hundreds of stories from organisations from all over the world. They examined how the four basic traits in Denison’s model, which are adaptability, consistency, involvement and mission, were connected to performance measures such as profitability, growth of sales, market value, quality and innovation.

According to Ireland, Hoskisson and Hitt (2013) corporate culture affected how strategic leaders worked and consequently affected how the employees of a corporate performed. The strategy of a corporate either drove a corporate or failed to drive the corporate into achieving good performance. Corporate culture is a powerful component in a company. It determined how a company and its employees responded to the external and internal environments. The performance of a corporate is enhanced when culture is aligned throughout a firm (Achua & Lussier, 2013).
Management influenced which types of beliefs and values were developed in a corporate (Jones & Hill 2013). These were important in the determination of a corporate culture and therefore, had significant influence on how their employees worked and performed within a corporate. The culture built motivated and coordinated its staff towards achieving a status that gave a corporate its competitive advantage. Experts around the world had stressed that culture served two important functions that were to create unity among people within the corporate and that assisted a company adapt to its external environment.

Quick and Nelson (2013) believed that performance must be defined in a clear manner and understood by the employees of a corporate who were expected to perform optimally in a company. Therefore, there should be a culture that supported hard work and commitment in a firm, this way; staffs were able to achieve the expectations placed on them. Thao and Hwang (2015) defined employee performance as the successful completion of tasks by individuals as set by either an organisation or a supervisor to standards that had been initially defined. According to Mathis and Jackson (2009) performance was directly related to the quality and quantity of output, job attendance and the effectiveness and efficiency of the work completed. Ittner and Larcker (2012) noted that performance indicators included productivity, efficiency, consistency and quality of work produced. This was supported by Cassio (2006) who said that productivity, a measure of performance, was the level which an employee produced the quality of jobs given. Other employee performance indicators included job skills, self-motivation, the level at which an employee was able to adapt within the work environment, work relationships and ability to tolerate stress (Cascio, 2006).

The manner in which work was done and how employees interacted with each other was a reflection of a corporate’s culture (Phillips & Gully, 2012). The stronger a positive culture was, the more efficient employees interactions were. The relationship among staff tended to improve and as a result they worked together towards achieving a common goal. When the culture of a corporate supported the strategy of the company, the firm became high performing.

According to Ahmad (2012) there was a strong view in literature that the culture of a corporate led to increased performance. He further went to show that the corporate cultural traits that included involvement, consistency and adaptability were strongly and positively associated with performance. Omondi (2014) supported these findings through his study where he found that a culture of involvement enabled employees build social
currency based on factors such as track record, reputation and knowledge and provided continuity and clarity. He further stated that through consistency, different functions and departments of an organisation were able to work together to achieve a common goal.

The strong culture perspective stated that companies with strong cultures tended to perform better than those that did not have a strong culture (Quick & Nelson, 2013). They further explained that a strong culture supported great performance in a firm for three reasons. The first one was that they were related to the alignment of the employees’ goals. Secondly, there was a high level of motivation created because the employees’ shared common goals. Finally, they provided control within a corporate.

According to the Central Bank of Kenya (CBK) the Kenyan banking industry was dominated by 42 banks. 25 of the privately owned banks were locally controlled while 15 were foreign owned. 3 were publicly owned. (“Bank supervision,” 2017). Commercial banks are institutions approved by CBK to provide financial services. CBK indicated that the performance of the banking industry recorded a robust improvement primarily due to the support it gave to other sectors in the economy. It also proceeded to grow in relation to inclusiveness, efficiency and stability in terms of the legal and regulatory background and supervisory reforms. The growth showed that there was a lot of competition as pointed out by Oduol (2013) and for the banks to remain competitive they needed to develop a culture that gave employees motivation and provided a sense of belonging.

According to Maina (2016), the corporate culture in commercial banks in Kenya should be enhanced in order to improve performance. She went ahead to state that the culture within the banks observed acceptable individual habits that were generally guided by the overall strategy of the corporate. Oduol (2015) indicated that a good corporate culture instilled strong behaviour that was conducive for good policy and adhered to rules that in turn were good for business.

Jamii Bora Bank (JBB) began as the Jamii Bora Trust in 1999, an initiative of 50 street families who came together to look for a solution to their financial problems. With the help of Ingrid Munro, one of the founders and a couple of Swedish investors, the Jamii Bora Trust was founded as a charitable trust. It was formally registered on November 1999 and provided micro finance solutions to Kenya’s low income earners. On 1st January 2007, Jamii Bora Kenya Limited took over the micro finance operations from the Trust, managing them until March 2010, when City Trust Bank acquired the assets,
business and liabilities of Jamii Bora Kenya Limited and changed its name to Jamii Bora Bank Kenya Limited.

The bank’s objectives were: to be one of the Kenya’s middle tier banks, to eventually be a pan Africa Micro financier and to grow with their customers as they move towards financial prosperity. Jamii Bora Bank strived to achieve these objectives by focusing on leveraging on technology to enable their customers and all their stakeholders have access to good financial services that will enhance and transform their lives. To this end, the banks products include; SME and Agri Banking Division, Personal and Mortgage Banking Division, Mobile Banking Service (Chapaa Chap Chap *344#), JBB Debit Card and Jiinue na Marafiki Milele.

1.2 Statement of the Problem

Corporate culture is a system of shared values and norms that guides members’ attitudes and behaviours and influences how they perceive and react to the environment (Phillips & Gully, 2012). It plays an important role in shaping the values and behaviour of corporate members. In companies, it is noted that strong cultures affected a corporate in the following ways; all employees shared a common goal, there was a high level of motivation because of the shared values of the members and there was control without the oppressive effects of bureaucracy (Quick & Nelson, 2013).

Existing studies have been carried out on how the culture of a company affected the performance of its employees. These studies have varying outcomes with some giving feedback that there was a positive relationship between corporate culture and performance while others indicated no relationship. Wanjiku and Agusioma (2014) supported that a corporate’s culture had a big influence on performance as it dictated how things were done, the philosophy of the corporate, the work environment and the stability of the corporate. Ahmed (2012) supported that corporate culture had an active and direct role in performance management. Also, corporate culture had been seen to be related to job satisfaction and employee retention (Anis et al. 2011). According to Thuku, Abiero and Juma (2013) market culture, hierarchy culture, clan culture and employee culture affected performance at different degrees. They went further and indicated that market culture had the biggest influence on performance as companies existed mainly to carry out business. On their study on World Vision Kenya Njugi and Nickson (2014) indicated
that a concoction of cultures ranging from competitive, entrepreneurial, bureaucratic and consensual had varying effects on performance.

Although empirical studies have been carried out, not a significant amount of evidence is available to show how the different elements of a corporate’s culture directly affect the performance of employees in the banking industry. This study is therefore intended to fill the gap by studying this industry and thus providing more knowledge on how Daniel Denison’s model of corporate culture which includes the elements of adaptability, consistency and involvement have a direct impact on employee performance within the banking industry and specifically focus on Jamii Bora Bank.

1.3 General Objective

The general objective of this study was to establish how corporate culture influenced employee performance in the banking industry, specifically Jamii Bora Bank.

1.4 Specific Objectives

1.4.1 To establish how employee involvement contributes to employee performance.

1.4.2 To establish how employee consistency contributes to employee performance.

1.4.3 To establish how employee adaptability affects employee performance.

1.5 Significance of the Study

1.5.1 Jamii Bora Bank Employees

This study was beneficial to the employees of Jamii Bora Bank as it enabled them in being self-aware of the bank’s current culture and how to improve it and keep in mind the factors that are related to the bank’s culture and their performance.

1.5.2 Researchers

This study was beneficial in adding to already existing knowledge for practitioners and trainers who deal with corporate culture and its influence on the employees’ performance. It provided a good basis for data that enabled other people to carry out similar studies in other corporates in different industries in Kenya and other areas where the business environment is similar.

1.5.3 Policy Makers

This study was useful to those that were involved with the formulation of policies. For example, executives who were involved would be able to use the findings to assist them
to come up with policies that promote healthy corporate cultures within their own corporates.

1.5.4 The Banking Industry

The Kenyan banking industry borrowed from the findings to come up with structures and policies that assisted continued industry growth and enhanced contribution to the Kenyan economy.

1.6 Scope of the Study

This study focused on mid and lower level employees’ of Jamii Bora Bank based in both its branches spread across the country and headquarters in Hurlingham. The study focused solely on one institution, Jamii Bora Bank and therefore, the data was gathered from only one source as opposed to a variety of banks within the industry. However, this limitation was overcome through gathering of data across the bank’s different departments and the bank’s branches. Also, only one model, the Denison model, was used to carry out the study. This model however, has provided sufficient knowledge and information for the study. The study was conducted over a period of five months from January to May with data being collected over a period of one month.

1.7 Definition of Terms

1.7.1 Corporate Culture
A pattern of basic assumptions considered valid and taught to new members as the way to perceive, feel and think within the company (Quick & Nelson, 2013).

1.7.2 Employee
An individual who has formal authority over the people that they have employed to carry out varying functions within a corporate (Achua & Lussier, 2013).

1.7.3 Employer
A person who has been hired to perform different duties within a corporate and is influenced by the decisions made by the owners of the corporate (Achua & Lussier, 2013).
1.7.4 Strategy

A common theme underlying a set of strategic decisions that create value for the firm and its stakeholders whereby a company gets competitive advantage (Fitzroy, Hulbert & Ghobadian, 2012).

1.8 Chapter Summary

This chapter gave the background of corporate culture and how it influenced the bank’s employees’ performance. There was further discussion and a brief overview of Jamii Bora Bank, the corporate under study. It stated the statement of the problem, the purpose of the study, its significance and the scope covered. This chapter proceeded with giving the definition of key terms and came to a conclusion with this summary. Chapter two covered the literature review which was arranged in view of the research questions and ensured it remained relevant to the problem at hand. Chapter three looked at the research methodology while chapter four showed the results and findings obtained through data analysis. The fifth chapter focused on discussions, conclusion and recommendations based on the findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter was a representation of the different views of the various scholars that had their work published worldwide. These researchers did in depth analyses of how corporate culture influenced the performance of employees across different parts of the world and within different industries. The varying opinions were based on the three research objectives that had been introduced in chapter one.

2.2 The Concept of Employee Involvement and Employee Performance

Employee involvement refers to a situation in which the employees of a corporate immerse all their energy in the work given to them (Byrne, 2015). Gonzales (2009) described employee involvement as a selection of structures and processes that made it possible and often times encouraged employees to contribute and influenced the decision making process of a corporate directly or indirectly. Rodrigo (2016) supported this definition by indicating that there were various activities through which employees were involved in during decision making. He further stated that employee involvement had either a direct form or an indirect form.

Direct involvement included employee surveys, team briefings and suggestion schemes. Indirect involvement involved a small group which represented all employees within the company. According to Belanger (2000) there were at least two reasons why scholars needed to study the relationship between employee involvement and productivity. The first one was because innovations came up in the management of labour and the second one was that the current generation was more openly steered by productivity objectives. According to Daniel Denison, employee involvement had the following elements, empowerment, team orientation and capability development that were further analysed in the case studies.

2.2.1 Empowerment

Johnson and Redmond (1998) defined empowerment as the act of getting everyone in an organisation involved in the day to day activities in order to ensure that the company was a success. When a corporate encouraged employees to get involved and noted it by reciprocating with appreciation, this in turn was very effective in their performance
(Maltais, 2013). According to Dajani (2015) this became a very useful managerial concept and different companies used several building tools of engagement in order to improve the performance of the employees. Some of the significant drivers used to measure employee involvement included leadership, employee participation, employee empowerment, self-managed teams and corporate justice. Literature showing the relationship between employee involvement and employee performance was in abundance (Kivuva, 2015; Dajani, 2015; Rodrigo, 2016; Agyeman, 2012; Sulaimon & Kuye, 2011). These studies had a common theoretical framework which showed how firm’s that involved their employees in various aspects such as decision making, boosted the performance of these same employees.

Chatleska and Sofijanova (2013) carried out a study that explored the relationship between the involvement of employees in decision making and the solving of problems with the performance of corporates in Macedonia. Macedonia was chosen because of the potential it had and the unquestionable importance it represented to the economic development of the country. The sample used in the study involved 36 companies that belonged to the Macedonian manufacturing companies. A quantitative method and statistical analysis of data from these 36 firms was used to test the relationship that existed between Macedonia companies’ employee performance and employee involvement (employee participation and empowerment and the use of self-managed teams). The results demonstrated that there was significant relationship between the use of employee participation and programs and the use of teams that were self-managed with corporate performance.

Sulaimon and Kuye (2011) examined the relationship between employee involvement in the decision making process and employees’ performance in Nigeria. Attention was placed on the manufacturing sector and this was because the Nigerian manufacturing industry was seen as a potential instrument for modernisation and a creator of jobs. It was also viewed as a key element in successfully transforming the country’s economy. The sample included companies in the Lagos state and a total of 670 questionnaires were duly completed and returned. Descriptive statistics, product moment correlation, regression analysis and z-test were used to show the difference in firms whose employee involvement in decision making was high with those whose involvement was low and how their performances varied. The results of this study showed that there was a
significant relationship between employee involvement when it came to making decisions and the performance of employees.

2.2.2 Team Orientation

According to Dew (2006), team orientation is the involvement of team members who are focused on keeping the members involved in a particular task together. They are interested in making sure that the team works in an effective manner and that every individual has the opportunity to participate. It also ascertains that the people involved listen and they are interested in the outcome and that each team member arrives at an agreement of what the outcome should be.

Ambani (2016) studied the relationship between employee involvement and job performance in Kisumu, Kenya. The reason for this study was because the importance of the Kenyan public health sector in the country was a significant element in public security and also it was well noted that the performance of a nation’s economy was directly related to the health of its citizenry, in that when the economy of a country improved, the health of the nation became better as well. The study used a sample of 174 respondents from Kenya Medical Research Institute (Centre for Global Health Research) Kisumu. Regression analysis was used to determine the effect of employee involvement (improvement of quality and quantity of work) on job performance. The findings showed that employee involvement improved collaboration and partnership between employer and employee and boosted team spirit and cooperation among the staff and as a result improved job performance. Further showing that a corporate that was focused on working together achieved a workforce that performed well.

Kok, Lebusa and Joubert (2014) carried out a study as well on the relationship between employee involvement in decision making and the effect it had on performance in South Africa. Their interest was the University of Technology, an educational institution in the country. The reason as to why the study was conducted in this industry was because of how the education landscape in South Africa was considered dynamic and ever changing. The other reason was because among the challenges the higher education institutions in South Africa were facing, alteration in government funding and globalisation which was bringing in competitors were key among them. The population included both academic and non-academic staff and a sample of 600 was selected, only 480 questionnaires were usable. The study employed quantitative methodology for data collection and analysis.
between employee involvement and decision making (information availability, power, rewards system, team focus and knowledge). The study found that there was a lack of employee involvement in decision making and this further affected the performance of employees.

In a study of the educational sector, public sector corporates and the hotel industry in Pakistan, Danish, Shahid, Aslam, Afzal and Ali (2015) sought to show the relationship between the employee involvement in their jobs and job performance. The reason Danish et al. (2015) carried out this study was because they believed Pakistan was part of a world that was looking forward to enhance performance of employees’ in its corporates. 206 questionnaires through the use of a random sampling technique were used. The study gave a clear indication that through proper team involvement and a comfortable ecological situation in the work place, there developed a strong relationship between job involvement and employee performance.

2.2.3 Capability Development

Judeh (2011) studied the link between employee involvement and teamwork effectiveness in Jordan. The reason this study was carried out in Jordan was because there was a lack of attention on how employee involvement, specifically in helping them attain education or knowledge, contributed to teamwork effectiveness especially in the Middle Eastern countries. The study consisted of a population of supervisors and employees where a sample of 176 questionnaires were used on individuals working in the Jordanian glass and ceramic industries in the country. Descriptive statistics, one sample t-test, independent sample t-test linear regression and ANOVA were used to describe the correlation between the variables. Three control variables focused on were the individuals’ education level, gender and marital status. The results gave a clear indication that there was no significant relationship between employee involvement with gender and marital status. However, there was significant relationship between employee involvement and the level of education.

Al-Otaibi (2000) examined the relationship between job involvement and job performance in Kuwait. This study was carried out because it was noted that there was a noticeable gap in the body of corporate literature with respect to work involvement in the Arabic culture. A study sample of 300 white collar Kuwait civil service employees was used. A simple regression analysis was carried out to test the relationship between job performance demographic variables (age, length of service, marital status, salary and
level of education) and Kuwait’s job involvement. The findings demonstrated that none of the demographic variables had any effect on job involvement.

Kivuva (2015) pointed out that due to the significant shifts in the global economy, corporates’ needed to accelerate their response to the changing technological, demographical and marketplace realities. She further pointed out the role employee involvement played in the performance of employees and stressed the shift companies had been forced to carry out in terms of evaluating costs associated with acquiring and retaining talent. Maltais (2013) supported this by noting that corporates needed to involve their employees more through asking for feedback, providing recognition, including them in key decision making and ensuring development if they were to retain them and encourage better performance.

Kok et al. (2014) noted that employee involvement was not a tool or a goal to be achieved by a company. Rather it was a management philosophy that dealt with how employees were best placed in a position to contribute towards the improvement of a corporate. Kivuva (2015) supported this by stating that employee involvement had a lot of benefits that were experienced in a corporate if incorporated and adopted in the company. The business environment was dynamic and because of this, it was imperative that leaders engaged and involved their employees in order to effectively go through challenges as well as gain competitive edge.

Further to showing the relationship between involving employees in various company functions and their performance, the government’s role in ensuring this happened was seen. Summers and Hyman (2005) noted that government policy promoted employee participation as a way of improving the corporates performance specifically through changing the attitude of employees and improving the work environment.

2.3 The Concept of Employee Consistency and Employee Performance

According to Wilkinson and Kannan (2013) the concept of consistency within corporates was not a new idea however, it was a value that every corporate should foster. Consistency can be categorised in 3 particular ways. Single – employee consistency being a reflection for the need of different elements that bear on one employee being at par with another. The second one according to Wilkinson and Kannan (2013) was among – employee consistency whereby it stressed that if one employee was being treated in a specific manner, another employee within the same environment was to be treated in a
similar way. The third one was temporal consistency whereby the philosophies of a company demonstrated to some extent, some degree of progressive continuity.

Stahl (2013) added that achieving employee consistency and corporate consistency across all three levels was challenging for any corporate and the employee. However, when a corporate focused on one at a time, for example showing staff how they were valuable and were supported, then this made the achievement simpler and as a result led to better performance. According to Denison (1997), employee consistency was categorized into three aspects; core values, employee agreement and coordination and integration.

2.3.1 Core Values
Merrit (2000) pointed out that every individual had a moral compass that was directed by values and as a result they treated others and conducted themselves in a certain way which in turn affected how they did their work. Soares, Farhangmerh and Shoham (2007) contributed to the view that individuals who did not have strong or ethical values engaged in behaviour that was detrimental to the corporate and themselves. When an employee worked to align their own personal values with those of their employers there was a positive connection that was created and it led to limitless growth and performance for both the individual and the company (Van, 2000).

Hofstede (1984), said that members within cultures had values and beliefs that influenced the degree to which their behaviours were shaped and to a certain extent they influenced how they were viewed in terms of legitimacy, effectiveness and acceptability. According to Van (2000), a corporate that set up a system of rewards and punishments enabled mould the type of values a company wanted its employees to adhere to. This essentially meant that employees’ behaviour was filtered through conditioning. When individuals noted that a certain set of behaviour was rewarded and certain were punished they ended up making decisions to alter their behaviour and as a result this led to them changing their values. Consequently, performance was affected.

Ringov and Zollo (2005), explained that when a company and its members came together and decided on a shared set of beliefs they all became less hierarchal and bureaucratic and developed an attitude of flexibility and enhanced the ability for collective action. Employees that shared similar values and vision enhanced their performance and that of the company. Hofstede (2012), noted that cultural values influenced how a person thought and how they behaved and as a result their performance was affected accordingly.
Omukanga (2016) carried out a study that focused on how the corporate values which was an element of corporate culture within AON, affected the performance of the employees of the corporate. The reason as to why this study was carried out was because in Kenya, most government institutions and parastatals faced their fair share of problems when it came to performance. According to him, the problem was also brought about by various factors such as lack of consistency in the corporates values and also lack of a clear direction as to where the company was headed. Lack of consistency was also brought about by a discouraging culture within the corporate, lack of initiative, poor cross functional collaboration and a lack of commitment to the work culture. The study used a sample of 57 staff members of AON. A regression analysis was carried out to test the relationship between employee performance and the core corporate values of AON. The results demonstrated that the company’s core corporate did not affect the performance of the employees. Omukanga therefore concluded that the shared values that gave the staff members meaning and also provided rules of engagement and behaviour had no direct impact on how they performed.

Mecheo (2016) studied how cultural diversity impacted job performance. Oil Libya was chosen for the study because of the knowledge gap that existed on the effects employee cultural diversity had on employee performance. A descriptive quantity research method was used. Questionnaires were used to collect data and analysed using descriptive statistics. The study identified that cultural values (company values, customer, business outcomes and teamwork) affected how employees performed. This was a stark difference from the findings of Omukanga (2016) who noted that shared values had no effect on performance.

Avny and Anderson (2008) conducted a study of the effects of both corporate culture and national culture on the performance in international joint ventures in Israel. They carried out a study in the country because in Israel the trend witnessed amongst local and foreign corporates to form international joint ventures based locally had increased. The data was collected from 66 firms in Israel that had joint ventures with other foreign firms. An analysis was used to test the relationship between corporate culture (communication, cooperation, commitment and conflict resolution) and performance. The results showed that both corporate culture and national culture adversely affected performance but strong corporate values and trust, specifically partnership trust helped deal with the problem.
Uddin, Luva and Hossian (2013) performed a study on the impact of corporate culture on employee performance and productivity. In their study, they concentrated on the telecommunication industry in Bangladesh. The reason they conducted a research in this country located in South Asia was because there was no empirical research that had been carried out to see how corporate culture affected performance in an emerging country such as Bangladesh. The other reason was because many multinational corporations were extending their operations in developing countries such as the one mentioned and therefore, it was critical to examine how the performance and productivity of employees was affected by the culture of a corporate. Their focus was on Grameenphone (GP) a leading telecommunication subsidiary. A total of 34 in depth interviews were conducted and focused on top level, mid-level and operational level employees. The use of applied qualitative methodology was used to analyse the data. Uddin et al. concluded that values as ideas existed within the staff members. They considered the values of GP as fixed and that they needed to be followed. The corporate values of GP were also noted as great contributors to the motivation of its employees.

Wambugu (2014) carried out a study in Kenya with a focus on Wartsila – Kipevu II power plant. This research was done at the request of the management of the company. They were concerned about their corporate culture at the time the research was requested and the effects it was having on its employees’ commitment and productivity which in turn affected the performance of both the employee and the corporate. She carried out a research survey design with a stratified census sample of 63 members of staff from the corporate. The data was collected using questionnaires and were analysed using descriptive statistics. Wambugu concluded that the values of a corporate had a direct and indirect impact on employee performance. There was a positive but weak direct relationship between the values of a corporate and the performance of the employees. However, the values had a stronger correlation in regard to performance through the variables leadership styles, work processes and systems.

Some theoretical models placed emphasis on the human resource systems of an organization. These systems were based on supporting values and then in turn, created a positive impact on employee attitudes and behaviour, which contributed greatly to an organization’s performance (Ferris, Arthur, Kaplan, Harrell-Cook, Frank, 1998). Engelen, Brettel and Wiest (2012) acknowledged that one of the ways an employee dealt with a situation was by using their values to come up with a response. He believed that when
one used values to respond and make a decision, these decisions aligned themselves with the future one wanted to experience. Values surpassed experience because they were used to make hard decisions when it came to complex situations. This went to show that values provided a more flexible way of making decisions than any other mode such as the use of beliefs.

Van (2000) stated that depending on the culture and the values in a corporate, humans had different expectations and goals as well in regard to their work. Van went on to add that individuals that discovered honest and meaningful alignment between their own personal values and those of the corporate tended to perform better. Engelen et al. (2012) also noted that when employees shared similar values and vision they enhanced the performance of a corporate.

**2.3.2 Coordination and Integration**

In a study by Jiddah, Rayyan and Umar (2016) an analysis of the impact of corporate culture on employee performance in Nigeria was conducted. The study was done because of concerns on whether there was any significant relationship between the culture in corporates and employee engagement. It was carried out in Aso savings and loan corporate and data was collected through the administration of questionnaires. Ordinary least square (OLS) simple regression method of analysis was used to examine the extent to which employee consistency impacted job efficiency, effectiveness and productivity. The results showed that consistency was a significant variable of the culture of a corporate and it had a big impact on job effectiveness. Jiddah et al. also concluded that a culture of consistency was developed by leaders in a company who were meant to be role models to their employees. These leaders ensured that they integrated their decision making with that of their employees to ascertain employee performance.

According to Bremmer (2017) when the element of coordination was placed under consideration as to how it affected an employees’ performance, one considered these employees’ understanding of how they viewed their work as having affected those of others. Stoner, Freeman and Gilbert (1995), said that when it came to work corporate, that process that divided work and formed hierarchy led to coordination of employees’ activities. A corporate involved two or more people who worked in a structure and with the division of labour, authority and resources available enabled them work together and effectively achieve corporate’s goals through coordination.
2.4 The Concept of Employee Adaptability and Employee Performance

Over the past couple of years, great importance was placed on the concept of employee adaptability due to the changes in the work environment (Chan, 2014). Chan continued to add that there were dramatic changes in the nature of work that individuals and teams carried out in corporates and drastic transitions from one assignment to another and multiple projects had forced employees to work more interdependently in order to enhance their performance and that of the corporate.

Griffin, Neal and Parker (2007) defined employee adaptability as the extent to which individuals coped with, supported changes and responded to changes that affected their roles as individuals. Denison (2012) viewed employee adaptability as how an individual perceived and responded to the environment, customers and how one adopted to the processes that were necessary to creating change, focus on customers and those that enhanced corporate learning.

Strempek (2009) argued that literature on corporate culture pointed to the fact that adaptability played a significant role in a firm’s performance. This was attributed to the fact that many corporates that were considered high performers had strong cultures and values that encouraged behaviour that was adaptable to the corporate’s environment. Employees tended to adapt to the dominant culture of a corporate and relayed it in the day to day activities. As a result, it amounted to the success of a corporate. Denison (1997) pointed out the three elements of adaptability as organisational learning, customer focus and change creation.

2.4.1 Organisational Learning

According to Denton (2008), organisational learning was the behaviour and a process in which a company engaged in in order to attain success. Feinberg (2008) pointed out that adaptability was important when corporates came up with strategies because these were a series of adaptive choices that influenced how a corporate succeeded in achieving its goals and objectives through the enhancement of employee performance. Feinberg pointed out that corporate learning as an element of adaptability entailed attaining knowledge from the failures and the successes of a corporate. Through subjecting employees to this, a company empowered its employees to learn better ways of offering service. This improved efficiency in the corporates (Evans & Lawrence, 2013).
Cullen, Edwards, Casper and Gue (2014) investigated the link between adaptability and its implications on performance in USA. USA was chosen because although practitioners had expressed their interest on employee adaptability, there was little research examining the same. A survey was conducted with the help of employees from two corporates. Interviews were done as well with the managers of the two companies. Measures of individual adaptability, support received from the corporate and job satisfactions were used to determine employee performance. Advanced statistical analysis was used. The results showed that employee adaptability was supported by the role of perceived corporate support when it related to learning and as a mediator it had an impact on employee satisfaction and performance.

Wainaina, Kabare and Mukulu (2014) established that corporate culture in relation to training and development, leadership and a rewarding system contributed greatly to the adaptability of an employee in a corporate and as a result had a direct effect on performance. Alessandra (2006) noted that corporates played a role in ensuring that their employees adapted to change. This was done through provision of development opportunities in order to increase their exposure to other fields. This enabled them build skills and competencies that they needed to respond to changing circumstances. A record of the same needed to be put in place in order to identify and deal with the gaps in certain skills.

A study by Haibo and Xiaoming (2013) was conducted in China in order to find the connection between employee career adaptability through organisational learning and job performance. This study was done because of the high speed of mobility and the conclusion of life long employment of Chinese employees. Data was collected using questionnaires from 485 employees across 54 Chinese enterprises. For analysis, structural equation model, hierarchical regression analysis and hierarchical linear model were used. The study concluded that career adaptability was positively associated with the performance of employees who had the intention of staying within a corporate for a long period. However, the results showed a negative correlation between adaptability with performance among individuals who did not intend on staying for long within a corporate.

2.4.2 Customer Focus

Miller and Miller (2007) explained that a successful customer focused organisation was one in which the employees had a similar mind-set in terms of what they perceived service was. They went ahead to explain that such an organisation was able to explore
what their customers’ expectations were and what their customers’ perceptions were. According to them, customer focus was about the experience one was able to give to their customers in terms of helpfulness, responsiveness, attitude, care, reliability, enthusiasm and concern.

According to Evans and Lawrence (2013) corporates that were perceived as adaptable were mostly driven by their customers. They ensured that their customers’ wants and needs were met. They took risks, learnt from the mistakes they made and had the experience and capability of creating change. The same corporates developed and transferred this culture of adaptability in order to ensure company goals were achieved. They constantly changed the systems to improve the company’s abilities to provide value for their customers.

Githui, (2015) studied the effects of corporate culture on employee job performance in Kenya. The study was conducted here in Kenya with a specific focus on Ericsson because it was noted that the corporate was encountering increased competition specifically by vendors from Asia who were building their presence in developing countries such as Kenya. A sample of 163 employees was used and a questionnaire was used as the tool for data collection. Descriptive statistics was used to analyse the data, while inferential statistics and in particular correlation analysis was used to show inferences in regard to the population. The findings showed that there was a strong correlation between the variables of adaptability which included attention paid to their customers and employee performance.

2.4.3 Organisational Change

Singh (2010) considered organisational change as one of the most important elements of managing an organisation. Change as he saw it was the movement from the current state a company was in to the one that it hoped to attain with the involvement of the individuals and the groups within the organisation. He proceeded to emphasize that a company that refused to change increased its chances of failure.

Mobley, Wang and Li (2011) placed focus on creating change as an element of adaptability. Corporates that welcomed new ideas and were willing to try new ways of doing business were high performers. Burke, Pierce and Salas (2006) pointed out that employees’ that adapted easily to new changes assisted a company to take advantage of existing market conditions. How a corporate reacted to market changes determined its
success. To ensure a fast and efficient way of reacting to market conditions employees who adapted easily to changes were required.

Muthuveloo, Kathamuthu and Ping (2013) conducted a study on the impact of leadership style on employee adaptability in the telecommunication industry in Malaysia. This study was conducted because the authors noted that there were few studies that had been done in the Malaysian telecommunication industry, to explore how a corporate’s style of leadership affected how employees adapted to the work environment and as a result affected performance. The study used a sample of 104 employees across different call centres. Statistical inference and in particular linear regression was used to test the relationship between leadership style and employee adaptability. The study concluded that leadership styles as a factor of corporate culture of welcoming change coupled with turnover and participation had an influence on employees’ adaptability in the aspect of performance.

Nongo and Ikyanyon (2012) carried out a study that investigated the link between corporate culture that involved employee adaptability and employee commitment in Nigeria. Nigeria was chosen because a huge research gap was identified due to lack of research attention given to the effects of corporate culture on an employee’s commitment to a corporate. The study used data collected using standardized questionnaires. A sample of 134 employees of 18 small medium enterprises in Nigeria’s Makurdi metropolis was used. The data was analysed using Pearson correlation coefficient, regression analysis, independent T-test and ANOVA. The results demonstrated that the innovation and a spirit of accepting change enabled employee adaptability therefore, improving their level of commitment which increased levels of performance of tasks within corporates.

Tariq, Sohail and Aslam (2011) conducted a study on how employee adaptability had an effect on a corporate’s competitive advantage in Islamabad, Pakistan. The main motive for conducting this study in Pakistan was to identify and discuss the reasons that led to employees not adapting easily to changes. The other reason the study was conducted was to evaluate the elements that led to a corporate’s ability to adapt to changes and thus resulting in a learning based environment that led to an improvement of the employees’ performance. A sample of 80 employees was used and questionnaires were administered. Correlation of statistical inference was used to determine the relationship. The study concluded that employee adaptability were dependent on parallel activities that assisted employees’ perform more enthusiastically in the corporate.
Phillip and Gully (2009) supported the fact that employee adaptability enabled employees to deal with ever-changing work environments by ensuring that they were ever productive despite the prevailing conditions. Corporates that were highly successful were as a result of employees that were highly adaptive. Burke, Pierce and Salas (2006) noted that technological adaptability created an environment that ensured employees used numerous technological advancements to deal with challenges at work. Adaptability clearly affected how employees performed and for corporates that succeeded employees depicted high levels of adaptability. Adaptability was vital in regard to how employees performed in a corporate. Mackin, Freundlich, Rodgers and Kerr (2012). Employees that were able to adapt to changes in their workplace improved their performance and effectiveness. Sturman (2001) noted that a company deemed them worthy enough to retain them as they adapted well to the corporate’s culture.

Cavusgil, Knight and Riesenberger (2012), pointed out that adaptability as a critical factor of a corporate’s culture positively impacted the effectiveness of employees. It was important as it enabled employees change within time and managed to think beyond the norm. As employees continued to encounter constant change it empowered their thinking and their strategies became dynamic in a manner that propelled the corporate to success. Strempek (2009) also noted that members of a corporate that embraced change were more prone to take risks and this attitude enabled create a successful company. Employees that were comfortable with change empowered people to strive through difficult time and adaptation gave courage to employees to be effective and perform optimally in a corporate (Salviati, 2013).

2.5 Chapter Summary

Highlighted literature reviewed in the above section showed how the various elements of corporate culture impacted the performance of employees. The first dimension discussed was employee involvement and in the second dimension on consistency highlighted that the values of both a corporate and the employees’ coupled with integration and coordination affected the performance of staff. The last dimension, adaptability reviewed literature that placed focus on creating change, focusing on customers and corporate learning and concluded that employees that were empowered to have an attitude that adapted to any situation led to the success of a corporate and that of the individuals involved. In the next chapter, the research methodology used is presented, this includes, population, sample size, data collection and analysis methods employed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter gave a brief description of the research methodology. It highlighted the research design used, the target population, the sampling frame size and the sampling technique used. It also explained the data collection method applied to carry out the study and the research procedure. Collection of data was done through the use of questionnaires. The data analysis and presentation method applied was also discussed.

3.2 Research Design

According to Kothari (2005) research design was the conceptual structure whereby research was conducted and it had the proposal for data collection, data analysis and measurement. It involved how data collection and analysis was combined in order to be relevant to the purpose of research.

This study used descriptive survey research design. Cooper and Schindler (2014) defined descriptive survey design as a method that facilitated how one understood the characteristics of a particular population. The research design involved the description of variables in the population with the aim of gathering information about these variables through the administration of questionnaires. Descriptive studies made an attempt to identify variables and explained how they existed in a given situation leading to a relationship that provided a clear understanding of a given phenomenon (Cooper & Schindler, 2008). According to Britt (2006) descriptive research was one of the most favourable ways of collecting information because the respondents were usually in their natural environment and this resulted in accurate, reliable information.

For one to be able to carry out the descriptive research, one needed to understand the nature of the problem and in this case, it was the effects of corporate culture on the employees’ job performance. This design’s objective determined if a relationship between the variables existed and also determined how often it occurred and also it gave a description of the variables state. Employee job performance was the dependent variable while the dimensions of corporate culture which included involvement, consistency and adaptability were the independent variables. This research was a case study of Jamii Bora Bank, a financial institution in Kenya.
As per Kothari (2005) the method of using a case study included intensive study of the unit that was being considered. This assisted in collecting in-depth information that was used to study the factors under consideration and came up with valid conclusions.

3.3 Population

A population can be defined as a collection of all the items that will be studied. Cooper and Schindler (2014) defined a population as the total collections of the elements that we want to make inferences to. In this particular study, the target population was the total number of employees’ that worked for Jamii Bora Bank across the different departments within the bank and across the different branches within the country. This was done because it was assumed that not all employees were at work during the administration of the questionnaires due to various reasons such as having gone for leave and this affected the accuracy of the data in relation to the bank’s culture. The study targeted a total population of 216 employees’ of the bank.

3.4 Sampling Design

Kothari (2010) defines a sampling design as a clear plan of how a sample from a specific population is obtained. It discusses the procedure that the researcher will use in the sample items selection. It can also address the number of items that will be included in the sample.

3.4.1 Sampling Frame

According to Cooper and Schindler (2014) a sampling frame is a complete and correct list of the members of the population only. The sampling frame for this study was the list of Jamii Bora Bank employees’ available at the time the questionnaires were being handed out.

3.4.2 Sampling Technique

A sampling technique is a method of collecting data from some part of the population to represent the entire population that is of interest (Babbie, 2004). The study used the stratified random sampling technique to draw the sample used from the target population. The target population was stratified into the main departments. A sample was then drawn from each department using simple random sampling. This was done in order to ensure that the whole population in the bank was represented.
3.4.3 Sampling Size

According to Kothari (2005), a sampling size refers to the number of items that are to be selected from the sampling frame to form a sample. The size of the sample should be optimal by ensuring that the requirements of efficiency, representativeness, flexibility and reliability are fulfilled. The sample size should not be too big or too small. The size considered was the entire population of Jamii Bora Bank that included the employees’ in the headquarters and those in the branches. Responses from staff members of one of the branches were not received because of minimal cooperation however, this did not affect the study as responses from other branches and headquarter were enough.

The sample size for this study was derived from Yamane’s formula as indicated below.

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

Where:

N = Population Size

e = desired level of precision (margin of error) at 5% (0.05)

n = sample size

\[
\frac{216}{1 + 216(0.05)^2} = 140
\]

The number of eligible employees at Jamii Bora Bank was known, that is, 216. This was the population of the bank. Using Yamane’s formula, the sample size was 140.
## Table 3.1: Sample Size Distribution Table

<table>
<thead>
<tr>
<th>Branch</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office</td>
<td>39</td>
<td>27</td>
<td>66</td>
</tr>
<tr>
<td>Kilimani</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Kirinyaga</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Kisii</td>
<td>4</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Kitengela</td>
<td>4</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Koinange</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Mombasa</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Mtwapa</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Nakuru</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Nyeri</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Rongai</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Thika</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Utawala</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Wangige</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Kawangware</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Kayole</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Kiambu</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Kikuyu</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>
3.5 Data Collection Methods

Primary data collection method was used in this study. Data was gathered using researcher developed, self-administered questionnaires that were formulated based on the research questions. According to Kothari (2004) questionnaires were the most common data collection tools that were used in research work. They were used widely to gather data on current practices and conditions and obtain knowledge on individual opinions and attitudes. They also provided a relatively affordable way of gathering information. The questionnaire contained the following sections; Section one contained the bio data and general information of the respondent in regard to the corporate. Section two contained a set of questions that dwelt on the extent to which the dimension of involvement affected the performance of the employee. Section three had questions on the extent to which the dimension of consistency affected the performance of the employee. Section four focused on questions on the extent to which the dimension of adaptability affected the performance of the employee.

3.6 Research Procedures

The questionnaire used was developed based on the research questions. The questionnaire gave data about the culture of the bank and the effect it had on the performance of the employees’

The questionnaire contained four sections whereby the first section contained the demographic information of the respondents. The second section covered the involvement dimension, the third section covered the consistency dimension and the fourth section covered the adaptability dimension. Permission to carry out the research in the corporate was obtained.

After approval was granted, a pilot test of the questionnaire was carried out to make sure that the tool was suitable before it was administered. The pilot test included administration of the questionnaire to a randomly selected population. The pilot test enabled fine tuning of the questionnaire in order to ensure that it was efficient and objective.

The bank’s demographic was important when obtaining information on the work environment of the respondents. It gave a clear view of the company’s culture. Including the bank’s demographic was important as it assisted in describing the groups within Jamii Bora Bank and the data that was gathered allowed for the investigation of issues that included the respondents’ level of seniority, experience, level of education and gender.
The data assisted in creating a hypothesis of how the data was correlated with the bank’s culture and the performance of employees’.

The construct of the bank’s culture and its effects on the performance of the employees’ were important in this survey and the question statements that were related to the dimensions of corporate culture were thoroughly considered. The ability of the respondents to provide suitable answers to the questions were put under serious consideration. As such, the statements were valid and reliable so that the question were interpreted as intended. Content validity was considered and the questions and statements were engineered in a manner that made them precise, clear and short in order to ensure that there was no repetition. A cover letter with the details of the purpose of the study was attached together with the questionnaire.

3.7 Data Analysis Methods

Data analysis is defined as a number of closely related operations that are performed specifically to summarize the data that is collected and organising the same data in a way that it answers the research questions (Kothari, 2010). This process started after the data was collected and came to an end at the point it was interpreted and processed. For an efficient and better way of analysing the data, the process of editing, coding, classifying and tabulating was used. To ensure consistency and accuracy, data editing was used to examine the collected data in order to detect errors. Data coding was used to assign symbols in order to classify and categorize the responses. Data was recorded and coded. According to Kothari (2010), tabulation needs to be used in order to arrange the data in a logical and concise manner.

Descriptive statistics which included frequencies, percentages and measures of central tendencies such as mean, mode and medium were used to analyse the data. Based on the information that was obtained from the sample, inferential statistics were used to analyse the relationship between variables. Regression and correlation analysis was used to assess the effects of corporate culture on the employee job performance. The data was analysed using Statistical Package for Social Sciences (SPSS Version 24) as a tool and it was presented using tables, graphs and charts.

3.8 Chapter Summary

This chapter gave detailed analysis of the research design, the target population, the data collection methods and procedures, the data analysis and procedures, the data
interpretation, the reporting and the ethical issues surrounding the collection of data. The study used a questionnaire that was both structured and unstructured as the tool for data collection. Data was analysed using SPSS Version 25 and it was thereafter summarized for presentation in tables and figures. The next chapter presents the results and findings of this study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presented the research findings on how corporate culture influences employee performance in the banking industry. The study was conducted at Jamii Bora bank and the results were analyzed and presented in the following section.

4.1.1 Response Rate

The research issued a total of 140 questionnaires and a total of 100 were filled and returned giving a response rate of 71% and this was considered sufficient for the study as indicated in Table 4.1 According to Mugenda and Mugenda (2013), a response rate of 50% is adequate for analysis and reporting; 60% is good while 70% is excellent. This study attained a 71% response rate therefore was excellent enough to represent the sample size.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>100</td>
<td>71</td>
</tr>
<tr>
<td>Non-response</td>
<td>40</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General Information

4.2.1 Respondents Age

Analysis of the respondents’ ages revealed that respondents with less than 25 years were 15%, while those of 25-30 years were the majority and accounted for 49%. It was also revealed that individuals of 31-35 years were 25%. It was also noted that employees of 36-40 years were 8% and those of Over 40 years were 3%. As indicated in Figure 4.1, this implied that the bank had a diverse age group and majority were young therefore were able to serve the bank for a long time.
4.2.2 Respondents Gender

Analysis of the respondents’ gender revealed that male represented 52% with female only representing 48%. As indicated in Figure 4.2, there was a balance between genders in the response rate, thus impartiality in regard to gender.

4.2.3 Education

Analysis of the respondents’ education levels revealed that Diploma holders accounted for 10%, Degree holders were the majority accounting for 70%, while those with Masters Degrees were 20%, and however no respondent had a Doctorate degree as indicated to Figure 4.3. This implied that the bankers were literate enough to understand and comprehend the questionnaires, in addition the bank had employees with the right education to ensure prosperity of the bank.
4.2.4 Position in the Firm

Analysis of the respondents’ position in the bank revealed that Subordinate staff accounted for 36%, while Supervisors were the majority at 47%, while on the other hand, managers accounted for 11%, while only 6% represented others. This implied that all the cadres were represented in the study and therefore minimized bias.

Figure 4.4: Position in the Firm

4.2.5 Years Worked

Analysis of the years worked in the bank revealed that those who had worked below 2 years in the bank were 40%, those who had worked for 3-5 Years were 47%, and on the other hand respondents who had 6-7 years were 10%, while those who had worked for over 10 years were only 3%. This implied that respondents had enough knowledge of the industry.
4.3 Employee Involvement and Employee Performance

The study sought to analyze the effect of employee involvement on employee performance to achieve this objective, respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.3.1 Descriptive of Employee Involvement

It was agreed that when the company developed employees’ capabilities they became efficient and performed better (m=4.43, sd=.498). A common understanding of the outcome of a task enabled employees’ perform at their optimal (m=4.35, sd=.479). In addition, direct involvement such as team briefings and employee surveys helped in improving an employees’ performance (m=4.27, sd=.446). It was also revealed that information availability improved decision making and consequently performance (m=4.26, sd=.597). Appreciation for a job well done motivated staff to perform at their best (m=4.10, sd=.503) and getting involved in the day to day activities of a company assisted in improving staff performance (m=4.03, sd=.611).

It was also agreed that teamwork in the company improved the overall performance of the employees (m=3.94, sd=.649). Exposure to innovation, new roles and responsibilities also improved work performance (m=3.92, sd=.677). The structures and processes had also enabled employees contribute and influence decision making (m=3.79, sd=.478). In addition, employees were able to perform the work given in an efficient manner (m=3.75, sd=.845). It was also revealed that position at work enabled employees perform tasks as required (m=3.62, sd=.776). Collaboration with other colleagues helped improve individual job performance (m=3.54, sd=.968).
There was however uncertainty of the organisation providing incentives that helped employees’ to increase their work performance (m=3.48, sd=.969). The organisation allowed voluntary employee involvement without imposing controls (m=3.37, sd=.774). There was however, uncertainty of sense of belonging within the company (m=3.36, sd=1.040) or in the organisation and employees’ being given the authority to manage their own work (m=3.36, sd=.959). Neither was there an agreement of the organisation treating its employees’ as their assets (m=3.27, sd=.851), or the company giving feedback for the tasks performed thus enabling employee perform better (m=3.17, sd=1.006). Employees also failed to accept that the organization involved them in the decision making process (m=3.17, sd=.911). There was however a disagreement of lower level employees’ being able to get access to top level management (m=2.82, sd=1.058) as shown in table 4.2
Table 4.2: Descriptive of Employee Involvement

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>When the company develops employees’ capabilities they become efficient and perform better.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>57</td>
<td>43</td>
<td>4.43</td>
<td>.498</td>
</tr>
<tr>
<td>The structures and processes enable employees contribute and influence decision making.</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>73</td>
<td>3</td>
<td>3.79</td>
<td>.478</td>
</tr>
<tr>
<td>Direct involvement such as team briefings and employee surveys help in improving an employees’ performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>73</td>
<td>27</td>
<td>4.27</td>
<td>.446</td>
</tr>
<tr>
<td>Getting involved in the day to day activities of a company assists in improving staff performance.</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>63</td>
<td>20</td>
<td>4.03</td>
<td>.611</td>
</tr>
<tr>
<td>Teamwork in the company improves the overall performance of the employees.</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>82</td>
<td>10</td>
<td>3.94</td>
<td>.649</td>
</tr>
<tr>
<td>Collaboration with other colleagues helps improve individual job performance.</td>
<td>0</td>
<td>24</td>
<td>8</td>
<td>58</td>
<td>10</td>
<td>3.54</td>
<td>.968</td>
</tr>
<tr>
<td>I am able to perform the work given to me in an efficient manner.</td>
<td>0</td>
<td>17</td>
<td>0</td>
<td>74</td>
<td>9</td>
<td>3.75</td>
<td>.845</td>
</tr>
<tr>
<td>A common understanding of the outcome of a task enables employees’ perform at their optimal.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>65</td>
<td>35</td>
<td>4.35</td>
<td>.479</td>
</tr>
<tr>
<td>My position at work enables me perform my tasks as required.</td>
<td>0</td>
<td>8</td>
<td>32</td>
<td>50</td>
<td>10</td>
<td>3.62</td>
<td>.776</td>
</tr>
<tr>
<td>The company gives me feedback for the tasks performed thus enabling me perform better.</td>
<td>0</td>
<td>42</td>
<td>0</td>
<td>57</td>
<td>1</td>
<td>3.17</td>
<td>1.006</td>
</tr>
<tr>
<td>Exposure to innovation, new roles and responsibilities improve my work performance.</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td>81</td>
<td>10</td>
<td>3.92</td>
<td>.677</td>
</tr>
<tr>
<td>Information availability improves my decision making and consequently my performance.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>58</td>
<td>34</td>
<td>4.26</td>
<td>.597</td>
</tr>
<tr>
<td>There is a sense of belonging within the company and this helps with staff performance.</td>
<td>0</td>
<td>24</td>
<td>34</td>
<td>24</td>
<td>18</td>
<td>3.36</td>
<td>1.040</td>
</tr>
<tr>
<td>The organisation treats its employees’ as their assets.</td>
<td>0</td>
<td>25</td>
<td>24</td>
<td>50</td>
<td>1</td>
<td>3.27</td>
<td>.851</td>
</tr>
<tr>
<td>The organisation provides incentives that help me to increase my work performance.</td>
<td>0</td>
<td>23</td>
<td>17</td>
<td>49</td>
<td>11</td>
<td>3.48</td>
<td>.969</td>
</tr>
<tr>
<td>My organisation allows voluntary employee involvement without imposing controls.</td>
<td>0</td>
<td>13</td>
<td>42</td>
<td>40</td>
<td>5</td>
<td>3.37</td>
<td>.774</td>
</tr>
<tr>
<td>In my organisation, employees’ are given the authority to manage their own work.</td>
<td>0</td>
<td>30</td>
<td>8</td>
<td>58</td>
<td>4</td>
<td>3.36</td>
<td>.959</td>
</tr>
<tr>
<td>Lower level employees’ are able to get access to top level management.</td>
<td>8</td>
<td>40</td>
<td>16</td>
<td>34</td>
<td>2</td>
<td>2.82</td>
<td>1.058</td>
</tr>
<tr>
<td>My organisations involves its employees’ in the decision making process.</td>
<td>0</td>
<td>25</td>
<td>42</td>
<td>24</td>
<td>9</td>
<td>3.17</td>
<td>.911</td>
</tr>
<tr>
<td>Appreciation for a job well done motivates staff to perform at their best.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>74</td>
<td>18</td>
<td>4.10</td>
<td>.503</td>
</tr>
</tbody>
</table>
4.4 Employee Consistency and Employee Performance

The study analysed the effect of employee consistency on employee performance to achieve this objective, respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.4.1 Descriptive of Employee Consistency

The results revealed that an employees’ behaviour which was consistent with their values resulted in a well-functioning organization (m=4.26, sd=0.44). Also shared set of beliefs with colleagues enabled employees reach decisions faster and performed better (m=4.17, sd=0.55), while proper coordination within the company ensured effective delivery of the employees’ work (m=4.09, sd=0.49). Also having a clear way of resolving conflicts led to better performance among its staff (m=4.07, sd=0.50) and defined organization’s values enabled employees’ improve their performance (m=4.10, sd=0.40) while a commitment to tasks resulted in high employee performance (m=4.20, sd=0.30). The results also showed that consistent leadership style promoted a work environment that encouraged high performance (m=4.30, sd=0.10) while the establishment of a consistent culture within an organization was mostly dependent with top level management (m=4.00, sd=0.57). There was also a clear line of communication among the senior members and staff of the company (m=3.85, sd=0.98).

It was also revealed that lower level employees’ received clearly communicated instructions of what was expected of them (m=3.77, sd=0.92). The ideologies shared across the company influenced how business and operations were carried out (m=3.76, sd=0.73). Values and beliefs were in line with those of the company (m=3.75, sd=0.82). Employees’ within the organization had a sense of identity brought about shared values (m=3.68, sd=0.49). The decisions made and actions taken within the originations reflected a culture of consistency (m=3.67, sd=0.94), and the company’s way of conducting business was consistent and this ensured staff performed as expected (m=3.60, sd=0.77). The results also showed that top management set a tone for the core values of an organization that led to a dominant culture within the organization (m=3.52, sd= 0.77).
## Table 4.3: Descriptive of Employee Consistency

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company’s way of conducting business is consistent and ensures staff perform</td>
<td>0</td>
<td>8</td>
<td>33</td>
<td>50</td>
<td>9</td>
<td>3.60</td>
<td>0.77</td>
</tr>
<tr>
<td>Defined organisation’s values enable employees’ improve their performance.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>84</td>
<td>8</td>
<td>4.10</td>
<td>0.40</td>
</tr>
<tr>
<td>A shared set of beliefs with my colleagues enables us reach decisions faster</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>67</td>
<td>25</td>
<td>4.17</td>
<td>0.55</td>
</tr>
<tr>
<td>Proper coordination within the company ensures effective delivery of the employees’ work.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>75</td>
<td>17</td>
<td>4.09</td>
<td>0.49</td>
</tr>
<tr>
<td>My values and beliefs are in line with those of the company.</td>
<td>0</td>
<td>8</td>
<td>25</td>
<td>51</td>
<td>16</td>
<td>3.75</td>
<td>0.82</td>
</tr>
<tr>
<td>There is a feeling of stability within the workplace hence consistency within the organisation.</td>
<td>0</td>
<td>33</td>
<td>25</td>
<td>34</td>
<td>8</td>
<td>3.17</td>
<td>0.99</td>
</tr>
<tr>
<td>The systems within the company allow me to be consistent in my decision making process thus enabling me perform better.</td>
<td>0</td>
<td>16</td>
<td>41</td>
<td>26</td>
<td>17</td>
<td>3.44</td>
<td>0.96</td>
</tr>
<tr>
<td>A commitment to tasks results in high employee performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>80</td>
<td>20</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Top management sets a tone for the core values of an organisation that lead to a dominant culture within the organisation.</td>
<td>0</td>
<td>8</td>
<td>41</td>
<td>42</td>
<td>9</td>
<td>3.52</td>
<td>0.77</td>
</tr>
<tr>
<td>There is a clear line of communication among the senior members and staff of the company.</td>
<td>0</td>
<td>16</td>
<td>8</td>
<td>51</td>
<td>25</td>
<td>3.85</td>
<td>0.98</td>
</tr>
<tr>
<td>An organisation with a clear way of resolving conflicts leads to better performance</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>75</td>
<td>16</td>
<td>4.07</td>
<td>0.50</td>
</tr>
<tr>
<td>A consistent leadership style promotes a work environment that encourages high performance.</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>75</td>
<td>20</td>
<td>4.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Employees’ within the organisation have a sense of identity brought about shared values.</td>
<td>0</td>
<td>0</td>
<td>33</td>
<td>66</td>
<td>1</td>
<td>3.68</td>
<td>0.49</td>
</tr>
<tr>
<td>The different departments within the organisation are able to work cohesively</td>
<td>0</td>
<td>50</td>
<td>16</td>
<td>25</td>
<td>9</td>
<td>2.93</td>
<td>1.06</td>
</tr>
<tr>
<td>The ideologies shared across the company influence how business are carried out.</td>
<td>0</td>
<td>8</td>
<td>17</td>
<td>66</td>
<td>9</td>
<td>3.76</td>
<td>0.73</td>
</tr>
<tr>
<td>Lower level employees’ receive clearly communicated instructions</td>
<td>0</td>
<td>16</td>
<td>8</td>
<td>59</td>
<td>17</td>
<td>3.77</td>
<td>0.92</td>
</tr>
<tr>
<td>Assignments given to employees are consistent with their individual capabilities.</td>
<td>0</td>
<td>41</td>
<td>25</td>
<td>16</td>
<td>18</td>
<td>3.11</td>
<td>1.14</td>
</tr>
<tr>
<td>An employees’ behaviour which is consistent with their values results in a well-functioning organisation.</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>74</td>
<td>26</td>
<td>4.26</td>
<td>0.44</td>
</tr>
<tr>
<td>The establishment of a consistent culture within an organisation is mostly dependent with top level management.</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>68</td>
<td>16</td>
<td>4.00</td>
<td>0.57</td>
</tr>
<tr>
<td>The decisions made and actions taken within my originations reflect a culture of consistency.</td>
<td>0</td>
<td>8</td>
<td>42</td>
<td>25</td>
<td>25</td>
<td>3.67</td>
<td>0.94</td>
</tr>
</tbody>
</table>
There was uncertainty of the systems within the company that allowed employees to be consistent with their decision making process thus enabling them perform better (m=3.44, sd=0.96). In addition, respondents neither agreed nor disagreed about having a feeling of stability within the workplace that was brought about by the consistency within the organization (m=3.17, sd=0.99), nor assignments given to employees being consistent with their individual capabilities (m=3.11, sd=1.14). Employees disagreed that the different departments within the organization were able to work cohesively to achieve set objectives (m=2.93, sd=1.06).

4.5 Employee Adaptability and Employee Performance

The study analysed the effect of employee adaptability on employee performance to achieve this objective, respondents were asked a set of questions to indicate to what extent they agreed or disagreed with a statement. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.5.1 Descriptive of Employee Adaptability and Employee Performance

The finding revealed that technology employed by an organization enabled improve the staffs performance (m=4.33, sd=0.47). Proper management of failure and successes enabled employees learn the right way of delivering services (m=4.33, sd=0.62). It was also revealed that commitment to customer satisfaction enhanced high employee performance (m=4.32 sd=0.47). Also organisations that provided development opportunities for their employees’ encouraged better performance among them (m=4.26, sd=0.82). Employees were able to adapt to the work environment in order to complete and deliver on their tasks (m=4.26, sd=0.60).

The training and development of staff within a company led to optimal performance (m=4.25, sd= 0.44). The organization also held every employee accountable for the company’s performance (m=4.18, sd=0.39). Organisations need to create change within their environment as an important part of doing business (m=4.18, sd=0.56). Organisations driven by service to their customers were perceived to perform at their best. (m=4.17, sd= 0.55). In addition, adapting to change enabled employees’ to perform as expected (m=4.08, sd=0.27), while employees’ who perceived and responded to customers’ needs and wants were able to improve their performance (m=4.08, sd=0.27).
<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>A commitment to customer satisfaction enhances high employee performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>68</td>
<td>32</td>
<td>4.32</td>
<td>0.47</td>
</tr>
<tr>
<td>Interdependence among the staff leads to better performance.</td>
<td>0</td>
<td>17</td>
<td>8</td>
<td>51</td>
<td>24</td>
<td>3.82</td>
<td>0.99</td>
</tr>
<tr>
<td>The training and development of staff within a company leads to optimal performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>75</td>
<td>25</td>
<td>4.25</td>
<td>0.44</td>
</tr>
<tr>
<td>Organisations that provide development opportunities encourage better performance</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>50</td>
<td>42</td>
<td>4.26</td>
<td>0.82</td>
</tr>
<tr>
<td>Adapting to change enables employees’ to perform as expected.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>92</td>
<td>8</td>
<td>4.08</td>
<td>0.27</td>
</tr>
<tr>
<td>Employees’ who perceive and respond to customers’ needs and wants are able to improve their performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>92</td>
<td>8</td>
<td>4.08</td>
<td>0.27</td>
</tr>
<tr>
<td>An organisation that supports its employees’ taking risks drive a culture of high performance.</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>67</td>
<td>17</td>
<td>4.01</td>
<td>0.58</td>
</tr>
<tr>
<td>Technology employed by an organisation can enable improve the staffs performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>67</td>
<td>33</td>
<td>4.33</td>
<td>0.47</td>
</tr>
<tr>
<td>Proper management of failure and successes enables employees learn the right way of delivering services</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>51</td>
<td>41</td>
<td>4.33</td>
<td>0.62</td>
</tr>
<tr>
<td>I am able to adapt to the work environment in order to complete and deliver on my tasks.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>58</td>
<td>34</td>
<td>4.26</td>
<td>0.60</td>
</tr>
<tr>
<td>Employees’ response to their internal and external environments is determined by the prevailing company’s culture.</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>82</td>
<td>9</td>
<td>4.00</td>
<td>0.43</td>
</tr>
<tr>
<td>Employees’ positive interaction among themselves encourage high performance.</td>
<td>0</td>
<td>8</td>
<td>33</td>
<td>34</td>
<td>25</td>
<td>3.76</td>
<td>0.92</td>
</tr>
<tr>
<td>Healthy competition among colleagues boosts employees’ performance.</td>
<td>0</td>
<td>8</td>
<td>8</td>
<td>67</td>
<td>17</td>
<td>3.93</td>
<td>0.76</td>
</tr>
<tr>
<td>My organisation helps the employees’ understand how the organisation operates.</td>
<td>0</td>
<td>16</td>
<td>17</td>
<td>50</td>
<td>17</td>
<td>3.68</td>
<td>0.94</td>
</tr>
<tr>
<td>My organisation holds every employee accountable for the company’s performance.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>82</td>
<td>18</td>
<td>4.18</td>
<td>0.39</td>
</tr>
<tr>
<td>The decisions made when formulating strategies influence goals.</td>
<td>0</td>
<td>0</td>
<td>25</td>
<td>57</td>
<td>18</td>
<td>3.93</td>
<td>0.66</td>
</tr>
<tr>
<td>Employees’ that support changes and respond to the changes that affect their roles</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>84</td>
<td>8</td>
<td>4.00</td>
<td>0.40</td>
</tr>
<tr>
<td>Organisations driven by service to their customers are perceived to perform at their best.</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>67</td>
<td>25</td>
<td>4.17</td>
<td>0.55</td>
</tr>
<tr>
<td>Organisations need to create change within their environment</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>66</td>
<td>26</td>
<td>4.18</td>
<td>0.56</td>
</tr>
<tr>
<td>Employees’ that encounter constant change are empowered in their thinking</td>
<td>0</td>
<td>0</td>
<td>16</td>
<td>67</td>
<td>17</td>
<td>4.01</td>
<td>0.58</td>
</tr>
</tbody>
</table>

An organization that supported its employees’ taking risks drove a culture of high performance ($m=4.01$, $sd=0.58$). Employees’ that encountered constant change were
empowered in their thinking and their strategies became dynamic (m=4.01, sd=0.58). Employees’ response to their internal and external environments was determined by the prevailing company’s culture (m=4.00, sd=0.43). Employees’ that supported changes and responded to the changes that affected their roles performed better (m=4.00, sd=0.40). In addition, the results also showed that healthy competition among colleagues boosted employees’ performance (m=3.93 sd=0.76). In addition, the decisions made when formulating strategies influenced how the employees’ achieved their goals (m=3.93, sd=0.66). Interdependence among the staff within the different departments led to better performance (m=3.82, sd=0.99). Employees’ positive interaction among themselves encouraged high performance (m=3.76, sd=0.92) and the bank helped the employees’ understand how the organization operated (m=3.68, sd=0.94).

4.6 Inferential Statistics

4.6.1 Correlation of Employee Performance and Cofactors

A Pearson correlation was done to establish the relationship between employee performance and other factors and the findings revealed that there was a positive relationship between employee performance and employee involvement (r=0.383, p<0.01), employee consistency (r=0.555, p<0.01), employee adaptability (r=0.550, p<0.01). It also revealed a significant correlation between career growth and Job security (r=0.265, p<0.01), Flexibility and career growth (r=0.288, p<0.01). Therefore it was concluded that employee involvement, employee consistency and employee adaptability positively and significantly influenced employee performance at Jamii Bora Bank as shown in Table 4.5

Table 4.5: Correlation of Employee Performance and Cofactors

<table>
<thead>
<tr>
<th>Variable</th>
<th>performance</th>
<th>involvement</th>
<th>Consistency</th>
<th>adaptability</th>
</tr>
</thead>
<tbody>
<tr>
<td>performance</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>involvement</td>
<td>Pearson Correlation</td>
<td>.383**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistency</td>
<td>Pearson Correlation</td>
<td>.555**</td>
<td>.784**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>adaptability</td>
<td>Pearson Correlation</td>
<td>.550**</td>
<td>.678**</td>
<td>.811**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).
4.6.2 Regression Analysis of Employee Performance and Employee Involvement

The research analyzed the relationship between the dependent variable (employee performance) against employee involvement. The results showed that adjusted $R^2$ value was 0.147 hence 14.7% of the variation in employee performance was explained by the variations in employee involvement as illustrated in Table 4.6

Table 4.6: Model Summary of Employee Performance and Employee Involvement

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.383a</td>
<td>.147</td>
<td>.138</td>
<td>.33601</td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employee Involvement

4.6.2.1 Anova of Employee Performance and Employee Involvement

ANOVA analysis results of the regression between employee performance and employee involvement were at 95% confidence level, the F critical was 16.895 and the P value was (0.000) therefore below 0.05 this implied that it was a statistically significant and can be used to assess the association between employee performance and employee involvement as illustrated in Table 4.7

Table 4.7: Employee Performance and Employee Involvement

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>1.907</td>
<td>16.895</td>
<td>.000p</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>98</td>
<td>.113</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>99</td>
<td>12.972</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee Performance

b. Predictors: (Constant), Employee Involvement

4.6.2.2 Coefficients of Employee Performance and Employee Involvement

The regression equation illustrated in Table 4.8 established that taking employee involvement into account and other factors held constant employee performance improved by 0.399 units. This implied that a unit change in employee involvement would lead to a 0.399 change in employee performance.

$$ Y = \beta_0 + \beta_1 X_1 + \varepsilon $$
Y = 2.641 + 0.399 X_1 + .33601

Where:

Y is the dependent variable (employee performance)

β0 is the regression constant;

β1 coefficients of independent variables;

X_1 is employee involvement, and ε is the error term.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.641</td>
</tr>
<tr>
<td></td>
<td>Employee Involvement</td>
<td>.399</td>
</tr>
</tbody>
</table>

4.6.3 Regression Analysis of Employee Performance and Employee Consistency

The research analyzed the relationship between the dependent variable (employee performance) against employee consistency. The results showed that adjusted R^2 value was 0.301 hence 30.1% of the variation in employee performance was explained by the variations in employee consistency as illustrated in Table 4.9

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.555^a</td>
<td>.309</td>
<td>.301</td>
<td>.30254</td>
<td>.309</td>
</tr>
</tbody>
</table>

4.6.3.1 Anova of Employee Performance and Employee Consistency

ANOVA analysis result of the regression between employee performance and employee consistency were at 95% confidence level, the F critical was 43.725 and the P value was (0.000) therefore below 0.05 this implied that it was a statistically significant and can be used to assess the association between employee performance and employee consistency
as illustrated in Table 4.10

Table 4.10: Employee Performance and Employee Consistency

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>4.002</td>
<td>1</td>
<td>4.002</td>
<td>43.725</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>8.970</td>
<td>98</td>
<td>.092</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12.972</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee Performance
b. Predictors: (Constant), Employee Consistency

4.6.3.2 Coefficients of Employee Performance and Employee Consistency

The regression equation illustrated in Table 4.11 established that taking employee consistency into account and other factors held constant employee performance improved by 0.404 units and both variables were significant. This implied that a unit change in employee consistency lead to a 0.404 change on employee performance.

\[ Y = \beta_0 + \beta_1 X_1 + \epsilon \]

\[ Y = 2.605 + 0.404 X_1 + .30254 \]

Where:

- \( Y \) is the dependent variable (employee performance)
- \( \beta_0 \) is the regression constant;
- \( \beta_1 \) coefficients of independent variables;
- \( X_1 \) is employee consistency, and \( \epsilon \) is the error term.

Table 4.11: Coefficients of Employee Performance and Employee Involvement

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.605</td>
<td>.231</td>
<td>11.302</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Employee consistency</td>
<td>.404</td>
<td>.061</td>
<td>.555</td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee Performance
b. Predictors: (Constant), Employee Consistency
4.6.4 Regression Analysis of Employee Performance and Employee Adaptability

The research analyzed the relationship between the dependent variable (employee performance) against employee adaptability. The results showed that adjusted $R^2$ value was 0.296 hence 29.6% of the variation in employee performance was explained by the variations in employee adaptability as illustrated in Table 4.12

Table 4.12: Model Summary of Employee Performance and Employee Adaptability

<table>
<thead>
<tr>
<th>Model</th>
<th>$R$</th>
<th>$R^2$</th>
<th>Adjusted $R^2$</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.550</td>
<td>.303</td>
<td>.296</td>
<td>.30374</td>
<td>.303</td>
<td>42.609</td>
<td>1</td>
<td>98</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employee adaptability

4.6.4.1 Anova of Employee Performance and Employee Adaptability

ANOVA analysis result of the regression between employee performance and employee adaptability was at 95% confidence level, the F critical was 42.609 and the P value was (0.000) therefore below 0.05 and this implied and can be used to assess the association between employee performance and employee adaptability as illustrated in Table 4.13

Table 4.13: Employee Performance and Employee Consistency

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>3.931</td>
<td>1</td>
<td>3.931</td>
<td>42.609</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.041</td>
<td>98</td>
<td>.092</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12.972</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee Performance
b. Predictors: (Constant), Employee Adaptability

4.6.4.2 Coefficients of Employee Performance and Adaptability

The regression equation illustrated in Table 4.14 established that taking employee adaptability into account and other factors held constant employee performance improved by 0.673 units and both variables were significant. This implied that a unit change in employee adaptability lead to a 0.673 change on employee performance

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$Y = 1.373 + 0.673 X_1 + .30374$$
Where:

Y is the dependent variable (employee performance)

β0 is the regression constant;

β1 coefficients of independent variables;

X1 is employee adaptability, and ε is the error term.

Table 4.14: Coefficients of Employee Performance and Employee adaptability

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1.373</td>
<td>.421</td>
<td>3.259</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>Employee Adaptability</td>
<td>.673</td>
<td>.103</td>
<td>.550</td>
</tr>
</tbody>
</table>

- a. Dependent Variable: employee Performance
- b. Predictors: (Constant), Employee Adaptability

4.6.5 Multi Regression

The research analyzed the relationship between the dependent variable (employee performance) against employee involvement, employee consistency and employee adaptability. The results showed that $R^2$ value was 0.349 hence 34.9% of the variation in employee performance was explained by the variations in employee involvement, employee consistency and employee adaptability as illustrated in Table 4.15

Table 4.15: Multi Regression of Employee Performance and Co factors

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Change Statistics</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
<td>F Change</td>
<td>df1</td>
</tr>
<tr>
<td>1</td>
<td>.590</td>
<td>.349</td>
<td>.328</td>
<td>.29668</td>
<td>.349</td>
<td>17.127</td>
<td>3</td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), adaptability, involvement, Consistency

4.6.5.1 Anova of Employee Performance and Co factors

ANOVA analysis result of the regression between employee performance and co factors was at 95% confidence level, the F critical was 17.127 and the P value was (0.000) therefore below 0.05 implied that it was statistically significant and can be used to assess the association between employee performance and employee adaptability, employee
involvement and employee consistency as illustrated in Table 4.16

Table 4.16: Anova of Employee Performance and Co factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>4.523</td>
<td>3</td>
<td>1.508</td>
<td>17.127</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>8.450</td>
<td>96</td>
<td>.088</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>12.972</td>
<td>99</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: performance  
b. Predictors: (Constant), adaptability, involvement, Consistency

4.6.5.2 Coefficient of Employee Performance and Co factors

The regression equation illustrated in Table 4.17 established that taking employee involvement, employee consistency and employee adaptability into account and other factors held constant a unit change in employee involvement led to a 0.175 negative change in performance, at the same time a unit change in employee consistency led to a 0.315 positive change in employee performance, and a unit change in employee adaptability led to a 0.382 positive change in employee performance holding all factors constant.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

\[ Y = 2.025 - 0.175 X_1 + 0.315 X_2 + 0.382 X_3 + 0.29668 \]

Where:

Y is the dependent variable (employee performance)

\( \beta_0 \) is the regression constant;

\( \beta_1, \beta_2, \beta_3 \) coefficients of independent variables;

\( X_1 \) is employee involvement, \( X_2 \) employee consistency, \( X_3 \) employee adaptability and \( \varepsilon \) is the error term.
Table 4.17: Coefficient of Employee Performance and Co factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.025</td>
<td>.487</td>
<td></td>
<td>4.156</td>
</tr>
<tr>
<td>involvement</td>
<td>-.175</td>
<td>.139</td>
<td>-.169</td>
<td>-1.263</td>
</tr>
<tr>
<td>Consistency</td>
<td>.315</td>
<td>.122</td>
<td>.434</td>
<td>2.587</td>
</tr>
<tr>
<td>adaptability</td>
<td>.382</td>
<td>.173</td>
<td>.313</td>
<td>2.210</td>
</tr>
</tbody>
</table>

4.7 Chapter Summary

This chapter presented the results established from the data analysis done and presented data on employee demography and specific research objectives that established how corporate culture influenced employee performance in the banking industry. Subsequently in the section, the data was presented in line with the specific objectives of the study. Chapter five offers the discussions, conclusions and recommendations of the study.
CHAPTER FIVE
5.0 DISCUSSION CONCLUSION AND RECOMMENDATION

5.1 Introduction
This section offered discussions of the findings in line with the literature review on the effects of corporate culture on employee performance. This was organized based on the specific research questions which established how employee involvement, employee consistency and employee adaptability affected employee performance in Jamii Bora in Kenya. The conclusion and recommendation were represented thereafter.

5.2 Summary of the Study
The purpose of this paper was to establish how corporate culture affected employee performance in the banking industry, specifically Jamii Bora Bank. The specific objective was to establish how employee involvement contributed to employee performance, how employee consistency contributed to employee performance and how employee adaptability affected employee performance.

The research adopted a descriptive research and this determined if a relationship between the variables existed and it determined how often it occurred and also gave a description of the variables state. Employee job performance was the dependent variable while the dimensions of corporate culture which included involvement, consistency and adaptability were the independent variables. The study targeted a total population of 216 employees’ of the bank. The stratified simple random sampling technique was used as it was effective for the study. A sample of 140 questionnaires was considered adequate and was arrived at using Yamane formula although only 100 respondents returned the questionnaires. The tool used to collect the data was a structured questionnaire. The statistical package for social sciences (SPSS Version 25) data analysis software was used to analyze data based on descriptive and inferential statistics. The study also used a correlation analysis and regression analysis that established the relationship between the dependent variable and the independent variables and data was presented using tables and figures.

It was noted that when the company developed employees’ capabilities they became efficient and performed better. A common understanding of the outcome of a task enabled employees’ perform at their optimal. In addition, direct involvement such as team
briefings and employee surveys helped in improving an employees’ performance. It was also revealed that information availability improved decision making and consequently performance. Appreciation for a job well done motivated staff to perform at their best and getting involved in the day to day activities of a company assisted in improving staff performance. The research analyzed the relationship between employee performance and employee involvement. The results showed that 38.3% of the variation in employee performance was explained by the variations in employee involvement.

The results revealed that an employees’ behaviour which was consistent with their values results in a well-functioning organization. Also, shared set of beliefs with colleagues enabled employees reach decisions faster and performed better, while proper coordination within the company ensured effective delivery of the employees’ work. Also having a clear way of resolving conflicts led to better performance among its staff and defined organization’s values enabled employees’ improve their performance while a commitment to tasks resulted in high employee performance. The results also showed that consistent leadership style promoted a work environment that encouraged high performance while the establishment of a consistent culture within an organization was mostly dependent with top level management. The research analyzed relationship between the dependent employee performance and against employee consistency. The results showed that 30.1% of the variation in employee performance was explained by the variations in employee consistency.

The finding revealed that technology employed by an organization enabled improve the staffs’ performance. Proper management of failure and successes enabled employees learn the right way of delivering services. It was also revealed that commitment to customer satisfaction enhanced high employee performance. Also organisations that provided development opportunities for their employees’ encouraged better performance among them. Employees were able to adapt to the work environment in order to complete and deliver on their tasks. The training and development of staff within a company led to optimal performance. The organization also held every employee accountable for the company’s performance. It was also noted that organisations needed to create change within their environment as an important part of doing business. Organisations driven by service to their customers were perceived to perform at their best. In addition, adapting to change enabled employees’ to perform as expected, while employees’ who perceived and responded to customers’ needs and wants were able to improve their performance. The
research analyzed the relationship between employee performance and employee adaptability. The results showed that 30.3% of the variation in employee performance was explained by the variations in employee adaptability.

A Pearson correlation was done and established the relationship between employee performance and other factors and the findings revealed that there was a positive relationship between employee performance and employee involvement, employee consistency and employee adaptability. It was concluded that all the variables positively and significantly influenced employee performance at Jamii Bora Bank.

5.3 Discussion

5.3.1 Employee Involvement and Employee Performance

It was agreed that when the company developed employees’ capabilities it became efficient and performed better. According to Dajani (2015) this became a very useful managerial concept and different companies used several building tools of engagement in order to improve the performance of the employees. Some of the significant drivers used to measure employee involvement included leadership, employee participation, employee empowerment, self-managed teams and corporate justice. Literature that showed the relationship between employee involvement and employee performance was in abundance (Kivuva, 2015; Dajani, 2015; Rodrigo, 2016; Agyeman, 2012; Sulaimon & Kuye, 2011).

The study revealed that a common understanding of the outcome of a task enabled employees’ perform at their optimal. According to Dew (2006), team orientation was the involvement of team members who were focused on keeping the members involved in a particular task together. They were interested in making sure that the team worked in an effective manner and that every individual had the opportunity to participate. It also ascertained that the people involved, listened and they were interested in the outcome and that each team member arrived at an agreement of what the outcome should be.

In addition, direct involvement such as team briefings and employee surveys helped improve an employees’ performance. Chatleska and Sofijanova (2013) carried out a study that explored the relationship between the involvement of employees in decision making and the solving of problems with the performance of corporates in Macedonia. The results demonstrated that there was significant relationship between the use of employee
participation and programs and the use of teams that were self-managed with corporate performance.

The study revealed that getting involved in the day to day activities of a company assisted in improving staff performance. Similar results had been presented before, for instance Ambani (2016) studied the relationship between employee involvement and job performance in Kisumu, Kenya. The reason for this study was because the importance of the Kenyan public health sector in the country was a significant element in public security and also it was well noted that the performance of a nation’s economy was directly related to the health of its citizenry, in that when the economy of a country improved, the health of the nation became better as well. The findings showed that employee involvement improved collaboration and partnership between employer and employee and boosted team spirit and cooperation among the staff and as a result improved job performance. Further showing that a corporate that was focused on working together achieved a workforce that performed well.

It was also noted in this study that teamwork in the company improved the overall performance of the employees. The findings coincided with a study of the educational sector, the public sector corporates and the hotel industry in Pakistan by Danish, Shahid, Aslam, Afzal and Ali (2015) who showed the relationship between the employee involvement in their jobs and job performance. The study gave a clear indication that through proper team involvement and a comfortable ecological situation in the work place, there developed a strong relationship between job involvement and employee performance.

There was uncertainty on the company giving feedback for the tasks performed thus it affected the performance of employees. This implied that the organization was losing out as expressed in the study by Kok, Lebusa and Joubert (2014) where they analysed the relationship between employee involvement in decision making and the effect it had on performance in South Africa. Their interest was the University of Technology, an educational institution in the country. The study found that there was a lack of employee involvement in decision making and this further affected the performance of employees.

The research analysed the relationship between the dependent variable (employee performance) against employee involvement. The results showed variation in employee performance was explained by the variations in employee involvement. Sulaimon and
Kuye (2011) examined the relationship between employee involvement in the decision making process and employees’ performance in Nigeria. Attention was placed on the manufacturing sector and this was because the Nigerian manufacturing industry was seen as a potential instrument for modernisation and a creator of jobs. It was also viewed as a key element in successfully transforming the country’s economy. The results of this study showed that there was a significant relationship between employee involvement when it came to making decisions and the performance of employees.

5.3.2 Employee Consistency and Employee Performance
The results revealed that an employees’ behaviour which was consistent with their values resulted in a well-functioning organization. Merrit, (2000) pointed out that every individual had a moral compass that was directed by values and as a result they treated others and conducted themselves in a certain way which in turn affected how they did their work. Soares, Farhangmerh and Shoham (2007) contributed to the view that individuals who did not have strong or ethical values engaged in behaviour that was detrimental to the corporate and themselves. It was also revealed that a shared set of beliefs with colleagues enabled employees reach decisions faster and they performed better. According to Van (2000), a corporate can set up a system of rewards and punishments than can enable shape the type of values a company wants its employees to adhere to. This would essentially mean that employees’ behaviour were filtered through conditioning. When individuals noted that a certain set of behaviour was rewarded and certain were punished they ended up making decisions that altered their behaviour and as a result this led to them changing their values. Consequently, performance was affected.

It was also established that defined organization’s values enabled employees’ improve their performance. Omukanga (2016) carried out a study that focused on how the corporate values which were an element of corporate culture within AON, affected the performance of the employees of the corporate. The results demonstrated that the company’s core corporate did not affect the performance of the employees. Omukanga therefore concluded that the shared values that gave the staff members meaning and also provided rules of engagement and behaviour had no direct impact on how they performed. On the other hand, Avny and Anderson (2008) conducted a study of the effects of both corporate culture and national culture on the performance in international joint ventures in Israel. They carried out a study in the country because in Israel the trend witnessed amongst local and foreign corporates to form international joint ventures based
locally had increased. The results showed that both corporate culture and national culture adversely affected performance but strong corporate values and trust, specifically partnership trust helped deal with the problem.

The results also showed that consistent leadership style promoted a work environment that encouraged high performance. Engelen, Brettel and Wiest (2012) acknowledged that one of the ways an employee dealt with a situation was by using their values to come up with a response. He believed that when one used values to respond and make a decision, these decisions aligned themselves with the future one wanted to experience. Values surpassed experience because they were used to make hard decisions when it came to complex situations. This goes to show that values provided a more flexible way of making decisions than any other mode such as the use of beliefs.

The ideologies shared across the company influenced how business and operations were carried out. Van (2000) stated that depending on the culture and the values in a corporate, humans had different expectations and goals as well in regard to their work. Van went on to add that individuals that discovered honest and meaningful alignment between their own personal values and those of the corporate tended to perform better. Engelen et al. (2012) also noted that when employees shared similar values and vision they enhanced the performance of a corporate.

It was also revealed that the values and beliefs were in line with those of the company. Uddin, Luva and Hossian (2013) performed a study on the impact of corporate culture on employee performance and productivity. In their study, they concentrated on the telecommunication industry in Bangladesh. The reason they conducted a research in this country located in South Asia is because there was no empirical research that had been carried out to see how corporate culture affected performance in an emerging country such as Bangladesh. The other reason was because many multinational corporations were extending their operations in developing countries such as the one mentioned and therefore, it was critical to examine how the performance and productivity of employees was affected by the culture of a corporate. The use of applied qualitative methodology was used to analyse the data. Uddin et al. concluded that values as ideas existed within the staff members. They considered the values of GP as fixed and that they needed to be followed. The corporate values of GP were also noted as great contributors to the motivation of its employees.
5.3.3 Employee Adaptability and Employee Performance

It was also revealed that commitment to customer satisfaction enhanced high employee performance. Miller and Miller (2007) explained that a successful customer focused organization was one in which the employees had a similar mind-set in terms of what they perceived service as. They went ahead and explained that such an organization explored what their customers’ expectations were and what their customers’ perceptions were. According to them, customer focus was about the experience one was able to give to their customers in terms of helpfulness, responsiveness, attitude, care, reliability, enthusiasm and concern. According to Evans and Lawrence (2013) corporates that were perceived as adaptable were mostly driven by their customers. They ensured that their customers’ wants and needs were met. They took risks, learnt from the mistakes they made and had the experience and capability of creating change.

Employees were able to adapt to the work environment and completed and delivered on the tasks awarded. Singh (2010) considered organisational change as one of the most important elements of managing an organisation. Change as he saw it was the movement from the current state a company was in to the one that it hoped to attain with the involvement of the individuals and the groups within the organisation. He proceeded to emphasize that a company that refused to change increased its chances of failure. Mobley, Wang and Li (2011) placed focus on creating change as an element of adaptability and indicated that corporates perceived creating change as an essential part of doing business. Corporates that welcomed new ideas and were willing to try new ways of doing business were high performers. Burke, Pierce and Salas (2006) pointed out that employees’ that adapted easily to new changes assisted a company to take advantage of existing market conditions. How a corporate reacted to market changes determined its success. To ensure a fast and efficient way of reacting to market conditions employees who adapted easily to changes were required.

The training and development of staff within a company led to optimal performance. Wainaina, Kabare and Mukulu (2014) supported that corporate culture in relation to training and development, leadership and a rewarding system contributed greatly to the adaptability of an employee in a corporate and as a result it had a direct effect on performance. Alessandra (2006) noted that corporates needed to play a role that ensured that their employees adapted to change. This was done through provision of development opportunities and increased their exposure to other fields. This enabled them build skills
and competencies that they needed to respond to changing circumstances. A record of the same was put in place in and identified and dealt with the gaps in certain skills.

Employees’ response to their internal and external environments was determined by the prevailing company’s culture. Nongo and Ikyanyon (2012) carried out a study and investigated the link between corporate culture that involved employee adaptability and employee commitment in Nigeria. Nigeria was chosen because a huge research gap was identified due to lack of research attention given to the effects of corporate culture on an employee’s commitment to a corporate. The study used data collected using standardized questionnaires. A sample of 134 employees of 18 small medium enterprises in Nigeria’s Makurdi metropolis was used. The data was analysed using Pearson correlation coefficient, regression analysis, independent T-test and ANOVA. The results demonstrated that the innovation and a spirit of accepting change enabled employee adaptability therefore, it improved their level of commitment which increased levels of performance of tasks within corporates.

The research analyzed the relationship between the dependent variable (employee performance) against employee adaptability. The results showed that adjusted employee performance was explained by the variations in employee adaptability. Cavusgil, Knight and Riesenberger (2012), pointed out that adaptability was a critical factor of a corporate’s culture as it positively impacted the effectiveness of employees. It was important as it enabled employees change within time and they managed to think beyond the norm. As employees continued to encounter constant change it empowered their thinking and their strategies became dynamic in a manner that propelled the corporate to success. Strempek (2009) also noted that members of a corporate that embraced change were more prone to take risks and this attitude enabled create a successful company. Employees that were comfortable with change empowered people to strive through difficult times and adaptation gave courage to employees and they became effective and performed optimally in a corporate (Salviati, 2013).

5.4 Conclusion

5.4.1 Employee Involvement and Employee Performance

Jamii Bora bank was able to develop employees’ capabilities hence it improved their efficiency and performance. The set out guidelines enabled employees’ understand the expected outcome thus it enabled them perform optimally. In addition, direct involvement
such as team briefings and employee surveys had helped in improving performance. It was also revealed that appreciation for a job well done motivated the employees and getting involved in the day to day activities of a company assisted in improving staff performance. There was however uncertainty of the organization providing incentives that helped employees’ to increase their work performance or allowing voluntary employee involvement without imposing controls. Employees also failed to accept that the organisations involved them in the decision making process.

5.4.2 Employee Consistency and Employee Performance

Employees’ behaviour which was consistent with their values resulted in a well-functioning organization and having a shared set of beliefs with colleagues enabled employees reach decisions faster, while proper coordination within the bank also ensured effective delivery of the employees’ work. The findings also showed that having a clear way of resolving conflicts led to better performance among staff and defined organization’s values and enabled employees’ improve their performance. The consistent leadership style in the institution also promoted a work environment that encouraged high performance and a clear line of communication among the senior members and staff of the company facilitated employee performance. It was also revealed that lower level employees’ received clearly communicated instructions of what was expected of them and the ideologies were shared across the company thus they influenced how the business and operations were carried out. Uncertainty however existed in regard to the systems within the company that allowed employees to be consistent in the decision making process and assignments given to employees were not consistent with their individual capabilities.

5.4.3 Employee Adaptability and Employee Performance

Technology employed by Jamii Bora bank enabled the institution improve the staffs performance. In addition, the proper management of failure and successes enabled employees learn the right way of delivering services. The company was also committed to customer satisfaction thus enhancing high employee performance. Also Jamii Bora as a bank had been able to provide development opportunities for their employees’ and this facilitated employees’ adaptation to the work environment in order to complete and deliver the assigned task. In addition, the bank had been able to offer training and development of staff within the bank thus leading to optimal performance. The environment that the bank operated in allowed for the adaption to change. On the other
hand, employees’ positive interaction among themselves also encouraged high performance and the bank helped the employees’ understand how the organization operated.

5.5 Recommendation

5.5.1 Recommendation for Improvement

5.5.1.1 Employee Involvement and Employee Performance

Jamii Bora bank should continue developing employees’ capabilities so as to ensure they remain efficient. There is also a need to ensure that employees understand the outcome of a task to enable them perform at their optimal. The firm should also encourage direct involvement such as team briefings and employee surveys with the main aim of improving employees’ performance. Teamwork in the company should also be encouraged in order to improve the overall performance of the employees, also the organisation needs to provide incentives that will help increase work performance and allow voluntary employee involvement without imposing controls. To minimise employee turnover the organisation needs to treat its employees’ as their assets. There is a need to minimize bureaucracy by allowing interaction between employees in the diverse units.

5.5.1.2 Employee Consistency and Employee Performance

The culture should ensure there is a shared set of beliefs that enables employees reach decisions faster and perform better this should also allow for a proper coordination within the company so as to ensure effective delivery of the employees’ work. There should be a policy to ensure a clear way of resolving conflicts defined by organization’s values thus enabling improve the bank’s performance. Lower level employees’ need to be given clear instructions of what is expected of them and the company’s way of conducting business needs to be consistent in order to ensure staff perform as expected. To ensure smooth operations, assignments given to employees should be consistent with their individual capabilities. In addition, the different departments within the organization should work cohesively to achieve set objectives.

5.5.1.3 Employee Adaptability and Employee Performance

Jamii Bora Bank should ensure that development opportunities are provided to all employees to better their performance. In addition, there should be shared accountability to ensure that employee are liable to the bank. Employees’ should also be encouraged to
effectively respond to customers’ needs and wants as the banking industry is a very competitive one. Healthy competition among colleagues should be encouraged in order to boost employees’ and in order to encourage high performance

5.5.2 Recommendation for Further Research

For further study, similar research needs to be done in other banks in order to be able to generalize the findings. In addition, there could also be a study to compare the effects of employee involvement, employee consistency, and employee adaptability on organizations performance in private and public banks.
REFERENCES


Sector in Bangladesh. *International Journal of Business and Management;* 8, (2) (63-77).


Dear Respondent,

RE: REQUEST FOR PARTICIPATION IN RESEARCH WORK

I am a student at the United States International University - Africa (USIU-A) seeking to earn a Master’s degree in Business Administration (MBA) with a focus in Strategic Management. I am conducting a research on how corporate culture influences the performance of employees’ in the banking industry. The purpose of this study is to determine to what extent corporate culture influences the performance of its employees’. The research work is therefore using Jamii Bora Bank as its case study and you have been selected as one of the respondents.

Kindly spare some of your time to complete the questionnaire. Please respond as genuinely and impartially as possible. Commitment from your end is exceptionally important for the accomplishment of this research.

I assure you that all the information received will be treated as confidential and used only for the purpose of the academic assignment.

Thank you in advance,

Yours sincerely,

Sheila Mburu
APPENDIX II: RESEARCH QUESTIONNAIRE

The purpose of this questionnaire is to gather information on the effects of organisational culture on employee job performance at Jamii Bora Bank, the case study for this research project.

SECTION 1: General Information

This section gives details about the respondent’s general information with respect to their age, gender, level of education, position in the company and number of years served. Please indicate with a tick inside the box the appropriate response from the alternatives provided.

1. Age (Yrs) 25 25-30 31-35 36-40 40
2. Gender Male Female
3. Level of education
   Diploma Level □
   Degree Level □
   Masters Level □
   Doctorate Level □
   Other professional qualifications (Specify if applicable) ________________________
4. Please indicate your position in the organisation
   Subordinate □ Supervisor □ Manager □ Other (Specify) ________________________
5. No. of years in the organisation
   < 2 yrs □ 3-5 yrs □ 6-7 yrs □ > 10 yrs □

SECTION 2: Employee Involvement and Employee Job Performance

This section is about employee involvement as an element of corporate culture. On a scale of 1-5 where 1 – Strongly Disagree 2 – Disagree 3 – Uncertain 4 – Agree 5 – Strongly Agree indicate your level of agreement or disagreement by ticking the appropriate box.

1. When the company develops employees’ capabilities they become efficient and perform better. (1) (2) (3) (4) (5)
2. The structures and processes enable employees (1) (2) (3) (4)
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<tr>
<td>3.</td>
<td>Direct involvement such as team briefings and employee surveys help in improving an employees’ performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>4.</td>
<td>Getting involved in the day to day activities of a company assists in improving staff performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>5.</td>
<td>Teamwork in the company improves the overall performance of the employees.</td>
<td>(1) (2) (3) (4) (5)</td>
</tr>
<tr>
<td>6.</td>
<td>Collaboration with other colleagues helps improve individual job performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<tr>
<td>7.</td>
<td>I am able to perform the work given to me in an efficient manner.</td>
<td>(1) (2) (3) (4) (5)</td>
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<tr>
<td>8.</td>
<td>A common understanding of the outcome of a task enables employees’ perform at their optimal.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>9.</td>
<td>My position at work enables me perform my tasks as required.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>10.</td>
<td>The company gives me feedback for the tasks performed thus enabling me perform better.</td>
<td>(1) (2) (3) (4) (5)</td>
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<tr>
<td>11.</td>
<td>Exposure to innovation, new roles and responsibilities improve my work performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<tr>
<td>12.</td>
<td>Information availability improves my decision making and consequently my performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<tr>
<td>13.</td>
<td>There is a sense of belonging within the company and this helps with staff performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>14.</td>
<td>The organisation treats its employees’ as their assets.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>15.</td>
<td>The organisation provides incentives that help me to increase my work performance.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>16.</td>
<td>My organisation allows voluntary employee involvement without imposing controls.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>17.</td>
<td>In my organisation, employees’ are given the authority to manage their own work.</td>
<td>(1) (2) (3) (4) (5)</td>
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<td>18.</td>
<td>Lower level employees’ are able to get access to</td>
<td>(1) (2) (3) (4)</td>
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<td>19.</td>
<td>My organisation involves its employees’ in the decision making process.</td>
<td>(1)</td>
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<tr>
<td>20.</td>
<td>Appreciation for a job well done motivates staff to perform at their best.</td>
<td>(1)</td>
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**SECTION 3: Employee Consistency and Employee Job Performance**

This section is about employee consistency as an element of corporate culture. On a scale of 1-5 where **1 – Strongly Disagree** 2 – **Disagree** 3 – *Uncertain* 4 – **Agree** 5 – **Strongly Agree** indicate your level of agreement or disagreement by ticking the appropriate box.

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<tbody>
<tr>
<td>1.</td>
<td>The company’s way of conducting business is consistent and this ensures staff perform as expected.</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
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<td>2.</td>
<td>Defined organisation’s values enable employees’ improve their performance.</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
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<tr>
<td>3.</td>
<td>A shared set of beliefs with my colleagues enables us reach decisions faster and perform better.</td>
<td>(1)</td>
<td>(2)</td>
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<td>(4)</td>
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<tr>
<td>4.</td>
<td>Proper coordination within the company ensures effective delivery of the employees’ work.</td>
<td>(1)</td>
<td>(2)</td>
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<td>(4)</td>
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<tr>
<td>5.</td>
<td>My values and beliefs are in line with those of the company.</td>
<td>(1)</td>
<td>(2)</td>
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<td>(4)</td>
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<td>6.</td>
<td>There is a feeling of stability within the workplace that is brought about by the consistency within the organisation.</td>
<td>(1)</td>
<td>(2)</td>
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<td>(4)</td>
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<td>7.</td>
<td>The systems within the company allow me to be consistent in my decision making process thus enabling me perform better.</td>
<td>(1)</td>
<td>(2)</td>
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<td>8.</td>
<td>A commitment to tasks results in high employee performance.</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
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<td>9.</td>
<td>Top management sets a tone for the core values of an organisation that lead to a dominant culture within the organisation.</td>
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<td>10.</td>
<td>There is a clear line of communication among the senior members and staff of the company.</td>
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<td>11.</td>
<td>An organisation with a clear way of resolving conflicts leads to better performance among its staff.</td>
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<tr>
<td>12.</td>
<td>A consistent leadership style promotes a work environment that encourages high performance.</td>
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<td>13.</td>
<td>Employees’ within the organisation have a sense of identity brought about shared values.</td>
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<td>14.</td>
<td>The different departments within the organisation are able to work cohesively to achieve set objectives.</td>
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<td>15.</td>
<td>The ideologies shared across the company influence how business and operations are carried out.</td>
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<td>16.</td>
<td>Lower level employees’ receive clearly communicated instructions of what is expected of them.</td>
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<td>17.</td>
<td>Assignments given to employees are consistent with their individual capabilities.</td>
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<td>18.</td>
<td>An employees’ behaviour which is consistent with their values results in a well-functioning organisation.</td>
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<td>19.</td>
<td>The establishment of a consistent culture within an organisation is mostly dependent with top level management.</td>
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<td>20.</td>
<td>The decisions made and actions taken within my originsations reflect a culture of consistency.</td>
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</table>
SECTION 4: Employee Adaptability and Employee Job Performance

This section is about employee adaptability as an element of corporate culture. On a scale of 1-5 where 1 – **Strongly Disagree** 2 – **Disagree** 3 – **Uncertain** 4 – **Agree** 5 – **Strongly Agree** indicate your level of agreement or disagreement by ticking the appropriate box.

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<tbody>
<tr>
<td>1.</td>
<td>A commitment to customer satisfaction enhances high employee performance.</td>
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<tr>
<td>2.</td>
<td>Interdependence among the staff within the different departments leads to better performance.</td>
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<td>(2)</td>
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<td>(4)</td>
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<td>3.</td>
<td>The training and development of staff within a company leads to optimal performance.</td>
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<td>4.</td>
<td>Organisations that provide development opportunities for their employees’ encourage better performance among them.</td>
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<td>(2)</td>
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<td>5.</td>
<td>Adapting to change enables employees’ to perform as expected.</td>
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<td>6.</td>
<td>Employees’ who perceive and respond to customers’ needs and wants are able to improve their performance.</td>
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<td>7.</td>
<td>An organisation that supports its employees’ taking risks drive a culture of high performance.</td>
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<td>(2)</td>
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<td>8.</td>
<td>Technology employed by an organisation can enable improve the staffs performance.</td>
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<td>9.</td>
<td>Proper management of failure and successes enables employees learn the right way of delivering services which leads to good performance.</td>
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<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
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<td>10.</td>
<td>I am able to adapt to the work environment in order to complete and deliver on my tasks.</td>
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<td>11.</td>
<td>Employees’ response to their internal and external environments is determined by the prevailing company’s culture.</td>
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<td>12.</td>
<td>Employees’ positive interaction among themselves</td>
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<td>13.</td>
<td>Healthy competition among colleagues boosts employees’ performance.</td>
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<td>(1) (2) (3) (4) (5)</td>
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<td>14.</td>
<td>My organisation helps the employees’ understand how the organisation operates.</td>
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<td>(1) (2) (3) (4) (5)</td>
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<td>15.</td>
<td>My organisation holds every employee accountable for the company’s performance.</td>
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<td>(1) (2) (3) (4) (5)</td>
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<td>16.</td>
<td>The decisions made when formulating strategies influence how the employees’ achieve their goals.</td>
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<td>(1) (2) (3) (4) (5)</td>
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<td>17.</td>
<td>Employees’ that support changes and respond to the changes that affect their roles perform better.</td>
<td></td>
<td>(1) (2) (3) (4) (5)</td>
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<td>18.</td>
<td>Organisations driven by service to their customers are perceived to perform at their best.</td>
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<td>(1) (2) (3) (4) (5)</td>
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<td>19.</td>
<td>Organisations need to create change within their environment as an important part of doing business.</td>
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<td>(1) (2) (3) (4) (5)</td>
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<td>20.</td>
<td>Employees’ that encounter constant change are empowered in their thinking and their strategies become dynamic.</td>
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<td>(1) (2) (3) (4) (5)</td>
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</tbody>
</table>

**Thank you for your co-operation**
APPENDIX III: PERMISSION TO CONDUCT RESEARCH

TO WHOM IT MAY CONCERN.

21st February, 2018

Dear Sir/Madam,

REF: PERMISSION TO CONDUCT RESEARCH – MBURU, SHEILA WANJIRU
STUDENT ID. NO. 650000

The bearer of this letter is a student of United States International University (USIU) -Africa pursuing a Master Business Administration.

As part of the program, she is required to undertake a dissertation on the “Effects of Corporate Culture on employee performance in the banking industry: A case study of Jamii Bora Bank” which requires her to collect data from the bank.

Please note that information provided will be treated with utmost confidentiality and will only be used for academic purposes.

Kindly assist the student get the appropriate data and should you have any queries contact the undersigned.

Yours Sincerely,

Prof. Amos Njuguna,
Dean – School of Graduate Studies, Research and Extension
Tel: 730 116 442
Email: amnjuguna@usiu.ac.ke
APPENDIX IV: NACOSTI PERMIT

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

NACOSTI, Upper Kabete
OFF Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref No. NACOSTI/P/18/26318/21622

Date: 13th March, 2018

Sheila Wanjeri Mburu
United States International University
P.O. Box 14634- 00800
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "Effects of corporate culture on employee performance in the banking industry: A case study of Jamilbora Bank" I am pleased to inform you that you have been authorized to undertake research in Kiambu, Kirinyaga, Kisii, Mombasa, Nairobi, Nakuru and Nyeri Counties for the period ending 13th March, 2019.

You are advised to report to the County Commissioners and the County Directors of Education, Kiambu, Kirinyaga, Kisii, Mombasa, Nairobi, Nakuru and Nyeri Counties before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.