

EFFECT OF ORGANIZATIONAL CULTURE ON JOB PERFORMANCE IN COMMERCIAL BANKS IN KENYA

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Abstract

The main objective of the study was to assess the effect of organizational culture on employee performance in selected commercial banks in Kenya. The specific objectives were; to determine the relationship between involvement culture trait, consistency culture, adaptability culture trait and the relationship between mission culture trait and job performance in commercial banks in Kenya. A descriptive survey research design was used targeting 257 employees from selected commercial banks operating in Eldoret town. Simple random sampling technique was also used to select 156 employees. Six management respondents were also purposively selected thus a sample size of 162 respondents. Data collected was summarized and presented using percentages, means and standard deviation. Analysis of Variance (ANOVA) was conducted using SPSS 13. From the findings the study established that team orientation should be considered as the first option, since it is clearly best to ensure job performance executives, managers, and employees should be committed to their work and feel that they own a piece of the organization. People at all levels also should feel that they have at least some input into decisions that will affect their work. Based on the findings, the study recommends that banks should empower employees and reinforce team orientations, embrace integration, co-ordination, Organizational learning, agreement and core values and they should create competence

development to promote employee performance. The study also recommends that is very crucial that the organization adapts consistency culture trait since this will help the organization to maintain valuable information thus optimizing job performance.

Keywords: Involvement Trait, Consistency Trait, Adaptability Trait, Mission Trait and Job Performance

INTRODUCTION

Organizational culture has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational culture is therefore, beliefs and ideas about what kind of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. Culture develops organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another (Black & Richard, 2003).

Development of an organization has certain factors that improve sustainability on basis of effectiveness. The improvement in productivity leads to employee commitment through norms, values and objectives which help in improving culture of an organization. The system of an organization is based upon effective establishment of culture that keeps learning environment strong. The performance of employees improves by establishing a strong culture in an organization (Awadh & Saad, 2013). Raduan (2008) observes that, a high degree of employee performance is related a culture with well integrated and effective set of values, beliefs and behaviors. However, many researchers concurs that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated (Awadh *et al*, 2013).

According to Dasanayaka and Mahakalanda (2008), maximizing employee's values are considered as rational assets that require a culture to support their logical participation both for individual and organizational learning, new knowledge formation and readiness to share with others. Schein (1992), tells that organizational culture is much important today compare to past.

Employee performance would be considered as backbone of the organization when it leads to its development effectively. The loyalty of an employee relies upon knowledge and awareness of culture that improves behaviour of organization (Brooks, 2006). Organization

culture was first identified by Administrative Science quarterly (Pettigrew, 1979). The awareness of quality culture helps in improving organizational and employee development. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the system of organization. Management must try to always keep learning environment in the organization. Proper understanding of organizational culture should lead towards improvement of employee's performance. So organizations need to get the loyalty of their employees towards organization (Shahzad et al, 2012).

There has been significant research in the literature to explore the impact of organizational culture on employee performance and productivity. For instance, scholars (Hofstede, 1980; Ouchi, 1981; Hofstede & Bond, 1988; Kotter and Heskett, 1992; Magee, 2002) claim that organizational culture could be used for measuring economic performance of an organization. However, organizational excellences could be varied since cultural traits differ from organization to organization and certain cultural traits could be source of competitive advantages through causal ambiguity (Barney, 1991, Peters & Waterman, 1982). The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. This study therefore took into consideration how organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfactions. Therefore a supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument promoting employees to perform smoothly and ensures better productivity. Therefore this study sought to examine the relationship between organizational culture and employees' job performance among commercial banks in Kenya.

Problem Statement

In the recent past there have been phenomenal changes in the nature of financial institutions in Africa, as a result of the entry of new aggressive competitors in the marketplace alongside the growing financial sophistication of customers and the greater and more efficient use of information technology (Rhine and Christen, 2008). Banks suffer distress as a consequence of the pre-reform policies of financial repression, government control of banks and the prolonged economic crisis (Brownbridge and Gockel 1996). Freed from regulatory restraints, competitive pressures have intensified and weaker banks find themselves often unable to sustain their competitive market position. In order to sustain or gain competitive edge alongside superior performance, many banks have restructured (Co-operative bank, Kenya Commercial bank and National bank), merged (Standard and CFC to form CFC stanbic, Southern credit with Equatorial to form Credit bank), benchmarked (to incorporate M-pesa, e-banking, internet and mobile banking), re-engineered (NBK changed colour and mission statement). These recent

developments in the banking industry in Kenya are efforts to revive the industry to sustain profitability amidst the growing competition. Nevertheless, cultural infusion may affect performance of banks (CBK report 2012). Superior financial performance of some banks has attributed their success to culture. Studies about the effect of culture on employee performance have so far yielded mixed results that are inconclusive and contradictory. In addition, despite the existence of these studies, very little attention has been given to the banking industry. This means that the impact of organization culture on employee's performance in the banking industry has not received adequate research attention in Kenya. Moreover, the quantitative studies that have been conducted on organizational culture have generally been performed in the developed countries and very little has been done in developing countries such as Kenya, especially in the banking industry. This research attempted to fill this gap by studying the situation of the Kenyan banking industry and providing more empirical evidence on the effects of organizational culture on employee performance based on individual bank-level data. This study was guided by the general and specific objectives.

Objectives

The general objective of the study was to assess the effect of organizational culture on employee performance in selected commercial banks in Kenya.

The specific objectives of the study are:

- i. Examine the relationship between involvement culture trait and job performance in commercial banks in Kenya
- ii. Examine the relationship between consistency culture trait and job performance in commercial banks in Kenya
- iii. Analyze the relationship between adaptability culture trait and job performance in commercial banks in Kenya
- iv. Determine the relationship between mission culture trait and job performance in commercial banks in Kenya

LITERATURE REVIEW

Theoretical Model

The Denison's Model of Culture was employed in this study. The values and beliefs of an organization give rise to a set of management practices, which are concrete activities usually rooted in the values of the organization. These activities stem from and reinforce the dominant values and beliefs of the organization. The model posits that there are four key cultural traits (involvement, consistency, adaptability and mission).

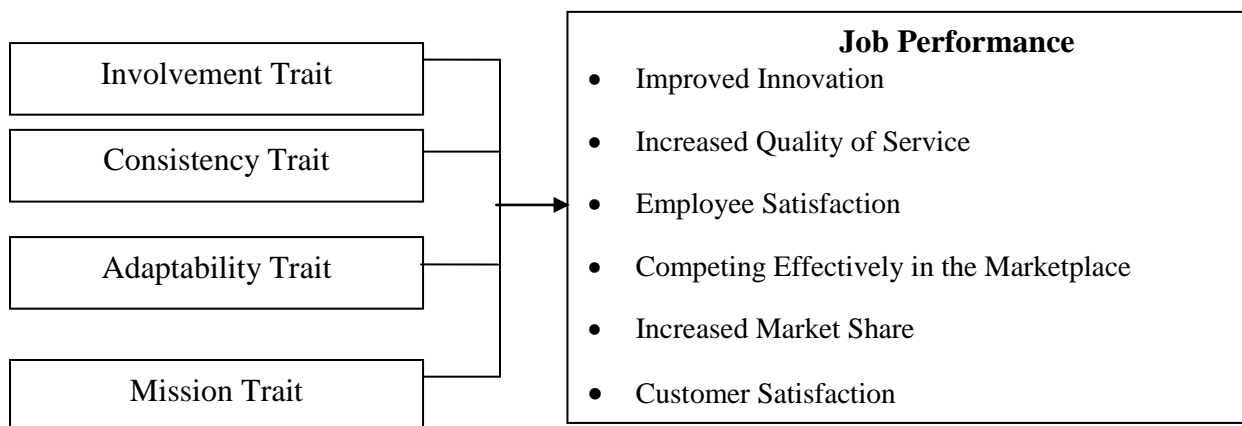
The four traits of Denison's Model of Culture and Effectiveness have been expanded by Denison & Neale (1996), Denison & Young (1999) as well as Fey & Denison (2003) to include three sub-dimensions for each trait for a total of 12 dimensions. The following are the four main cultural traits with their sub dimensions: Involvement trait the attributes includes capability development, team orientation, and empowerment; Consistency trait the attributes includes core values, agreement, and coordination and integration; Adaptability trait the attributes includes creating change, customer focus, and organizational learning; Mission trait the attributes includes vision, strategic direction and intent, and goals and objectives. Two of the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong predictors of growth. The other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability. Each of the four traits was also significant predictors of other effectiveness criteria such as quality, employee satisfaction, and overall performance.

Conceptual Framework

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives, Mugenda & Mugenda, (2003). The conceptual framework below illustrates the relationship between the independent variables: Involvement Trait, Consistency Trait, Adaptability Trait, Mission Trait and their effect on the independent variable: Job Performance.

Figure 1: Conceptual framework

(Culture Traits)



Knowledge Gap

The literature reviewed suggest that organizational culture is an important variable that influences organizational performance. The studies assessed relationships between

organizational culture and performance (Denison, 1990). Performance was measured in terms of either financial or strategic terms. For purposes of this research, organizational performance was measured in terms of job performance. Most of the studies were carried outside Kenya, examples drawn from South Africa and Ghana. The relationship between organizational culture and performance was done using correlations. This study used a multi-variate regression analysis in order to determine the correlations and magnitude of relationship between subscales of culture (culture traits) and job performance.

RESEARCH METHODOLOGY

This research problem was studied through the use of descriptive survey research design. The study involved an in-depth assessment of the effect of organizational culture on employee performance in selected commercial banks in Eldoret Town, Kenya. A descriptive survey research design was suitable for collecting facts, views, opinions, attitudes and suggestions from the respondents. It gathered data at a particular point in time with the intention of describing the nature of the existing conditions, identifying the standards against which existing conditions can be compared and determining the relationship that exists between specific events (Orodho, 20). The research focused on the effect of organizational culture on employee performance in selected commercial banks in Kenya. The target population of the study was 257 employees derived from the major commercial banks operating in the North Rift as shown in table 1. The study used stratified sampling whereby employees were selected proportionately then simple random sampling technique was used to select employees from each bank. Purposive sampling was used to select one key informant who are in top management or head of departments from participating banks thus a total of 156 employees and 6 managers constituted the sample. Thus the sample for the study was 162 respondents (Table 1).

Table 1: Target population and Sample Size

BANK	TARGET POPULATION		SAMPLE SIZE	
	Population size	Employees	managers	Total
Kenya Commercial	36	22	1	23
Co-operative	50	31	1	32
Standard	25	15	1	16
Barclays	61	37	1	38
National	40	24	1	25
Equity	45	27	1	28
TOTAL	257	156	6	162

Semi-structured questionnaires were used to collect primary data. These were self-administered. Data was collected using both primary and secondary sources. The validity of research instrument was based on expert's opinion on the content of validity; the extent to which the instrument measured what was intended to measure. Firstly, the researcher discussed the item in the research instruments with the managers using face validity. The advice they gave contributed to the validity of the research instrument. Secondly, piloting study was carried out on two non study banks namely K-Rep Bank and Chase Bank to establish the validity of research instruments. The researcher administered questionnaires to a section of the respondents in order to check the variations in the responses. To establish the reliability of the research instruments, pre-testing during piloting was done on two non study banks namely K-Rep Bank and Chase Bank using Cronbach alpha of 0.7. This was because the method is more accurate as it determines the stability of the instrument. The raw data was then categorized through coding and tabulation. Editing was done to improve the quality of the data coding. Data was summarized and presented using percentages, means and standard deviation (SD). Subsequent analysis involved assessing the relationship between organizational culture and job performance. Analysis of Variance (ANOVA) and multiple linear regression model were conducted using SPSS 20.0 to determine differences in cultural traits and performance among the various banks for ethical consideration the researcher assured the respondents of the confidentiality of the information they provided; that it was only be utilized for the purpose of data analysis.

ANALYSIS AND FINDINGS

Inferential statistics was used to discuss the findings of the study, The study the study targeted a sample size of 162 respondents from which 152 filled in and returned the questionnaires making a response rate of 93.8% This response rate was satisfactory to make conclusions for the study as it acted as a representative since according to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

Involvement Culture traits

The study sought to determine the respondent's level of agreement with the above statements relating to the effect of involvement culture trait on job performance. From the research findings the study established that majority of the respondents agreed that Team Orientation should be considered as the first option, since it is clearly best to ensure job performance if possible as

shown by a mean of 4.26 and a standard deviation of 0.22. Empowerment of the employees first will ensure that their responses are aimed for the same goal as shown by a mean of 4.28 and a standard deviation of 0.24 and finally ensuring capability development will also help in ensuring effective job performance since cultivating a culture of involvement among employees is very important as shown by a mean of 4.31 and a standard deviation of 0.28, the above findings concurs with the findings by Spreitzer, (1995) according to Spreitzer (1995), executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. When capability development is higher than empowerment, this can be an indication that the organization does not entrust capable employees with important decision making that impact their work.

Table 2: Effect of involvement culture trait on job performance

Involvement of Trait						Mean	Std Deviation
	Very large extent	Large extent	Undecided	Small extent	Very small extent		
Empowerment	91	45	8	6	2	4.28	0.24
Team Orientation	67	61	19	3	2	4.26	0.22
Capability Development	71	67	7	6	1	4.31	0.28

Consistency culture trait

Table 3: Effect of consistency culture trait on job performance

consistency Trait						Mean	Std Deviation
	Very large extent	Large extent	Undecided	Small extent	Very small extent		
Core Values	81	61	5	3	2	4.32	0.26
Agreement	84	55	8	4	1	4.29	0.23
Coordination and Integration	87	57	5	2	1	4.25	0.21

The study sought to determine the respondent's level of agreement with the above statements relating to the effect of consistency culture trait on job performance. From the research findings the study established that majority of the respondents agreed that Coordination and Integration is a key trait in affecting job performance of employees and should be of paramount consideration as shown by a mean of 4.25 and a standard deviation of 0.21. Agreement between employees is also an important factor to be considered in ensuring effective job performance as shown by a mean of 4.29 and a standard deviation of 0.23 and finally Core Values of the organization are also important as they also help in ensuring effective job performance thus core values of the organization affects job performance as shown by a mean of 4.32 and a standard deviation of 0.26, the above findings concurs with the findings by (Block, 1991) according to Block (1991), behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity, when agreement is lower than core values and coordination, this tends to indicate that the organization may have good intentions, but may become unglued when conflict or differing opinions arise.

Adaptability Culture trait

Table 4: Effect of adaptability culture trait on job performance

Adaptability Trait						Mean	Std Deviation
	Very large extent	Large extent	Undecided	Small extent	Very small extent		
Creating Change	74	63	10	3	2	4.35	0.24
Customer Focus	91	48	7	4	2	4.19	0.27
Organizational Learning	90	44	10	4	4	4.13	0.26

The study sought to determine the respondent's level of agreement with the above statements relating to the effect of adaptability culture trait on job performance. From the research findings the study established that majority of the respondents agreed that Organizational Learning is a key adaptability culture trait in affecting job performance as shown by a mean of 4.13 and a standard deviation of 0.26. Customer Focus by the organization is also important in ensuring effective job performance as shown by a mean of 4.19 and a standard deviation of 0.27 and

finally Creating Change in the organization is also important as this will ensure new methods adopted thus resulting to effective job performance as shown by a mean of 4.35 and a standard deviation of 0.24, the above findings concurs with the findings by Nadler, (1998) according to Nadler (1998), adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change, when customer focus is higher than creating change and organizational learning, this signifies that the organization may be good at meeting customer demands currently, but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future.

Mission Culture trait

Table 5: Effect of mission culture trait on job performance

Mission Trait	Very large extent	Large extent	Undecided	Small extent	Very small extent	Mean	Std Deviation
Strategic Intent	87	47	10	8	0	4.27	0.23
Goals and Objectives	80	60	6	4	2	4.36	0.25
Vision	86	58	4	3	1	4.39	0.26

The study sought to determine the respondent's level of agreement with the above statements relating to the effect of mission culture trait on job performance. From the research findings the study established that majority of the respondents agreed that the organization's strategic intent is a major concern in ensuring effective job performance by employees as shown by a mean of 4.27 and a standard deviation of 0.23. taking into considerations Goals and Objectives to be achieved when doing a task is also important in ensuring effective job performance as shown by a mean of 4.36 and a standard deviation of 0.25 and finally the management should monitor its employees so as to ensure its Vision is achieved in the long run as shown by a mean of 4.39 and a standard deviation of 0.26, the above findings concurs with the findings by (Denison & Neale, 1996) according to Denison & Neale (1996), when strategic direction, intent and vision are higher than goals and objectives, this indicates that the organization may have a difficult time executing or operationalizing its mission. There may be brilliant visionaries who have a difficult time translating dreams into reality. When goals and objectives are higher than strategic direction, intent and vision, this often indicates that the organization is good at execution but

lacks a real sense of direction, purpose or long-range planning. The focus is usually a short term, bottom-line focus with little forward planning.

Overall Organizational Culture traits

Table 6: Overall Effect of Organizational Culture traits on Employee performance

Organizational Job Performance	Very large extent	Large extent	Undecided	Small extent	Very small extent	Mean	Std Deviation
	Customer Satisfaction	2	5	11	71	63	4.24
Increased Market Share	1	6	13	68	64	4.24	0.23
Competing Effectively in the Marketplace	0	6	10	69	67	4.27	0.22
Employee Satisfaction	2	2	6	72	70	4.36	0.25
Increased Quality of Service	1	3	4	76	68	4.39	0.26
Improved Innovation	1	2	13	67	69	4.36	0.24
Coordination and Integration	2	1	12	73	64	4.28	0.27

The study sought to establish the extent to which organizational culture traits has enhanced the above traits necessary for job performance. From the research findings majority of the respondents agreed that customer satisfaction and increased market share helped organizations improve on their job performance as shown by a mean of 4.24 in each case and a standard deviation of 0.28 and 0.23 respectively, competing effectively in the marketplace influence job performance as shown by a mean of 4.27 and a standard deviation of 0.22, coordination and integration influence job performance as shown by a mean of 4.28 a standard deviation of 0.22, employee satisfaction and improved innovation also influence job performance as shown by a mean of 4.36 in each case , a standard deviation of 0.25 and 0.24 respectively and finally that increased quality of service also influences job performance as shown by a mean of 4.39 and a standard deviation of 0.26 this findings' view echoes the findings of a study by Pettigrew (1979), he argued that cultures of organization based on

cognitive systems which help to explain how employees think and make decision. He also noted the different level of culture based on the multifaceted set of beliefs, values and assumptions that determine ways to organizations to conduct its business. He further highlighted that organizational culture is known as “normative glue” means to hold the overall organization together. The concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations that are doing business in the same national culture.

Analysis of Variance

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.188	4	.547	4.841	.001 ^b
Residual	4.294	148	.113		
Total	6.482	152			

Critical value =2.50

From the ANOVA statics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (4.841>2.50) an indication that involvement trait, consistency trait, adaptability trait and mission trait all affect job performance in Commercial banks in Kenya. The significance value was less than 0.05 indicating that the model was significant.

Regression Analysis

Table 8: Model summary

Model	r	R Square	Adjusted R Square	Std. Error of the Estimate
	.874	.763	.746	.223

R squared is the coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted R squared was 0.746 an indication that there was variation of 74.6 percent on job performance in commercial banks due to changes in involvement trait, consistency trait, adaptability trait and mission trait at 95 percent confidence interval. This shows that 74.6

percent changes in job performance in commercial banks in Kenya could be accounted to involvement trait, consistency trait, adaptability trait and mission trait. r is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above is notable that there exists strong positive relationship between the study variables as shown by 0.874.

Table 9: Regression Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.342	1.023		1.312	.001
1					
Involvement trait	.311	.118	.213	2.636	.002
Consistency trait	.341	.125	.207	2.728	.000
Adaptability trait	.322	.124	.206	2.597	.001
Mission trait	.336	.114	.211	2.947	.000

From the data in the above table the established regression equation was

$$Y = 1.342 + 0.311 I + 0.341C + 0.322 A + 0.336 M$$

From the above regression equation it was revealed that holding involvement trait, consistency trait, adaptability trait and mission trait to a constant zero, the performance of commercial banks in Kenya would be at 1.342. From the Unstandardized Coefficients, the model predicts that an increase in involvement trait (.311) would results into an increase in the performance of commercial banks in Kenya, holding other independent variables (consistency trait, adaptability trait and mission trait) constant this variable was significant as its significant value was less than ($p < 0.05$). Furthermore, increase in consistency trait (.341) would results into increase the performance of commercial banks in Kenya, holding other independent variables (involvement trait, adaptability trait and mission trait) constant indicating that this variable was significant as its significant value was less than ($p < 0.05$). Moreover, increase in adaptability trait (.322) would results into increase in performance commercial banks in Kenya holding other independent variables (involvement trait, consistency trait, and mission trait) constant this indicates that this variable was significant as its significant value was less than ($p < 0.05$). Finally, increase in credit monitoring (.336) would results into increase in the performance of commercial banks in Kenya holding other independent variables (involvement trait, consistency trait and adaptability trait) constant indicating that this variable was also significant as its significant value was less than ($p < 0.05$).

CONCLUSIONS

From the findings the study established that involvement culture traits is positively significant to influence overall organization culture thus the study concludes that Involvement Culture traits had positive influence on job performance in Commercial banks in Kenya concurring with conclusions by Spreitzer (1995), he concludes that executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization. When capability development is higher than empowerment, this can be an indication that the organization does not entrust capable employees with important decision making that impact their work.

The study established it is useful to consistency culture trait since normally behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view thus the study concludes that consistency culture trait had a positive effect on job performance in commercial banks in Kenya concurring with the conclusions by Block (1991), he concludes that behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity, when agreement is lower than core values and coordination, this tends to indicate that the organization may have good intentions, but may become unglued when conflict or differing opinions arise.

The study revealed that adaptability culture trait can also enable the organization take risks and learn from their mistakes, and have capability and experience at creating change, when customer focus is higher than creating change and organizational learning, this signifies that the organization may be good at meeting customer demands currently, but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future thus the study concludes that risk monitoring has a positive impact on job performance in Commercial banks in Kenya. They study further established that creating change positively and customer focus would influence positively employee performance. Organizational learning is also important as it improves job performance concurring with conclusions by Nadler (1998), that adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change, when customer focus is higher than creating change and organizational learning, this signifies that the organization may be good at meeting customer demands currently, but is unlikely to be planning for future customer requirements or leading customers to what they may want in the future.

The study ascertained that determining mission first will ensure that responses are aiming for the same goal, and avoid nugatory effort since the focus is usually a short term, bottom-line focus with little forward planning thus the study concludes that mission culture trait had a positive impact on job performance in Commercial banks in Kenya, concurring with a study by Hamel & Prahalad, 1994 who concluded that when an organization's underlying mission changes, changes also occur in other aspects of the organization's culture.

RECOMMENDATIONS

Based on the findings, the study recommends that the management on commercial banks should consider adopting involvement culture traits as an organizational culture during job performance. This will allow the management to create a comprehensive understanding that can be leveraged to influence stakeholders and create better decisions.

The study also recommends that is very crucial that the organization adapts consistency culture trait since this will help the organization to maintain valuable information that will provide valuable insights in its operation and the necessary input to find effective responses to optimize job performance.

The study recommends that the management keeps on adapting to change as well as re-assessing the effect and frequency of mitigation measures adopted. This will help to identify whether the adopted counteractive culture are making any acceptable difference.

This study recommends that banks should empower employees and reinforce team orientations, embrace integration, co-ordination, organizational learning, agreement and core values and they should also create competence development to promote employee performance.

It is essential that banks give due consideration to their target market while trying to achieve their mission. The management therefore should aim to obtain an in-depth understanding of the bank's clients, their credentials & their businesses in order to fully know their customers as well as motivate their employees.

This research had intended to establish the effect of organizational culture on job performance in selected commercial banks in Kenya. Other researcher as a scope for further studies; may focus on the relationship between organizational culture and financial performance in commercial in Kenya

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APPENDIX: Questionnaire

To what extent has your organization nurtured the following culture traits basing each item on the scale ranging from 1= very large extent to 5=very small extent

Organizational Culture Trait	1= Very large extent	2= Large extent	3= Undecided	4= Small extent	5= Very small extent
INVOLVEMENT					
Empowerment					
Team Orientation					
Capability Development					
CONSISTENCY					
Core Values					
Agreement					

Coordination and Integration					
ADAPTABILITY					
Creating Change					
Customer Focus					
Organizational Learning					
MISSION					
Strategic Intent					
Goals and Objectives					
Vision					

Overall performance in the bank on Employee performance

Evaluate the effect of organizational culture on job performance based on each item on the scale ranging from 1=very large extent to 5=very small extent

Organizational Job Performance	1= Very large extent	2= Large extent	3= Undecided	4= Small extent	5= Very small extent
Customer Satisfaction					
Increased Market Share					
Competing Effectively in the Marketplace					
Employee Satisfaction					
Increased Quality of Service					
Improved Innovation					
Coordination and Integration					