INFLUENCE OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN THE KENYA CIVIL SERVICE

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ABSTRACT
The general objective of the study was to determine the influence of organizational culture on employees’ performance in the Kenya Civil Service. The study specifically focused on organization values, organization norms, organization symbols and organization policies on employees’ performance in the Kenya civil service. The study was undertaken in the ministry of Interior and ministry of Water and Irrigation and targeted 420 staff. Through stratified sampling, a sample of 220 respondents was adopted. Questionnaires were used as the main data collection instruments and a pilot study was conducted to pretest questionnaires for reliability. Descriptive statistics and multiple regression analysis was used to analyze the gathered data and the results were presented on tables, figures and graphs. The study found out that organization values, organization norms, organization symbols and organization policies were major factors that affected employees’ performance in the Kenya civil service. The study recommended that the civil service should improve on organizational values by setting clear guidelines on the behaviors and mindsets needed to achieve that organization vision. The organization mission and vision should be clearly stated; work ethics should be clearly defined and enforced, employee should be better rewarded and motivated to improve their commitment toward achievement of the organization mission and vision and also their level of job satisfaction. The management of the Kenya civil service should improve on the organizations symbols by providing good visible cultural symbols like the size of office, pictures of high performing employees placed at the entryways, providing good artifacts, like computers, employee handbook, a company logo, corporate wares which makes employees identify with the organization. The Kenya civil service should design and implement good policies which creates favorable work environment for the employees. The organization working procedures should be clearly stated and be made flexible, employees should be involved in decision making and the working conditions should be improved, in addition good organizational structure should be implemented to support effective interaction and delegation of duties amongst employee.

Key Words: Organization Values, Organization Norms, Organization Symbols, Organization Policies and Employees’ Performance.
INTRODUCTION

Worldwide, the business environment is experiencing rapid changes and this leads to new employees expectations requirements in order for them to perform accordingly. Organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfactions. A supportive organizational culture is therefore considered as a motivational instrument which promotes the employees to perform smoothly and ensures better productivity and hence promoting the level of employees performance and overall organizational performance (Ritchie, 2012). Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees. Kotter (2013) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals. According to Hofstede (2012) organization culture is a collective process of the mind that differentiates the members of one group from the other one. According to Martins and Terblanche (2013), culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to organization’s values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards. Armstrong (2010) defines employee performance as the ability of any employee to successfully and efficiently perform the duties and tasks assigned to him or her within the organization. In addition, Armstrong argues that employee performance is not just a matter of only what a group of employees (teams) or an individual employee achieves in regard to the set goals and targets but it also has to do with how the employees or an individual employee is willing and motivated to uphold and promote the values of the organization. Top managers and directors are assigned with the duty of evaluating the employee performance of each staff member on an annual or quarterly basis and identify gaps for improvement and they come up with strategies in collaboration with the employees on how they can work on the gaps. Organizational performance the ability for an organization to fulfill its mission through sound management, strong governance and a persistent dedication to achieving specific goals over a given period of time (Stafford & Miles, 2013). Performance is equally defined as the achievement of financial and non-financial goals that enables an organization to remain viable and sustainable both in the short term and in the long run (Denison, 2012).

Organizational Culture on Global Perspective

Globally, there seems to be a performance crisis in public service, while there is need to produce more for less (Nabukeera, Ali and Raja, 2014). This problem strikes through poor, developing and developed countries and has raised the appetite for efficiency and the need for evaluation mechanisms to help assess the performance of government institutions or programs that are quite inadequate in stakeholder expectations (Nabukeera, Ali & Raja, 2014). According to Daft (2012) in UK, a strong organizational culture in many organizations supports adaptation and develops organization’s employee performance by motivating employees toward a shared goal and objective; and finally shaping and channeling employees’ behavior to that specific direction should be at the top of operational and functional strategies. While undertaking a study on effect of organizational culture on employees performance in USA organizations, Stewart (2010) identified that norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He also suggested that norms and values are the first thing to look in the organizational culture.
Alharbi (2013) study on the impact of organizational culture on employee performance in Malaysian organizations found that organizational culture influenced performance and dimensions of culture notably value and norms of an organization improved employee relationship which improved employees’ performance. The study also revealed that strong culture of an organization based upon managers and leaders help in improving level of performance. Managers relate organization performance and culture to each other as they help in providing competitive advantage to firms. In a study of Hong Kong and Australian managers, Lok and Crawford (2014) found a positive effect of organization culture on employee performance. Zain (2012) examined the effect of four dimensions of organization culture namely teamwork, communication, reward and recognition, and training and development on employee performance and found that all the four dimensions of organization culture were important determinants of performance. In India, Mahmudah (2013) reports a significant relationship between organization culture and service delivery. However Lahiry (2014) study in Iranian firms indicated a weak association between organization culture and performance. In Pakistan, Fakhar (2014) when undertaking a study on impact of organizational culture on employees job performance revealed that organizational culture determined the level of employee motivation and overall employees performance.

Organizational Culture on Regional Perspective
In Africa, weak organizational culture has been blamed to be a major factor contributing to declined performance of many organizations in the public sector. In Africa, despite the fact that most organizations started adopting the use of the Balanced Score Card (BSC) as a way of improving employee performance, low emphasis on strengthening organizational culture has been a major challenge towards achieving the aimed performance targets (Malinga, 2012). With the changing working environment, technology developments and overall economic improvements in many countries across Africa, employees are beginning to have new demands which call for change of organizational culture. In South Africa, for example, recent developments in the way employees are managed in organizations have brought about the need to seriously consider employees as major stakeholders in organizations and this has called major changes in organizational culture (Tchapchet, 2014). In Nigeria, a study by Agwu (2014) on organizational culture and employees performance in Nigeria public sector showed that organizational culture influenced employees commitment and motivation and these affected the level of employees performance. Agwu (2014) found that the performance of an organization depends on the degree to which the values of its employees are widely shared. Similarly, a study conducted by Ogbonna (2012) found that shared and strongly held values enable management to predict employees’ reactions to certain strategic options and reducing these values may bring undesirable consequences. In Ethiopia, there is growing interest in the use of the BSC in more firms with support from government but weak organizational culture leads to poor employees performance (Tessema, 2012). In Uganda, public sectors have faced significant employee performance challenges during recent years due to weak organizational culture (Munga, 2013).

Organizational Culture on Local Perspective
In Kenya, organizational culture plays a major role towards determination of employees’ performance in many organizations. In private sector organizational culture attributes such as organization values, norms, symbols and policies are given much support by the employees and top management and this plays a major role in promoting realization of increased level of
employees performance and overall organizational performance. However, in Kenya civil service low emphasis on organizational culture has contributed greatly towards declined levels of employees performance and downfall of many organizations in the public sector (Charles, 2012). A study by Onyango (2014) revealed that in Kenya, high-performing organizations have a committed workforce that is aligned with the organization's mission, vision and values. It came out very clearly that the top management plays a pronounced role in influencing organizational culture so that it aligns to organizational strategy and structure. They help define the values and beliefs in the organization since they have an accurate picture of the organization's culture. Top management helps employees to contribute towards the fulfillment of mission of the organization and this promotes organizational culture.

Omukanga (2016) study on organizational culture showed that in Kenya public sector different organizations have its own unique culture which must be understood by both management and employees for the success of that organization. In order to achieve a successful culture, many managers must give much emphasis on organizational culture and its themes such as dominant characteristics, leadership and employee participation and management and this affects employees performance. Omukanga (2016) concluded that developments in areas like employee empowerment, organizational leadership and talent management, and the cultural dimensions like values, norms and practices should be given much emphasis since they lead to growth of organizational culture and improvement of the employees performance. A study by Misigo (2013) revealed that organizational values, organizational communication, reward systems and mission affected employees performance positively. The study recommended that the civil service should have policies that encompass these variables as they were found to influence performance of the organization positively. Nyabuti, Chepkilot and Zakayo, (2017) study on influence of organizational culture on the employee performance in Kenya civil service revealed that even though the government of Kenya has launched several reform programs to promote effective performance among employees in the public service, the performance level is still wanting. A positive organizational culture such as a good reward and sustained motivation systems would improve the performance of an organization in general. The results of the study inform the centrality of the concept of organizational culture in the performance of public institutions in developing economies like Kenya. Thus, there is a need to develop and implement an efficient and effective organizational culture that encourages and motivates good performance among employees in the public service.

**Statement of the Problem.**

Worldwide, organizational culture has demonstrated to play a significant role towards determination of the level of employee performance and overall organizations performance. However, organizational culture has continued to impact negatively on employee performance in many organizations. Most public organizations put more efforts on the focus of only intrinsic and extrinsic reward systems to improve performance and give less concern on the key organizational cultural activities (Bouwman, 2013). For the last 20 years, the Kenya civil service has undertaken major reforms as a measure to enhance performance efficiency in the government ministries and agencies. These reforms have focused in areas such as rewards, human resources, downsizing, operational efficiencies and performance measurements, but few have focused on organizational culture. Therefore, organizational culture remains as a major problem in the Kenya civil service. A study by Nyabuti, Chepkilot and Zakayo (2017) revealed that majority (90.5%) of employees in government ministries indicated that organizational culture affects employee’s performance. According to Kandula (2006) the key to good performance is a strong
organizational culture. A positive and strong culture improves individual employees performance and whereas a negative and weak culture demotivates an outstanding employee to underperform and end up with no achievement. Despite the demerits, there is a significant contribution of organizational culture on employees performance in the Kenya civil service. Organizational culture has attracted low levels of empirical investigations unlike other factors that effects employee performance like training, recruitment and remuneration. Strong organizational culture determines the nature of organization values, organization norms, symbols and organization policies which either motivates or demotivates employees to perform. There is a need for the public institutions to develop and implement an efficient and effective organizational culture that encourages and motivates good performance among employees in the public service. Based on the above foregoing, this study aimed to fill the noticeable gap in literature by determining the influence of organizational culture on employee performance in the Kenya Civil Service.

Research Objectives
a) To determine the influence of organization values on employees performance in the Kenya civil service.
b) To establish the influence of organization norms on employees performance in the Kenya civil service.
c) To identify the influence of organization symbols on employees performance in the Kenya civil service.
d) To assess the influence of organization policies on employees performance in the Kenya civil service.

LITERATURE REVIEW

Theoretical Review

Schein's Theory of Organizational Culture
Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artefacts. (Denison, 2015). She distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains. Visible behaviour influences and is influenced by unobservable assumptions through rules, stand. Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc. Espoused beliefs and values are the next level of organizational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. Basic underlying assumptions are the base level of organizational culture, and are the deeply-embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions will result in anxiety and defensiveness. The most visible symbols should not be the only aspects used to interpret culture, due to the ease with which they can be misinterpreted. Focusing only on visible symbols will result in a failure to grasp the underlying basic assumptions that are fundamental to
understanding the culture. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality (Schein, 2012).

**Theory X and Theory Y**

McGregor developed a philosophical view of humankind with his Theory X and Theory Y in 1960. His work is based upon Maslow's hierarchy of needs theory, in that he grouped the hierarchy into lower-order needs (Theory X) and higher-order needs (Theory Y). He suggested that management could use either set of needs to motivate employees, but better results would be gained by the use of Theory Y, rather than Theory X. These two opposing perceptions theorized how people view human behavior at work and organizational life (Farooq, 2012). With Theory X assumptions, management's role is to coerce and control employees to perform since; People have an inherent dislike for work and will avoid it whenever possible, secondly People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives, thirdly people prefer to be directed, do not want responsibility, and have little or no ambition and finally people seek security above all else (Farooq, 2012). With Theory Y assumptions, management's role is to develop the potential in employees and help them to release that potential towards common goals since employees view; Work as natural as play and rest, secondly People will exercise self-direction if they are committed to their own objectives, thirdly people are committed to objectives since it is a function of the rewards associated with their achievement, fourthly people learn to accept and seek responsibility, creativity, ingenuity, and imagination are widely distributed among the population therefore people are capable of using these abilities to solve an organizational problem and finally that people have potential to propel the organizational performance (Armstrong, 2010).

**The theory of Open-Book Management (OBM)**

The Open-book management is revolutionary because conventional business operates under two assumptions. These are; "a job must be defined as narrowly as possible and that Workers need close, direct supervision". Case (2013). Changes in the organizational and social environment have prompted changes in the approach to management. Open-book management is a way of running a company that gets everyone to focus on helping the business makes money. Case (2013) further argues that open-book management takes those trendy new management ideas - empowerment, TQM, teams and so on - and gives them business logic. In an open-book company, employees understand why they're being called upon to solve problems, cut costs, reduce defects, and give the customer better service. Case (2013) further clarifies that, in open-book management there are three essential differences to a conventional business. Every employee sees - and learns to understand - the company's financials, along with all the other numbers that are critical to tracking the organizational performance. Secondly, employees learn that, whatever else they do, part of their job is to move those numbers in the right direction and finally, employees have a direct stake in the company's success.

**Charles Handy Theory**

Charles Handy, a leading authority on organizational culture developed a Charles hardy theory of organizational culture in 1999 by outlining four different kinds of culture: Power Culture; this is where in the organization power is held by just a few individuals whose influence is felt in the whole organization. Here rules and regulations are very minimal and decision making is quick and are made by the influential people. Employee’s success is based on their achievements than their actions. As a result of bureaucratic decision making, sometimes the decisions made are not in the best long-term
interests of the organization. Power culture is also a strong culture and though good, can quickly work against the organization. Role Culture; these are cultures are based on rules and are highly monitored with all the staffs knowing their expectations at work with their roles and responsibilities clearly stated out for them (Farooq, 2012). Power in a role culture is determined by a person's position in the organizational hierarchy, which are normally tall with a long chain of command. Task Culture; are formed when teams in an organization are formed to address specific problems or progress projects. The task is the important thing, so power within the team will often shift depending on the mix of the team members and the status of the problem or project. Person Culture; these organization has individualist employees who see themselves as unique and superior to the organization and other colleagues. In this culture, employees are there for one major purpose; to work (Charles, Hill, and Gareth, Jones, 2011).

**Conceptual Framework**

**Independent variables**

**Conceptual framework**

**Organization values**

- Mission and Vision
- Work Ethics
- Commitment
- Job satisfaction

**Organization norms**

- Work environment
- Teamwork
- Communication
- Leadership style

**Organizational symbols**

- Artifacts
- Technology
- Office size
- Work facilities

**Organizational policies**

- Working procedures
- Decision making
- Working conditions
- Organizational structure

**Employee performance**

- Employee productivity
- Work Quality
- Customer Satisfaction
- Employee Absenteeism

**Dependent variables**

**Organization values**

Organizational Values are the guiding principles of behavior for all members in the organization (Denison, 2015). Organization values are the core of its culture. While a vision articulates a company’s purpose, values offer a set of guidelines on the behaviors and mindsets needed to
achieve that vision. Value statements list the principles and ethics to which an organization adheres. They form an ethical foundation for the organization. (Barney, 2012). These principles and ethics then guide the behavior of organization members. They assist organizations in determining what is right and wrong. Members then act in certain ways, using the values as a guide (Schein, 2012). An organization’s values determine its culture. Values provide a guiding architecture that drives performance and behavior. Individuals and organizations (as a whole) have value systems that influence their attitudes, behaviors, and the ways in which they allocate resources. Values are the backbone or glue behind organizational culture (Martins and Terblanche, 2013). Values are shared intersection that provide a foundation behind who an organization is. This is why so many organizations take the time and effort to define their core values and share them with their employees, customers, and the general public (Miles, 2013). The organizational culture illustrates who the organization is by identifying what it finds important and what it values. Organizations are made of people and these people need to support the vision of the organization and exemplify the values (Stewart, 2010). This is why it’s critical to ensure individual values align with the organization’s values to drive key behaviors. Research on culture fit by DeGarmo supports the importance of value alignment. People with stronger indicators of culture fit report higher levels of job satisfaction, organizational commitment, fewer withdrawal cognitions (i.e., thoughts about eventual turnover), and are less likely to engage in turnover related behaviors (e.g., looking for a new job) (Denison, 2015).

**Organization Norms**
Organizational Norms is a set of rules for human behavior in the organization. Organizational norms reflect the typical and accepted behaviors in an organization. Dubrin (2011) extends this definition by describing group norms as the “guidelines for acceptable and unacceptable behaviours that are informally agreed on by group members. Norms are thus the common standards or ideas which guide member behavior in all established groups (Miles, 2013). Although in some instances, norms may be formalized and written (for example, codes of conduct), for the most part, they are unwritten rules concerning those behaviours that are appropriate and acceptable to other group. Norms are also an expression of values (Asimkhan, 2015). They are the unwritten rules that allow members of a culture to know what is expected of them in a wide variety of situations including how to coordinate their behaviour with that of others. Norms should include an understanding of norms as informal rules or standards that guide acceptable and unacceptable behaviours and decide what sanctions should be applied when behaviour does not coincide with social expectations (Charles, Hill, and Gareth, Jones, 2011).

**Organization Symbols**
Symbols are integral to organizational life and they are elements that structure members active constructions sense of knowledge and behavior (Tessema, 2012). Symbols are physical manifestation of an organization and indicators of organization life. Symbols also refers to physical setting of organization and objects within that physical setting and stands for the meaning experiences and ideas that people have in and about the symbol in the context of the organization. Some elements of culture in an organization help to encourage high employee job performance. Among them are visible cultural symbols like the size of one’s office, pictures of employees placed at the entryways (Buble, 2012). The pictures make employees feel recognized as part of those who make the organization thrive, hence they put more effort in their duties (Tessema, 2012). Artifacts, that is, tangible evidence of organizational culture like computers, employee
handbook, a company logo, corporate wares make employees identify with the organization; they feel proud to be associated with the organization, hence a tendency to perform their duties well. Patterns of behavior like how and where employees interact, how they behave in formal and informal meetings, also encourage high performance (Dacin, Munir, & Tracey, 2010). Organizations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next, through mechanisms such as stories, artifacts, rituals, slogans, symbols and special ceremonies, as cited above. These mechanisms reproduce as well as reinforce the accepted culture (Dacin, Munir and Tracey 2010). According to Wines and Hamilton (2011), strong cultures make up the cultural DNA that gives organizations and individuals their identities.

Organization Policies
Organizational Policy is a course or method of action selected, usually by an organization, institution, university, society, etc., from among alternatives to guide and determine present and future decisions and positions on matters of public interest. A policy is a course or method of action selected, usually by an organization, institution, university, society, etc., from among alternatives to guide and determine present and future decisions and positions on matters of public interest or social concern. It does not include internal policy relating to organization and administration within the corporate body, for which organization and administration is available (Cascio, 2011).

Research Methodology
The study adopted a descriptive research design. The study’s target population comprised of 420 staff from top and middle level management from the ministry of interior and ministry of Water and Irrigation. Through stratified random sampling technique, a sample of 220 respondents was acquired. Primary data was collected using structured questionnaires containing both open-ended and closed-ended items. Inferential(regression) and descriptive statistics(mean, median, standard deviation, mode, cross-tabulations, frequencies and percentages) was used to analyze data. Results of the analysis were presented by use of tables and figures. Inferential statistics was used to establish the association between independent variables and dependent variable. Employees’ performance was regressed against four variables of organizational culture (organization values, organization norms, organization symbols and organization policies). The regression model is as follows;

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \]

Where; \( \beta_0 \) = constant of regression, \( Y \) = Employee Performance, \( X_1 \) = organization values, \( X_2 \) = organization norms, \( X_3 \) = symbols, \( X_4 \) = organization policies and \( \epsilon \) = error term.

Results
The study administered 220 questionnaires to top and middle level management staff from the ministry of interior and ministry of Water and Irrigation and 180 questionnaires were filled and returned. This represented a response rate of 82%.

Descriptive Statistics and Analysis

Organization Values
The study sought to determine the influence of organization values on employee’s performance in the Kenya civil service. The study requested respondents to indicate their level of agreement with key statements in relation to the influence of organization values on employees performance in the Kenya civil service using a scale of 1-5 (1-Strongly Disagree, 2-Disagree, 3-Moderately agree, 4-Agree 5-Strongly agree). According to study findings in Table 1, the respondents agreed that clear understanding of organization mission and vision leads to good employee performance as indicated by a mean of 4.183 and a standard deviation of 0.9304; the respondents also agreed that compliance work ethics is major challenge in the organization and affects employee performance as indicated by a mean of 4.372 and a standard deviation of 0.6432. The respondents moderately agreed that most employee are committed in their work as indicated by a mean of 3.005 and a standard deviation of 1.3598 and finally the respondents disagreed that the level of job satisfaction is high amongst most employees indicated by a mean of 2.627 and a standard deviation of 1.6205. On average all the organization values statements had an average mean score of 3.547, standard deviation of 1.1385 and variance of 1.438. These findings are in agreement with Kaamania (2017) in many government organization clear understanding of organization mission and vision leads to good employee performance and compliance work ethics is major challenge in the organization and affects employee performance in public organizations. The findings concurs with Mohammad (2013) most employee are not very much committed in their work and low level of job satisfaction amongst most employee in government organizations leads to declined level of employee performance. According to Barney (2012) the values of an organization help in shaping organization culture and strong values leads to achievement of the organization mission and vision and improved level of employees’ commitment and job satisfaction which leads to improved employees performance. Buble (2012) noted that existence of strong organizations values plays a major towards the improvement of the level of employee performance since organization values acted as guiding principles to all members of the organizations.

Table 1 Descriptive Results on Organization Values

<table>
<thead>
<tr>
<th>Organization Values</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Clear understanding of organization mission and vision leads to good employee</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>4.183</td>
<td>.9304</td>
<td>.866</td>
</tr>
<tr>
<td>performance</td>
<td></td>
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<tr>
<td>b) Compliance work ethics is major challenge in the organization and affects</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>4.372</td>
<td>.6432</td>
<td>.414</td>
</tr>
<tr>
<td>employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Most employee are committed in their work</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>3.005</td>
<td>1.3598</td>
<td>1.849</td>
</tr>
<tr>
<td>d) The level of job satisfaction is high amongst most employee</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>2.627</td>
<td>1.6205</td>
<td>2.626</td>
</tr>
<tr>
<td>Average</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>3.547</td>
<td>1.1385</td>
<td>1.438</td>
</tr>
</tbody>
</table>

Organization Norms
The study sought to establish the influence of organization norms on employee performance in the Kenya civil service. The study requested respondents to indicate their level of agreement with key statements in relation to the influence of organization norms on employees performance in the Kenya civil service using a scale of 1-5 (1-Strongly Disagree, 2-Disagree, 3-Moderately agree, 4-Agree 5-Strongly agree). The means, standard deviation and variance results were used to make inferences. The findings from the analysis are as presented in table 2. The study findings revealed that respondents agreed that there is good work environment in the organization and this promotes employee performance as indicated by a mean of 4.216 and a standard deviation of 0.9109; the respondents also moderately agreed that there is teamwork and effective communication channel in the organization and this promotes employee performance as indicated by a mean of 3.550 and a standard deviation of 1.3630. The respondents disagreed that the employed leadership style is supportive in promoting employee performance as indicated by a mean of 2.700 and a standard deviation of 1.3614. The respondents finally agreed that there is a good employee relations in the organization as indicated by a mean of 4.016 and a standard deviation of 1.0804. On average all the organization norms statements had an average mean score of 3.6208, standard deviation of 1.1789 and variance of 1.427.

These findings shows that only few respondents had varied or divided opinions and most of the respondents gave similar responses on all the organization norms statements in relation to the influence of organization norms on employee performance in the Kenya civil service. The findings indicates that there is good work environment in the organization and this promotes employee performance; there is teamwork and effective communication channel in the organization and this promotes employee performance; the employed leadership style is not supportive in promoting employee performance and there is a good employee relations in the organization which promotes employee performance. These findings corroborates findings by Denison (2015) that good work environment, teamwork and good employee relations are determinants of organization norms and positively affects employee performance in organizations. The findings confirm findings by Ojo (2011) the employed leadership style is not supportive in promoting employee performance in many public organizations in Africa. The findings relate to those by Ndwiga (2012) that many public organizations in Kenya lacks good organizations norms in terms of good leadership styles, teamwork and communication channel and this affects the level of employees’ performance, since they spend a lot of money on hardware rather than investing in creating a high-performance culture, which is basically the software that drives the business.

### Table 2 Descriptive Results on Organization Norms

<table>
<thead>
<tr>
<th>Organization Norms</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) There is good work environment in the organization and this promotes employee performance.</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>4.216</td>
<td>.9109</td>
<td>.830</td>
</tr>
<tr>
<td>b) There is teamwork and effective communication channel in the organization and this promotes employee performance</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>3.550</td>
<td>1.3630</td>
<td>1.858</td>
</tr>
<tr>
<td>c) The employed leadership style is supportive in promoting</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>2.700</td>
<td>1.3614</td>
<td>1.854</td>
</tr>
</tbody>
</table>
employee performance

d) There is a good employee relations in the organization

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>180</td>
<td>1.00</td>
<td>5.00</td>
<td>4.016</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td>3.6208</td>
<td>1.1789</td>
<td>1.427</td>
</tr>
</tbody>
</table>

**Organization Symbols**

The study sought to identify the influence of symbols on employee performance in the Kenya civil service. The study requested respondents to indicate their level of agreement with key statements in relation to the influence of organization symbols on employee performance in the Kenya civil service using a scale of 1-5 (1-Strongly Disagree, 2-Disagree, 3-Moderately agree, 4-Agree 5-Strongly agree). The means, standard deviation and variance results were used to make inferences. The findings from the analysis are as presented in table 3. According to study findings, the respondents agreed that there are good organization artifacts, like computers, employee handbook, a company logo, corporate wares which makes employees identify with the organization and promotes employee performance as indicated by a mean of 4.533 and a standard deviation of 0.7911; the respondents also agreed that organization has embraced modern technology like ICT and this promotes employee performance as indicated by a mean of 4.5483 and a standard deviation of 0.7917. The respondents agreed that organization office sizes, setting and office plan and pictures encourages better performance as indicated by a mean of 4.250 and a standard deviation of 0.8156 and the respondents finally agreed that work facilities provides physical manifestation of an organization and indicators of organization life and this promotes employee performance as indicated by a mean of 4.183 and a standard deviation of 0.09476. On average all the organization norms statements had an average mean score of 4.362, standard deviation of 0.8365 and variance of 0.704.

These findings shows that only few respondents had varied or divided opinions and most of the respondents gave similar responses on all the organization symbols statements in relation to the influence of organization symbols on employee’s performance in the Kenya civil service. The findings imply that organization symbols in terms of artifacts, technology, office size and work facilities affects employee performance. These findings corroborates findings by Denison (2012) that existence of good organization artifacts, like computers, employee handbook, a company logo, corporate wares which makes employees identify with the organization and promotes employee performance. The findings relate to those by Munga (2013) that organization office sizes, setting and office plan and pictures encourages better performance and work facilities that provides good physical manifestation of an organization promotes employee performance.

**Table 3 Descriptive Results on Organization Symbols**

<table>
<thead>
<tr>
<th>Symbols</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) There are good organization artifacts, like computers, employee handbook, a company logo, corporate wares which makes employees identify with the organization and promotes employee performance</td>
<td>180</td>
<td>4.533</td>
<td>.7911</td>
<td>.626</td>
</tr>
<tr>
<td>b) Organization has embraced modern technology like ICT and this promotes employee performance</td>
<td>180</td>
<td>4.483</td>
<td>.7917</td>
<td>.627</td>
</tr>
<tr>
<td>c) Organization office sizes, setting and office plan and pictures encourages better performance</td>
<td>180</td>
<td>4.250</td>
<td>.8156</td>
<td>.665</td>
</tr>
</tbody>
</table>
d) Work facilities provides physical manifestation of an organization and indicators of organization life and this promotes employee performance

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>180</td>
<td>4.183</td>
<td>.9476</td>
<td>.898</td>
</tr>
</tbody>
</table>

**Organization Policies**

The study sought to assess the influence of organization policies on employee performance in the Kenya civil service. The study requested respondents to indicate their level of agreement with key statements in relation to the influence of organization policies on employees’ performance in the Kenya civil service using a scale of 1-5 (1-Strongly Disagree, 2-Disagree, 3-Moderately agree, 4-Agree 5-Strongly agree). The results as presented in table 4 revealed that the respondents disagreed that the organization working procedures are flexible and easily adaptable to all employee as indicated by a mean of 2.752 and a standard deviation of 1.3642; the respondents also moderately agreed that there is involvement of employee decision making and this improves employee performance as indicated by a mean of 3.752 and a standard deviation of 1.2386. The respondents moderately agreed that there are good working conditions in the organization as indicated by a mean of 3.895 and a standard deviation of 1.0462 and the respondents finally moderately agreed that organizational structure encourages good employee interaction and delegation of duties as indicated by a mean of 3.152 and a standard deviation of 1.6039. On average all the organization policies statements had an average mean score of 3.387, standard deviation of 1.3132 and variance of 1.7657.

These findings indicates that the organization working procedures does not promote employee performance, the level of involvement of employee decision making and the working conditions and lack of organizational structure that encourages good employee interaction and delegation of duties affects employee performance. The findings are in Line with Martins ad Terblanche (2013) where they affirmed that organization policies plays a major role in determining the nature of organization culture by determining working procedures, level of employee involvement in decision making, therefore lack of flexible working procedures and low level of employee involvement affects the level of employee performance. These findings are also in agreement with findings by Achua (2013) where he found out that lack of good working conditions and organizational structure that encourages good employee interaction and delegation of duties affects employee performance in many public institutions.

**Table 4 Organization Policies Descriptive Results**

<table>
<thead>
<tr>
<th>Organization Policies</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The organization working procedures are flexible and easily adaptable to all employee</td>
<td>180</td>
<td>2.752</td>
<td>1.3642</td>
<td>1.861</td>
</tr>
<tr>
<td>b) There is involvement of employee decision making and this improves employee performance</td>
<td>180</td>
<td>3.752</td>
<td>1.2386</td>
<td>1.534</td>
</tr>
<tr>
<td>c) There are good working conditions in the organization</td>
<td>180</td>
<td>3.895</td>
<td>1.0462</td>
<td>1.095</td>
</tr>
<tr>
<td>d) Organizational structure encourages good employee interaction and delegation of duties</td>
<td>180</td>
<td>3.152</td>
<td>1.6039</td>
<td>2.573</td>
</tr>
</tbody>
</table>
Employee Performance
The study sought to determine how the respondents agreed with key statements in relation to employee performance in the organization using a scale of 1-5 where 1= strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree, 5 = strongly agree. The study findings presented in table 5 revealed that the respondents agreed that there is an increased level of employee productivity in the past five years as indicated by a mean of 4.433 and a standard deviation of 0.9088; the respondents also agreed that work quality has improved in the past five years as indicated by a mean of 4.483 and a standard deviation of 0.7917. The respondents agreed that the level of customer satisfaction has improved in the past five years as indicated by a mean of 4.250 and a standard deviation of 0.8156 and the respondents finally agreed that employee absenteeism has reduced in the past five years as indicated by a mean of 4.183 and a standard deviation of 0.9476. On average all the employee performance statements had an average mean score of 4.337, standard deviation of 0.8659 and variance of 0.754. These findings indicate that increased level of employee productivity, improved quality of work, customer satisfaction and reduced employee absenteeism determines the level of employee performance in public organizations. These findings are thus in agreement with Schein (2012) where he identified that increased level of employee productivity, improved quality of work, customer satisfaction and reduced employee absenteeism determines the level of employee performance in public organizations.

Table 5 Descriptive Results on Employee Performance

<table>
<thead>
<tr>
<th>Employee Performance</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) There is an increased level of employee productivity in the past five years</td>
<td>180</td>
<td>4.433</td>
<td>.9088</td>
<td>.826</td>
</tr>
<tr>
<td>b) Work quality has improved in the past five years</td>
<td>180</td>
<td>4.483</td>
<td>.7917</td>
<td>.627</td>
</tr>
<tr>
<td>c) The level of customer satisfaction has improved in the past five years</td>
<td>180</td>
<td>4.250</td>
<td>.8156</td>
<td>.665</td>
</tr>
<tr>
<td>d) Employee Absenteeism has reduced in the past five years</td>
<td>180</td>
<td>4.183</td>
<td>.9476</td>
<td>.898</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td>4.337</td>
<td>0.8659</td>
<td>0.754</td>
</tr>
</tbody>
</table>

Inferential statistics
Regression Analysis
In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. R squared was used to check how well the model fitted the data. R squared is the proportion of variation in the dependent variable explained by the regression model. From the findings in table 6, the regression model coefficient of determination (R2) is 0.703 and R is
0.838 at 0.05 significance level. This is an indication that the four independent variables notably; (X₁) organization values; (X₂) organization norms; (X₃) organization symbols and (X₄) organization policies are significant in influencing the dependent variables Y= employee performance.

The coefficient of determination thus indicates that 70.3% of the variation in employee performance in the Kenya civil service can be attributed to organization values; organization norms; organization symbols and organization policies. The remaining 29.7% of the variation on employee performance can be explained by other variables not included in the model. This shows that the model has a good fit since the value is above 50%. This concurred with Sekaran and Bougie (2016) that (R²) is always between 0 and 100%; 0% indicates that the model explains none of the variability of the response data around its mean and 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the (R²) the better the model fits the data.

<table>
<thead>
<tr>
<th>Table 6 Regression Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
</tr>
<tr>
<td>.838(a)</td>
</tr>
</tbody>
</table>

The study further used one way Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. Green & Salkind (2003) posits that one way Analysis of Variance helps in determining the significant relationship between the research variables. Table 7 indicates that the high value of F (10.3681) with significant level of p-value 0.00 which is less than 5% level of significance is enough to conclude that all the independent variables significantly affect employee performance in the Kenya civil service. This implies goodness of fit of the model and thus the variables can be carried on for further analysis to determine with significance the level of influence of each variable.

<table>
<thead>
<tr>
<th>Table 7 Analysis of Variance (ANOVA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Table 4.10 further presents the results of the test of beta coefficients which shows the extent to which each independent variable affect employee performance. Table 8 shows that; (X₁) organization values coefficient of 0.327 was found to be positive at significant level of (P=0.000<0.05) and this indicates that organization values significantly influences employees performance in the Kenya Civil Service; (X₂) organization norms coefficient of 0.116 was found to be positive at significant level of (P=0.000<0.05) and this indicates that organization norms significantly influences employees performance in the Kenya Civil Service; (X₃) organization symbols Coefficient of 0.186 was found to be positive at significant level of (P=0.000<0.05) and this indicates that organization symbol significantly influences employees performance in the
Kenya Civil Service. Lastly, (X₄) organization policies coefficient of 0.053 was found to be positive at significant level of (P=0.000<0.05) and this indicates that organization policies significantly influences employees performance in the Kenya Civil Service. This clearly demonstrates that all the independent variables significantly influence employees performance in the Kenya Civil Service but the relative importance of each independent variable is different. However, since the significance values were less than 0.005, all the coefficients were significant.

<table>
<thead>
<tr>
<th>Table 8 Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unstandardized Coefficients</strong></td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Constant</td>
</tr>
<tr>
<td>Organization Values</td>
</tr>
<tr>
<td>Organization Norms</td>
</tr>
<tr>
<td>Organization Symbols</td>
</tr>
<tr>
<td>Organization Policies</td>
</tr>
</tbody>
</table>

The optimal model therefore becomes:

**Employee performance in Kenya Civil Service =1.204+ 0.327(Organization values) + 0.186 (Organization Symbols) + 0.116(Organization Norms) + 0.053(Organization Policies)**

The results presented shows that taking all other independent variables at constant zero, a unit increase in organization values leads to a 0.327 increase in employee performance; a unit increase in organization norms leads to 0.116 increase in employee performance; a unit increase in organization symbols leads to 0.186 increase in employee performance and a unit increase in organization policies leads to 0.053 increase in employee performance. These findings thus implies that organization values is the key independent variable that affects most employee performance in the Kenya Civil Service with a coefficient of 0.365, followed by organization symbols with a coefficient of 0.186, then organization norms with a coefficient of 0.116 and lastly organization policies with a coefficient of 0.053. These findings are in agreement with findings by Bouwman (2013) that organization values, organization symbols, organization norms and organization policies determines the nature of the organizational culture and affects employee performance in organizations.

**Conclusion**

The study concludes that organization values influence employees’ performance in Kenya Civil Service in a positive and significant manner. It can further be concluded that an improvement in organization values such as mission and vision, work ethics, commitment and job satisfaction leads to a significant improvement in employees’ performance in Kenya Civil Service. The study also concludes that organization norms positively and significantly influence employees’ performance in Kenya Civil Service. It can further be concluded that an improvement in organization’s norms such as work environment, teamwork, communication and leadership style leads to a significant improvement in employees’ performance in Kenya Civil Service.

Another conclusion by the study is that organizational symbols positively and significantly influence employees’ performance in Kenya Civil Service. Furthermore, an improvement in organizational symbols such as artifacts, technology, office size and work facilities leads to a
significant improvement in employees’ performance in Kenya Civil Service. The study lastly concluded that organization’s policies positively and significantly increases employees’ performance in the Kenya Civil Service. This further led to the conclusion that an improvement in organization policies such as working procedures, decision making, working conditions and organizational structure leads to a significant improvement in employees’ performance in Kenya Civil Service.

**Recommendations**

The civil service should improve on organizational values since they are the key guiding principles of behavior for all members in the organization. The management of the civil service should set clear guidelines on the behaviors and mindsets needed to achieve that organization vision. The organizations should clearly define their core values and share them with their employees, customers, and the general public. The organization mission and vision should be clearly stated; work ethics should be clearly defined and enforced, employee should be better rewarded and motivated to improve their commitment toward achievement of the organization mission and vision and also their level of job satisfaction. To improve on organizational norms the organization management should set clear rules for acceptable and unacceptable human behaviors in the organization. Norms should include an understanding of norms as informal rules or standards that guide acceptable and unacceptable behaviors and decide what sanctions should be applied when behavior does not coincide with social expectations. The organization management should provide good work environment; effective teamwork and effective communication channel; senior managers should apply good leadership style and effective employee relations strategies should be adopted.

The management of the Kenya civil service should improve on the organizations symbols by providing good visible cultural symbols like the size of office, pictures of employees placed at the entryways, providing good artifacts, like computers, employee handbook, a company logo, corporate wares which makes employees identify with the organization. This makes employee proud to be associated with the organization, hence a tendency to perform their duties well. Patterns of behavior should be increased like by providing good forums for employee relations, like arranging many. The civil service should design and implement good policies which creates favorable work environment for the employees. The organization working procedures should be clearly stated and be made flexible, employees should be involved in decision making and the working conditions should be improved, in addition good organizational structure should be implemented to support effective interaction and delegation of duties amongst employee.

**Acknowledgement**

I would like to express my sincere gratitude to my supervisor Dr. Kepha Ombui for the continuous support of my research study, for his patience, motivation, and immense knowledge. His guidance helped me in all the time of research and writing of this project. I could not have gotten a better advisor and mentor for my research study. I am also thankful to university lecturers whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the research study.

**References**


