EFFECT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL PERFORMANCE: A CASE OF COMMERCIAL BANKS IN NAIROBI COUNTY, KENYA

BRIGID WANGECI KING'ORI

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DECLARATION AND RECOMMENDATION

Declaration

This Research project is my original work and to the best of my knowledge, has not been presented for the award of any degree in this or any university.

Signature..................... .... Date 26/10/2022..................................

Brigid Wangeci King'ori

CM16/0356/13

Recommendation

This Research project has been submitted for examination with my approval as university supervisor.

Signature…………………… Date…17/01/2023…..

Associate Prof, Dinah Kipkebut

Egerton University

Department of Business Administration

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DEDICATION

I dedicate this project to my family and friends.

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My appreciation goes to my supervisor Prof.Dinah Kipkebut who has been with me in developing this proposal into what it is now. The guidance and directions provided have been very helpful in ensuring that a quality proposal paper is delivered. I also wish to extend my appreciation to my fellow classmates in the program who have worked closely with me to provide updates to ensure that we complete this project and graduate. I also wish to thank my family members who have been by my side, encouraging and appreciating me.

ABSTRACT

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

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LIST OF ABBREVIATIONS AND ACRONYMS

CBK	Central Bank of Kenya
KCB	Kenya Commercial Bank
OL	Organisational Learning
SPSS	Statistical Package for Social Sciences
RBV	Resource-Based View Theory
PDM	Participative Decision-Making
NACOSTI	National Commission for Science, Technology and Innovation
ANOVA	Analysis of Variance

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

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

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

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

According to Mazaud (2020), principal competences are more robust and difficult to imitate because of their relationship to the management of linkages within the Organisations' value chain and linkages into the supply and distribution chains.

1.1.1 Organisational Culture

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

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

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

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

Feitão et al. (2019) observed that an Organisation that had a well-integrated and effective set of values, beliefs and behaviours, thus a strong culture had a high degree of organisational performance. Gupta et al. (2020) concurred that culture would remain linked with superior organisational performance only if the culture 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 (Derex & Mesoudi, 2020). Organisational culture directly impacts other vital performance outcomes of any Organisation, including customer satisfaction and business growth (Cherian et al., 2021). The strong effects of organisational culture are consistent across a wide spectrum of businesses and industries, from education institutions, churches, automotive sales and service and fast-food retailing to home construction and computer manufacturing (Trushkina et al., 2020).

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

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

1.1.2 Organisational Performance

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

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

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

1.1.3 Commercial Banks in Kenya

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

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

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

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

1.2 Statement of the Problem

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

1.3 Objectives of the Study

The main objective of this study was to determine the effect of organisational culture on the organisational performance of commercial banks in Nairobi County, Kenya. The specific objectives of the study were as follows:

i. To establish the effect of the Organisation's mission on the organisational performance of commercial banks in Nairobi County, Kenya.
ii. To establish the effect of consistency on the organisational performance of commercial banks in Nairobi County, Kenya.
iii. To establish the effect of adaptability on the organisational performance of commercial banks in Nairobi County, Kenya.
iv. To establish the effect of employee involvement on the organisational performance of commercial banks in Nairobi County, Kenya.
v. To determine the combined effect of organisational culture on the organisational performance of commercial banks in Nairobi County, Kenya.

1.4 Research Hypotheses

The following hypotheses guided the study:

H_{01}: Organisation's mission does not significantly affect the organisational performance of commercial banks in Nairobi County, Kenya.

H_{02}: Consistency does not significantly affect the organisational performance of commercial banks in Nairobi County, Kenya.

H_{03}: Adaptability does not significantly affect the organisational performance of commercial banks in Nairobi County, Kenya.

H_{04}: Employee Involvement does not significantly influence the organisational performance of commercial banks in Nairobi County, Kenya.

H_{05}: The combined effect of dimensions of organisational culture has no significant effect on the organisational performance of commercial banks in Nairobi County, Kenya.

1.5 Significance of the Study

This study will inform policymakers regarding the effect of enhanced organisational culture on the organisational performance of commercial banks. As a result, this study will also inform the commercial bank's top management on the significance of enhancing the organisational culture (Employee involvement, consistency, adaptability and Organisation's mission), which culminates in the improvement of their organisational performance. Consequently, other researchers wishing to study organisational culture and performance in commercial banks may find the findings of this research useful as they would get first-hand information and use the findings and recommendations of this study.

1.6 Assumptions of the Study

The study assumed that the respondents would fill out the questionnaires on time and that they would give appropriate and correct information. In addition, the study assumed that the four dimensions (Employee involvement, consistency, adaptability and Organisation's mission) of organisational culture as conceptualized by Denison's model were practiced in the commercial banks in Nairobi.

1.7 Scope of the Study

The study focused specifically on the effect of the four components of organisational culture (Employee involvement, consistency, adaptability and Organisation's mission) and the organisational performance of commercial banks in Nairobi County. The study was carried out in 43 commercial banks in Kenya. The respondents of the study were the Operations Managers of the 43 commercial banks based in Nairobi County.

1.8 Limitations of the Study

The study used a cross-sectional research design, which meant that data was collected at one point in time, hence the long-term consequences of organisational culture on bank performance. The study used primary data from operations managers of the 43 commercial banks based in Nairobi County.

1.9 Operational Definition of Terms

Adaptability: It is the ability of the company to scan the external environment and respond to the ever-changing needs of its customers and other stakeholders.

Commercial Bank: This is a financial institution that performs the functions of accepting deposits from the general public and giving loans for investment with the aim of earning profit.

Consistency: Refers to the Organisation's core values and internal systems that support problem-solving, efficiency, and effectiveness at every level and across organisational boundaries.

Involvement: Refers to the degree to which individuals at all organisational levels are engaged in pursuing the mission and work collaboratively to fulfill organisational objectives.

Mission: It is the degree to which the Organisation and its members know where they are going, how they intend to get there, and how each individual can contribute to the Organisation's success.

Organisational Culture: This is the collective behaviour of people that are part of an Organisation and is formed by the Organisation's values, visions, norms, working language, systems, symbols, beliefs and habits.

Performance: Refers to an Organisation's capacity to achieve its objectives and maximize results. In the context of this study refers to the basis for an Organisation to assess how well it is progressing toward predetermined objectives, identify areas of strength and weakness and decide on future initiatives to initiate performance improvement.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter focuses on reviewing the the literature on the effect of organisational culture on the organisational performance of commercial banks in Nairobi County. The review entails varying theories and empirical findings that act as a foundation for this research study. The theories and findings form the past studies revealed core variables for the study. A summary of the reviewed literature and the knowledge gap is also discussed.

2.2 Theoretical Framework

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

2.2.1 Dynamic Capabilities Theory

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

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

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

2.2.2 Resource-Based View Theory

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

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

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

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

2.3 Organisation Polices

Organisational policies are rules and regulations employees must follow to keep business running smoothly (Vyas & Butakhieo, 2021). Some are intended to provide guidance and be helpful to employees. Others aim to protect the business from legal risk and warn employees not to do certain things.

Organisational policies are documents that present guiding principles on a particular topic (for instance, human resources, banking) established by senior management to shape employees' actions and perceptions regarding this topic (Qureshi et al., 2020).

Policies are critical components of any Organisation as they help address pertinent issues, for instance, what comprises the behavior acceptable in an Organisation (Janssen et al., 2020). Policies have long been one of the key tools of banking governance as they can shape employees' perception of banking and contribute to the emergence of shared understandings of what new banking industry (Hopewell, 2021). Policies have also become one of the most prevalent tools in the banking industry (Kuttner, 2018).

Organisational policies play an important role in an Organisation by outlining the acceptable actions in an Organisation. Strict adherence to policies helps in protecting employees as well as the firms. The inability to follow the established policies means the Organisation would be greatly exposed to law suits.

The changing markets and the business operating environment demand that Organisations seeking to increase performance should develop and implement internal policies. Commercial banks must develop and adopt internal policies that enhance their performance and chances of survival. The flow and coordination of activities and operations in an Organisation are largely informed and guided by the policies in place (Huffman et al., 2017).

2.4 Banking Regulations

Bank regulation enforces rules for banks and other financial institutions (Ibrahim & Ismail, 2020). The main purpose of bank regulation is to protect consumers, ensure financial system stability, and prevent crime. Furthermore, banking regulations are designed to promote safe and sound banking practices by ensuring that banks have enough capital to cover their risks, preventing them from engaging in unfair or deceptive practices, and ensuring that consumers have access to information about their rights and options (Karim et al., 2022). For example, regulations may ban certain fees or limit the interest banks can charge on loans.

According to Said and Kaplelach (2019), bank regulation helps keep prices low for consumers and spur innovation in the banking sector by promoting competition. Furthermore, bank regulators also supervise the activities of banks and enforce compliance with regulations. By doing so, bank regulators help ensure that banks operate safely and soundly and that consumers are protected from fraud and abuse. When the banking systems are functioning effectively, economic growth and development are realized, aided by regulations (Khan et al., 2020).

In the regulation of banks, commercial banks are subjected to specific requirements, restrictions and guidelines to facilitate transparency in the market between banking institutions and their clients (Campiglio et al., 2018). It's about the rules commercial banks must follow to govern their behaviour. The regulations aim to facilitate the reduction in risks facing commercial banks, reduction in the chances of making huge, and reduction in illegal practices, including legalizing the proceeds of crime and direction of credit facilities to customer value-added services and investments (Njeri, 2022).

A significant milestone in regulating commercial banks was the adoption of Basel III, whose development was meant to facilitate the supervision of commercial (Kabochi, 2020). The committee came up with strategies complementing the implementation of the Basel II and Basel I provisions. Basel III emphasizes the need to improve commercial banks' solvency levels, which could only be achieved through the regulations of capital levels of commercial banks. Based on the Basel III resolutions, commercial banks in Kenya are required to increase their capital ratio to help strengthen the financial institutions' structures and improve the flexibility of the operations of the commercial banks. In this respect, the Finance Act (2008) requires all commercial banks to ensure compliance regarding the capital ratio provision (Nyanyuki et al., 2022). The argument is that with a strong capital foundation, commercial banks have the ability to survive any kind of financial crisis. This facilitates the stability of the banking sector.

2.5 Management Styles

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Andriani et al., 2018). Management style is the way in which that process is carried out (Damianus et al., 2021). Leadership style is a key determinant of the success or failure of any Organisation. Numerous pieces of literature on management mention various leadership styles and frameworks, such as autocratic leadership, bureaucratic leadership, charismatic leadership, transactional leadership, and transformational leadership, all of which are based on several different approaches to leadership (Cho et al., 2019). Each leadership style affects organisational performance differently; some helping Organisations succeed and others hamper their growth leading to failure.

The management style/ leadership style affects performance since performance cannot be achieved in the absence of leadership that can adapt to the changes and challenges of the environment (lhashedi et al., 2021). Therefore, if an Organisation wants to improve its performance, the leadership style should be analysed and adapted to new requirements (Klein & Todesco, 2021).

2.6 Organisational Performance

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

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

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

2.7 Organisational Culture

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

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

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

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

2.8 Organisational Culture and Organisational Performance

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

2.8.1 Mission and Organisational Performance

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

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

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

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

2.8.2 Consistency and Organisational Performance

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

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

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

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

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

2.8.3 Adaptability and Organisational Performance

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

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

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

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

2.8.4 Employee Involvement and Organisational Performance

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

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

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

Organisations empower employees, build their Organisations around teams, and develop human capability at all levels (Tang & Yu, 2020). Executives, managers, and employees are committed to their work and feel they own a piece of the Organisation.

Employees at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the Organisation (Caligiuri et al., 2020). When capability development is higher than empowerment, this can be an indication that the Organisation does not entrust capable employees with important decision-making that impacts their work.

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

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

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

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

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

2.9 Summary of Literature and Research Gaps

Tariq et al. (2011) examined the impact of employee adaptability to change toward organisational performance enhanced by competitive advantage. This study focused on competitive advantage and not Organisation performance. Dermol (2013) conducted a study on the relationship between mission statements and organisational performance. The study did not look at the effect of mission on Organisation performance. Braun et al. (2012) investigated the effectiveness of mission statements in Hospitals in South Africa. The study was done in the health sector and not the banking sector. Shilpa and Parimoo (2016) investigated the impact of vision and mission on organisational performance in the Indian context. The study was done in a non-Kenyan setup with a different contextual framework.

Jiang et al. (2019) conducted a study on "Building tourism organisational resilience to crises and disasters: A dynamic capabilities view." The study focused on how dynamic capabilities, including organisational culture in tourism, shape performance in a new competitive landscape. The study did not examine the relationship between adaptability and performance.

Altay et al. (2018) conducted a dynamic capability view on "Agility and resilience as antecedents of supply chain performance under moderating effects of organisational culture within the humanitarian setting." Their study did not capture consistency and employee involvement as critical dimensions of organisational culture, as indicated in Denison's model of organisational culture

Meng and Berger (2019) examined the impact of critical organisational factors (organisational culture and excellent leader performance) on public relations professionals' overall job satisfaction by focusing on testing the combined mediating effects that work engagement and trust could generate. Meng and Berger (2019) did a national online survey of 838 public relations professionals working in a variety of Organisations was used as the empirical data to test the relationships in a proposed conceptual model. The study focused on the impact of organisational culture and leader performance on public relations professionals' work engagement, trust, and job satisfaction. The study did not examine the Organisation's mission, consistency, adaptability and involvement as captured by Denison's model of organisational culture on the Organisation performance of commercial banks.

Oyemomi et al. (2019) studied how the cultural impact on knowledge sharing contributes to organisational performance. The study focused on organisational culture that supports knowledge-sharing activities for organisational performance, innovation and strategy. The study did not focus on the four components of culture (Organisation's mission, consistency, adaptability and involvement) in the organisational performance of commercial banks.

Paais and Pattiruhu (2020) examined the "Effect of motivation, leadership, and organisational culture on satisfaction and employee performance." The study was focused on empirical methods of the effect of motivation, leadership, and organisational culture (Vision and mission) on job satisfaction and employee performance at Wahana Resources Ltd North Seram District, Central Maluku Regency, Indonesia. The study did not focus on consistency, adaptability and involvement in the organisational performance of commercial banks.

Berberoglu (2018) examined the impact of organisational climate on organisational commitment and perceived organisational performance in public hospitals. The study focused on organisational climate, organisational commitment and perceived organisational performance. The study did not focus on the four components of culture (Organisation's mission, consistency, adaptability and involvement) in the organisational performance of commercial banks.

2.10 Conceptual Framework

The conceptual framework shows the interconnectedness between the research questions stated in the first chapter and the conceptualized theories which have been discussed earlier in this chapter. This study aims to investigate organisational culture's effects on commercial banks' performance in Nairobi County. The study's independent variables are Mission, consistency, adaptability and involvement. The dependent variable of the study is the Organisation's performance. The study assumes that the independent variables directly affect the dependent variable, as indicated in Figure 2.1.

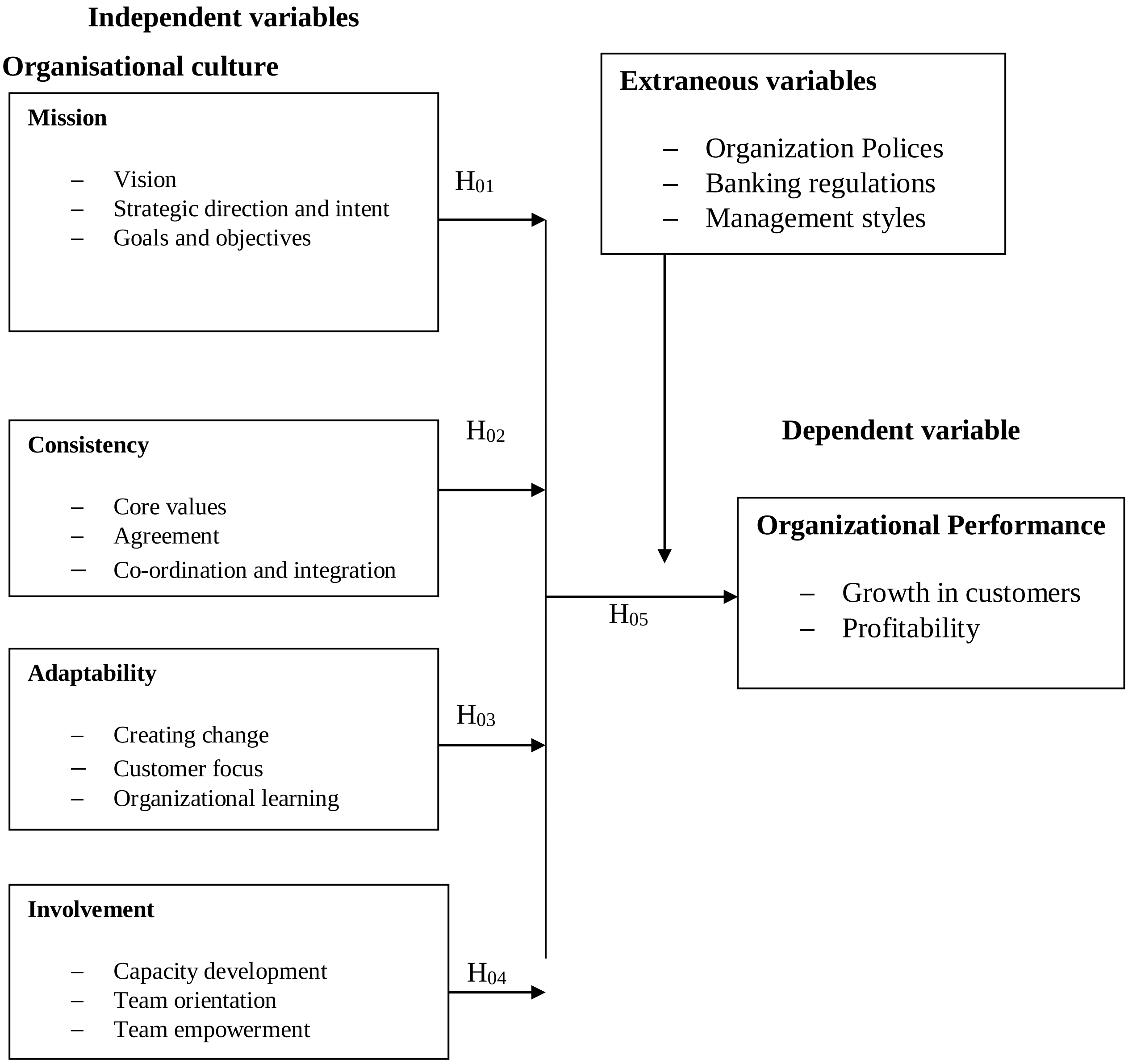

Figure 2.1: Relationship between organisational culture and organisational performance

Source: Own Conceptualisation

From the above conceptual framework, it is expected that organisational culture, as conceptualized through mission, consistency, adaptability, and involvement, positively influences the performance results. The study believes that having clear visions and leaders who think strategically and develop clear goals and objectives enable Organisations to achieve their pre-set goals. Consistency, as exhibited in adherence to core values and organisational learning, promote the attainment of organisational goals, hence improving performance.

Organisations must also change to conform to the changing operating environment. To achieve this, Organisations need to focus their energy on customers and invest in training to promote innovations to create the desired changes for efficient operations. This will enable them to align their operations to the changing business environment to remain competitive. It is also expected that Organisation will involve their key stakeholders in their operations to ensure that they keep in line with the changes in their tastes and preferences. This calls for internal capacity development and team orientation. This ensures that they perform their duties optimally to deliver on set targets. It’s expected that doing all these will increase customer numbers and Organisations' general profitability. This study will therefore seek to evaluate whether these prepositions are valid or not.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a detailed description of the research design, target population, data collection instruments and data analysis.

3.2 Research design

This study adopted a cross-sectional survey research design. The research design was chosen as it was more precise and accurate since it involved the description of events in a carefully planned way (Liu et al., 2020). The cross-sectional survey research design enhances various topics such as preferences, opinions, behaviour, or factual information and may be focused on a single survey depending on its purpose (Kusheta et al., 2019). The design is suitable for examining the prevalence of a phenomenon, a situational issue, or a respondent's attitude at a specific time (Rahi, 2017). The research design was appropriate for this study because this study was set up to gather opinions and perceptions from respondents on the effect of organisational culture on the performance of commercial banks.

3.3 Study Area

The study was conducted in Nairobi County. Nairobi City County is the creation of the Constitution of Kenya 2010 and the successor of the defunct City Council of Nairobi (Nyaga & Bett, 2018). Nairobi is Kenya's capital and largest city with well-developed business infrastructure, making it a natural choice for investors in the banking industry. Nairobi County hosts many Organisations' main headquarters, including commercial banks. The study was carried out in Nairobi County, and this is because it hosts the headquarters of all 43 commercial banks in Kenya.

3.4 Target Population of the study

The study's target population consisted of all the operation managers of the 43 commercial banks headquarters in Nairobi County (Appendix 3). The operation managers were selected as the target population of this study since their specific duties include formulating strategies to improve commercial banks' organisational performance.

3.5 Sampling Technique

The target population in this study comprised all operations Managers based at the headquarters of each of the 43 commercial banks resulting in a total of 43 respondents. Thus census sampling technique was employed whereby all members of the target population participated in the study. Monnat et al. (2019) stated that the census sampling technique is used when the population is less than 100. According to Islam (2018), sample sizes larger than 30 ensure the researcher benefits from the central limit theorem, the statistical rule of thumb that a sample size of 30 or more is representative of any population. Using census in the study helps reduce sampling errors and bias, making it obtain high-quality information (Bradley et al., 2021). This means, therefore, 43 respondents were considered sufficient for this study.

3.6 Data Collection Instrument

The study adopted a survey method of data collection since it aimed at collecting opinions and views on various issues from respondents in commercial banks in Nairobi County. Primary data was collected using a self-administered structured questionnaire for the respondents. A questionnaire refers to a collection of items a respondent is usually expected to react to in writing (Pandey & Pandey, 2021). Questionnaires are easy to administer and analyze. The questionnaire was chosen because it is advantageous. After all, they cover a large population within a short time at minimal cost on the researcher's part and encourage independence and accuracy of responses from the respondents (Reissmann, 2021). The questionnaires were formulated according to the study objectives. The questionnaires in this study were developed following a thorough literature review. The questionnaire comprises three sections: Section A covered items concerning the respondents' bio-data; Section B consisted of items on Denison’s model of organisational culture, while Section C contained items on organisational performance. The items in Section B were measured on a 5 - point Likert scale namely: 1 = Strongly Disagree; 2 = Disagree; 3 = Uncertain; 4 = Agree; 5 = Strongly Agree while items in Section C were measured on a 5 – point Likert scale where 1 = Not at all; 2 = Small Extent; 3 = Moderate Extent; 4 = Great Extent; 5 = Very Great Extent. The researcher administered the questionnaires personally, and the filled questionnaires were collected for data analysis.

3.7 Data Collection Procedure

The researcher obtained a letter of authority to collect data from the Board of Postgraduate studies. Thereafter, the researcher sought permission from the National Commission for Science, Technology and Innovation (NACOSTI) to obtain a permit for collecting data from the field. Afterward, the researcher sought permission from the management and administration of Commercial banks to inform them of the study and the length it was to take. The respondents were allowed one week to complete the filling of the questionnaire before the researcher collected them for analysis. At the point of issuing the questionnaire, the researcher's contact information was given to respond to any queries that arose while filling out the questionnaire.

3.8 Validity and Reliability of the Study

Validity is the degree to which results obtained from the data analysis represent the phenomenon under study (Mugenda & Mugenda, 2003). Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). This study used face and content validity. Face validity deals with the researcher's subjective evaluation of the validity of the measuring instrument. This research instrument was developed in a thorough review of existing literature guided by the study objectives to enhance content validity. The researcher also sought expert advice from the supervisor and other research experts in order to help improve the validity of the instruments.

Reliability measures the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). The reliability of the questionnaire items was tested using Cronbach Alpha. The pilot study was carried out to improve the reliability and validity of the research instrument. The pilot study is a small-scale version or trial run in preparation for a major study. It assists in improving items of data collection (Malmqvist et al., 2019). According to Connelly (2008), the pilot study sample should be 10% of the anticipated for the main study. In this regard, the study conducted a pilot study on 10 Operations Managers from ten commercial banks in Nakuru Town who were not included in the final study. The respondents were asked to highlight items in the questionnaire that were ambiguous or difficult to understand; the comments were used to improve the questionnaire items before the actual data collection. The Cronbach Alpha reliability coefficient for the data collection instrument/questionnaire was found to be 0.946, as shown in Table 3.1, which was above the threshold of 0.7 and hence was considered reliable for this study. This indicates that the research instrument was a reliable measure for this study.

Table 3.1: Reliability Analysis Test

	Cronbach's Alpha	No. of Items
Overall reliability test	**0.946**	**63**
Organisation's mission	0.828	12
consistency	0.801	14
adaptability	0.831	12
involvement	0.817	13
Organisation's performance	0.759	6

3.9 Data Analysis

Data processing was done through various steps, including data entry, cleaning, coding, tabulation, and presentation. Analysis of the data was done using a combination of descriptive and inferential statistics using Statistical Package for Social Sciences (SPSS). Descriptive statistics were used to summarise responses to the questionnaire items in the form of means, standard deviations and percentages and the results were presented in tables and graphs. Pearson's moment correlation coefficient was used to determine the direction, strength and significance of the relationships between the independent and dependent variables of the study.

The correlation coefficients were categorized as follows: < 0.35 represent low or weak correlations, 0.36 to 0.67 are moderate correlations, 0.68 to 0.90 are strong or high correlations with r coefficients > 0.90 are very high correlations (Ramírez-Vélez et al. (2021). Hypotheses one to four were tested using simple linear regression, while hypothesis Five was tested using multiple linear regression analysis, which determined the combined effect of organisational culture on organisational performance. All hypotheses were tested at a significant level of alpha equal to 0.05. The null hypotheses were accepted if $p \geq 0.05$ and rejected if $p < 0.05$ based on the results.

3.9.1 Multiple Regression Model Equation

The following multiple linear regression model is specified for the study:

$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \ldots + \beta_nX_n + \varepsilon$……………………………………………3.1

Where Y = Performance of commercial banks

α = Constant

β_1- β_n = Régression coefficients

X_1 - X_n= Independent variables

ε = error term

Objective one

$Y = \alpha + \beta_1X_1 + \varepsilon$…………………………………………………………………………3.2

Where Y = Performance of commercial banks

α = Constant

β_1 = Régression coefficient

X_1 = Organisations mission

ε = error term

Objective two

$Y = \alpha + \beta_2X_2 + \varepsilon$…………………………………………………...…………………3.3

Where Y = Performance of commercial banks

α = Constant

β_1 = Régression coefficient

X_2 = Consistency

ε = error term

Objective three

$Y = \alpha + \beta_3 X_3 + \varepsilon$……………………………………..…………………………………3.4

Where Y = Performance of commercial banks

α = Constant

β_1 = Régression coefficient

X_3 = adaptability

ε = error term

Objective four

$Y = \alpha + \beta_4 X_4 + \varepsilon$………………………………...…………………………………………3.5

Where Y = Performance of commercial banks

α = Constant

β_4 = Régression coefficients

X_4 = Involvement

ε = error term

Objective five

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$…………………………………..…………………3.6

Where Y = Performance of commercial banks

α = Constant

β_1-β_4 = Régression coefficients

X_1 = Organisation's mission

X_2 = Consistency

X_3 = adaptability

X_4 = Employee involvement

ε = error term

The analysis was done as described in the summary of hypotheses testing in Table 3.2.

Table 3.2: Summary of Hypotheses Testing

Research Hypotheses		Method of analysis
H_{01}	The Organisation's mission does not significantly affect the organisational performance of commercial banks in Nairobi County, Kenya.	Simple linear regression
H_{02}	Consistency does not significantly affect the organisational performance of commercial banks in Nairobi County, Kenya.	Simple linear regression
H_{03}	Adaptability does not significantly affect the organisational performance of commercial banks in Nairobi County, Kenya.	Simple linear regression
H_{04}	Employee Involvement does not significantly influence the organisational performance of commercial banks in Nairobi County, Kenya.	Simple linear regression
H_{05}	The combined effect of dimensions of organisational culture has no significant effect on the organisational performance of commercial banks in Nairobi County, Kenya.	Multiple Regression Analysis

3.10 Assumptions of Regression Model

The data were fitted into a linear regression model under the assumptions of the classical linear regression model. However, if such assumptions are violated, the results may be unreliable, biased, and inconsistent. Hence, misleading conclusions and recommendations for future studies.The assumptions assessed were: Normality tests assume that the data are normally distributed (Schmidt & Finan, 2018). The study also used P-P plots to check for the normality of data (Kim, 2019).

Linearity: Linearity assumes a straight line in the relationship between independent and dependent variables. Thus, linearity is the degree to which the dependent variable changes due to a variation in the predictor variables (Bangdiwala, 2018). Scatter plots and analysis of variance will be applied to assess the linearity between variables in the study.

Homoscedasticity: Homoscedasticity assumes that the variance of the dependent variable is the same across the ranges of independent variables (Flatt & Jacobs, 2019). The present study will minimize the chances of violating this assumption by ensuring that the data used in testing the hypotheses is normally distributed.

Multicollinearity: Multicollinearity occurs if two or more variables are highly correlated, thus affecting the estimation of the regression parameters in the model (Senaviratna & Cooray, 2019). Previous studies indicate that there is a problem of multicollinearity if the value of correlation among variables is >0.9 (Kim, 2019) and the value of VIF is >10 (Shrestha, 2020). This study used VIF to check for multicollinearity among the explanatory variables.

3.11 Ethical Considerations

The principle of voluntary participation was strictly adhered to. The respondents were not pressured into participating in the research. The respondents were informed about the purpose of the study. The researcher guaranteed the participant's confidentiality during the entire research process. The researcher sought authority from all the relevant authorities to conform with the requirements and ensure the study was not discontinued. Permission was also sought from Egerton University to be permitted to carry out the research. The authority given by the University assisted in seeking subsequent permissions. The national Council of Science and Technology sought permission to carry out the. The researcher sought authority from the County education office Commissioners in Nairobi County, plus the respective banks and presented relevant documents required by each.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the analysis based on the data that was gathered. The analysis was conducted using the SPSS tool through descriptive statistics covering means and standard deviations.

4.2 Response Rate

The study was a census of all 43 commercial banks based in Nairobi City. The study respondents were 43 Operations Managers from each of the banks. Questionnaires were administered through the ‘drop-and-pick method. Thirty-three questionnaires were filled and returned, accounting 76.7% response rate, while those that were not returned represented 23.3%, as shown in Figure 4.1. Fosnacht et al. (2017) stated that a 50% response rate is adequate, 60% good, and above 70% rates as very good. This means that the response rate was acceptable.

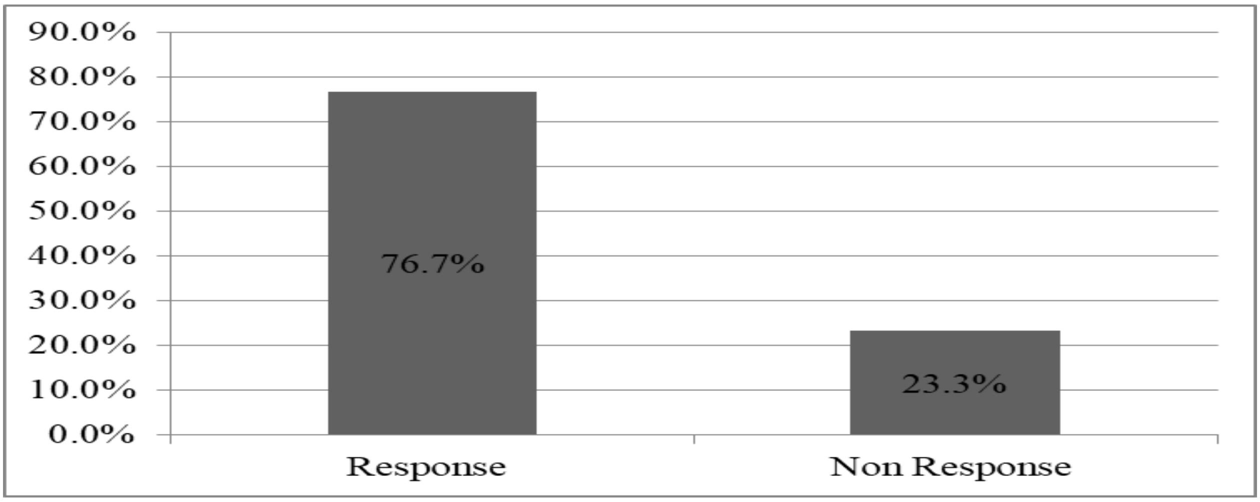

Figure 4.1: Response Rate

4.3 Descriptive Analysis of the Demographic Characteristics of the Respondents

This section briefly describes the demographic characteristics of sampled respondents involved in this study. This will give a better understanding of the respondents included in the study. The demographic characteristics are discussed below

4.3.1 Gender of Respondents

The study sought to establish the gender distribution of the respondents with the findings indicated in Figure 4.2

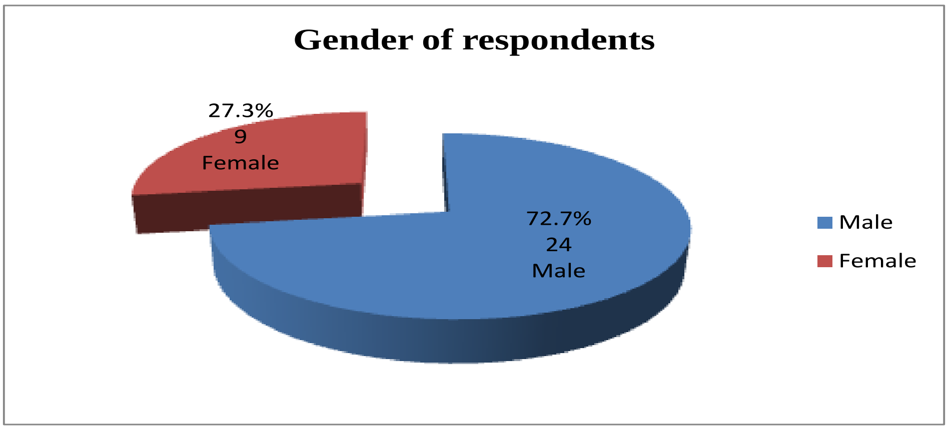

Figure 4.2: Gender of Respondents

The results in Figure 4.2 indicate that 72.7% of the respondents were male, while 27.3% were female. These statistics show that women were underrepresented in the positions of Operations Managers in the Banks since they have failed to meet the minimum two-thirds gender rule required by the Kenya Constitution, 2010 "Article 26 (6), Article 27 (8) and Article 81 (b) which secure affirmative action aim to reduce gender imbalances in leadership positions by providing that no more than two-thirds of the members in any elective or appointive positions such shall be of the same gender". The not more than two-thirds gender principle recognizes that certain sectors of society, including the banking sector, historically women, have been marginalized by the in different sectors, thereby requiring that the state put in place measures to guarantee their right to equality.

4.3.2 Level of Education

The researcher sought to establish the level of education of the respondents with a summary of the findings as summarized in Table 4.1

Table 4.1: Level of Education

Level of Education	Frequency	Percent
Post-graduate level	9	27.3
Undergraduate degree	13	39.4
Higher National Diploma	8	24.2
Diploma	3	9.1
Total	**33**	**100.0**

The results in Table 4.1 indicate that 39.4% of the respondents had Undergraduate degrees, 27.3% had Postgraduate degrees, 24.2% had Higher National Diplomas, and only 9.1% had Diplomas. This finding implies that respondents who participated in the study were educated and thus could understand the issues on organisational culture as sought by the study.

4.3.3 Age of Respondents

Respondents were asked to indicate their age in years; the findings are as indicated in Figure 4.3.

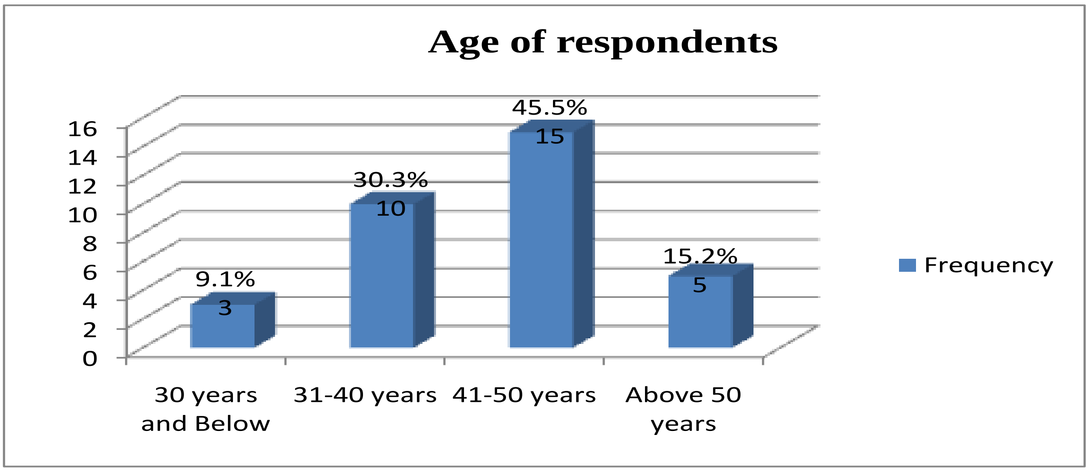

Figure 4.3: Age of the Respondents

The results in Figure 4.2 indicate that 75.8% of the respondents were aged between 31 to 50 years while 15.2% were aged over 50 years, while 9.1% were aged 30 years and below. The results show that a minority of the respondents were considerably young and probably newly employed. In addition, it shows diversity in the age of the respondents which means that they have diverse views on organisational culture.

4.3.4 Years of Experience

The study sought to establish the number of years respondents had worked with the findings in Table 4.2.

Table 4.2: Years of Experience

Years of Experience	Frequency	Percent
Below 3 years	4	12.1
3-5 years	7	21.2
6-10 years	16	48.5
Above 10 years	6	18.2
Total	**33**	**100.0**

From the results in Table 4.2, it can be seen that 48.5% of the respondents had worked in their Organisation for 6-10 years, 21.2% for 3-5 years, 18.2% for over 10 years and 12.2%

for less than three years. This finding implies that respondents generally worked in their Organisation for a relatively long time and thus probably understood the key issues of culture in their Organisation.

4.3.5 Type of Bank Ownership

The results on the type of Bank ownership are presented in Table 4.3.

Table 4.3: Ownership Concentration

Ownership Concentration	Frequency	Percent
Foreign owned	5	15.2
Locally owned	23	69.7
Part local/partly foreign-owned	5	15.2
Total	**33**	**100.0**

The results in Table 4.3 show that 69.7% of the banks were locally owned, 15.2% were foreign-owned, and another 15.2% were partially locally and foreign-owned. This shows that both locally and foreign-owned banks were involved in the study, and thus, diverse views were obtained on culture.

4.4 Descriptive Statistics of Organisational Culture

Descriptive statistical analysis was used to analyze elements of organisational culture (Organisation’s mission, consistency, adaptability and employee involvement). The mean score was analysed according to the respondent’s choices scaled between strongly agree and strongly disagree. The Organisation's mission consisted of three components: Vision, Strategic direction and intent, and Goals and Objectives. Table 4.4 indicate the descriptive results of organisational culture.

Table 4.4: Results of Descriptive Statistics of Organisational Culture

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

The results in Table 4.4 indicate an overall score of M = 3.77, implying that most of the respondents agreed their banks had clearly stated vision communicated to employees. Specifically, the majority of the leaders agreed that their bank leaders had long-term viewpoints (M=3.90), that their vision was communicated to employees clearly (M=3.78)), that employees had a shared vision of what their banks will look like in the future (M=3.78) and that their banks' vision created excitement and motivation for employees (M=3.78). These findings are consistent with Heide et al. (2018), who stated that organisational visions are ideals that represent or reflect the shared values that Organisations should aspire to achieve. Further, they reported that vision was the projected mental image of products, services and Organisations that a business leader wants to achieve as an ideal and unique image of the future.

In terms of Strategic direction and intent, the results in Table 4.4 show an overall mean score of M=3.73, SD=0.885 which implies that most respondents agreed that their banks had strategic direction and intent. Specifically, most respondents agreed that their banks strategic direction and intent was well elaborated (M=3.87), that their strategy led other Organisations to change how they compete in the industry (M=3.81). These findings are consistent with Gartenberg et al. (2019), who noted that successful Organisations have a clear sense of purpose and direction that defines organisational goals and strategic objectives. The Organisation expresses the vision of how the Organisation will look in the future.

In terms of Goals and objectives, the results in Table 4.4 show an overall mean score of M=3.78, SD=1.076 for responses on goals and objectives. This means that most managers agreed that their banks had goals and objectives that guided their mission. Specifically, the majority of the respondents agreed that there was the timely achievement of set goals and objectives by their banks (M=3.93), that their bank leaders set ambitious goals, but realistic (M = 3.75), that in their banks, employees understand what needs to be done for them to succeed in the long run (M = 3.75) and that there is widespread agreement about the goals of the company (M = 3.69).

Table 4.5 indicate the descriptive results of Consistency (Core values, agreement, coordination and integration)

Table 4.5: Results of Descriptive Statistics for Consistency

Consistency	**Mean**	**Std. Dev**
Core values		
There is an ethical code that guides our behaviour and tells us right from wrong	3.84	0.870
There is a clear and consistent set of values that governs the way we do business.	3.78	0.992
The core values of the bank are well adhered to by management and all staff	3.69	1.074
The leaders and managers "practice what they preach."	3.54	0.832
There is a characteristic management style and a distinct set of management practices.	3.45	1.175
Ignoring core values will get you in trouble	3.36	1.055

Overall Mean Score	**3.61**	**1.000**
Agreement		
When disagreements occur, employees work hard to achieve a "win-win" solution	3.96	0.951
The culture of the bank agrees with the general norms and beliefs of the society	3.81	0.726
It is easy to reach a consensus, even on conflicting issues	3.63	1.112
There is a clear agreement regarding the right way and the wrong way to do things	3.48	0.905
Overall Mean Score	**3.72**	**0.924**
Co-ordination and integration		
It is easy to coordinate projects across different parts of the Organisation	3.87	0.780
The bank has a culture that is well-coordinated and integrated	3.72	0.977
The approach to doing business is very consistent	3.66	1.020
Employees from different parts of the Organisation share a common perspective	3.54	0.904
Overall Mean Score	**3.70**	**0.920**

The results in Table 4.5 show that the overall mean score for core values was M=3.61, SD=1.000). This suggests that most respondents agreed they adhered to their bank's core values. Specifically, most of the respondents agreed that their banks had ethical codes that guided their behaviour and told them what was right from wrong (M=3.84), that they have clear and consistent sets of values that governed the way their banks did business (M=3.78), that the core values of the bank were well adhered to by management and all staff (M=3.69), that bank leaders and managers "practiced what they preached" (M=3.54), that there was a characteristic management style and distinct sets of management practices in their banks (M = 3.36) and finally, that ignoring core values would get one in trouble (M = 3.36). Consistency is the Organisation's core values and the internal systems that support problem-solving, efficiency, and effectiveness at every level and across organisational boundaries (Shin & Konrad, 2017).

Regarding the agreement, the results in Table 4.5 indicate an overall mean score of M=3.72, SD=0.924), which suggests that most bank managers emphasize consensus and agreement when making decisions. Specifically, the majority of the respondents agreed when disagreements occurred in the workplace. Employees worked hard towards achieving a "win-win" solution (M=3.96), that the culture of the bank agreed with the general norms and beliefs of the society (M=3.812), that it was easy to reach a consensus, even on conflicting issues (M = 3.63), that there was a clear agreement regarding the right way and the wrong way to do things (M = 3.48). According to Bundy et al. (2018), the Organisation may have good intentions when the agreement is lower than core values and coordination. Still, it may become unglued when conflict or differing opinions arise.

Regarding Coordination and integration, the results in Table 4.5 indicate the overall mean score of M=3.70, SD=0.920, which implies that most respondents agreed that coordination and integration were practiced in their Organisation. Specifically, the majority of the respondents agree that it was easy to coordinate projects across different parts of their banks (M = 3.87), that their banks have a culture that is well coordinated and integrated (M = 3.72), that their approach to doing business was very consistent (M = 3.66) and that employees from different parts of the Organisation shared a common perspective (M = 3.54). According to Warrick (2017), the Organisation's values are known and committed to by the people who work for the company. The values are integrated into the company's way of doing business (policies, procedures, compensation practices, and performance appraisals, among others). They affect all aspects of the company, from what products get made or sold to how people are treated (Camilleri, 2017).

Table 4.6 indicates adaptability's descriptive results (creating change, customer focus and organisational learning).

Table 4.6: Results of Descriptive Statistics for Adaptability

Adaptability	**Mean**	**Std. Dev**
Creating change		
Creating change is the focus of the bank in the competitive business environment	3.87	.927
Attempts to create change usually meet with resistance.	3.87	.696
New and improved ways to do work are continually adopted.	3.75	.969
Different parts of the Organisation often cooperate to create change	3.42	1.031
Overall Mean Score	**3.73**	**0.906**
Customer focus		
The products and services that the bank offers are purely focused on the customer's needs	3.81	.982
Customers' comment leads to changes and influences decision making	3.72	1.008
Employees understand customers' wants and needs	3.63	1.112

Customers' inputs directly influence the company’s decisions	3.60	1.058
Overall Score	**3.69**	**1.040**
Organisational Learning		
We view failure as an opportunity for learning and improvement	3.87	0.649
Organisational learning on the external environment is key in the bank to ensure the bank remains competitive	3.72	1.125
We make certain that the right-hand knows what the left hand is doing	3.69	1.015
Learning is an important objective in the day-to-day work of the company	3.39	1.087
Overall Mean Score	**3.67**	**0.969**

The results in Table 4.6 show an overall mean score of M=3.73, SD=0.906, which implies that most respondents agreed that they worked towards creating change in their banks. Specifically, the majority of the respondents agreed that creating change was the focus of their banks in the competitive business environment (M = 3.87), that attempts to create change were usually met with resistance (M = 3.87), that new and improved ways to do work were continually being adopted (M = 3.75) and that different parts of their banks often cooperated to create change (M = 3.42).

In terms of Customer focus, the results in Table 4.6 indicate the overall mean score of M = 3.69, which means that most respondents agreed that they focused on customers to ensure that their needs were met. Specifically, the majority of the respondents agreed that the products and services that the bank offered were purely focused on customer needs (M = 3.81), that customers’ comments led to changes and influenced decision-making (M = 3.72), that their employees understood customers want and need (M = 3.63) and that customers’ inputs directly influenced company’s decisions (M = 3.60). Customer focus is important in that it helps in researching and understanding customer needs and expectations, ensuring that the objectives of the Organisation are linked to customer needs and expectations

In terms of Organisational Learning, the results in Table 4.6 show an overall mean score of M = 3.67, which implies that most of the respondents agreed they practiced organisational learning through the continuous acquisition of knowledge about bank activities and taking risks. Specifically, the majority of the respondents agreed that they viewed failure as an opportunity for learning and improvement (M = 3.87), that Organisation learning of the external environment was key in their banks to ensure their banks remained competitive (M = 3.72), that they made certain that the right hand knew what the left hand was doing (M =

3.69) and learning was an important objective in the day-to-day work of their banks (M = 3.39).

Table 4.7 indicate the descriptive results of employees' involvement (Capacity development, team orientation and team empowerment).

Table 4.7: Results of Descriptive Statistics for Employees Involvement

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

The results in Table 4.7 indicate an overall mean score of M = 3.52, which suggests that most of the respondents agreed that they focused on the training and development of their employees. Specifically, the majority of the respondents agreed that the capabilities of their employees were viewed as an important source of competitive advantage (M = 3.78) and that problems often arose because they did not have the skills necessary to do the job (M = 3.54), that there was the continuous investment in the skills of employee (M = 3.39), and that their banks regularly organized training to ensure that there was capacity development for all staff (M = 3.54). In other words, it can be shown that capacity development was practiced in most of the banks.

Regarding team orientation, the results in Table 4.7 show that the overall mean score of team orientation was M = 3.80, implying that most respondents agreed they emphasized teamwork and cooperation among their employees. Specifically, the majority of the respondents agreed that cooperation across different parts of the bank was encouraged (M = 3.87), that employees in their banks work like they are part of a team (M = 3.84), that teamwork is used to get work done, rather than hierarchy (M = 3.81) and that team orientation on the activities that need to be carried out is done in the bank (M = 3.69). In other words, it can be shown that team orientation was highly practiced in the studied commercial banks.

Regarding team empowerment, the results in Table 4.7 show that the overall mean score of team empowerment was M=3.72, implying that most respondents agreed that employees in their banks had been empowered to make decisions. Specifically, most of the respondents agreed that decisions were made at the levels where the right information was available (M = 3.87), team empowerment has been enhanced in their banks (M = 3.75), and most employees are highly involved in their work (M = 3.72), that employees believe that they can have a positive impact (M = 3.63). That information is widely shared so that employees can get the necessary information (M = 3.63). This suggests that team empowerment was practiced in the studied banks. According to Chen et al. (2019), empowered teams were also more productive and proactive than less empowered teams, and they had higher levels of customer service, job satisfaction and team commitment.

4.5 Descriptive Statistics of Organisational Performance

The results in Table 4.8 show the responses of Organisation performance.

Table 4.8: Results of Descriptive Statistics of Responses on Organisational Performance

Organisation performance	**Mean**	**Std. Dev**
Customer satisfaction with bank services	3.93	0.788
The ROE (return on equity) has been increasing annually	3.84	0.939
Increase in the number of customers	3.81	0.726
Improved profitability in the bank	3.69	1.015

ROA (return on assets) has been increasing annually	3.60	1.058
Good quality products and services	3.57	0.936
Overall Score	**3.74**	**0.910**

The results in Table 4.8 indicate that the overall mean for organisational performance was M = 3.74, which implies that most respondents agreed on various aspects of performance in their Banks. More specifically, most of the respondents agreed that customers were satisfied with bank services (M=3.93), that there was Return on Equity (M=3.84), that there was an increase in the number of customers (M = 3.81), there was improved profitability in the bank (M = 3.69), there was Return on Assets (M = 3.60) and that there was Good quality of products and services (M = 3.57). This means that majority of the studied banks were performing well in most of the key indicators of organisational performance, especially customer satisfaction, ROE and increase in the number of customers. The findings of the study are consistent with the findings of a study done by Batchimeg (2017) on "Financial performance determinants of Organisations: The case of Mongolian companies.", where the finding of the study showed a significant link to an increase in ROE and ROA Organisation performance of Mongolian companies.

4.6 Tests of Linear Regression Assumptions

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

4.6.1 Test for Normality

Normality is the shape of the data. Therefore, the Q-Q Normal Plot was used to test the normality data between the independent and dependent variables. Figure 4.4 shows the Q-Q Normal Plot of the Organisation's mission variable.

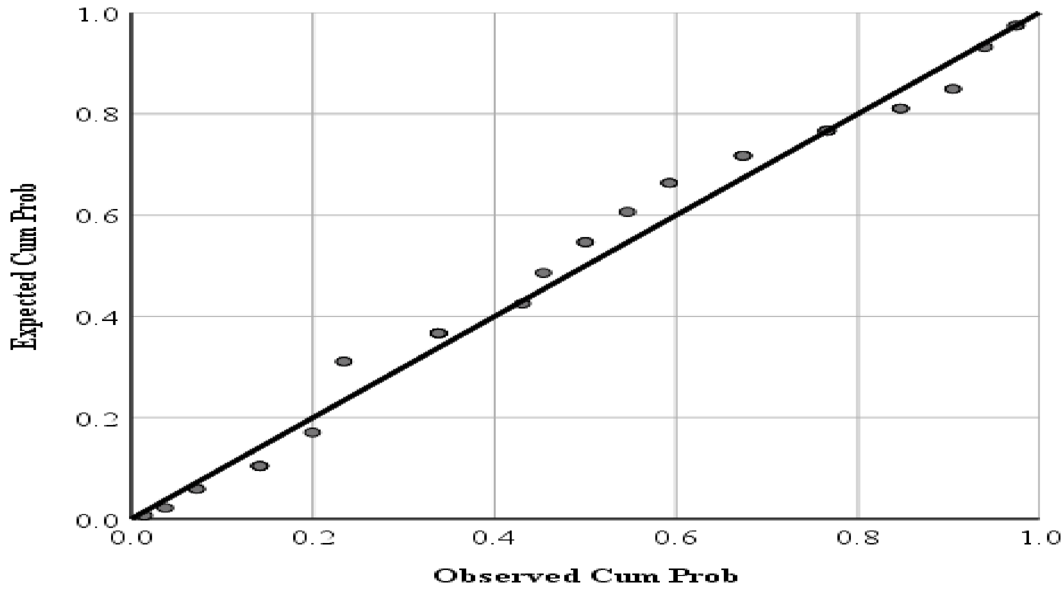

Figure 4.4: P-P Normal plot of the Organisation's mission variable

The results in figure 4.4 show that the points in the P-P Normal Plot lie on the straight diagonal line from bottom left to top right, suggesting that the Organisation's mission data had a normal distribution with no significant deviations. According to Feng and Sadeghpour (2020), data distribution in a straight diagonal line from bottom left to top right shows the normal distribution. Figure 4.5 shows the P-P Normal Plot of the consistency variable.

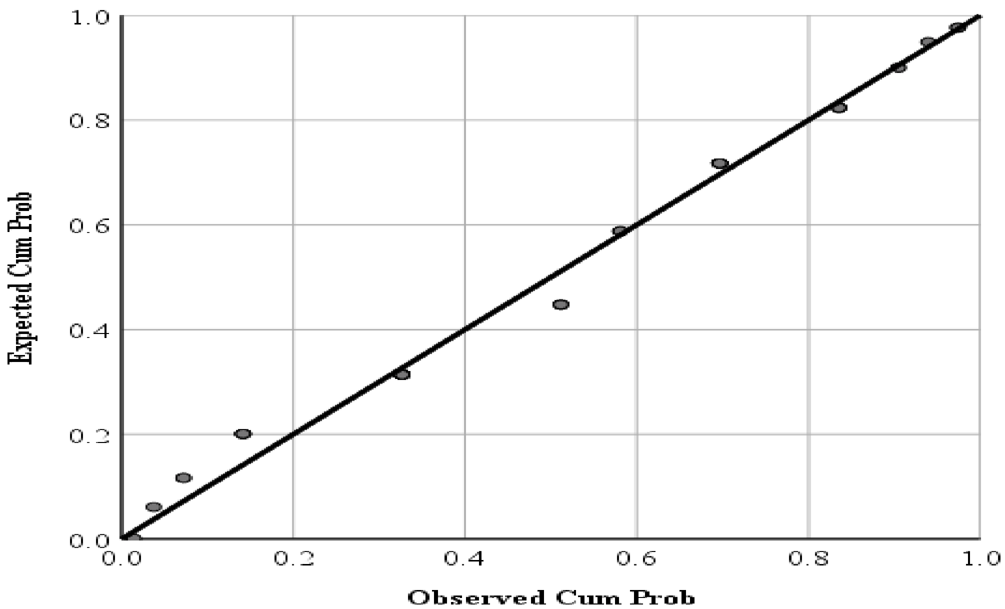

Figure 4.5: P-P Normal plot of consistency variable

The results in figure 4.5 indicate that the data points in the P-P Normal Plot lie on the straight diagonal line from bottom left to top right, suggesting that the consistency variable data had a normal distribution with no significant deviations. Figure 4.6 shows the P-P Normal Plot of the adaptability variable.

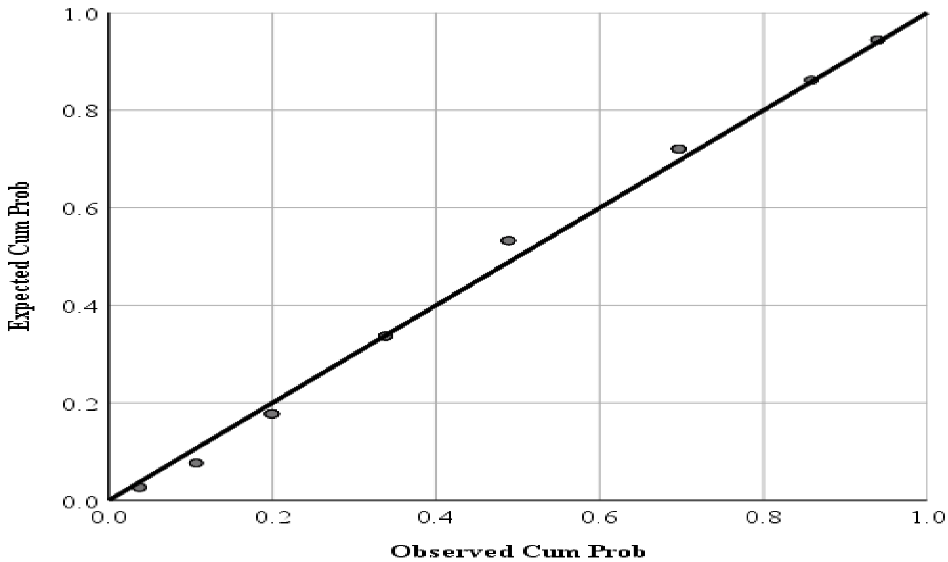

Figure 4.6: P-P Normal plot of adaptability variable

The results in figure 4.6 show that the points in the P-P Normal Plot lie on the straight diagonal line from bottom left to top right, signifying that the adaptability variable data had a normal distribution with no significant deviations. Figure 4.7 shows the P-P Normal Plot of the employee involvement variable.

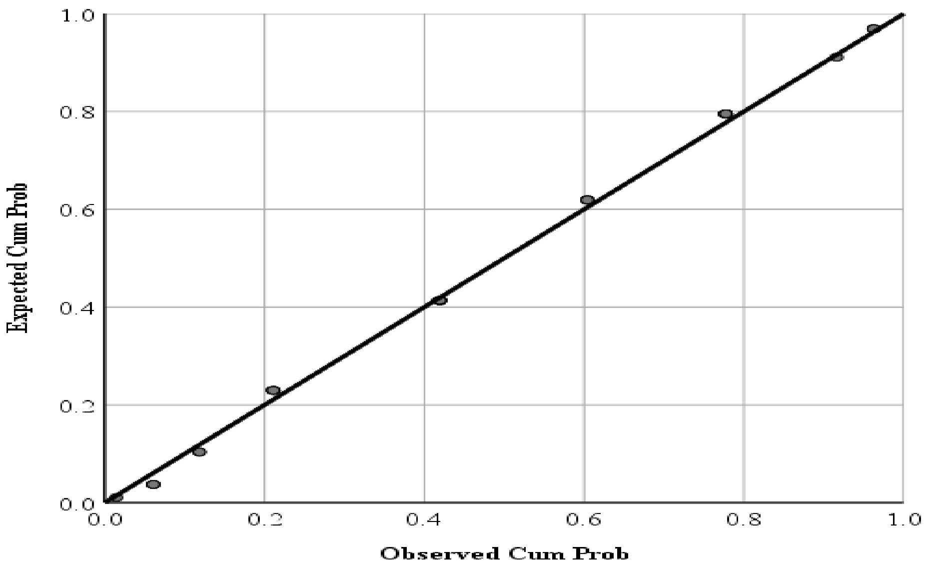

Figure 4.7: P-P Normal plot of employee involvement

The data points in the P-P Normal Plot lie on the straight diagonal line from bottom left to top right, suggesting that the employee involvement data had a normal distribution with no substantial deviations (Figure 4.7). Figure 4.8 shows the P-P Normal Plot of organisational culture.

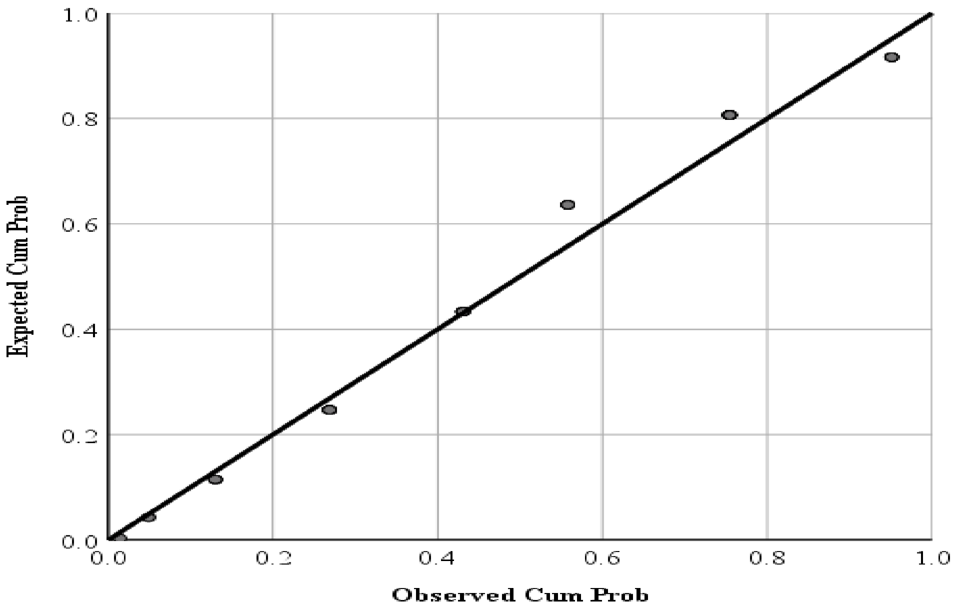

Figure 4.8: P-P Normal plot of Organisation performance of commercial banks

The P-P Normal Plot lies on a straight diagonal line from bottom left to top right, suggesting that the organisational performance data had a normal distribution with no substantial deviations.

4.6.2 Multicollinearity test

Multicollinearity is a state of very high inter-correlations or inter-association among the independent variables (Inyang et al., 2022). The variance inflation factor (VIF) for all independent variables was generated using SPSS to test multicollinearity. Table 4.9 presents the results for VIF.

Table 4.9: Variance Inflation Factor Test Results for Independent Variables

Independent variables of the study	**VIF**
Organisation’s mission	2.485
Consistency	1.509
Adaptability	1.511
Employee involvement	2.136
Mean VIF	**1.910**

Dependent Variable: performance of commercial banks.

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

4.6.3 Heteroscedasticity Test

The White test detects heteroscedasticity for all hypothesized explanatory variables (Table 4.10). Unlike the Breusch-Pagan test, which would only detect linear forms of heteroscedasticity, the white test was preferably applied as it incorporates both the magnitude and the direction of the change for non-linear forms of heteroscedasticity (Bongole et al., 2020).

Table 4.10: Test for Heteroscedasticity Results

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

$chi^2(14) = 17.86$

Prob > $chi^2 = 0.2130$

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

4.6.4 Test for Autocorrelation

Durbin Watson's test was employed to test if autocorrelation exists among the study's independent variables. Regardless of the situation, the Durbin-Watson statistic has a value between zero and four (Kim, 2022). A score of two indicates that the data under investigation shows no autocorrelation. Values less than two indicate positive autocorrelation, whereas values more than two but less than four imply negative autocorrelation. Table 4.11 shows the results of Autocorrelation generated through the Durbin-Watson test.

Table 4.11: Test for Autocorrelation

Independent variables	Durbin Watson test
Organisation’s mission	1.630
Consistency	1.571
Adaptability	1.665
Employee involvement	1.830

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

4.6.5 Test for Homoscedasticity

The assumption of equal variances (homoscedasticity) assumes that different samples have the same variance, even if they came from different populations. The study used scatter plots to test for assumptions of homoscedasticity between the study's independent and dependent variables. The Organisation’s mission variable was plotted along the X (horizontal) axis, and the scores for the Organisation's performance of commercial banks were plotted on the Y (vertical) axis. The scatterplot provides information on the nature of the relationship between variables (Gogtay & Thatte, 2017). Figure 4.9 presents the Organisation performance of commercial banks variable against the Organisation’s mission variable.

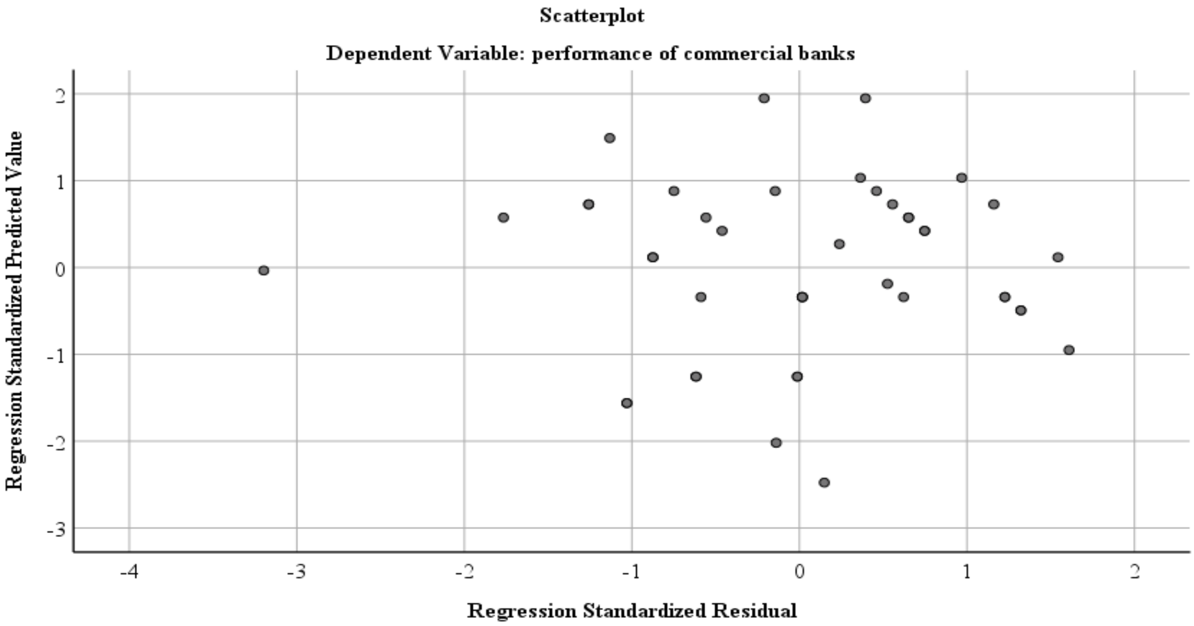

Figure 4.9: Organisational performance of commercial banks by Organisation’s mission

Results in Figure 4.9 show the distribution of scores for the Organisation's performance of commercial banks (standardized residuals) against the Organisation’s mission (standardized predictor) randomly dispersed around zero. This implies that there was no problem with Homoscedasticity. Figure 4.10 presents the Organisation performance of commercial banks by consistency variable.

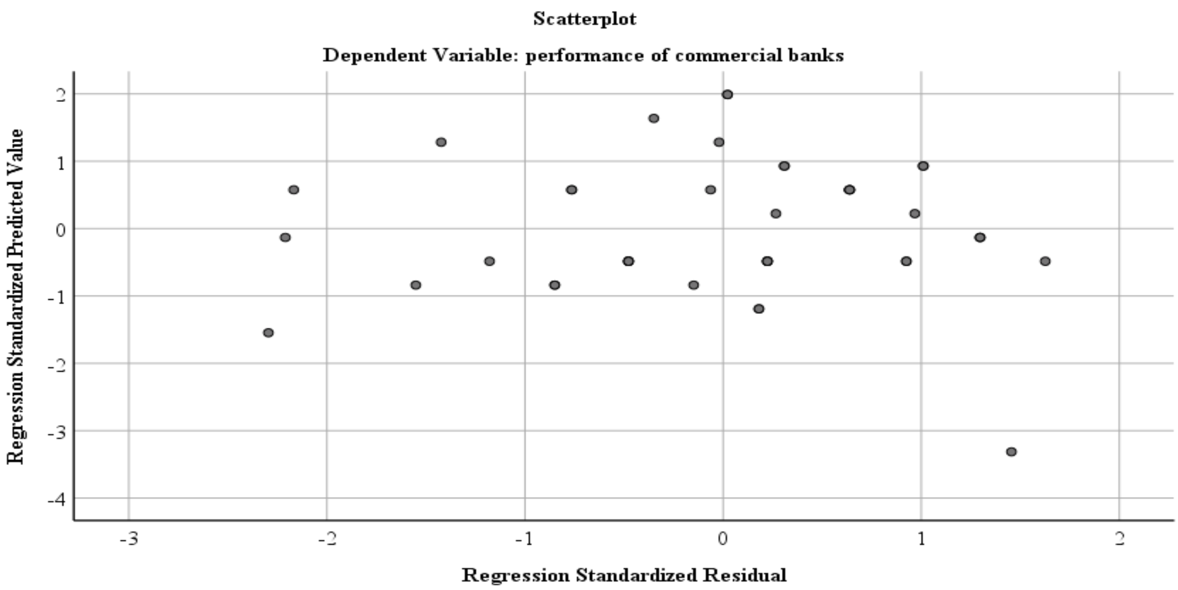

Figure 4.10: Organisational performance of commercial banks by consistency

The distribution of scores for the Organisation performance of commercial banks (standardized residuals) against consistency (standardized predictor) was randomly dispersed approximately around zero (Figure 4.10). This implies that there was no problem with Homoscedasticity. Figure 4.11 presents the organisational performance of commercial banks against adaptability.

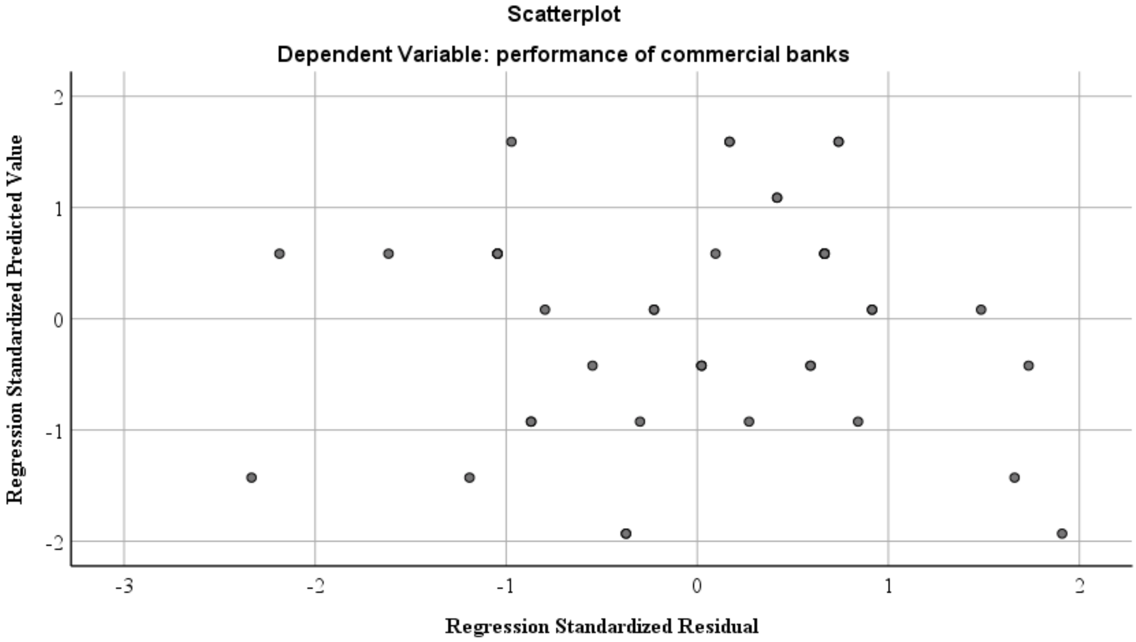

Figure 4.11: Organisational performance of commercial banks by adaptability.

The distribution of scores for the Organisation performance of commercial banks (standardized residuals) against adaptability (standardized predictor) was randomly dispersed approximately around zero (Figure 4.11). This implies that there was no problem with Homoscedasticity between the variables. Figure 4.12 presents the organisational performance of commercial banks' results against Involvement.

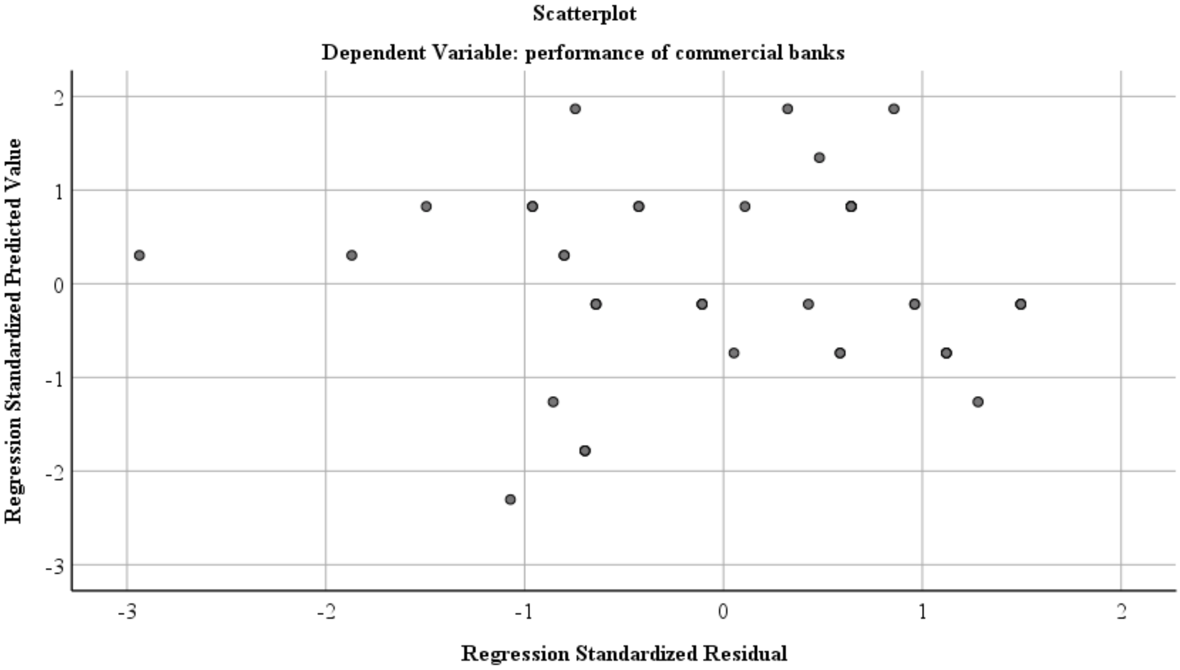

Figure 4.12: Organisational performance of commercial banks by involvement

The distribution of mean scores for the Organisation performance of commercial banks (standardized residuals) against Involvement was randomly dispersed around zero. This implies that there was no problem of Homoscedasticity between the variables.

4.6.6 Test of Outliers

Outliers can occur in a given dataset when the response is more than what is considered within the 'normal' in a population/sample. This normally happens when the response is more than three standard deviations away from the mean (Kwak & Kim, 2017).

Boxplot was generated using SPSS to establish the outliers in the variables. The presents of circles and asterisks indicate potential outliers, and If there are none, then there are no potential outliers in the dataset of the variables. To check if the outliers affect the suitability of data 5% trim mean was compared with the mean values in the descriptive table of respective variables. If the difference between these values is large, then it is possible that further analyses of econometric statistics, like correlation and regression, could be affected. According to Sullivan et al. (2021), a 5% trimmed mean is the mean that slashes out 5% of the dataset's extreme ends (both lower and higher ends). Figure 4.13 indicates the Boxplot of the Organisation's performance of commercial banks against the Organisation’s mission.

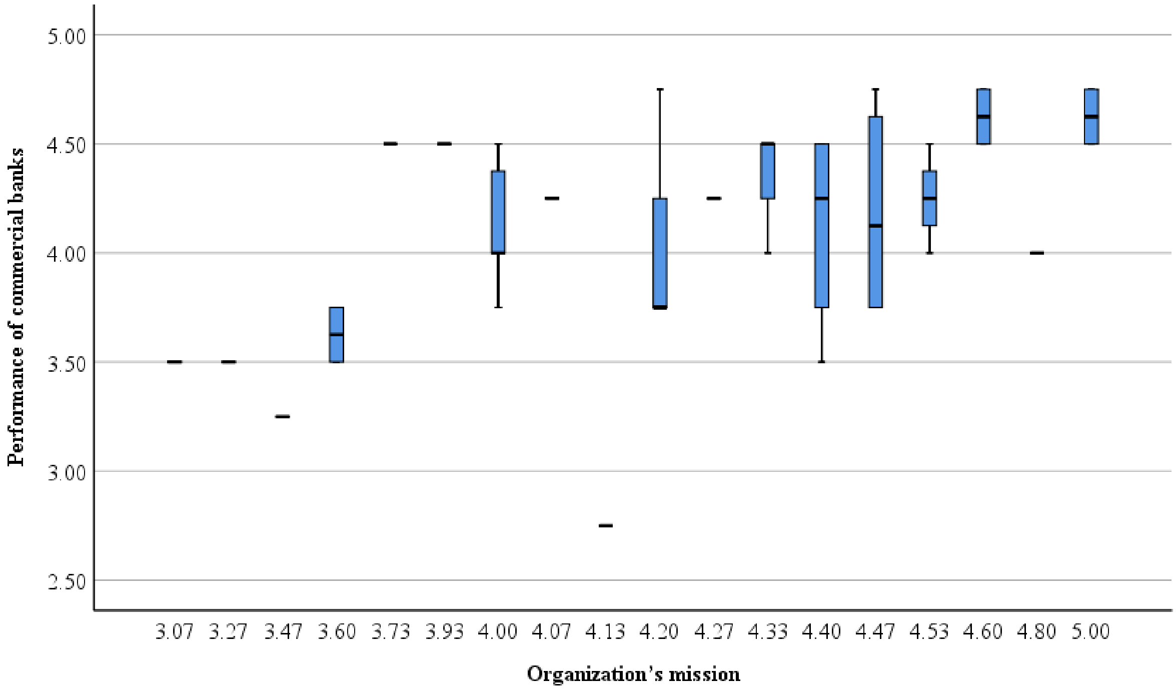

Figure 4.13: Boxplot of Organisation performance of commercial banks by Organisation's mission

The Boxplot of Organisation performance of commercial banks by Organisation's mission designates that there was no severe number of highly significant points as outliers in the study's data (Figure 4.13). Figure 4.14 indicates the boxplot of the Organisation performance of commercial banks against the consistency variable.

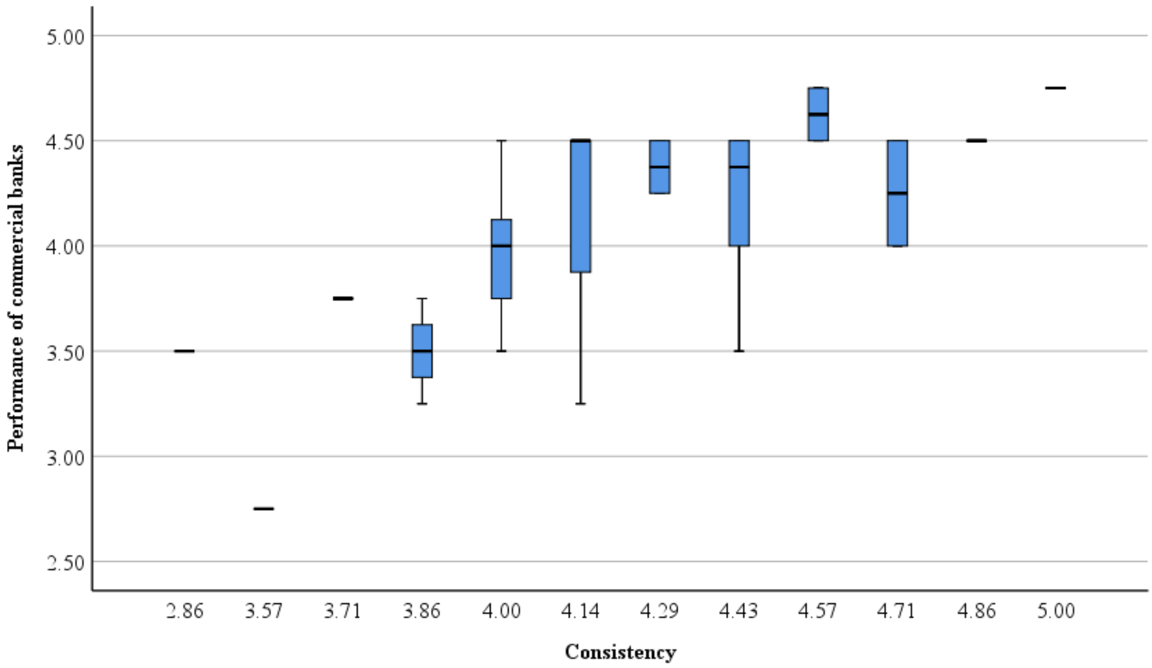

Figure 4.14: Boxplot of Organisation performance of commercial banks by consistency

The Boxplot results designate no severe number of highly significant points as outliers' in the study's data (Figure 4.14). Figure 4.15 indicates the boxplot of commercial banks' Organisation performance against the variable's adaptability.

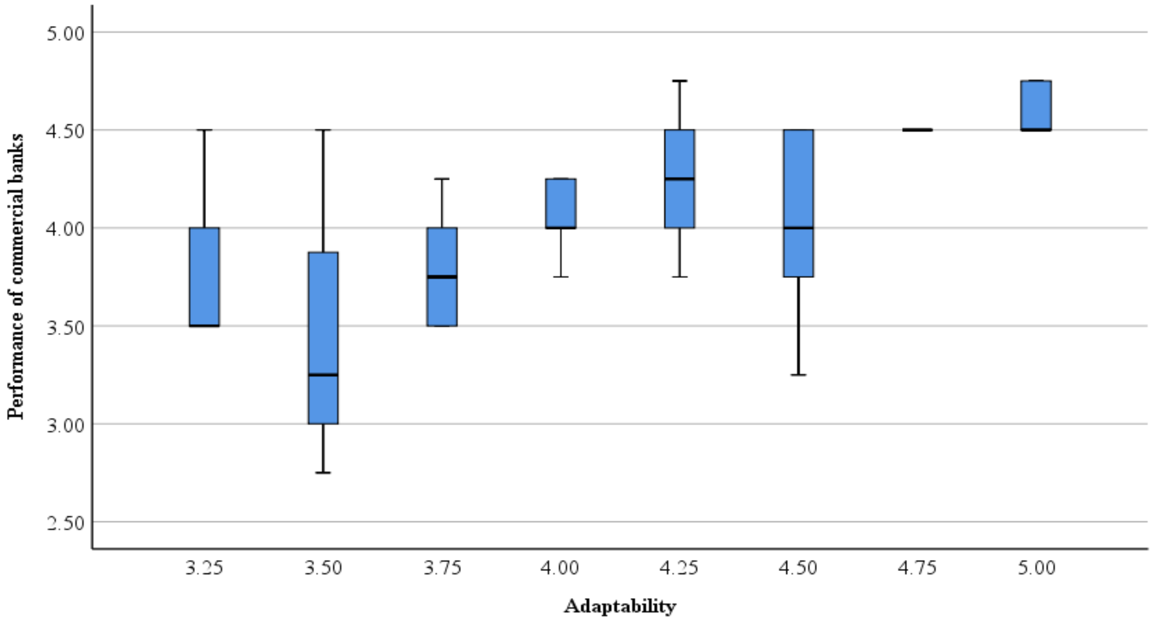

Figure 4.15: Boxplot of Organisation performance of commercial banks by the adaptability

The Boxplot Results in Figure 4.15 indicate no severe number of highly significant points as outliers in the study's data. Figure 4.16 indicates the boxplot of the organisational performance of commercial banks against the involvement variable.

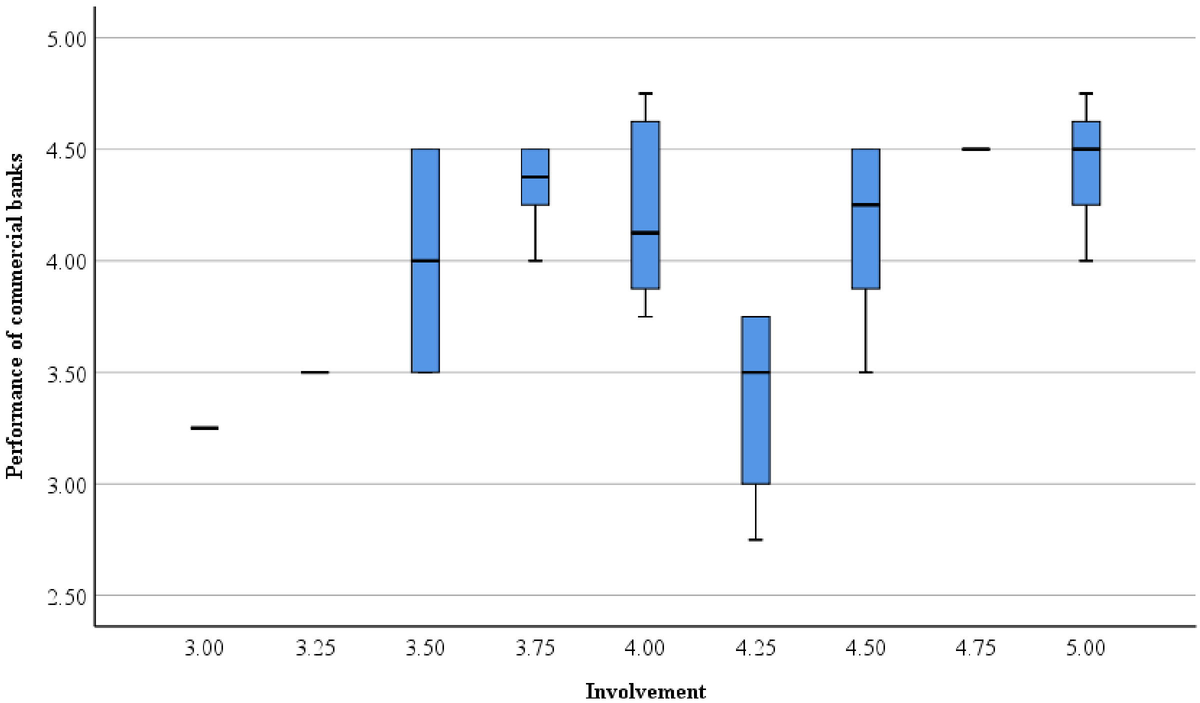

Figure 4.16: Boxplot performance of commercial banks and employee involvement

The Boxplot results in Figure 4.16 show no severe number of highly significant points as outliers in the study's data.

4.6.7 Test for Linearity

A linearity test was done to establish if the assumption of linearity between the independent and dependent variables was violated. The linearity test aims to determine the relationship between independent variables and whether the dependent variable is linear or not (Yumhi et al., 2021). The linearity test is a requirement in correlation and regression analysis. There should be a linear relationship between the independent and dependent variables. The linearity test was done with the aid of a significant value of Deviation from Linearity values in the ANOVA Table. If the value *p* of sig. Deviation from Linearity is > 0.05, then the relationship between independent variables is linearly dependent and if the value of sig. Deviation from Linearity is < 0.05, then the relationship between independent variables is not linear. Table 4.12 shows the ANOVA test of linearity results.

Table 4.12: ANOVA Table Results of Test Linearity between the Variables of the Study

Dependent by the independent variable			**F**	**Sig.**
Performance by Organisation's mission	Between Groups	Deviation from Linearity	5.353	0.055
Performance by consistency	Between Groups	Deviation from Linearity	1.891	0.104
Performance by adaptability	Between Groups	Deviation from Linearity	3.144	0.493
Performance byemployee involvement	Between Groups	Deviation from Linearity	9.256	0.131

Based on the ANOVA results in Table 4.12 the value of significance of Deviation from linearity of Organisation's mission, consistency, adaptability and Involvement were not significant (F = *5.353 P* > 0.05, F = 1.891 *p* > 0.05, F = 3.144 *p* > 0.05 and F = 9.256, *p* > 0.05) respectively. this implies that the relationship between independent variables was linearly dependent.

4.7 Results of Pearson's Correlation Analysis

Pearson Correlation analysis was used to determine the strength, direction, and significance of the relationship between the independent variables (Organisation's mission, Kenya, consistency, adaptability and involvement) and the dependent variable (Performance of commercial banks). The results of Pearson's correlation analysis are in Table 4.13 below:

Table 4.13: Results of Pearson's Correlation Analysis between Organisational Culture and Organisational Performance

		Organisational performance
Organisations Mission	Pearson Correlation	.379**
	Sig. (2-tailed)	.030
	N	33
Consistency	Pearson Correlation	.487**
	Sig. (2-tailed)	.004
	N	33
Adaptability	Pearson Correlation	.260
	Sig. (2-tailed)	.144
	N	33
Employee involvement	Pearson Correlation	.705**
	Sig. (2-tailed)	.000
	N	33

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

The results in Table 4.13 showed a moderately significant positive association between the Organisation's mission and the Organisation's performance of commercial banks (r = 0.379, $p < 0.05$). This implies a significant link between the Organisation's mission and performance in commercial banks. Thus this denotes that performance improved when the banks had clearly stated mission, vision, strategic intent and direction. Thus, the hypothesis that stated that the Organisation's mission did not significantly affect the Organisation's performance of commercial banks in Nairobi County was rejected, and the alternative was accepted. The findings are similar to the study by Ahmed et al. (2018), who found a significant link between mission and organisational performance.

The results in Table 4.13 consistency had significant positive moderate correlations correlation with the Organisation performance of commercial banks (r = 0.487, $p < 0.05$). This means that consistency positively enhanced Organisation performance in commercial banks in Nairobi. The study's findings are consistent with those of the study done by Ali et al. (2021), who established a significant link between consistency and organisational performance.

The results in Table 4.13 indicate that adaptability had a weak, insignificant positive effect on performance (r = 0.260, $p > 0.05$). This implies that there was no significant association between adaptability and the organisational performance of commercial banks.

The findings of the study (Table 1.13) study revealed a strong significant positive relationship between employee involvement and Organisation performance of commercial banks (r = 0.705, $p < 0.05$). This implies that organisational performance could be enhanced when managers are empowered and employees are involved in decision-making, creating a sense of responsibility and ownership in commercial banks. This finding concurs with Al-dalahmeh et al. (2018) study findings. Who established a significant link between employee involvement and Organisation performance via the mediating role of job satisfaction in the Jordanian banking sector.

4.8 Hypotheses Testing

Hypotheses One to Four was tested using a simple linear regression model at a 0.05 significance level. Consequently, hypothesis five was tested using a multiple linear regression model at a 0.05 significance level.

4.8.1 Effect of Organisations Mission on Organisation Performance of Commercial Banks

A simple linear regression model was used to establish the Organisation's mission's effect on commercial banks' performance in Nairobi County, Kenya. Table 4.14 indicate the results of the simple linear regression model for the effect of an Organisation's mission on the Organisation performance of commercial banks.

Table 4.14: Simple Linear Regression Model Results for Effect of Organisation's Mission on Organisation Performance of Commercial Banks

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.379	0.143	0.116	1.91157

Predictors: (Constant), Organisations Mission

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.965	1	18.965	5.190	0.030
	Residual	113.277	31	3.654		
	Total	132.242	32			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Organisations Mission

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.524	3.074		5.050	0.000
	Organisations Mission	0.154	0.068	0.379	2.278	0.030

a. Dependent Variable: Organisational Performance

The Organisation's mission accounted for 14.3% of the variance in the organisational performance of commercial banks in Nairobi County (R-squared = 0.143). This shows that 85.7% of the variance in the Organisation performance of commercial banks was explained by other factors not encompassed in the simple linear regression model of the study. The specific unstandardized coefficients of the Organisation's mission showed that the Organisation's mission had a significant value at a 0.05 significance level ($\beta = 0.154$, $p < 0.05$). This implies that the Organisation's mission discretely influenced the performance of commercial banks in Nairobi County.

Further, the F statistic ($F = 5.190$, $p < 0.05$) from ANOVA results (Table 4.14) indicates the fitness of the regression model, which implies that the Organisation's mission was a significant predictor of Organisation performance of commercial banks in Nairobi County. The p-value of 0.030 was less than 0.05, which implies that the Organisation's mission significantly affected the performance of commercial banks in Nairobi County. Thus, the null hypothesis, which stated that **"**Organisation mission does not have a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya," was rejected. The alternative premise, "Organisation mission has a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya," was accepted. These findings conform with the findings of the study done by Ontita and Kinyua (2020) on "Role of Stakeholder Management on Firm Performance: An Empirical Analysis of Commercial Banks in Nairobi City County, Kenya." who established a significant association between Organisation mission and firm performance in Kenya.

From the results in Table 4.14, the following model is predicted:

$$Y = 15.524 + 0.154X_1 + \varepsilon$$

Where:

Y = Performance of commercial banks

X_1 = Organisation mission

ε = Error term

Accordingly, if the Organisation mission variable were to be held constant, the Organisation performance of commercial banks in Nairobi County would be at 15.524 units. A unit change in the Organisation mission of commercial banks in Nairobi County, holding other factors constant, would lead to a 0.154 unit increase in the performance of commercial banks in Nairobi County.

4.8.2 Effect of Consistency on the Organisation performance of commercial banks

A simple linear regression model was used to establish the effect of consistency on the organisational performance of commercial banks in Nairobi County, Kenya. Table 4.15 indicate the results of the simple linear regression model for the effect of consistency on the organisational performance of commercial banks.

Table 4.15: Simple Linear Regression Model Results for Effect of Consistency on Organisation Performance of Commercial Banks

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.487[a]	0.237	0.212	1.80411

a. Predictors: (Constant), Consistency

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.343	1	31.343	9.63	0.004
	Residual	100.899	31	3.255		
	Total	132.242	32			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Consistency

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.461	3.566		3.214	0.003
	Consistency	0.214	0.069	0.487	3.103	0.004

a. Dependent Variable: Organisational Performance

The consistency accounted for 23.7% of the variance in the organisational performance of commercial banks in Nairobi County (R-squared = 0.237). This shows that

76.3% of the variance in the Organisation performance of commercial banks in Nairobi County was explained by other factors not encompassed in the simple linear regression model of the study. The specific unstandardized coefficients of consistency showed that consistency had a significant value at 0.05 significance level ($\beta = 0.214$, $p < 0.05$). This implies that the consistency discretely influenced the organisational performance of commercial banks in Nairobi County.

Additionally, the F statistic ($F = 9.630$, $p < 0.05$) from ANOVA results (Table 4.15) indicates the fitness of the regression model, which implied that consistency was a significant predictor of the organisational performance of commercial banks in Nairobi County. Since the p-value of 0.004 was less than the 0.05 significance level, consistency significantly affected the organisational performance of commercial banks in Nairobi County. Thus, null hypothesis two, which stated that **“**Consistency does not have a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya,” was rejected and the alternative premise, which stated that “Consistency has a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya” was accepted. These findings conform with the findings of a study done by Huy et al. (2021) on “Enhancing risk management culture for sustainable growth of Asia commercial bank-ACB in Vietnam under mixed effects of macro factors,” who established a significant link between socio-consistency and growth of Asia commercial bank-ACB in Vietnam under mixed effects of macro factors.

From the results in Table 4.15, the following model is predicted:

$Y= 11.461+ 0.214X_1+ \varepsilon$

Where:

Y = Performance of commercial banks

X_1 = consistency

ε = Error term

Therefore, if the consistency variable were to be held constant, the Organisation performance of commercial banks in Nairobi County would be at 11.461 units. A unit change in the consistency of commercial banks in Nairobi County, holding other factors constant, would lead to a 0.214 unit increase in the organisational performance of commercial banks in Nairobi County.

4.8.3 Effect of Adaptability on the Performance of Commercial Banks

A simple linear regression model was used to establish the effect of adaptability on the performance of commercial banks in Nairobi County, Kenya. Table 4.16 indicate the simple linear regression model results for the effect of adaptability on the organisational performance of commercial banks.

Table 4.16: Simple Linear Regression Model Results for Effect of Adaptability on Organisation Performance of Commercial Banks

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.260	0.068	0.038	1.99435

a. Predictors: (Constant), Adaptability

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.942	1	8.942	2.248	0.144
	Residual	123.301	31	3.977		
	Total	132.242	32			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Adaptability

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.032	2.990		6.031	0.000
	Adaptability	0.100	0.067	0.260	1.499	0.144

a. Dependent Variable: Organisational Performance

The adaptability of commercial banks accounted for 6.8% of the variance in the organisational performance of commercial banks in Nairobi County (R-squared = 0.068). This shows that 93.2% of the variance in the Organisation performance of commercial banks in Nairobi County was explained by other factors not encompassed in the simple linear regression model of the study. The specific unstandardized coefficients showed that adaptability had no significant value at a 0.05 significance level ($\beta = 0.100$, $p > 0.05$). This implies that discretely the adaptability variable does not significantly influence the Organisation performance of commercial banks in Nairobi County.

The F statistic ($F = 2.248$, $p > 0.05$) from ANOVA results (Table 4.16) indicates the fitness of the regression model, which implied that adaptability was not a significant predictor of the Organisation performance of commercial banks in Nairobi County. Since the p-value of 0.144 was greater than the 0.05 significance level, which implies that adaptability had an insignificant effect on the Organisation performance of commercial banks in Nairobi County. Thus, null hypothesis three, which stated that "Adaptability does not have a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya," was upheld. The findings are consistent with the findings of Sabuhari et al. (2020). Their study established that employee adaptation significantly affects organisational performance in Indonesia's banking sector. Contrary to this study finding of Abuzarqa (2019), who established an insignificant link between adaptability and organisational performance of companies in Poland.

From the results in Table 4.16, the following model is predicted:

$Y= 18.032 + 0.100X_3+ \varepsilon$

Where:

Y = Performance of commercial banks

X_3 = Adaptability

ε = Error term

Therefore, if the adaptability variable was to be held constant, the Organisation performance of commercial banks in Nairobi County would be at 18.032 units. A unit change in the adaptability of commercial banks in Nairobi County, holding other factors constant, would lead to a 0.1 units increase in the Organisation performance of commercial banks in Nairobi County.

4.8.4 Effect of Employee Involvement on the Performance of Commercial Banks

A simple linear regression model was used to establish involvement's effect on commercial banks' organisational performance in Nairobi County, Kenya. Table 4.17 indicate the results of the simple linear regression model for the effect of involvement on the organisational performance of commercial banks.

Table 4.17: Simple Linear Regression Model Results for Effect of Employee Involvement on Organisation Performance of Commercial Banks

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.705	0.497	0.481	1.46416

a. Predictors: (Constant), Involvement

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	65.786	1	65.786	30.687	.000[b]

Residual	66.457	31	2.144
Total	132.242	32	

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Involvement

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.172	2.596		3.148	.004
	Involvement	0.298	0.054	0.705	5.540	.000

a. Dependent Variable: Organisational Performance

The involvement accounted for 49.7% of the variance in the organisational performance of commercial banks in Nairobi County (R-squared = 0.497). This shows that 50.3% of the variance in the Organisation performance of commercial banks in Nairobi County was explained by other factors not included in the simple linear regression model of the study.

The specific unstandardized coefficients of involvement showed that employee involvement had a significant value at a 0.05 significance level ($\beta = 0.298$, $p < 0.05$). This implied that the employee involvement variable discretely influenced the organisational performance of commercial banks in Nairobi County.

Additionally, the F statistic ($F = 30.687$, $p < 0.05$) from ANOVA results (Table 4.17) indicates the fitness of the regression model, which inferred that employee involvement was a significant predictor of the organisational performance of commercial banks in Nairobi County. Since the p-value of 0.000 was less than 0.05, which denotes that involvement had a significant effect on the Organisation performance of commercial banks in Nairobi County. Thus, hypothesis four, which stated that "Employee involvement does not have a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya," was rejected and the alternative premise, which stated that "Involvement has a significant effect on Organisation performance of commercial banks in Nairobi County, Kenya" was accepted. These findings conform with the study of Kurdi and Alshurideh (2020) on "Employee retention enhanced by employee involvement and organisational performance of commercial banking sector in Jordan.

From the results in Table 4.17, the following model is predicted:

$$Y= 8.172 + 0.298X_1+ \varepsilon$$

Where:

Y = Performance of commercial banks

X_1 = Involvement

ε = Error term

Therefore, if the consistency variable was held constant, the organisational performance of commercial banks in Nairobi County would be at 11.461 units. A unit change in the consistency of commercial banks in Nairobi County, holding other factors constant, would lead to a 0.214 unit increase in the organisational performance of commercial banks in Nairobi County.

4.8.5 Combined effect of organisational culture on Organisation performance of commercial banks

A multiple Linear regression model was used to determine the combined effect of organisational culture (Organisation mission, consistency, adaptability and employee involvement) on the performance of commercial banks in Nairobi County, Kenya. The results of the multiple linear regression model for the combined effect of organisational mission, consistency, adaptability and involvement on the Organisation performance of commercial banks are presented in Table 4.18.

Table 4.18: Multiple regression analysis Results for the Combined Effect of Organisation Mission, Consistency, Adaptability and Employees Involvement on Organisation Performance of Commercial Banks

Model Summary

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

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

ANOVA

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

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Involvement, Consistency, Organisations Mission, Adaptability

Coefficients

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

a. Dependent Variable: Organisational Performance

The model summary of the regression analysis in Table 4.18 shows that the components of organisational culture (Involvement, consistency, Organisations mission, adaptability) as captured in Denison's model jointly accounted for 60.4% of the variance in Organisation performance in commercial banks in Nairobi County (R square = 0.604). This indicates that 39.6% of the variance in performance was explained by other factors not included in the multiple linear regression model of the study.

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

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

From the results in Table 4.18, the following model is predicted:

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

Where:

y = Organisation performance

X_1 = Mission

X_2 = Consistency

X_3 = Adaptability

X_4 = Involvement

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

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is set out to summarize the analysed findings based on the specific objectives. The conclusions and recommendations are also presented based on the study's objectives. The areas that require further research are also pointed out.

5.2 Summary of the Findings

This section summarizes the analysed findings based on the study's objectives.

The study's first objective was to establish the effect of the Organisation's mission on the organisational performance of commercial banks in Nairobi County, Kenya. The study established that organisational mission had a moderately significant positive association with the organisational performance of commercial banks in Nairobi County ($r = 0.379$, $p < 0.05$). The simple linear regression results revealed that the Organisation's mission significantly affected the performance of commercial banks in Nairobi County ($F = 9.630$, $p < 0.05$).

The study's second objective sought to determine the effect of consistency on the organisational performance of commercial banks in Nairobi County, Kenya. The study found that consistency had a moderately significant positive correlation with organisational performance ($r = 0.487$, $p < 0.05$). The simple linear regression results revealed that consistency significantly affected the organisational performance of commercial banks in Nairobi County ($F = 9.630$, $p < 0.05$).

The third objective of the study sought to establish the effect of adaptability on the organisational performance of commercial banks in Nairobi County, Kenya. The study established that adaptability had a weak and insignificant positive effect on organisational performance ($r = 0.260$, $p > 0.05$). The simple linear regression results revealed that adaptability had an insignificant effect on the organisational performance of commercial banks in Nairobi County ($F = 2.248$, $p > 0.05$).

Objective Four sought to determine the effect of involvement on the organisational performance of commercial banks in Nairobi County, Kenya. The study established a strong, significant positive correlation between involvement and organisational performance in commercial banks in Kenya ($r = 0.705$, $p < 0.05$). The simple linear regression results revealed that involvement significantly affected the Organisation performance of commercial banks in Nairobi County ($F = 30.687$, $p < 0.05$).

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

5.3 Conclusions

The study's conclusions were made based on the findings of specific objectives. The study concludes that:

The Organisation's mission significantly and positively affects the organisational performance of commercial banks. Hence the organisational performance of commercial banks in Nairobi County improved significantly when the banks had a stated mission.

Organisational consistency significantly and positively affects the organisational performance of commercial banks. Thus consistency positively enhanced the organisational performance of commercial banks.

The Organisations' adaptability insignificantly affects the organisational performance of commercial banks. Hence the aspects of adaptability, such as the creation of changes, customer focus and organisational learning, did not influence the organisational performance of commercial banks.

Employee involvement significantly affects the organisational performance of commercial banks. Hence employee involvement in the decision by top management in commercial banks increases the Organisation's performance.

Involvement, consistency, Organisation mission and adaptability jointly significantly affect the organisational performance of commercial banks (). Hence the enhancement of organisational culture (Involvement, consistency, Organisation mission, and adaptability) culminates in enhanced organisational performance of commercial banks in Nairobi County, Kenya.

5.4 Recommendations of the Policy and Practice

The study noted that although the commercial banks in Kenya had a mission, it only significantly contributed to their organisational performance. Thus, the study recommends that the senior managers of commercial banks in Kenya should continuously work to improve strategic direction and visions for better organisational performance. The executive leadership of commercial banks in Kenya should continuously review their mission statements to be well aligned with the bank environment's changes and requirements to enhance their institutions' organisational performance.

The study results indicated that commercial banks in Kenya practiced consistency, although they only had a moderate and positive significant contribution towards the organisational performance of these institutions. Thus, the study recommends that the top leadership of the commercial banks in Kenya should work to renew and improve their core values of consistency to enhance organisational performance.

The study's findings indicated that although the studied commercial banks had adopted adaptability as part of their culture, this did not significantly affect their Organisation's performance. Thus, the study recommends that the top leadership of commercial banks in Kenya should strive to improve the adaptability of the available systems to contribute significantly to organisational performance.

The study's results indicated that although commercial banks in Kenya practiced involvement, it significantly contributed to their organisational performance. Thus, this study recommends that the top leadership of commercial banks in Kenya should increase the adoption of involvement to enhance the organisational performance of their institutions greatly.

The findings of the study established the Organisation culture dimensions (involvement, consistency, Organisation mission and adaptability) as captured in the Denison's model jointly and significantly affect the performance of commercial banks. Thus, this study recommends that the top management of commercial banks in Kenya should jointly implement involvement, consistency, Organisation's mission, and adaptability to enhance their Organisation performance significantly as conceptualized by Danson's model of organisational culture.

5.5 Areas for Further Research

This study was conducted among 43 commercial banks operating in Kenya, both local and foreign-owned commercial banks. Thus, future studies should be conducted specifically on Kenya's foreign-owned or locally-owned commercial banks. Further studies can also be conducted specifically on listed firms in Kenya. Future studies can also be done on deposit-taking savings and credit cooperatives (SACCOs) and the deposit-taking microfinance banks in Kenya. All this would permit a comparison of the findings for informed decision-making. This study was based on a cross-sectional research design where the study was done at one point in time. Thus the study recommends future studies use a longitudinal research design. Finally, similar studies can be carried out in the non-banking sector, like manufacturing firms and state corporations.

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APPENDICES

Appendix I: Letter of Introduction

Brigid Wangeci King'ori

Egerton University,

Department of Business Administration,

P. O. Box 536,

Njoro, Kenya.

Re: Permission to Collect Data for Academic Research

I am a master's student undertaking an MBA at the Department of Business Administration, Egerton University. I am currently conducting a research study entitled **"*Effects of Organisational Culture on organisation performance of commercial banks in Nairobi County, Kenya.*"**

The purpose of this letter is to kindly request you to fill in the questionnaire with precision and accuracy. The information required is purely for academic research purposes only and in no way will your name or institution be implicated in the research findings. Therefore, any information given herein will be treated with the utmost confidentiality and assured anonymity.

Your co-operation and quick response will be highly appreciated.

Thank you

Yours faithfully,

BRIGID WANGECI KING'ORI

Reg. CM16/0356/13

Appendix II: Questionnaire

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please complete the following section, which asks for information concerning you and your bank. Kindly answer all the questions.

1. Please indicate the name of your bank (optional) __________________________
2. Please indicate your gender: Male ( ) Female ( )
3. Please indicate your level of education:
   - Post-graduate level ( )
   - University degree ( )
   - Higher National Diploma ( )
   - Diploma ( )
4. Please indicate your age category:
   - Below 30 ( )
   - 31-40 years ( )
   - 41-50 years ( )
   - Above 50 years ( )
5. How long have you worked for this bank?
   - Below 3 years ( )
   - 3-5 years ( )
   - 5-10 years ( )
   - Above 10 years ( )
6. Below, indicate the ownership composition of your bank.
   - Foreign Owned ( )
   - Locally Owned ( )
   - Part local/partly foreign owned ( )

SECTION B: ORGANISATIONAL CULTURE

The statements presented below describe several aspects of organisational culture in the banks. Please indicate your level of agreement or disagreement with each of these statements below by ticking '√' in the appropriate box (from 1 to 5); where: 1= Strongly Disagree (SD); 2 = Disagree (D); 3 = Uncertain (N); 4 = Agree (A); 5 = Strongly Agree (SA).

	Statement	1	2	3	4	5
A	**MISSION**					
	Vision					
1	The bank vision has been communicated to the employees clearly	1	2	3	4	5
2	Employees have a shared vision of what the Organisation will look like in the future	1	2	3	4	5
3	Leaders have a long-term viewpoint	1	2	3	4	5
4	Our bank vision creates excitement and motivation for employees	1	2	3	4	5
	Strategic direction and intent	**1**	**2**	**3**	**4**	**5**
5	The bank's strategic direction and intent is well elaborated	1	2	3	4	5
6	There is a clear mission that gives meaning and direction	1	2	3	4	5
7	Our strategy leads other Organisations to change the way they compete in the industry	1	2	3	4	5
8	We have a clear strategy for the future.	1	2	3	4	5
	Goals and objectives	**1**	**2**	**3**	**4**	**5**
9	There is widespread agreement about the goals of the company	1	2	3	4	5
10	There has been timely achievement of set goals and objectives by the bank	1	2	3	4	5
11	Leaders set goals that are ambitious, but realistic	1	2	3	4	5
12	In our bank people understand what needs to be done for us to succeed in the long run.	1	2	3	4	5
B	**CONSISTENCY**	**1**	**2**	**3**	**4**	**5**
	Core values					
13	Core values of the bank are well adhered to by management and all staff	1	2	3	4	5
14	The leaders and managers "practice what they preach".	1	2	3	4	5
15	There is a characteristic management style and a distinct set of management practices.	1	2	3	4	5
16	There is a clear and consistent set of values that governs the way we do business.	1	2	3	4	5
17	Ignoring core values will get you in trouble	1	2	3	4	5
18	There is an ethical code that guides our behaviour and tells us right from wrong	1	2	3	4	5
	Agreement	**1**	**2**	**3**	**4**	**5**
19	The culture of the bank agrees with the general norms and beliefs of the society	1	2	3	4	5

20	When disagreements occur, employee work hard to achieve a "win-win" solutions	1	2	3	4	5
21	There is a clear agreement regarding the right way and the wrong way to do things	1	2	3	4	5
22	It is easy to reach consensus, even on conflicting issues	1	2	3	4	5
	Co-ordination and integration	**1**	**2**	**3**	**4**	**5**
23	The bank has a culture that is well coordinated and integrated	1	2	3	4	5
24	Employees from different parts of the Organisation share a common perspective	1	2	3	4	5
25	It is easy to coordinate projects across different parts of the Organisation	1	2	3	4	5
26	The approach to doing business is very consistent	1	2	3	4	5
C	**ADAPTABILITY**	**1**	**2**	**3**	**4**	**5**
	Creating change	1	2	3	4	5
27	Creating change is the focus of the bank in the competitive business environment	1	2	3	4	5
28	New and improved ways to do work are continually adopted.	1	2	3	4	5
29	Attempts to create change usually meet with resistance.	1	2	3	4	5
30	Different parts of the Organisation often cooperate to create change	1	2	3	4	5
	Customer focus					
31	The products and services that the bank offers are purely focused on the customer needs	1	2	3	4	5
32	Customers comment leads to changes and influences decision making	1	2	3	4	5
33	Employees understand customers wants and needs	1	2	3	4	5
34	Customers inputs directly influences company's decisions	1	2	3	4	5
	Organisational learning	**1**	**2**	**3**	**4**	**5**
35	Organisation learning on the external environment is key in the bank to ensure the bank remains competitive	1	2	3	4	5
36	Learning is an important objective in a day-today work of the company	1	2	3	4	5
37	We view failure as an opportunity for learning and improvement	1	2	3	4	5
38	We make certain that the right hand knows what the left hand is doing	1	2	3	4	5
D	**INVOLVEMENT**	**1**	**2**	**3**	**4**	**5**
	Capacity development	1	2	3	4	5
39	The bank regularly organizes trainings to ensure that there is	1	2	3	4	5

	capacity development to all staff					
40	There is continuous investment in the skills of employee	1	2	3	4	5
41	Problems often arise because we do not have the skills necessary to do the job.	1	2	3	4	5
42	The capabilities of employees are viewed as an important source of competitive advantage	1	2	3	4	5
	Team orientation	**1**	**2**	**3**	**4**	**5**
43	Team orientation on the activities that need to be carried out is done in the bank	1	2	3	4	5
44	Teamwork is used to get work done, rather than hierarchy	1	2	3	4	5
45	Cooperation across different parts of the bank is encouraged	1	2	3	4	5
46	Employees work like they are part of a team	1	2	3	4	5
	Team empowerment	**1**	**2**	**3**	**4**	**5**
47	Team empowerment has been enhanced in the bank	1	2	3	4	5
48	Most employees are highly involved in their work	1	2	3	4	5
49	Everyone believes that he or she can have a positive impact	1	2	3	4	5
50	Decisions are made at the levels where right information is available	1	2	3	4	5
51	Information is widely shared so that employees can get the information they need	1	2	3	4	5

SECTION C: ORGANISATIONAL PERFORMANCE

Below are several statements on organisational performance. Kindly indicate the extent to which each of these is reflected in your Bank. Use the scales of 1-5 where 1- Not at all, 2= Small extent, 3= Moderate extent, 4= Great extent and 5= Very great extent.

	Organisation performance	**1**	**2**	**3**	**4**	**5**
1	Increase in the number of customers	1	2	3	4	5
2	Improved profitability in the bank	1	2	3	4	5
3	Good quality of products and/or services	1	2	3	4	5
4	Customer's satisfaction	1	2	3	4	5
5	ROA (return on assets) has been improving annually	1	2	3	4	5
6	ROE (return on equity) has been improving annually	1	2	3	4	5

Thank you for your time and cooperation

Appendix III: Commercial Banks

1. African Banking Corporation
2. African Development Bank
3. Bank of Africa
4. Bank of Baroda – Kenya
5. Bank of India
6. Barclays Bank (Kenya)
7. Stanbic Bank
8. Chase Bank (Kenya)
9. Citibank NA Kenya
10. Commercial Bank of Africa
11. Consolidated Bank of Kenya
12. Cooperative Bank of Kenya
13. Credit Bank
14. Development Bank Of Kenya Ltd
15. Diamond Trust Bank
16. Dubai Bank Kenya Ltd
17. Ecobank
18. Equatorial Commercial Bank
19. Equity Bank
20. Family Bank
21. Fidelity Commercial Bank Limited
22. Guaranty bank
23. First Community Bank
24. Giro Commercial Bank
25. Guardian Bank
26. Gulf African Bank
27. Habib Bank
28. Habib Bank AG Zurich
29. I & M Bank
30. Imperial Bank Kenya
31. Jamii Bora Bank
32. Kenya Commercial Bank

33. Middle East Bank Kenya
34. National Bank of Kenya
35. NIC Bank
36. Oriental Commercial Bank Ltd.
37. Paramount Universal Bank
38. Prime Bank
39. Sidian Bank
40. Standard Chartered Bank – Kenya
41. Trans National Bank Kenya
42. United Bank of Africa
43. Victoria Commercial Bank

Source: Central Bank of Kenya, 2018

Appendix IV: Research Permit

EGERTON **UNIVERSITY**

Tel: Pilot: 254-51-2217620
254-51-2217877
254-51-2217631
Dir.line/Fax: 254-51-2217847
Cell Phone

P.O. Box 536 - 20115
Egerton, Njoro, Kenya
Email: bpgs@egerton.ac.ke
www.egerton.ac.ke

OFFICE OF THE DIRECTOR GRADUATE SCHOOL

Ref: CM16/00356/13 Date: 22nd July, 2020

Ms. Brigid Wangeci King'ori
Dept. of Business Administration
Egerton University,
Nakuru Town Campus
P. O. Box 13357,
NAKURU

Dear Ms. King'ori,

RE: CORRECTED PROPOSAL

This is to acknowledge receipt of two copies of your corrected proposal entitled **"The Effect of Organizational Culture on Organizational Performance: A Case of Commercial Banks in Nairobi County, Kenya."**

You are now at liberty to commence your fieldwork. However note the following: -

1. You must register each semester.
2. Pay your fees every semester.
3. Submit progress reports every four (4) months (Masters) or six (6) months (PhDs). Without this, your thesis/project will not be accepted. Forms are available at the Board.
4. You are expected to publish one (1) paper (Masters) or two (2) papers (PhD) in peer-reviewed journal and present them before issuance of "Intent to Submit Thesis/Project" form by the Board.

Thank you.

Yours sincerely

22 JUL 2020

Prof. Nzula Kitaka
DIRECTOR, BOARD OF POSTGRADUATE STUDIES

c.c. Dean, Commerce
COD, BA
Supervisors

NK/vk

Transforming Lives Through Quality Education

Appendix V: Snapshot of Abstract of Publication

International Journal of Arts and Entrepreneurship. Volume 11 Issue 4 (2022)

THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE: A CASE OF COMMERCIAL BANKS IN NAIROBI COUNTY, KENYA

Brigid W. King'ori[1], Prof. Dinah J. Kipkebut[2]

[1]*Masters student, Department of Business Administration, Egerton University,*
Email: brigidkingori@gmail.com
[2] *Associate Professor, Department of Business Administration, Egerton University,*
Email: jerutodiana@gmail.com

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ABSTRACT

Banking like any other industry has a basic structure or a set of principal economic and technical characteristics which contribute to competitive forces. In the current turbulent business environment, organizational culture is a key player in the provision of the glue that binds several parts of the organization together towards attainment of the desired goal. The study main objective was determining the effect of organizational culture on the performance of commercial banks in Nairobi County, Kenya. Specifically, the study sought to establish the effect of organization's mission, consistency, adaptability and involvement on performance of commercial banks and the combined effect of the four variables on competitive advantage of commercial banks in Nairobi County, Kenya. This study employed a descriptive survey design and census was used on the target population of the 43 licensed banks and respondents were the operations managers. From the 43 distributed questionnaires, 33 were returned making a response rate of 76.7%. The results from the Pearson correlation showed that organizational mission and consistency had moderate and positive relationship to organizational performance. Further results indicated that involvement had strong and positive relations to performance and adaptability had a weak and insignificant relation to performance of the commercial banks. Finally, the study recommends the top managers and leaders of the bank to use Denison' model of organizational culture elements of consistency, adaptability, strategic direction, core values, mission and involvement of all stakeholders as a way to enhance performance.

Keywords: *Organizational performance, Organizational culture, Mission, Involvement, Consistency and Adaptability*