Effect of Organizational Ownership and Culture on Employee Performance Among Selected Banks in Kenya

Emmy Langat
Charles Lagat
School Of Business and Economics, Moi University, Eldoret-Kenya

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Abstract

The role of organizational culture on employee performance has been a subject of interest. The purpose of the study was to establish the effects of organizational ownership and culture on employee performance. The study was guided by Social cognitive theory. Explanatory research design was used. The target population comprised of 403 employees drawn from 12 Commercial Banks in Kenya. Stratified and random sampling techniques were used to obtain sample size of 141 employees. The study used questionnaires as a tool for data collection. In order to test the reliability of the instrument, Crobanch alpha test was used. The study adopted both descriptive statistics and inferential statistics. Pearson correlation and multiple regression analysis were employed to estimate the causal relationships between organization culture and performance, and other chosen variables. Findings indicate that involvement culture (β_1 = 0.230, p-value<0.05) and consistency culture (β_2 = 0.286, p< 0.05) has a positive and significant effect on employee performance. Ownership thus has positive and significant moderating effect of bank ownership on the relationship between involvement culture and employee performance (β = 0.26, ρ<0.05) and (β= -0.2, ρ<0.05) respectively hence concluding that consistency culture and involvement culture improves employee performance. The study recommends that organizations that aim at improving employee performance need to ensure that employees have inputs into issues that affect both their work and the organization in general. Moreover, information needs to be widely shared so that each and every employee can get the information they require to make the appropriate decisions.

Keywords: Involvement Culture, Organization Culture, Performance And Consistency Culture

Introduction

There has been significant research is to explore the impact of organizational culture on employee performance. For instance, (Magee, 2002) claim that organizational culture could be used for measuring economic performance of an organization that appears to be most closely related to effectiveness. The cases were selected based on a prior study by the first author showing a close relationship between the level of involvement and performance (Denison 1984). However, organizational excellences could be varied since cultural traits differ from organization to organization and certain cultural traits could be source of competitive advantages through causal ambiguity (Barney, 1991 and Peters and Waterman, 1982). The world is changing rapidly and the level of employee expectation and satisfaction also change accordingly. Organizational culture adapts overtime to cope up with such dynamic changes and meet the varying demand of employee expectations and satisfactions. Therefore a supportive culture as pointed out by Ritchie (2000) is considered as a motivational instrument which promotes the employees to perform smoothly and ensures better productivity (Ritchie, 2000).

The ability to identify the culture traits of an organization provides a platform for better understanding of the operations of the organization for a better performance. Unfortunately, most often organizational cultural issues are overlooked, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2003). Organizational culture and employees’ performance are clearly related though the exact nature of this relationship is mixed (Kopelman, Brief, &Gizmo, 1990). Studies have shown that the relationship between many cultural attributes and employees’ performance has not been consistent over time (Denison, 1990; Sorenson, 2002).(Ouchi (1981, Denison, 1990), provides meaning to the members of the organization (Denison, 1990; Hofstede et al, 1990; Trice and Beyer, 1993) and outlasts organizational products, services, founders and leadership and all other physical attributes of the organization (Schein (1992).

The traits are similar in that they are all based on functionalist and phenomenological perspectives of organizations, with the functionalist perspective referring to the innate beliefs and patterns of behaviour of an organization and the phenomenological perspective referring to the secondary phenomenon resulting from the organization's beliefs and patterns (Denison & Mishra, 1995).The four traits interrelate according to the sets of tensions or contradictions that are often associated with many contemporary models of leadership and organizational effectiveness, such as the trade-off between stability and flexibility of an organization and the trade-off between an internal and external focus (Denison et al., 2006). For example, when considering the trade-off between internal and external focus, mission and adaptability describe the traits that determine the ability of an organization to externally adapt; while involvement and consistency describe the traits that determine the ability of an organization to internally integrate policies/procedures/values. Involvement features and consistency relate to internal dynamism of organization and have no relation with reciprocal behaviour of organization and external environment. Conformity and mission of organization are concentrated on external environment of organization unlike the previous features. Participation and conformity features emphasize on organization ability in flexibility and change. Mission and consistency features instead emphasize on organization capacity for stability and directing. Systems which have direction toward participation and conformity represent more diversity, more solutions and entries' about future positions, systems with directing toward high level of consistency (stability and permanency) and high attention to organization mission instead tend to reduction in diversity and emphasize on control and stability(Denison, Neal, 2000).

This study was carried out on the two internal focus traits, involvement and consistency whereby Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfil organizational objectives. Organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961).All employees are committed to perform their duties and feel as if they are part of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Spreitzer, 1995). Similarly, the consistency trait is also considered critical if an organization wants to improve internal integration based on its ability to facilitate the coordination of activities.Consistency is the organization's core values and the internal systems that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well integrated (Saffold, 1988).

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 (Pascale, 1985; Weick, 1987). Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990). Recent studies indicated that culture impacts on organizations' long-term employee performance and will probably be an important factor in determining the success or failure of organizations during the next decade (Ortiz & Arnborg, 2005; Schlechter, 2001). It is possible to develop cultures that inhibit long-term employee performance and this may happen despite the fact that the organization is staffed by reasonable and intelligent people. However, culture is not static, Kotter and Heskett (1992) describe culture as having two levels which differ in terms of visibility and their resistance to change although it can be made more performance enhancing (Kotter & Heskett, 1992).Many organizations exist because they want to make profit for its owners or shareholders. Furthermore, most organizations like in the case of non-profit need a good financial management for it to continue in business. If an organization cannot survive financially, it will have to cease its operations (Gitman, 1991).

Employee performance is thus the key focus of many line managers and any initiative that does not relate to the achievement of this objective is rarely regarded as being important. Culture is often described as something that is intangible, difficult to understand and important to focus on, if there is time (Martin, 2005). However, the reality of the current business world is that there is rarely time to focus on factors that are not essential for the achievement of business objectives. The banking literature on transition countries concludes that ownership matters. Government ownership of banks is argued to be less efficient than private ownership (Bonin, Mizsei, Szekely and Wachtel, 1998). As government-owned banks are privatized by sales of shares to foreign owners, Buch (1997) asserts that the foreign investors bring state of the arts technology and human capital to domestic banks that are encumbered by the legacies of the centrally planned era. Along with ownership structure, ownership nationality that is, domestic or international ownership is another factor that can lead to differences in organizational objectives, practices, and governance mechanisms (Eldenburg et al. 2004; Kangis & Kareklis, 2001).

In order to achieve the desired level of employee performance, many organizations have restructured, merged, benchmarked, re-engineered, implemented total quality management programmes and introduced competitive staff benefits. Despite such attempts, many organizations have not achieved the anticipated results or have not experienced high employee performance (Jeuchter, Fisher & Alford, 1998). There are several studies that that have addressed how organizational culture can influence the employee performance of the organization (Van der Post *et al.*, 1998). However the influence of organizational ownership affects performance and has not been addressed. Many studies examine the efficiency effects of bank ownership type – whether an institution is state-owned, private domestic, or foreign – with very significant differences found among these types. It was found that state owned banks operating in developing countries tend to have lower profitability than comparable private banks and that this lower profitability was due to lower net interest margins and higher overhead costs.

The focus was on industrial countries, there was amuch weaker relationship between performance and ownership. Moreover, the quantitative studies that have been conducted on organizational culture have generally been performed in the developed countries and very little has been done in developing countries (Davidson, 2003) such as Kenya, especially in the banking industry. However, more relevant here is the common finding that the advantages of foreign banks often outweigh the disadvantages in developing nations in terms of bank performance. The ability to identify the culture traits of an organization provides a platform for better understanding of the operations of the organization for a better performance. Unfortunately, most often organizational cultural issues are overlooked, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2003).

The focus to identify the cultural traits of an organization provides a platform for better understanding of the operations of the organization for an improved employee performance. Unfortunately, most often organizational cultural issues are overlooked, while attention is directed towards activities that may have little or no positive effect on performance (Davidson 2003). Employee performance reveals that, there is not much statistical evidence supporting this relationship (Calori & Sarnin, 1991; Van der Post *et al.,* 1998). The research conducted by Denison (1990) was the most extensive quantitative study on organizational culture and employee performance. Although a significant amount of research has been conducted using the Denison organizational culture Survey, there have been no studies of this nature in Kenya. This research is thus an attempt to establish whether a relationship exists between organizational culture and employee performance in Kenya banking industry. The study hypothesized that:-

Ho_1: Involvement culture does not significantly affect employee performance of banking industry in Kenya.

$Ho_{2:}$ Consistency culture does not significantly affect employee performance in banking industry in Kenya.

H_{03}: Bank ownership does not moderate the relationship between involvement culture and consistency on employee performance of banking industry in Kenya

Theoretical Framework

The paper is anchored Social Cognitive Theory (SCT) started as the Social Learning Theory (SLT) in the 1960s by Albert Bandura. It developed into the SCT in 1986 and posits that learning occurs in a social context with a dynamic and reciprocal interaction of the person, environment, and behavior also considering the social environment in which individuals perform the behavior. The theory takes into account a person's past experiences, which factor into whether behavioral action will occur. The theory explain the choice behavior where people have to make decisions about what course of action to pursue and how long to continue what they have undertaken, and such decisions are partly determined by judgments of personal efficacy. People also are deemed to avoid tasks and challenges since they believe it exceeds their capabilities but undertake and perform confidently tasks and they judge themselves capable of managing. Because self-efficacy beliefs are concerned with individuals' perceived capabilities to produce results and to attain designated types of performance, entrepreneurs undertake risk preference with perceived capabilities to produce results and to attain designated types of performance which will result to either high or low organization efficacy.

The Denison’s Model of Culture

The values and beliefs of an organization give rise to a set of management practices, which are concrete activities usually rooted in the values of the organization (Denison 1990). These activities stem from and reinforce the dominant values and beliefs of the organization. Accordingly, Denison’s model states that the four broadly defined cultural traits of involvement, consistency, adaptability, and mission, collectively facilitate an organization’s capabilities for integrating and coordinating internal resources as well as its adaptation the external environment, thereby leading to superior organizational performance. Organizations with strengths in two of the traits often share certain orientations and outcomes. An organization with a strong internal focus is focused on the dynamics of the internal integration of systems, structures, and processes. It values its people and prides itself on the quality of its products or services. A strong internal focus has been linked to higher levels of quality, fewer defects and less rework, good resource utilization, and high employee satisfaction.

Involvement Culture and Employee performance

Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfil organizational objectives. This trait consists of building human capability, ownership and responsibility. Organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Spreitzer, 1995).

When capability development is higher than empowerment, this can be an indication that the organization does not entrust capable employees with important decision making that impact their work. Capable employees may feel frustrated that their skills are not being fully utilised and may leave the organization for better opportunities elsewhere if this is not dealt with this may improve the Employee performance of the organization. On the other hand, when empowerment is higher than capability development, this is often an indication that people in the organization are making decisions that they are not capable of making. This can have disastrous consequences and often happens 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. The team is likely to go about their daily activities without a real sense of purpose or without making a contribution to optimal organizational Employee performance (Lawler, 1996).

Consistency Culture and Employee Performance

Consistency is the organization's core values and the internal systems that support problem solving, efficiency, and effectiveness at every level and across organizational boundaries. Organizations also tend to be effective because they have “strong” cultures that are highly consistent, well-coordinated, and well integrated (Saffold, 1988). 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 (Pascale, 1985, Weick, 1987).

Behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mind-set and a high degree of conformity (Senge, 1990). When agreement is lower than core values and coordination, this tends to indicate that the organization may have good intentions, but may become unglued when conflict or differing opinions arise. 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.

Consistency trait is also considered critical for achieving internal integration based on its ability to facilitate the coordination of activities. Unlike involvement, however, which emphasizes flexibility, consistency emphasizes stability and involves three components labelled, core values, agreement, and coordination and integration. These three components refer, respectively, to the degree to which organizational members, share a set of values which create a sense of identity and a clear set of expectations, are able to reach agreement on critical issues and reconcile differences when they occur, and work together well to achieve common goals, this might improve the Employee performance of a firm (Denison, 2000: p. 10).

Moderating Effect of Ownership Type on Culture and Performance

There are a number of studies on the relative performance of foreign and locally owned banks. Foreign ownership is often associated with greater efficiency (Claessens et al., 2001; Bonin *et al.*,2005) and more competitive national banking systems (Claessens and Laeven, 2004;Martinez Peria and Mody, 2004). The literature is mixed when it comes to the effect on business credit availability with some studies finding positive effects (Clarke *et al.*, 2002;Berger *et al.*, 2004; Bhaumik and Piesse, 2005) and others finding reduced credit, in particular for opaque firms (Berger et al., 2001; Haber and Musacchio, 2005; Detragiache *et al.*, 2006).Other literature shows that foreign banks provide a greater share of total funds in countries with stronger creditor rights and legal enforcement and less government ownership of banking assets(Esty, 2004) and in countries with smaller cultural and geographical “distances” between the foreign bank headquarters and local branches (Mian, 2006).The central issue associated with organizational culture is its linkage with organizational performance (Denison and Fey, 2003).Employees are the most important assets in organizations, which without, the goals and objectives may not be attained (Bello, 2012)Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behaviour that provides guidance to people (Awadh & Saad, 2013). On the other hand, individuals need supportive organizational culture to help them reach individual objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups and organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance (Kozlowski & Klein, 2000).

The empirical literature on state owned banks in developing nations generally finds unfavourable performance. Individual state owned institutions have relatively low efficiency and high on-performing loans, and large market shares for state-owned banks are associated with reduced access to credit, diminished financial system development, and slow economic growth (La Porta *et al.,* 2002). Based on the theoretical model developed by Denison and his colleagues, we examined the impact of ownership type and firm size on organizational culture, as well as the moderating effect of the two contextual variables on the linkage between organizational culture and employee effectiveness (Zeng, K., & Luo, X. (2013).

Research Methodology

Explanatory research design was used in this study. Causal explanations argue that phenomenon Y (employee performance) is affected by variable X (organization culture). This design was chosen because it applied closely to the research objectives of this study and will be practical in testing the study hypothesis. The target population was403 employees drawn from 12 selected banks in Kenya. This methodology provides an adequate coverage of bank, a sample of 4 state-owned banks, 4 private domestically owned banks, and 4 foreign owned banks was used in this paper. From the target population of 403, sample size formula(Kent 2008) was used to select a sample size of 141respondents selected using simple random sampling The researcher used questionnaires as a tool for data collection. In order to test the reliability of the instrument, the Crobanch alpha test which is a measure of internal consistency was used in which closely relates a set of items were taken as a group.

Organization culture was adopted from Denison’s (2000) Organizational Culture Survey. This instrument includes 16 items, all of which are five point Likert scales with anchors strongly disagree (=1) to strongly agree (=5). Denison has conceptualized the four major cultural as second-order, broader factors, each composed of three component indexes. Each one of these 2 component indexes is measured with five/six items (Denison *et al.,* 2003).

Data Analysis

The study used quantitative method to analyze data. The information was codified and entered into a spread sheet and analyzed using SPSS (statistical package for social sciences). Quantitative data was used to analyze using descriptive statistical method, the statistical tools such as pie charts and measures of central tendency such as mean, and standard deviation was used. Inferential statistic such as ANOVA, Pearson correlation coefficients r and multiple regression models. Multiple regression analysis was employed to test the hypotheses. Multiple regression analysis was applied to analyze the relationship between a single dependent variable and several independent variables (Hair *et al.,* 2005). The study utilized variable inflation factor (VIF) to handle the issue of Multi-Collinearity. SPSS version 21 software was used for Correlation and Regression analysis. The significant level of each independent variable was tested at a confidence level of 95%.

Data Analysis Techniques

Quantitative data were analyzed using both descriptive and inferential statistics. Descriptive statistics involved the use of pie charts and measures of central tendency such as mean, and standard deviation inferential statistic such as ANOVA, Pearson correlation coefficients r and multiple regression models. Stepwise regression analysis was employed to test the hypotheses. The study shall also utilize variable inflation factor (VIF) to handle the issue of Multi-Collinearity. The significant level of each independent variable was tested at a confidence level of 95%.

Results

Descriptive statistics of the variables sought to establish the effect of involvement culture on employee Performance. It is evident from the results that everyone believes that he or she can have a positive impact (mean = 4.2, SD = 0.894).The authority is therefore delegated so that people can act on their own (mean = 3.83, SD = 1.019).Further, most employees are highly involved in their work (mean = 3.74, SD = 0.999).Also, information is widely shared so that everyone can get the information he or she needs when it is needed (mean = 3.68, SD = 1.152).In the same way, decisions are usually made at the level where the best information is available (mean = 3.58, SD = 0.809). It has also been evidenced that teams are their primary building blocks (mean = 3.46, SD = 1.125).However, there is doubt whether business planning is ongoing and involves everyone in the process to some degree (mean = 2.97, SD = 1.187). Based on the aforementioned findings, everyone believes that they can have a positive impact. As such the organization highly involves in the work and authority is delegated so that they can act on their own.

There is only doubt if business planning is ongoing and involves everyone in the process. The researcher sought to establish the effect of consistency culture on employee performance. There is an ethical code that guides their behavior and tells them the right from wrong (mean = 4.31, SD = 1.123).Further, there is a clear and consistent set of values that govern the way business is done (mean = 3.82, SD = 0.747). On a positive note, there is a characteristic management style and a distinct set of management practices (mean = 3.68, SD = 0.822). In addition, there is a ‘‘strong’’ culture (mean =

3.51, SD = 1.271) though the approach in doing business is very consistent and predictable (mean = 3, SD = 1.155). On a similar note, there is doubt whether the leaders and managers ‘‘practice what they preach’’ (mean = 2.57, SD = 1.17).In light of the foregoing results, there is an ethical code that guides behavior and tells the right from wrong, clear and consistent set of values that govern the way business is done and a characteristic management style.

Table 1 Descriptive statistics

		loading	Mean	Std. Deviation	Cronbach's Alpha
Involvement Culture	Most employees are highly involved in their work	0.629	3.74	0.999	0.733
	Authority is delegated so that people can act on their own	0.65	3.83	1.019	
	Decisions are usually made at the level where the best information is available	0.763	3.58	0.809	
	Everyone believes that he or she can have a positive impact	0.634	4.2	0.894	
	Information is widely shared so that everyone can get the information he or she needs when it is needed	0.77	3.68	1.152	
	Business planning is ongoing and involves everyone in the process to some degree	0.74	2.97	1.187	
	Teams are our primary building blocks	0.517	3.46	1.125	
Consistency Culture	The leaders and managers ‘‘practice what they preach’’	0.747	2.57	1.17	0.776
	There is a clear and consistent set of values that governs the way we do business	0.761	3.82	0.747	
	There is a ‘‘strong’’ culture	0.507	3.51	1.271	
	There is an ethical code that guides our behavior and tells us right from wrong	0.638	4.31	1.123	
	There is a characteristic management style and a distinct set of management practices	0.641	3.68	0.822	
	Our approach in doing business is very consistent and predictable	0.542	3	1.155	
employee performance	I would be very happy to spend the rest of my career in this bank.	0.743	2.7	1.193	0.892
	Am happy working in the company	0.857	3.71	0.803	
	Am contented with the company	0.806	3.23	1.007	
	When I improve my performance, my accomplishments are recognized.	0.825	3.5	1.363	
	Am satisfied with how the company treats the employees	0.794	2.47	1.222	

Correlation results

The findings revealed that consistency culture was positively and significantly associated with employee performance (r = 0.660, ρ<0.01). Moreover, involvement culture was positively correlated with employee performance (r = 0.599, ρ<0.01). This implies that involvement culture, consistency culture are expected to influence employee performance. To describe the correlation between bank ownership and bank performance Correlation analysis is a technique of assessing the relationship between variables: involvement culture, consistency culture, with employee performance. Thus, the results regarding this were summarized and presented in the table 1 below, to describe the correlation between bank ownership and employee performance and test whether involvement play a role in driving this correlation, estimating a simple model was done to compare how ownership affects bank performance .Moreover, consistency was tested to compare how it affects the relationship between ownership and performance by interacting ownership with the ownership dummy. Finally, we check whether our results are robust to changes in the econometric specification, weighing strategy, and sample of banks included in the statistical analysis

Table 2 Correlation Analysis

	Mean	Std. Deviation	Employee Performance	Involvement Culture	Consistency Culture
Employee Performance	3.3878	0.77682	1		
Involvement Culture	3.2955	0.81231	.599**	1	
Consistency Culture	3.3241	0.72886	.660**	.524**	1

** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2015

Testing Of Hypothesis

Table 3 illustrates the model summary of multiple regression model, the results showed that all the two predictors (involvement culture and consistency culture,) explained 38 percent variation of employee performance. This showed that considering the two study independent variables, there is a probability of predicting employee performance by 38% (R squared =0.38). The significant level of each independent variable will be tested at a confidence level of 95%.

H_{01}: ***Involvement culture has no significant effect on employee Performance***

The results of multiple regressions, as presented in Table 4.14 revealed that involvement culture has a positive and significant effect on employee performance with a beta value of (β) = 0.23 (p-value = 0.003 which is less than p = 0.05). Therefore, the researcher rejects the null hypothesis and it is accepted that for each unit increase in involvement culture, there is 0.23 unit increase in employee performance.

H_{02}: ***Consistency culture has no significant effect on employee Performance***

The results of Table 4 showed that the standardized coefficient beta and p value of consistency culture were positive and significant (β = 0.286, p< 0.05). Thus, the researcher rejects the null hypothesis and it is accepted that consistency culture has a positive and significant effect on employee performance. Thisis as a result of a clear and consistent set of values that govern the way business is done. Cognate to the results, Block, (1991) argues that behaviour that is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view results to improved performance. Also, in line with the results, Saffold, (1988) echoes that organizations that are effective have "strong" cultures that are highly consistent, well-coordinated, and well integrated. Consistently, Senge, (1990) posits that consistency in an organization is a powerful source of stability and internal integration.

H_{03}: Bank ownership does not moderate the relationship between involvement culture and consistency on employee performance of banking industry in Kenya

The results shows that bank ownership negatively and significantly moderates the relationship between consistency culture and employee performance (β= -0.2, ρ<0.05) That is, a decrease in employee performance was significantly associated with consistency culture, and this relationship was enhanced by bank ownership. Additionally, there is a positive and significant moderating effect of bank ownership on the relationship between involvement culture and employee performance (β = 0.26, ρ<0.05).The results imply that bank ownership enhances the involvement of employees in their work and ensures that everyone gets the information they need. This in turn improves their performance.

Table 3 Stepwise Regression Model

	Model 1 Beta	T	Model 2 Beta	t	Model 3 Beta	t
(Constant)	0.61*	2.8	0.76*	3.62	0.79*	3.84
involvement culture	0.23*	3	0.1*	1.3	0.09	1.18
consistency culture	0.29*	3.19	0.27*	3.15	0.34*	3.77
Involvement*ownership			0.26*	3.91		
Consistency*ownership					-0.2*	-2.2
R	.614		.658		.662	
R Square	0.38		0.43		0.44	
Adjusted R Square	0.37		0.43		0.43	
Std. Error of the Estimate	0.61		0.59		0.58	
R Square Change	0.34		0.06		0	
F Change	113		82.1		6.15	
Sig. F Change	0		0		0.01	

Source: Survey Data (2015)

Conclusion and Recommendations

In conclusion, involvement culture has an important bearing on employee performance. Specifically, employees feel that they own a piece of the organization and input into decisions that affect their work as well as the organization at large. Other than employee involvement in decision making, authority is delegated such that employees act on their work and can easily access the information they need. As a result of the foregoing, improved employee performance is realized.

Also, consistency culture has exhibited a positive and significant effect on employee performance. This is characterized by an ethical code that guides behavior and tells the right from the wrong as well as a clear and consistent set of values that govern the way business is done. The implication is that whenever there is conflict due to differing opinions, the conflict is resolved since a lot of importance is attached to core values in place. The results imply that bank ownership dictates the manner in which the banks set their strategies and gives meaning and direction to the employees' work. This in turn improves their performance.

The results of the analysis have revealed that involvement culture contributes to improved employee performance. Therefore, organizations that aim at improving employee performance need to ensure that employees have inputs into decisions that affect both their work and the organization in general. Moreover, information needs to be widely shared so that each and every employee can get the information they require to make the appropriate decisions.

Since the study has established that consistency culture is associated with improved employee performance, it is important that the organization shares a set of values that create a sense of identity and clear set of expectations. Also, consistency will result to a stability and internal integration together with a set of values that dictate how the business is done. With this in place, there will be a strong culture that contributes to improved employee performance.

Based on this research and literature review, it is still perceived that all the factors are equivalently related to improvement of employee performance. Since the current research was limited to selected banks in Kenya, there was a limited sample available from the population. A larger sample and a more specific instrument might be desirable and might validate the uncertainty among the respondents in regards to mission culture. Apart from extending the sample size, to strengthen the research it is recommended that that this thesis be applied to specific industry segments, such as automotive, healthcare or manufacturing.

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